The State of Utah Strategic Plan on Homelessness

WORKING TOGETHER TO MAKE HOMELESSNESS IN ALL OF UTAH

RARE, BRIEF & NON-RECURRING

Prepared for the State Homeless Coordinating Committee
September 2019

WORKFORCE SERVICES
HOUSING & COMMUNITY DEVELOPMENT

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OUR SHARED GOALS

Mission	**Work together to make homelessness in Utah rare, brief and non-recurring.**

Communities across Utah share one common goal: to end homelessness. To get there, we must work together to develop strategies, invest resources, and invite partners from across sectors to contribute toward this goal. We also need to ensure that the system of services is coordinated and adequately funded to effectively support individuals and families who face homelessness in our state.

This strategic plan establishes statewide goals and benchmarks on which to measure progress toward these goals.

Goals

Work together:

1. To make homelessness **rare**
2. To make homelessness **brief**
3. To make homelessness **non-recurring**
4. **Collaboratively**
5. To address homelessness in **all of Utah**

The plan recognizes that every community in Utah is different in their challenges, resources available, and needs of those who experience homelessness. The plan, therefore, emphasizes the need for local input, prioritizing and goal-setting.

To achieve our state goals, we align our state efforts with those of our partners outside of Utah. This strategic plan has used the United States Interagency Council on Homelessness, *Home, Together: The Federal Strategic Plan to Prevent and End Homelessness*, as a roadmap, along with other data points and input that help to identify existing resources, needs, and best practices. This process has been a collaborative effort, systematically collecting data from diverse stakeholders who have participated in the development of a joint vision for Utah. This will require support and funding from federal, state, and local governments, private enterprises and community organizations. (For more information see Appendix 10)

Measuring Utah's Progress

In order to measure progress towards ensuring homelessness in Utah is rare, brief and non-recurring, Utah aligns performance with U.S Department of Housing and Urban Development (HUD) established System Performance

Measures (SPM). Utah's priority performance measures for progress were identified by comparing similar Continuum of Care programs (CoC) in the western United States (Western CoCs) as Defined by HUD (see appendix 9). Based on this comparison, and recognizing limited community and financial resources, Utah will measure its progress by moving the needle on four system performance indicators:

Priority Performance	1. **Fewer days spent in emergency beds or shelters** 2. **Fewer persons returning to homelessness** 3. **Fewer first-time individuals who experience homelessness** 4. **More persons successfully retaining housing**

The four HUD SPMs Utah will improve in relation to priority system performance are:

1. Length of time persons remain homeless (SPM 1).
2. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness (SPM 2).
3. Number of persons who become homeless for the first time (SPM 5).
4. Successful placement in, or retention of, permanent housing (SPM 7).

Focusing on these four specific SPM does not mean disregarding additional HUD SPM. Rather, it is a strategic choice to mobilize resources where Utah can and needs to make significant improvements in order to meet or exceed the performance of other CoCs in the western United States. Utah communities will, therefore, prioritize their efforts and strategies to tackle these four priority areas, while continuing to make strides on other SPM.

Utah's 5-Year Performance Goals

Over the next five years, Utah is committed to improving the identified SPM by 10 percent each year, or by meeting or exceeding performance scores for Western CoCs[1] (see Appendix 6, 7 and 8 for more details on these performance goals). It is important to note that the most recent and finalized HUD data available nationwide is for the federal fiscal year 2017, and this was used to create the Western CoC averages and baseline data for SPM 2, 5 and 7. For SPM 1, HUD has identified a high performing community standard that calls for an average length of time homeless of fewer than twenty days or for reducing the average length of time homeless by at least 10 percent from the preceding fiscal year. Utah will adopt this standard as its goal and measure progress at both the state and Balance of State CoC (BOS), Mountainland CoC (MTL) Salt Lake CoC (SLC). The first year of data to evaluate strategies implemented in this plan will be reported to HUD in Federal Fiscal Year (FFY) 2020. Comparison with other communities performance can be evaluated once that data is published in FFY 2021.

[1]See Appendix 9 for list of comparable Western CoCs.

SPM 1 — Length of Time Persons Remain Homeless in Emergency Shelter

	FFY18	FFY19	YEAR 1 FFY20 GOAL
SPM 1 State Average*	52	Will be available by Spring 2020	Less than 20 days or 10% reduction from FFY19
SPM 1 SLC CoC	61		
SPM 1 BOS CoC	41		
SPM 1 MTL CoC	13		

*The state average is calculated by dividing the number of days in emergency shelter and the total number of individuals accessing emergency shelter services statewide. Shelter is not accessed equally across the three Utah CoCs, as a result, this number differs from averaging the SPM 1 results from each CoC.

