Salt Lake Valley Coalition to End Homelessness

Stakeholder Feedback: Summary of Key Themes

AUGUST - OCTOBER 2026

PATHWAY GROUP
AT THE INTERSECTION OF VISION AND IMPACT

END UTAH HOMELESSNESS
Salt Lake Valley

PLANNING TEAM

Strategic Planning Team

CO-CHAIR

Jennifer Campbell
SLVCEH Steering Committee Co-Chair

CO-CHAIR

Shawn McMillen
SLVCEH Steering Committee Co-Chair

Laurie Hopkins
SLVCEH Steering Committee Vice Chair

Anndrea Wild
Director of Office of Homelessness & Criminal Justice Reform

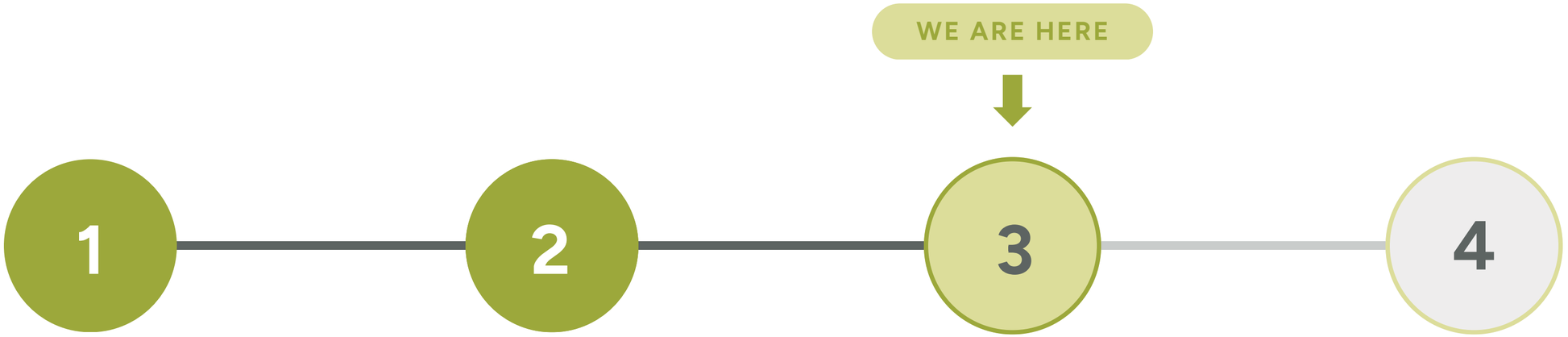
Tarra McFadden
SLVCEH Program & Grant Manager

Nicole Calvert
SLVCEH Program Development Coordinator

Tony Pizza
SLVCEH Communications Manager

WHERE WE ARE

Our Strategic Planning Process



System Assessment

COMPLETE
July - August

Structured review of organizational and historical strategy and planning documents.

Stakeholder Engagement

COMPLETE
August - October

Broad stakeholder engagement via survey, listening sessions, and interviews.

Strategy Creation

IN PROGRESS
October 6 and 22

Development of goals, tactics, and measures for each priority

Final Plan Adoption

UPCOMING
November - December

Open comment period and final plan adoption by the Steering Committee

How We Gathered Input



22+

DOCUMENTS REVIEWED

Document Review

Previous plans, governing materials, and progress reports shared by SLVCEH, in addition to other research.



66

RESPONDENTS

Stakeholder Survey

Stakeholders across the system answered questions on mission, capacity and direction.



54

PARTICIPANTS

Listening Sessions

Partners and community members shared how they see SLVCEH (a small number attended more than one session).



8

CONVERSATIONS

Interviews

One-on-one conversations with staff, partners, and leaders.

Survey Responses

The following pages present results for the 16 survey questions. A total of 66 people participated, though some respondents skipped individual questions. The number of respondents for each question is noted alongside the corresponding results. The appendix provides qualitative survey data.

