



COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

TO: City Council Members

FROM: Sean Murphy
Budget & Policy Analyst

DATE: October 9, 2014 at 11:15 AM

**RE: HOMELESS STRATEGY & Homeless
Outreach Service Team (H.O.S.T.)
PROGRAM**

Council Sponsor: Lisa Adams

PROJECT TIMELINE:

Briefing: October 14, 2014

[VIEW ADMINISTRATION'S PROPOSAL](#)

ISSUE AT-A-GLANCE

The Homeless Strategy transmittal outlines several components of the City's approach to understanding the needs of homeless individuals, service providers, and community members. It details the Administration's efforts and plans to address short-term and chronic homelessness in Salt Lake, and it includes four parts:

- Situation Assessment
- Homeless-issues Retreat
- Best Practices Assessment
- Development of Goals and Priorities.

The Police Department has been invited to discuss its H.O.S.T. program; a new system for collecting donations for local service providers.

Goal of the briefing: *Hear the from the Administration and Police Department about new efforts to directly address homelessness in Salt Lake City.*

POLICY QUESTIONS

1. In the Administration's transmittal, under each of the six goals, lists an estimated total cost for achieving the goal.

Would the Council like to have greater detail or explanation about both how these numbers were determined and exactly how much the City will be responsible for funding?



2. Though the FY2014-2015 CIP budget has not been formally adopted, the Council has tentatively approved \$300,000 of funding for improvements in Pioneer Park, an area that features prominently in **the Administration's strategy**. The Pioneer Park Coalition has committed to raising funds for improvements in and around the Park as well. The group has also discussed presenting a new Pioneer Park Master Plan; a philanthropic project that could include several architecture firms in the neighborhood.

Would the Council like a more detailed description of how this partnership around Pioneer Park is coming together, or an update on these fundraising efforts?

ADDITIONAL & BACKGROUND INFORMATION

HOMELESS STRATEGY

Attached is a transmittal from the Administration detailing the **City's Homeless Strategy, which will serve as a** guide for addressing homeless issues in the city over an 18 month span. In developing the strategy, the Administration has worked with stakeholders across the city involved with homelessness: homeless individuals, service providers, the police, city residents and business owners, and County officials. Some of this outreach work was detailed during the last Council discussion about homelessness in June. This presentation will focus on the following 6 points, as laid out in the transmittal:

- 1) **House 20** – identifying the 20 individuals that absorb the greatest and creating short term housing units for them
- 2) **Housing First** –development of 300 new supportive housing units (part of the **Administration's new** housing initiative
- 3) Enhance the capacity of **homeless day services**
- 4) Determine the **best locations for homeless services** from multiple perspectives
- 5) Improve **public safety** of the Pioneer Park neighborhood
- 6) Enhance and animate Pioneer Park neighborhood for homeless and non-homeless individuals

The second item listed, Housing First, is related to the new housing initiative that the Housing and Neighborhood Development Division intends to rollout later in the year. Council Members have been briefed on some detail about this plan during individual meetings with HAND staff. The homeless strategy discussion will only cover this one section of housing initiative.

H.O.S.T. PROGRAM

The Homeless Outreach Service Team (HOST) Project is a strategy for collecting and increasing donations that are for the homeless service providers throughout Salt Lake County. **The program's stated intention is to** “move the community beyond enforcement of order maintenance issues – public intoxication, disorderly conduct, etc. – to a partnership with homeless service providers that connects homeless individuals with social services and resources.”

Donations are collected in two ways: direct **donations to the H.O.S.T. program through individuals' bank** accounts and through street collection meters that resemble coin-operated parking meters. This is intended to encourage donations to County-wide service providers in lieu of giving money to panhandlers.

The Police Department will be present at the Council’s briefing to discuss the Salt Lake City Police Department’s participation in the program.

The following organizations are currently supporting the program:

- American West Bank *
- Catholic Community Services
- Crossroads Urban Center
- Crusade for the Homeless
- Downtown Alliance
- Fourth Street Clinic
- Gastronomy *
- GSBS Architects *
- Justice Court
- Operation Shine America, SLC
- SLC Mayor's Office
- Pamela Atkinson Foundation
- Ray Quinney & Nebeker P.C. *
- Red Iguana *
- Salt Lake Chamber
- Salt Lake City Public Services
- Salt Lake City Police Department
- Salt Lake City Prosecutor's Office
- Squatters Pubs *
- The Church of Jesus Christ of Latter-Day Saints *
- The Jeff Stokes Family *
- The Road Home
- Utah Jazz *
- Veterans' Administration, SLC
- Valley Mental Health
- Visit Salt Lake *
- Volunteers of America
- Zions Bank *