SPM 2, 5 and 7

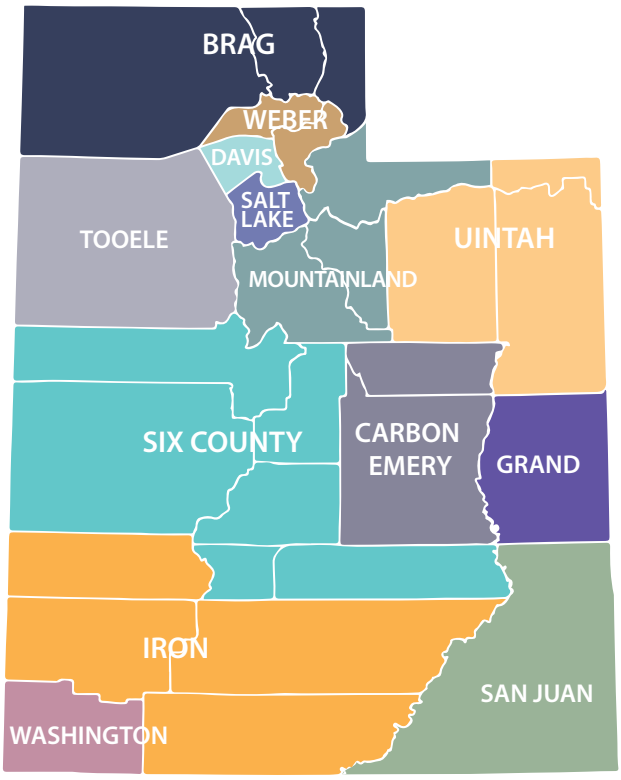
	UTAH FFY17 COMBINED COC[2] AVERAGE	FFY17 WESTERN	COC AVERAGE YEAR ONE GOAL
SPM 2	34%	17%	Reduce by 10% from FFY19
SPM 5	3,378	2,017	Reduce by 10% from FFY19
SPM 7	89%	93%	At least 93%

The state will evaluate progress annually and work collaboratively with local communities to develop performance improvement plans and hold them accountable for making progress. Local Homeless Coordinating Committees (LHCCs) are the designated local oversight bodies that are responsible for:

- Developing a common agenda and vision for reducing homelessness in their respective regions;
- Developing a spending plan that coordinates the funding supplied to local stakeholders;
- Monitoring the progress toward achieving state and local goals; and
- Aligning local funding to projects that improve outcomes and target specific needs in the community.

[2]A Continuum of Care (CoC) is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. Utah is divided into three CoCs.

Utah LHCCs



Continuum of Care

Balance of State — 11 LHCCs

- 25 Counties throughout the state

Mountainland — 1 LHCC

- Summit County
- Utah County
- Wasatch County

Salt Lake County — 1 LHCC

- Salt Lake County
- Salt Lake Valley Coalition to End Homelessness

What Utah Community Needs Aren't Being Met

Service Gaps	1. Affordable Housing, Permanent Supportive Housing and Emergency Beds 2. Mental Health Services and Substance Use Disorder Treatment 3. Case Management 4. Prevention, Diversion, and Outreach Services 5. Data Systems that Capture More of the Full Story 6. Available Transportation

Communities across Utah are working hard to minimize the number of individuals and families that experience homelessness and to provide an array of services to help those that have fallen into homelessness. While homelessness looks different from community to community, LHCCs relay serious gaps in service delivery that impede efforts to address homelessness effectively (see Table 1 for a summary of gaps by LHCC).

Gap 1: Affordable Housing, Permanent Supportive Housing and Emergency Beds

- **UTAH NEEDS AFFORDABLE HOUSING TO SUCCESSFULLY IMPLEMENT A HOUSING FIRST APPROACH**

Research and practice strongly support a Housing First approach to addressing homelessness. This means providing stable housing as a first step and following up with an appropriate continuum of supportive services. Utah's Housing First approach is challenged by the lack of housing that is affordable for individuals and families currently facing homelessness, particularly in urban areas where jobs are available. With increased pressure on the housing market, landlords prefer to rent to individuals who can pay a higher rate instead of accepting housing vouchers. Landlords are also less likely to rent to individuals and families with poor credit, an unfavorable renting history (i.e., eviction), a criminal history or have limited income. Lack of affordable housing increases the length of time that individuals spend homeless, which continues to increase the number of people who qualify as chronically homeless.