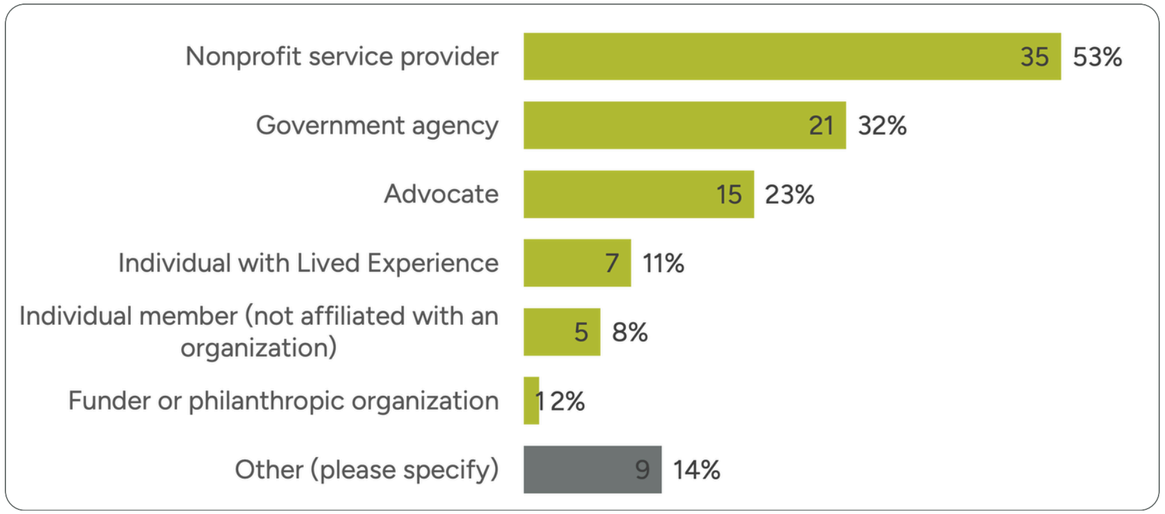
SURVEY OBJECTIVES

- Understand who is participating with the CoC and how
- Perception of the Coalition's purpose and value
- Assessment of Coalition's performance
- Gather strategic input from many stakeholder groups

Respondent Involvement with SLVCEH

QUESTION 2 · N=66

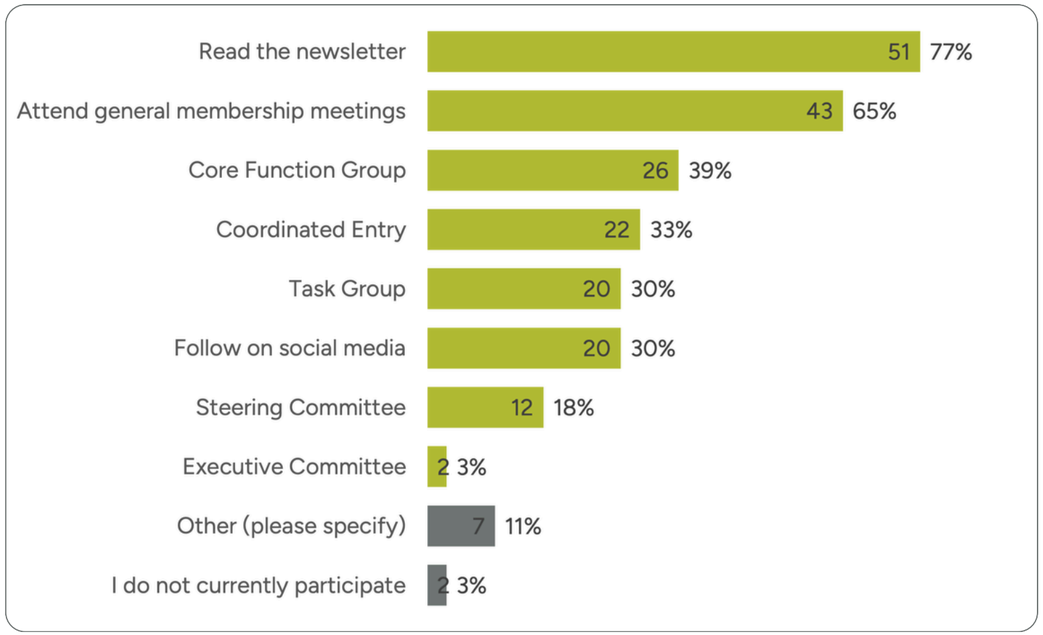
Which best describes your organization or role with the Coalition? (Select all that apply)