* Indicates a meter sponsor

SCANNED TO: *Maya*
SCANNED BY: *Rachel*
DATE: *8-26-14*
RALPH BECKER
MAYOR

SALT LAKE CITY CORPORATION

DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
OFFICE OF THE DIRECTOR

ERIC D. SHAW
DIRECTOR

MARY DE LA MARE-SCHAEFER
DEPUTY DIRECTOR



CITY COUNCIL TRANSMITTAL

David Everitt, Chief of Staff

Date Received: 08/26/2014

Date sent to Council: 09/03/2014

TO: Salt Lake City Council
Stan Penfold, Chair

DATE: August 22, 2014

FROM: Eric D. Shaw, CED Director

SUBJECT: Homeless Services Strategy

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COUNCIL SPONSOR: Lisa Adams, District 7

DOCUMENT TYPE: Briefing - Information only

RECOMMENDATION: No action necessary

BACKGROUND/DISCUSSION:

Salt Lake City staff and Pathway Associates have completed the Homeless Services Strategy, the roadmap for Salt Lake City and its partners to address challenges and strengthen homeless services over the next 18 months. The Strategy is designed to address the major concerns expressed by the community, service providers, homeless individuals and other interested parties.



The Strategy includes six goals in the areas of housing, services for homeless individuals, public safety and community activities. It also outlines specific outcomes, funding needs, and identifies partners who will be critical to success. Staff feels if the City meets these goals, not only will services improve but also the livability of the Pioneer Park neighborhood. Specifically, the goals are:

1. *Housing*: Salt Lake City, Salt Lake County, The Road Home, the Pioneer Park Coalition, and service providers, will provide **housing for the top 20** service users in order to diminish the resources directed toward these homeless individuals, and maximize efficient service delivery. This is an essential short term remedy.
2. *Housing*: Salt Lake City will develop **new permanent supportive housing projects** in partnership with State of Utah, Salt Lake County, private industry, service and housing providers. This is a longer term solution key to the City's strategies.
3. *Services*: Salt Lake City will financially support the **expansion of services in the Weigand Homeless Resource Center**.
4. *Services*: Salt Lake City will conduct an **evaluation of shelter services** in Salt Lake City that includes zoning issues, environmental limitations, costs, partnerships, and viability of select services with high likelihood of success.
5. *Public Safety*: The Salt Lake City Police Department opened a **Metro Support Bureau** adjacent to Pioneer Park, and will continue to work with the Prosecutors Office, District Attorney's Office, Justice Courts, Salt Lake County Jail on homelessness related issues.
6. *Community Activities*: Enhance **Pioneer Park neighborhood services** and experiences for the homeless and non-homeless populations.

Salt Lake City cannot meet these goals alone. Salt Lake City will continue to work with homeless service providers, Salt Lake County, State of Utah, Downtown Alliance, Pioneer Park Coalition and other community members to improve the lives of homeless individuals and the greater community.

The full strategy is Attachment A.

Homeless Services Strategy Salt Lake City, Utah

Salt Lake City's primary Homeless Services' goal is to help homeless individuals and families get off the street, especially in Pioneer Park and downtown, and eventually into permanent housing. In the short term, Salt Lake City will continue to provide collaborative services to the homeless population.

OVERVIEW

On its face the definition of homelessness appears to be fairly straightforward but the social phenomena of homelessness presents an extremely dynamic situation and is often perceived by the outside community through the lens of myth and hearsay.

To better develop a shared understanding of the definition of homelessness, The Department of Housing and Urban Development (HUD), includes five categories of homelessness:

- the literally homeless,
- those with imminent risk of homelessness,
- unaccompanied youth or families with children who have persistently unstable housing,
- an individual or family who is fleeing or attempting to flee domestic violence, has no other residence and lacks the networks or resources to find subsequent housing, and finally,
- the chronically homeless.

Salt Lake City and County, the State of Utah, nonprofit organizations, the Downtown Alliance, Pioneer Park Coalition as well as the greater community recognize that homelessness in all these categories is impacting Salt Lake City in negative ways. However, and of great importance, is that the human reality of homelessness is unacceptable for the City's commitment to livability for all residents.