- **URBAN AND RURAL UTAH NEED PERMANENT SUPPORTIVE HOUSING**

Permanent Supportive Housing (PSH) is an effective way to stabilize and house individuals experiencing homelessness who are in the most need and who subsequently are our highest priority. PSH offers chronically homeless individuals housing and supportive services that help build independent living. The lack of available PSH seriously undermines efforts to minimize the number of chronically homeless. This gap diverts housing resources needed for less vulnerable individuals experiencing homelessness and sets the high-need/high-priority individuals up for failure.

- **RURAL COMMUNITIES NEED INCREASED EMERGENCY BEDS AND SHELTER CAPACITY**

The lack of available shelter beds contributes to the rising number of transient homeless populations, or those that move from their home community to another in search of shelter. Utah communities share how individuals experiencing homelessness lose their network of social support (i.e., relatives and friends) in their transition, which further challenges their ability to step out of homelessness.

Gap 2: Mental Health Services, Substance Use Disorder Treatment and Healthcare

- **UTAH NEEDS GREATER ACCESS TO MENTAL HEALTH SERVICES AND SUBSTANCE USE TREATMENT**

According to the 2018 Point in Time Count (PIT), one in three individuals experiencing homelessness in Utah is severely mentally ill, and one in four have a substance use disorder. LHCCs identify the lack of specialized substance use services and mental health services for individuals experiencing homelessness as a direct obstacle to reducing the number of homeless. Additionally, individuals who experience homelessness are less likely to access healthcare systems and to suffer from preventable diseases. The service gap is particularly pronounced in Utah's rural areas.

Gap 3: Case Management

- **THE UTAH HOMELESS SERVICE SYSTEM NEEDS TO FUND AND RETAIN CASE MANAGERS**

Case management is an essential service and component of health and human service organizations. In homeless services, case management focuses on assessing the individual needs of a client, developing treatment or service goals and plans, monitoring those services and compliance, connecting clients to the homeless service system and providing emotional support to those experiencing homelessness.

While crucial to providing effective services, there is a limited supply of case managers in Utah for two reasons:

First, case managers are often paid low wages that do not commensurate with their experience, the amount of work performed, and the physical and psychological demands of their service to a vulnerable population.

Second, the limited pool of case managers leads to overloads of assigned clients. Unreasonably high client loads then lead to staff burnout and high turnover rates. Service providers and homeless individuals experience additional challenges in navigating homeless service systems effectively when they are not consistently assigned to one case manager.

Gap 4: Diversion, Prevention and Outreach Services

- **UTAH NEEDS TO INVEST IN DIVERSION, PREVENTION AND OUTREACH**

Communities widely identify the increasing need to fund services that help divert individuals and families who are at the point of spending a night unsheltered or entering a shelter for housing options. There is also a need to engage in wider community efforts to prevent housing crises from occurring, and specifically to prevent individuals with such crises from experiencing homelessness. A third distinct but related need to diversion and prevention is engaging in outreach work—finding and connecting with individuals experiencing homelessness and directing them to appropriate services. However, the funding supply for these types of interventions has diminished significantly due to a need to focus on imminent needs. Utah communities highlight the strong connection between prevention, diversion and outreach services and minimizing homelessness, and specifically the need for financial resources to fund this type of service.

Gap 5: Data Systems that Capture More of the Full Story

- **UTAH NEEDS BETTER DATA COLLECTION TO SUPPORT LOCAL PRIORITIZATION**

There is wide agreement among Utah communities and service providers across the sectors that data is important and helps inform policymakers, funders, citizens and others about the realities facing those who experience homelessness. However, there are multiple sources for homelessness data and different systems that track data for homeless services. The Homeless Management Information System (HMIS) records data on homeless services for HUD reporting, and is typically viewed as the sole source for homelessness data. HMIS does not capture the full story of the work done to support the needs and challenges of persons experiencing homelessness, and the total numbers of those experiencing homelessness. Additionally, PIT data collection occurs at a time (middle of winter) that is particularly disadvantageous for rural communities who are unable to locate and accurately count those experiencing homelessness.