'Other' responses: Educational institutions, Public Housing Authority

QUESTION 3 · N=66

How do you participate with the CoC? Select all that apply.



'Other' responses: Educational institution professional, previous participation named

STAKEHOLDER SURVEY

Purpose & Value of SLVCEH

QUESTION 4 · N=47

In your opinion, which CoC function contributes most to achieving the mission of making homelessness rare, brief, and non-recurring?

TOP 4 THEMES

Collaboration & Convening

Respondents emphasize the importance of the Coalition's work to create spaces and opportunities for organizations to convene and share information.

17 MENTIONS

Support for Housing & Direct Service Providers

The CoC's support for providers, particularly through housing resources, is viewed as critical to preventing and resolving homelessness.

11 MENTIONS

Coordinated Entry

Respondents emphasize the importance of maintaining By-Name lists and strengthening system-wide intake efforts to better connect individuals with services.

10 MENTIONS

Funding & Collaborative Applicant

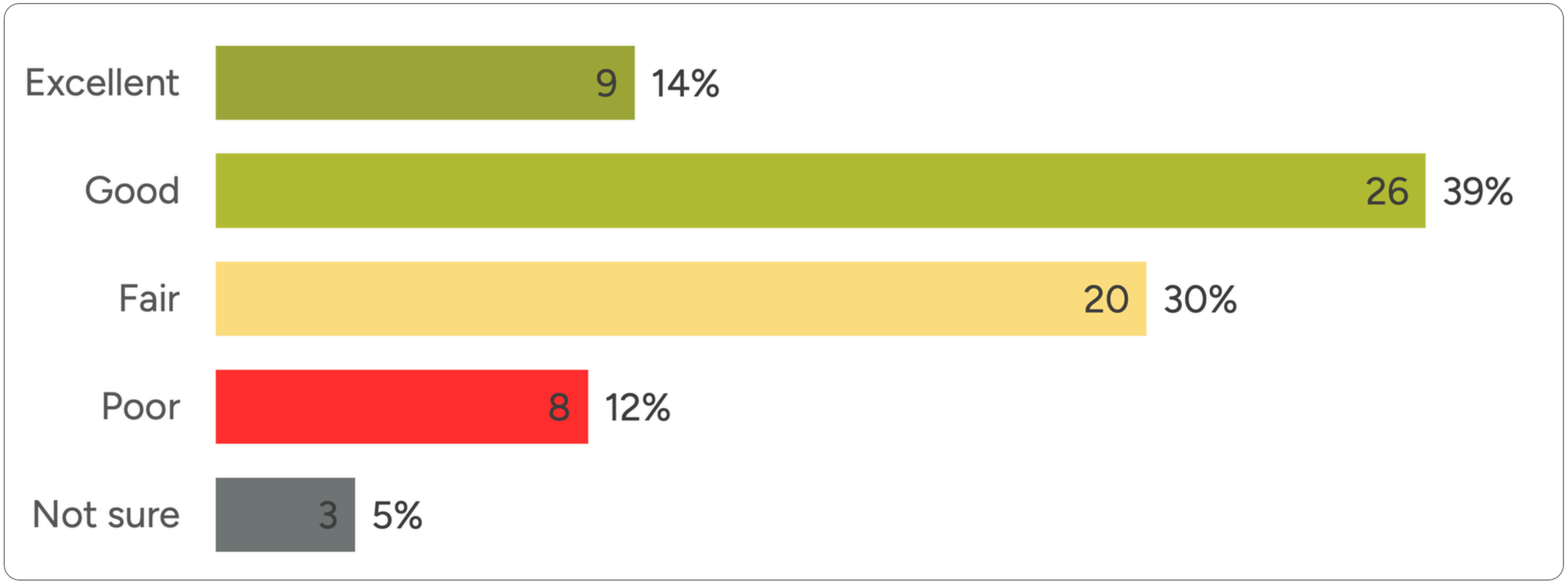
Several comments highlight the CoC's leadership in HUD grant applications and reporting, particularly in securing housing funding.