A number of critical reports define not only the issues facing the homeless but likely solutions to these issues including the Salt Lake City Housing Needs Assessment, the State of Utah 2013 Comprehensive Report on Homelessness. The following are essential facts that undergird this strategy paper:

- .55% of Utah's population is homeless
- 43% of our homeless live in family groups of parents and children
- Youth between the ages of 18 and 24 comprise 28% of our homeless population
- Domestic Violence touches 28% of our homeless population
- 3% of the homeless population in Utah is experiencing "chronic" homelessness
- 75% of our homeless population is white
- About 73% of all homeless persons experience mental illness, domestic violence or other barriers to stable housing

According to the 2014 Point in Time Count, Salt Lake County has 2,072 homeless individuals, 92 of whom are unsheltered. Annually, Salt Lake County will have 9,356 persons experience homelessness, 431 will be chronic.

To effectively address homelessness and its related issues affecting downtown Salt Lake City, the Mayor's Office determined that a comprehensive understanding of the Salt Lake City situation was essential. A Situation Assessment* was completed in January 2014 that identified opportunities for collaboration and increased coordination among provider groups with particular focus on Salt Lake City's role.

Importantly, the Situation Assessment findings highlight:

- the complexity of the homelessness issues,
- the multiplicity of players,
- the potential for duplication of effort, confusion and
- overlooking or omitting stakeholders and solutions.

Further, it identifies six major issues of concern to Salt Lake City and its residents:

1. Livability and quality of downtown life
2. The face of the homeless population
3. Daytime facilities for homeless individuals
4. Connecting the homeless with services and coordination of services
5. Housing First
6. Opportunities for transformative redevelopment

**Situation Assessment: Homeless Issues in Downtown Salt Lake City Conducted by the Wallace Stegner Center for Land, Resources and the Environment, authored by Michele Straube and Jason Steiert, January 2014)*

The Assessment Team found that the non-uniform nature of the current homeless population must be taken into consideration and will be addressed as this strategy plan unfolds. Each sub-population of homeless individuals has unique needs, although there is also great overlap in the services and facilities that can benefit each group. These groups include:

- youth,
- families with children,
- women with children often domestic violence related,
- veterans,
- individuals homeless by choice and
- the chronic homeless.

Following the assessment, Salt Lake City hosted a solutions retreat in April 2014 concentrating specifically on services and impact upon the Pioneer Park neighborhood. The retreat developed detailed ways issues addressed in the assessment could be solved.

Based on the Situation Assessment, a Homeless Retreat and successful models in Los Angeles, San Diego, Denver, Portland, Seattle, Austin, Phoenix, Houston, Calgary and Columbus, Salt Lake City found that two cities stand out for their services and their comparability to Salt Lake: Columbus and Portland. The Columbus Coalition for the Homeless uses the collective impact model to coordinate all homeless services and funding. This same model is being spearheaded by Salt Lake County. Portland's Bud Clark Commons offers housing, shelter, day center and case management in one facility.

Much of the focus nationally as well as in Utah has been on ending homelessness, and we have seen successful efforts with veterans and chronic homeless. While housing is a primary focus for all sub-groups, Salt Lake City will focus on other important activities in order to adequately address homelessness for all subpopulations. Housing and Neighborhood Development recommends that the City focus on the following key initiatives.

1. Salt Lake City, Salt Lake County, The Road Home, the Pioneer Park Coalition, and service providers, will provide housing for the top 20 service users in order to diminish the resources directed toward these homeless individuals, and maximize efficient service delivery. This is an essential short term remedy.
2. Salt Lake City will develop new permanent supportive housing projects in partnership with State of Utah, Salt Lake County, private

- industry, service and housing providers. This is a longer term solution key to the City's strategies.
3. Salt Lake City will financially support the expansion of services in the Weigand Homeless Resource Center.
 4. Salt Lake City will conduct an evaluation of shelter services in Salt Lake City that includes zoning issues, environmental limitations, costs, partnerships, and viability of select services with high likelihood of success.
 5. The Salt Lake City Police Department opened a Metro Support Bureau adjacent to Pioneer Park, and will continue to work with the Prosecutors Office, District Attorney's Office, Justice Courts, Salt Lake County Jail on homelessness related issues.
 6. Enhance Pioneer Park neighborhood services and experiences for the homeless and non-homeless populations.

As the City implements these initiatives, each will include uniquely tailored solutions for subgroups listed above and will impress upon planners that the City is looking at four stages of homelessness, 1) preventing homelessness; 2) homelessness; 3) transcending homelessness; and 4) preventing recurrence of homelessness. This strategy paper acknowledges that the City, in collaboration with its partners listed in Appendix A, will focus on select areas where it can have the greatest short and long term impact on homelessness issues.