Data integration between different state and local data systems is challenging for the identified reasons:

1. Not all service providers enter data into HMIS (i.e., domestic violence shelters, providers who do not receive federal or state funds, school districts, etc.);
2. Quantitative measures are objective but do not capture narrative of people experiencing homelessness;
3. Client duplication occurs due to not having a common personal identification number across systems;
4. Data in HMIS is self-reported by the client and not necessarily verified by providers. Often, individuals experiencing homelessness do not have verification of identity. Not requiring verification ensures there is not a barrier to receiving services; and
5. Data provided by homeless service providers has not always been complete or accurate.

CoCs are largely supportive of making improvements to HMIS but are limited by a lack of financial resources to customize existing software, manage information systems, and hire additional and necessary HMIS staff to support LHCCs.

Gap 6: Available Transportation

- **UTAH NEEDS TRANSPORTATION SERVICES FOR INDIVIDUALS EXPERIENCING HOMELESSNESS AND RECENTLY HOUSED INDIVIDUALS AND FAMILIES**

While public transportation systems are available in urban areas, suburban and rural communities in Utah identified the need for a transportation system or plan that allows those experiencing homelessness to access providers, employment, and housing. The lack of transportation impedes the ability of service providers to ensure the continuum of care of those experiencing homelessness by: 1) inability to connect with the client; 2) client is unable to keep with employment schedule; and 3) client failing to maintain treatment. While communities recognize that the investment of public transportation systems in rural areas is not immediately financially feasible, an investment in small-scale transportation arrangements (i.e., financial support for provider fleet vehicles) can be a realistic solution.

Table 1: Identified Service Gaps by LHCC

	Gap 1	Gap 2	Gap 3	Gap 4	Gap 5	Gap 6
Bear River AOG	X	X	X		X	
Davis	X	X	X	X	X	X
Salt Lake	X	X	X	X	X	
Grand	X		X	X	X	X
Iron	X	X	X		X	X
Carbon/Emery	X	X	X		X	X
Weber	X	X	X	X	X	X
Uintah	X	X	X		X	X
Washington	X	X	X		X	X
Tooele	X	X	X	X	X	X
San Juan	X	X	X	X	X	X
Mountainland	X	X	X	X	X	
Total	**12**	**11**	**12**	**7**	**12**	**9**

**Six County LHCC is not currently active - No data collected*

Source: Utah Strategic Plan Research Team, 2019

UTAH'S STRATEGIC PLAN

The timeline for implementation of objectives and strategies outlined under each goal will be determined by the SHCC Strategic Plan Implementation Committee and other lead agents. Lead agents and agencies will identify recommendations for policy evaluation and changes. Several of the strategies outlined as ways of driving down the occurrence of homelessness in Utah will also work to make episodes of homelessness shorter. Entrusting local leaders to support local homeless needs is as important for making homelessness in Utah brief as it is for minimizing the occurrence of homelessness in the first place. Because the particular and specific characteristics and needs of homeless populations vary greatly across the state, every Utah LHCC will need to adapt the state vision in accordance with their own priority needs and efforts. Flexibility in funding allocation and prioritization of resources to support less-resourced communities will help make homelessness brief in all of Utah.

The work to support positive tenant and landlord relations is key both to addressing length of homelessness episodes and making homelessness rare. For individuals who face imminent homelessness or who are homeless for the first time, tenant and landlord conflict resolution and rapid rehousing are critical efforts. The ability to rapidly rehouse Utah families and individuals, making homelessness brief, relies solely on encouraging and supporting landlords participation. The adoption of policies protecting landlords and tenants, along with the creation of statewide mitigation funds to help cover costs that landlords may accrue, are important building blocks in the strategy to make homelessness in Utah both rare and brief.

Finally, transitioning persons who have experience in homelessness with a 'warm handoff' between institutions and service providers, is as critical to making their homelessness brief as it is to reduce the overall prevalence of homelessness.