7 MENTIONS

Purpose & Value of SLVCEH

QUESTION 7 · N=66

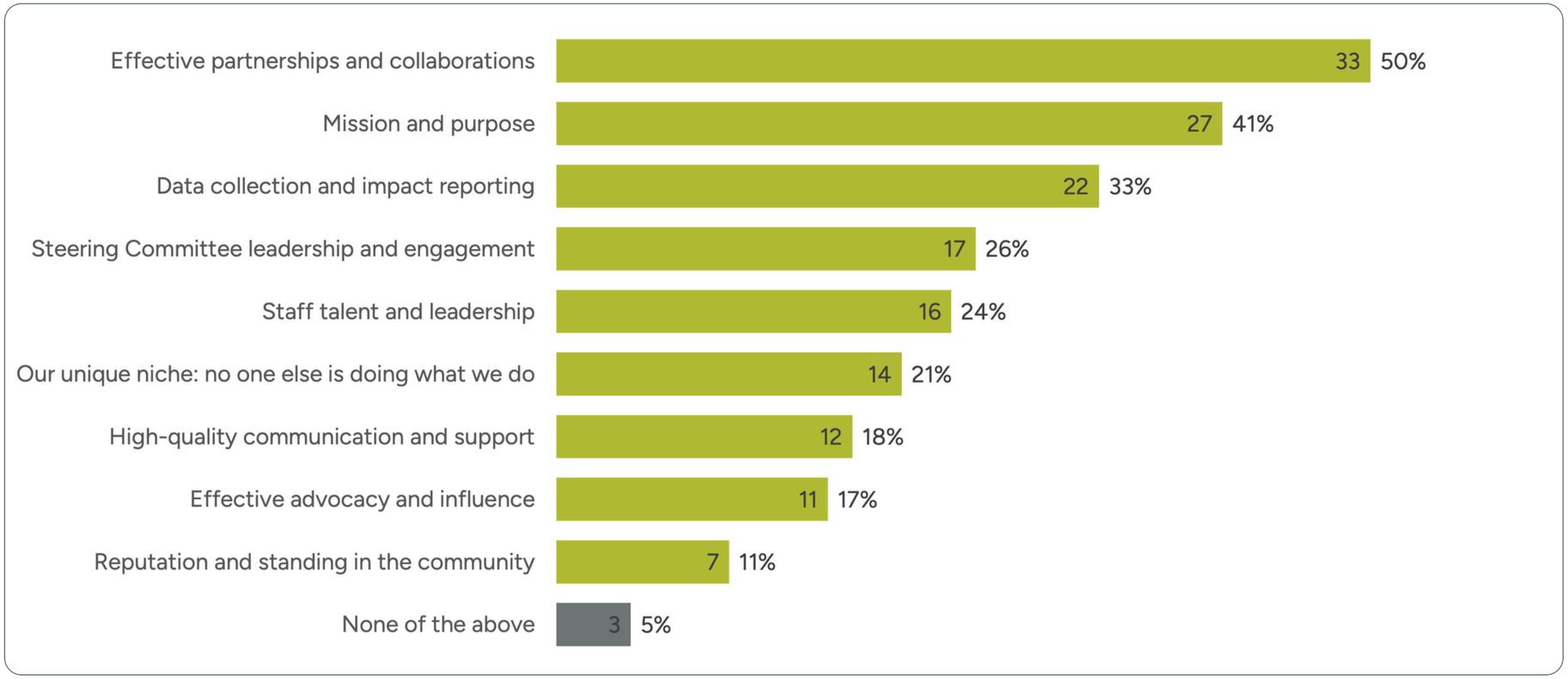
How would you describe the Coalition's reputation among its stakeholders?