There has been success in meeting the goals of the 2004-2014 Chronic Homelessness Action Plan, defined by the Comprehensive Report on Homelessness 2013 as those that have been homeless for at least one year or those with a disabling condition who have experienced at least four episodes of homelessness within three years. These individuals are a small number but incur high expense as illustrated in the chart below, and are included in Goal One. This strategy paper also focuses on all homeless subgroups who are defined by the temporary and episodic categories.

Homeless Category*	% of overall homeless population	% of resource consumption
Temporary	80%	32%
Episodic	10%	18%
Chronic	10%	50%

*Dept. of Housing and Urban Development 2014

In alignment with the Mayor's Livability Agenda, this strategy paper focuses on the implementation of livability initiatives including increasing employment opportunities and preservation of low income housing stock.

The City continues to focus on making our City “one of the greenest, most accessible, most inclusive and most economically viable municipalities in the country.”

Ultimately, Salt Lake City will be decreasing the presence of homeless individuals in our community by providing respectable housing and services that meet a myriad of needs. The City will continue to increase not only the number of people housed but also to improve the general appearance of 500 West, Rio Grande, and Pioneer Park as this plan unfolds. Success will be defined by a growing sense of neighborhood accompanied by safety, a healthy environment and lively, robust activity.

As a community united to end homelessness, we have a unique opportunity to rally our individual expertise, skills and financial resources. Salt Lake City and its partners can make a meaningful difference in many individual lives, while continuing to improve livability for all. Our mutual investment in this profoundly difficult situation makes Salt Lake the community we strive to be – compassionate, strategic and sustainable. The housing and prevention strategies in this paper highlight Salt Lake City’s commitment to squaring facing and solving the problem of homelessness.

SALT LAKE CITY HOMELESSNESS GOALS AND STRATEGIES

Salt Lake City identified six primary goals with associated strategies to meet homelessness challenges. Below you will note that each goal is aligned with the homeless subgroups that will be impacted, the deadline for implementation, and the funding required in order to meet each goal.

The six primary goals are:

GOAL ONE: House 20

Based on the successful Housing Veterans initiative in November 2013 and other initiatives used to jumpstart Housing First models across the United States, Salt Lake City will, in collaboration with Salt Lake County and the Road Home, create 20 short term housing units for the top 20 users of City, County, public safety and service provider homeless services.

GOAL TWO: Housing First

Because Housing First is the most successful service model in helping people transcend homelessness, Salt Lake City will develop new permanent supportive housing projects in partnership with the State of Utah, Salt Lake County, service providers and the private sector. In collaboration with its partners, Salt Lake City will build 300 Permanent Supportive Housing units in Salt Lake City as part of the 5/5/25 Housing Initiative.

GOAL THREE: Enhance the capacity of homeless day services.

GOAL FOUR: Determine the best locations for homeless services from multiple perspectives – health and safety, business, livability, transportation, service provision, and how each is impacted by a select location.

GOAL FIVE: Improve public safety of the Pioneer Park neighborhood.

GOAL SIX: Enhance and animate Pioneer Park neighborhood for homeless and non-homeless individuals.

GOAL ONE: House 20

Based on the successful Housing Veterans initiative in November 2013 and other initiatives used to jumpstart Housing First models across the United States, Salt Lake City will, in collaboration with Salt Lake County and the Road Home, create 20 short term housing units for the top 20 users of City, County, public safety and service provider homeless services.

Subgroups Benefitted: Chronic homeless and Homeless by Choice

Deadline: November 2014

Funding Required: \$250,000 annually from the private sector

Outcomes: Meets Assessment issues of Livability, Housing First and Transformative Redevelopment

Strategy 1: The Road Home will lead service providers in identifying 20 users through VI-SPDAT and weekly triage meetings.

Strategy 2:

Assess direct housing availability and identify specific housing locations, secure all administrative and financial commitments.

Strategy 3:

The Road Home will assess case management requirements and recommend appropriate staffing, and finally place 20 users in scattered site housing.

Primary Partners:

The Road Home – Lead Partner

Salt Lake City

Salt Lake County

Pioneer Park Coalition (A group of property developers and business owners interested in participating in homeless services to improve the overall neighborhood.)

GOAL TWO: Housing First

Because Housing First is the most successful service model, Salt Lake City will assist in the development of new permanent supportive housing projects in partnership with the State of Utah, Salt Lake County, service providers and the private sector. In collaboration with its partners, Salt Lake City will build 300 Permanent Supportive Housing units in Salt Lake City as part of the 5/5/25 Housing Initiative.