Goal 1: Work Together to Make Homelessness in Utah **RARE**

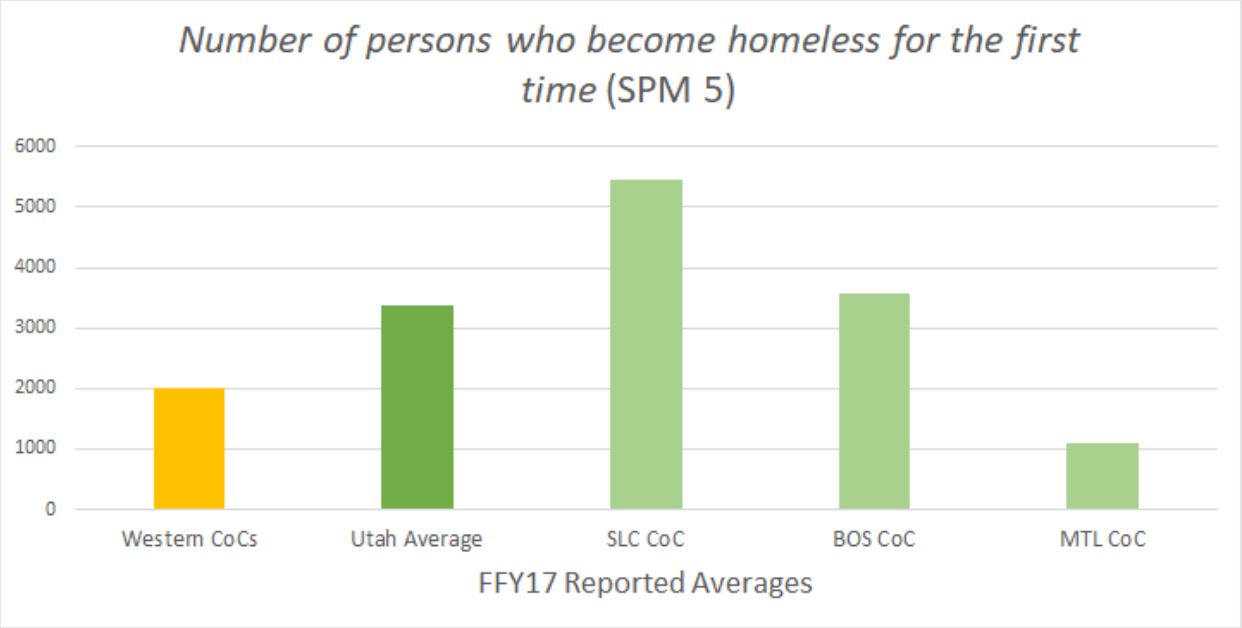
Service Gaps Addressed:

- Mental Health Services and Substance Use Disorder Treatment Service
- Prevention, Diversion, and Outreach Services
- Data Systems that Capture More of the Full Story

Priority Performance: Fewer first-time individuals who experience homelessness

SPM Baseline: *Number of persons who become homeless for the first time* (SPM 5) in Utah for FFY17, averaged for the three CoC's is 3,378. Benchmark will be reestablished using FFY19 SPM by spring of 2020.

Benchmark: Reduce by 10 percent from the preceding fiscal year.



See Table 2, Appendix 8

The primary strategies for making homelessness in Utah **rare** occurrence are:

A. Incentivize and develop affordable housing.

The state of Utah is in desperate need of affordable housing to drive down the number of first-time homeless and the number of persons who return to homelessness after receiving services. Currently, the number of people that are homeless for the first time is 3,378. Implementing the strategies below will help us meet our 10 percent target of 3,040 individuals. The steps to implement this strategy are:

Take inventory of available housing and collect robust housing data. Effective planning and management of affordable housing development requires adequate and accurate data. The current bed count does not adequately capture the housing need and misrepresents the relationship between the type of housing needed and resources available, particularly in rural Utah. Creating an inventory of occupancy rates, the number of units available, type of housing, the average cost of housing available, and the average cost of living across LHCCs is, therefore, necessary. This data collection shall inform and facilitate short- and long-term affordable housing development across Utah.

- Utah LHCCs will collaborate with housing partners to take inventory of available housing resources, report this data annually to the state, and use data in their own strategic priorities to connect available housing resources to individuals experiencing homelessness.
- The State Homeless Coordinating Committee (SHCC) will summarize and make the housing inventory data reported by LHCCs publically available.
- The LHCCs will collaborate with local housing partners, towns and municipal governments to find joint solutions to the shortage of affordable housing inventory that will increase opportunities for individuals experiencing homelessness to access housing.

B. Support positive tenants and landlords relations

A primary homelessness prevention strategy is mediation, which helps tenants and landlords manage their relationships and resolve disputes before an eviction occurs.

Adopt Policies that Protect Landlords and Tenants. Clarifying Utah regulations regarding eviction, the responsibilities of tenants and strengthening regulations regarding discriminating practices among landlords will reduce conflicts between tenants and landlords.

- LHCCs will collaborate with local housing partners to identify strategies that strengthen both tenant and landlord protections in Utah including the reevaluation of the Good Landlord Law(s) to prevent discrimination against tenants.