Strategic Input

QUESTION 11 · N=66

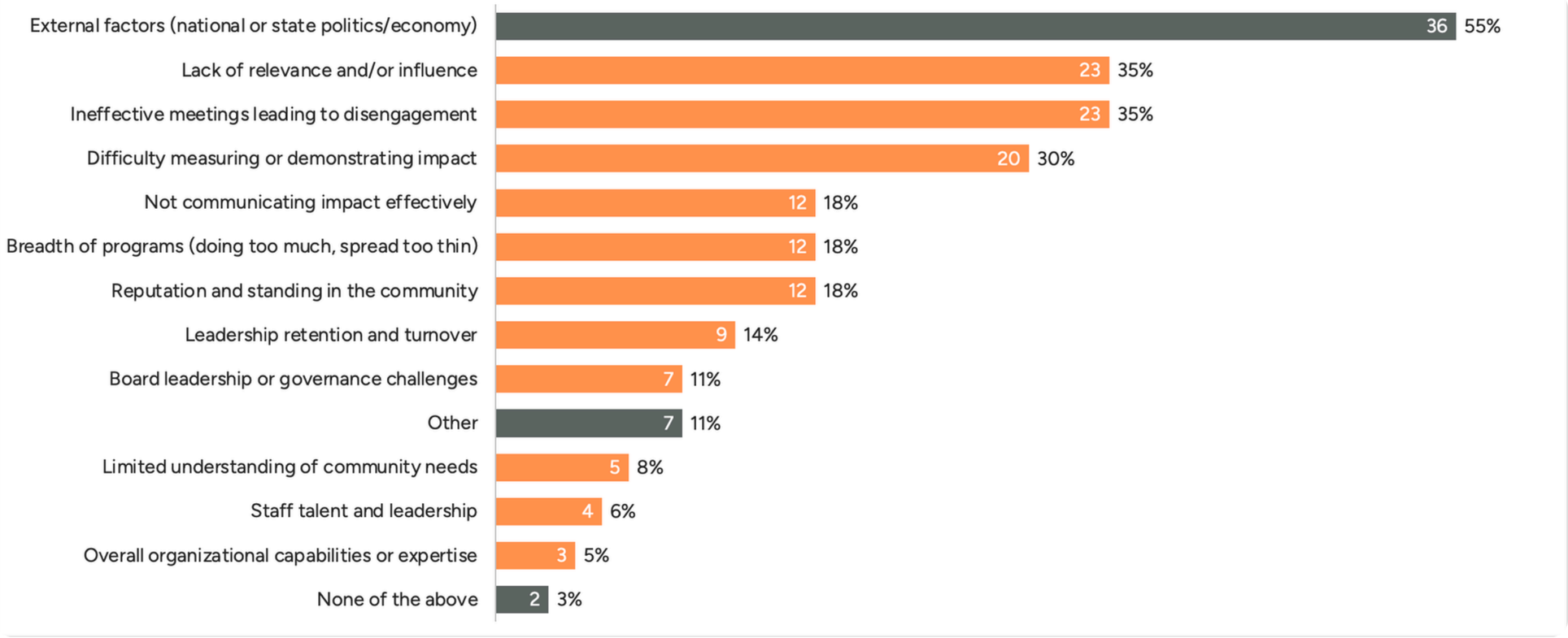
What do you think are the CoC's greatest assets? Select top 3.



Strategic Input

QUESTION 12 · N=66

What do you think are the CoC's greatest vulnerabilities? Select top 3.



'Other' responses:

- Not doing enough to fill provider gaps
- Not leading out on system-wide projects

STAKEHOLDER SURVEY

Strategic Input

QUESTION 13 · N=65

Which of the following impact areas should the CoC prioritize over the next three years?