Subgroups Benefitted: Families with children, women with children, veterans and chronic homeless

Partnerships & Funding Deadline: Summer 2015

Planning Deadline: Summer 2015

RFP/RFB for Construction Deadline: Summer 2015

Funding Required: \$8 - \$9.5million

Outcomes: Meets Assessment issues of Service Coordination and Housing First

Strategy 1:

Government agencies, businesses and nonprofit partners develop a funding strategy.

Strategy 2:

Engage service providers, private sector, Salt Lake County and the State to determine the agency which will manage the project.

Strategy 3:

Integrate County's Collective Impact model and create short and long term timelines for all related activities.

Strategy 4:

Write RFP and RFB's to send out by summer 2015.

Primary Partners:

Housing and Neighborhood Development – Lead

Salt Lake City

State of Utah

Salt Lake County

The Road Home

City Housing Authority

Pioneer Park Coalition

GOAL THREE: Enhance the Capacity of Homeless Day Services

Subgroups Benefitted: Families with children, veterans, chronic homeless, homeless-by-choice, women with children

Deadline: October 2014

Funding Required: \$180,000+ annually

Outcomes: Meets Assessment issues of Livability, Daytime Facilities and Service Coordination

Strategy 1:

Expand Weigand Center hours ideally until 9PM and weekend hours year round and expand programming to determine its capacity.

Strategy 2:

Identify long term service needs and capacity needed in service center.

Strategy 3:

Determine if a new day center is needed based on capacity of Weigand Center and needs assessment.

Primary Partners:

Salt Lake City – Lead Partner

Salt Lake County

State of Utah

Catholic Community Services

Catholic Diocese

GOAL FOUR: Determine the best locations for Homeless Services from multiple perspectives – health and safety, business, livability, transportation, service provision, and how each is impacted by a select location

Subgroups Benefitted: Youth, families, women with children, veterans, chronic homeless, homeless-by-choice

Deadline: November 2015

Funding Required: \$TBD

Outcomes: Meets Assessment issues Livability and Transformative Redevelopment

Strategy 1:

Conduct a site analysis for shelter and other homeless services. Examine environmental limitations including physical location and availability of required acreage, zoning, transportation network, service capacity, possible impacts on surrounding community.

Strategy 2:

Work with SLC Planning Division and other City departments such as Economic Development, RDA and City Council, to assess possible changes to current zoning ordinances.

Strategy 3:

If new facility pursued, confirm location, construction funding plan, and operator.

Primary Partners:

Housing and Neighborhood Development – Lead

Salt Lake City Internal City Departments

Salt Lake City Council

The Road Home

GOAL FIVE: Improve public safety of the Pioneer Park neighborhood

Subgroups Benefitted: Youth, families, women with children, veterans, chronic homeless, homeless-by-choice

Deadline: October 2015

Funding Required: \$TBD

Outcomes: Meets Assessment issue of Livability

Strategy 1: Distinguish between homeless and criminals in order to eliminate the criminal element from preying on homeless people.

Strategy 2:

Continue the Metro Support Bureau and have 24/7 presence in the neighborhood and employ community policing strategies in its operations.

Strategy 3:

Examine existing and pursue new camping ordinances. Examine panhandling laws and make recommendations for improvements.

Strategy 4:

Work with Justice Courts and County Jail to include them in joint efforts by Salt Lake City Police Department, Salt Lake City Prosecutors' Office and District Attorney.

Primary Partners:

Salt Lake City

Salt Lake City Police Department-Lead

District Attorney

City Attorney

Prosecutor's Office

Justice Court

County Jail system

GOAL SIX: Enhance and animate Pioneer Park Neighborhood for the Homeless and Non-Homeless

Subgroups Benefitted: Youth, families, women with children, veterans, chronic homeless, homeless-by-choice

Deadline: March 2015

Funding Required: \$TBD

Outcomes: Meets Assessment issue of Livability

Strategy 1:

Create community building activities based on recommendations in the Pioneer Park/Gateway Area Homeless Services Concept Paper such as work and wellness activities.

Strategy 2:

Job training for individuals experiencing homelessness and increasing the capacity of Valley Services and Momentum Recycling as well as identifying other companies that can employ homeless individuals.

Strategy 3:

Create a work-for-vouchers program.

Strategy 4:

Create activities that are inclusive and invite everyone from the community to participate in order to promote positive interactions including a booth at the Downtown Farmers Market, selling vegetables or woodworking.