Please rank from most (1) to least important (5).

RANK	OPTION	% WHO RANKED IT HERE	WEIGHTED AVG.
1	Policy and legislative advocacy	54%	1.75
2	Information and data repository for members	37%	2.52
3	Facilitating provider policy support	25%	3.25
4	Providing opportunities for member organizations to connect and network	32%	3.48
5	Internal governance and role clarity	46%	3.75

Strategic Input

QUESTION 14 · N=46

What types of opportunities or partnerships should the Coalition pursue more intentionally in the future?

TOP 3 THEMES

Cross-Sector & External Partnerships

Healthcare/behavioral health, Police/District Attorneys, local businesses, higher ed, landlords, faith groups

13 MENTIONS

Advocacy & Policy

Develop deeper relationships with legislators through lobbying efforts and direct policy work, and partner with municipalities to increase housing options with zoning changes

12 MENTIONS

Funding & Resources

Seek to increase and diversify CoC funding sources, including broadening government support and expanding to private sources

11 MENTIONS

Looking Ahead

QUESTION 15 · N=47

In your opinion, what would success look like for the Coalition three years from now?

TOP 4 THEMES

Reduced Homelessness & Client Outcomes

Reducing homelessness by focusing on increasing affordable housing supply and housing options.

19 MENTIONS

Trusted Voice & Policy Influence

A strong voice for homeless advocacy that is trusted by providers, policymakers, government leaders, donors, and the public.

17 MENTIONS

Collaboration & Breaking Silos

Having focused meetings that end with action items that lead to deliverables.

14 MENTIONS

Data, Impact & Accountability

Greater focus on using clear metrics in storytelling, advocacy, and influencing policy.

10 MENTIONS

Insights from Listening Sessions

Pathway facilitated 8 listening sessions attended by 54 partners, stakeholders, and community leaders. Listening sessions were offered in both in-person and virtual formats.

WE ASKED ABOUT

- General awareness
- Perception of impact
- Reputation
- Future priorities

INSIGHTS FROM LISTENING SESSIONS

Lived Expert Listening Session

N=7 participants

Silence on homeless issues erodes trust

The Coalition often spends several meetings on an issue and then says nothing publicly. Stakeholders expect a position, especially when expertise is at the table.

Low visibility, mixed reputation

Most people don't know the Coalition exists, and those who do often see it as disorganized. More gets done than people can see, and it's unclear who speaks for the Coalition versus individual member organizations.

Coalition offers real value that would be missed

Disbanding would hit CoC funding first, since the Coalition is the applicant. It also connects providers across sectors, holds years of institutional knowledge, and carries voices into rooms that individual lived experts can't reach.

Lived experts are practical experts

Participants want lived experts treated as specialists. Each side opens doors the other can't: lived experts give the Coalition legitimacy, and the Coalition can put them in front of decision-makers.

Advocacy should start earlier, with a clear process

Youth had to bring the vehicle-sleeping issue to the Coalition, and the executive order on harm reduction language got silence. Participants want a defined process for choosing issues, spokespeople, and venues, and a Coalition that is in the loop before policy reaches the street.

Communication has to fit real life

Email is unreliable, and phone numbers change often, so HMIS and standard outreach miss people. Participants also described unanswered case managers and programs that don't coordinate, which forces people to navigate the system over and over.

INSIGHTS FROM LISTENING SESSIONS

General Membership Listening Sessions

N=47 participants

Valued convener

The coalition reduces silos, supports networking and referrals, and brings cross-sector partners together.

MENTIONED IN 6/7 SESSIONS

Strong staff and federal expertise

People praised the newsletter, the NOFO and HUD explanations, the PIT count, and solid compliance. HUD funding has been maintained and grown.

MENTIONED IN 5/7 SESSIONS

Key data is missing

Gaps named: families, turnaways, people living in cars, follow-up after housing, eviction and prison release data, agencies outside HMIS, and the economic drivers of homelessness. The PIT count is seen by some as the whole story.

MENTIONED IN 6/7 SESSIONS

Data serves compliance, not decisions

HMIS and other data are collected for reporting but not analyzed or acted on. Examples: jail data and record shelter turnaways with no clear owner to act on them, and HMIS training that teaches data entry, not analysis.

MENTIONED IN 7/7 SESSIONS

Use data to tell the success story

Public perception and media coverage focus on failures, and members can't cite results on the spot. People want concise, ROI-framed talking points for funders and legislators.

MENTIONED IN 7/7 SESSIONS

Want one trusted data source

People want a public or provider-facing dashboard or quarterly one-pager covering beds, turnaways, and housing flow to support grants, planning, and advocacy.

MENTIONED IN 7/7 SESSIONS

INSIGHTS FROM LISTENING SESSIONS

General Membership Listening Sessions

N=47 participants

Relationship with county unclear

People questioned whether being housed in the county shapes priorities and limits autonomy, and where staff authority ends and membership begins.

MENTIONED IN 6/7 SESSIONS

Needs one coordinated voice

No one serves as the coalition's full-time leader, and co-chairs lead their own agencies first. Speaking with one informed voice from 600+ members would be louder and more credible. An executive director model was widely suggested.

MENTIONED IN 6/7 SESSIONS

Too broad to drive action

The coalition tries to do everything, and too many workstreams dilute its power. Meetings are mostly information "downloads," and little happens between them, so people question whether attending is worth it. People asked for a few priorities with action plans ("less is more").

MENTIONED IN 7/7 SESSIONS

Low visibility, unclear identity

Many people don't know what the coalition is or that they're part of it. It isn't the first place media or the public go for information.

MENTIONED IN 5/7 SESSIONS

Unclear who does the work

There are no clear assignments or follow-through expectations, and the same small group carries the load. Co-chairs got no road map, and no one has the authority to hold people accountable.

MENTIONED IN 5/7 SESSIONS

No dedicated leader or continuity

No one works for the coalition full time, and co-chairs lead their own agencies first. Knowledge is lost at every term or staff transition. An executive director or a single dedicated staff contact was widely suggested.

MENTIONED IN 5/7 SESSIONS

Interview Insights

Top insights from 8* one-on-one conversations with key leaders connected to the Coalition.

**9 total interviews planned, 8 complete*

WE ASKED ABOUT

- General impressions
- Common confusions
- Organizational effectiveness
- Partner suggestions

Top insights from 8 one-on-one conversations with key leaders connected to the Coalition.



No unified voice, unclear mandate, and engagement at the wrong level.



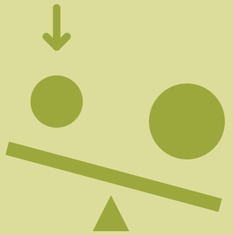
Funding as the central lever, including a shift toward outcome-based models.



No documented decision-making process or delegated authority, resulting in major decisions being made unilaterally.



The Coalition struggles to tell its own story and use data proactively.



The Coalition already has access to significant levers of influence without building new structures; the challenge is to use them strategically.

Key Themes Summary

Four primary themes emerged across all engagement methods. The following pages explore them at a high level and in detail.

IN THIS SECTION

- Key themes
- Insights within themes
- Emerging priorities

Key Themes Summary

Overall, the following themes showed up the most across all sources (survey, listening sessions, and interviews).

LEADERSHIP & CAPACITY

The Coalition has no full-time executive leadership. Without this, no one clearly owns the Coalition's priorities, follow-through, story, or funding.

GOVERNANCE & COORDINATION

The Coalition's strength is bringing people together. But it tries to do too much through too many meetings, without clear decision-making authority or a way to retain knowledge as leaders rotate out.

DATA & SYSTEM NARRATIVE

The system collects significant data but uses it mainly for compliance. Stakeholders want the Coalition to be the trusted source that turns data into a clear story of needs, gaps, and results for the entire homeless service system.