Strategy 5:

Increase programming and volunteer opportunities at the Weigand Center that promote interaction between homeless and non-homeless.

Primary Partners:

Salt Lake City

Downtown Alliance-Lead

Salt Lake City Arts Council

Salt Lake City Public Services

Downtown Community Council

APPENDIX A: COMMUNITY PARTNERS

Salt Lake County
State of Utah
Crossroads Urban Center
Volunteers of America
Fourth Street Clinic
Catholic Community Services
The Road Home
Salt Lake Community Action Program
Veterans Administration
Salt Lake City Housing Authority
Salt Lake County Housing Authority
Valley Mental Health
YWCA
Rescue Mission
First Step House
Family Promise
Legacy Initiative
LDS Church
Diocese of Salt Lake City
Religious Organizations
Salt Lake City Public Library
Salt Lake Valley Health Department
Pamela Atkinson
Salt Lake City School District
Utah Housing Coalition
Salt Lake Homeless Coordinating Council
Homeless Individuals
Downtown Community Council
Pioneer Park Coalition
Downtown Alliance
Chamber of Commerce

APPENDIX B: STRATEGY TIMELINE

July 2014

GOAL FIVE/Strategy 1:

Distinguish between homeless and criminals in order to eliminate the criminal element from preying on homeless people.

GOAL FIVE/Strategy 2:

Continue the Metro Support Bureau and have 24/7 presence in the neighborhood and employ community policing strategies in its operations.

August 2014

GOAL THREE/Strategy 1:

Expand Weigand Center hours ideally until 9PM and weekend hours year round and expand programming to determine its capacity.

GOAL THREE/Strategy 2:

Identify long term service needs and capacity needed in day community center.

GOAL SIX/Strategy 5:

Increase programming and volunteer opportunities at the Weigand Center that promote interaction between homeless and non-homeless.

September 2014

GOAL ONE/Strategy 1:

The Road Home will lead service providers in identifying 20 users through VI-SPDAT and weekly triage meetings for House 20 program.

October 2014

GOAL TWO/Strategy 3:

Integrate County's Collective Impact model into the permanent supportive housing project and create short and long term timelines for all related activities.

GOAL THREE/Strategy 3:

Determine if a new day center is needed based on capacity of Weigand Center and needs assessment.

GOAL FIVE/Strategy 4:

Work with Justice Courts and County Jail to include them in joint efforts by Salt Lake City Police Department, Salt Lake City Prosecutors' Office and District Attorney.

November 2014

GOAL ONE/Strategy 2:

Assess direct housing availability and identify specific housing locations, secure all administrative and financial commitments for House 20 program.

GOAL FOUR/Strategy 1:

Conduct a site analysis for shelter and other homeless services. Examine environmental limitations including physical location and availability of required acreage, zoning, transportation network, service capacity, possible impacts on surrounding community.

December 2014

GOAL ONE/Strategy 3:

The Road Home will assess case management requirements and recommend appropriate staffing, and finally place 20 users in scattered site housing for House 20 program.

GOAL FOUR/Strategy 2:

Work with SLC Planning Division and other City departments such as Economic Development, RDA and City Council, to assess possible changes to current zoning ordinances.

February 2015

GOAL SIX/Strategy 2:

Job training for individuals experiencing homelessness and increasing the capacity of Valley Services and Momentum Recycling as well as identifying other companies that can employ homeless individuals.

GOAL SIX/Strategy 3:

Create a work-for-vouchers program.

April 2015

GOAL TWO/Strategy 1:

Government agencies, businesses and nonprofit partners develop a funding strategy for permanent supportive housing.

GOAL TWO/Strategy 2:

Engage service providers, private sector, Salt Lake County and the State to determine the agency which will manage the permanent supportive housing project.

GOAL FOUR/Strategy 3:

If new facility pursued, confirm location, construction funding plan, and operator.

May 2015

GOAL TWO/Strategy 4:

Write request for proposals and bid documents for permanent supportive housing project.

GOAL SIX/Strategy 1:

Create community building activities based on recommendations in the Pioneer Park/Gateway Area Homeless Services Concept Paper such as work and wellness activities.

GOAL SIX/Strategy 4:

Create activities that are inclusive and invite everyone from the community to participate in order to promote positive interactions including a booth at the Downtown Farmers Market, selling vegetables or woodworking

July 2015

GOAL FIVE/Strategy 3:

Examine existing and pursue new camping ordinances. Examine panhandling laws and make recommendations for improvements.