POLICY & FUNDING ADVOCACY

Stakeholders ranked policy advocacy as their top priority. They want the Coalition to be an early, credible voice for the homeless system, including bringing in additional resources to benefit the collective.

Leadership & Capacity Insights

● Heard in this source ○ Not raised

INSIGHT	SURVEY	LISTENING SESSIONS	INTERVIEWS
Stakeholders identified a need for clear, full-time executive leadership and accountability for ownership of Coalition priorities, decisions, and outcomes.	○	●	●
Volunteer chairs carry too much and aren't given the staff support, talking points, or preparation they need to represent the Coalition.	○	●	●
Meetings often end without action items, and deliverables often have no clear owner.	●	●	●
Stakeholders want an executive who can be the Coalition's public face and voice.	●	●	●
Stakeholders identified fundraising beyond HUD CoC funding as an unmet priority.	●	●	●

INSIGHTS ACROSS ALL SOURCES

Governance & Coordination Insights

● Heard in this source ○ Not raised

INSIGHT	SURVEY	LISTENING SESSIONS	INTERVIEWS
Bringing people together is the Coalition's greatest strength, and many want to meet in person again.	●	●	●
Decision-making process is unclear, and major system decisions happen without Coalition input.	●	●	●
The Coalition tries to do too much; stakeholders want a few, focused priorities with action plans.	●	●	○

INSIGHTS ACROSS ALL SOURCES

Data & System Narrative

● Heard in this source ○ Not raised

INSIGHT	SURVEY	LISTENING SESSIONS	INTERVIEWS
Ample data is collected for compliance, not easy to access for decision-making.	●	●	●
People want one trusted source for data, such as available beds, turnaways, housing flow, long-term outcomes, and more.	●	●	●
Members don’t have one voice to point to results, so the public story centers on failure.	○	●	●
Many people don't know what the Coalition is or that they're part of it.	●	●	●

INSIGHTS ACROSS ALL SOURCES

Policy & Funding Advocacy

● Heard in this source ○ Not raised

INSIGHT	SURVEY	LISTENING SESSIONS	INTERVIEWS
Stakeholders want one coordinated voice on policy.	●	●	●
Providers cite strength in many voices; want the Coalition to speak for them as a group.	●	●	●
The Coalition is perceived as being consulted only after decisions are made.	○	●	●

REFLECTION

Emerging Priorities

RECONSIDER STAFF LEADERSHIP

The Coalition should consider the value of a full-time executive leader dedicated to providing the Coalition with strong support, steering committee leadership and serve as a respected, consistent voice at policy and system tables.

REVIEW GOVERNANCE STRUCTURE & PROCESSES

The Coalition should review its governance model and decision-making processes, clarify roles, and re-examine its convening purpose and cadence.

STRENGTHEN DATA & COMMUNICATION FUNCTIONS

With leadership and governance in place, the data and communications functions should be utilized to identify and better support Coalition leadership and collective priorities.

DEFINE COALITION ROLE IN POLICY & ADVOCACY

With leadership, governance, data, and communications in place, the Coalition should be well positioned to leverage members' expertise and strategic assets to influence policies affecting homelessness.

YOUR TURN

Pause and Reflect

Take 3 minutes. Jot down your reactions.

1 **What surprised you?**

2 **What confirmed what you already believed?**

3 **What questions do you still have?**

YOUR TURN

Feedback

YOUR TOP THREE PRIORITIES

1

2

3

ONE THING THE COALITION MUST PROTECT

ONE THING THE COALITION SHOULD STOP

Next Steps

WHAT WILL HAPPEN IN THE NEXT TWO MONTHS



OCTOBER

Present findings to stakeholders, collect feedback

OCT-EARLY NOV

Develop DRAFT Strategic framework and plan

NOVEMBER 16 - 20

Collect feedback on draft plan

NOVEMBER 21 - 30

Final plan drafted, circulated and revised

DECEMBER 1

Final plan delivered

Thank You

YOUR PATHWAY GROUP TEAM

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