C. Increase outreach to connect individuals experiencing homelessness with mental health services and substance use treatment

A large percentage of individuals experiencing homelessness face mental health and substance use disorder challenges. In order to drive down the number of chronically homeless, first-time homeless and the number of persons who return to homelessness, Utah needs to increase access to treatment and supportive housing. Steps to implement this strategy include:

Take inventory of available supportive services. We need a better picture of service availability in order to effectively connect individuals to needed mental health and substance use disorder resources in a timely and effective way. An accessible and up-to-date inventory together with the proposed "warm handoff" approach will increase access to services for homeless families and individuals across Utah.

- LHCCs will conduct a robust inventory of the services available to individuals experiencing homelessness within their jurisdiction, including the name of the provider, type of service rendered, cost of service and other key details. This information will be made public and kept up-to-date to effectively match needs with available resources and facilitate information and resource sharing within and among LHCCs.
- LHCCs will engage in a gap analysis to map unmet service provision needs among the local homeless populations. The service resource inventory and the service gap analysis will be reported to the SHCC and used to determine funding priorities for the next fiscal year.

Increase access to mental health, substance use and healthcare services. Significant populations of homeless individuals in Utah experience mental health and/or substance use challenges and are challenged with access to healthcare services. The combination of greater access to these services and affordable housing to place families and individuals has the potential to greatly decrease the overall number of homeless individuals and increase the number of homeless individuals who remain successfully housed.

- The SHCC will use the LHCC service provision gap analysis to prioritize LHCC funding requests (made to the state of Utah), as well as to inform the public and stakeholders across the public, private and nonprofit sectors of the gap in needed services so they can partner to meet this need.
- Department of Human Services will fund resources and leverage federal resources to increase access to mental health and substance use treatment for individuals experiencing homelessness.
- Utah's Department of Health should use the recent expansion of Medicaid to fund housing supports that include case management services and increase access to mental health, substance use and healthcare services for those adults who qualify for Medicaid.
- Utah Department of Health will actively pursue health insurance providers operating in Utah who do not comply with the Mental Health Parity and Addiction Equity Act (MHPAEA) and the Affordable Care Act's essential health benefit requirements, which requires equal treatment options, benefits in mental health and substance use disorders as well as other chronic diseases covered by a plan. Utah Insurance Department should examine MHPAEA compliance with regard to public sector group health plans and private group health plans.
- Utah Department of Health will work to find collaborative solutions to increase access to healthcare for individuals and families experiencing homelessness, including the sharing of information between divisions to understand the healthcare needs of the homeless population and report to the SHCC.

EMPOWER LOCAL LEADERSHIP TO MEET LOCAL NEEDS.

Empower local leadership to meet local needs. The particular and specific characteristics and needs of the homeless populations in local areas in Utah vary considerably as do the service provider resources.

- LHCC chair(s) or designee(s) will participate in the Utah Homeless Network (see page 19).
- Where possible by statute, state funding will remain flexible in the variety of LHCC programs funded as long as the proposed efforts are in alignment with this plan's strategies and identified system performance priorities.

D. Prevent institutional homelessness.

A large portion of those at risk of homelessness are currently being housed and cared for by an institution, or are housing-insecure and regularly receiving services in a formal setting. Identifying persons who are at high risk of becoming homeless as they leave hospitals, jails, prisons, group homes or treatment centers, and making sure they do

not go from institution to homelessness is a highly effective way to make homelessness in Utah rare, brief and non-recurring. Important steps to this strategy are:

Understand emerging populations that may experience homelessness. In some parts of the state, it is common for two or more families to live in a single-family home and for significant numbers of youth to be sleeping on a friend's couch. Other sister states began tracking this population of other homeless individuals and families to keep up with emerging and new waves of potential individuals stepping into unsheltered homelessness.

- The SHCC will work with stakeholders and other state agencies to understand the incidence of these growing populations and to develop strategies to address service needs.

Transitioning each person experiencing homelessness and receiving services with a warm handoff[3] or referral. The practice of a warm handoff has been successfully promoted in some LHCCs and increases the likelihood that, particularly those identified as high priority/high need, get to their appointments, job interviews, follow-up appointments and check-ups from service providers, thereby safeguarding an effective investment of resources and improved outcomes. Successful warm handoff practices already exist in Utah, and this will be modeled and taught to other LHCCs.

- LHCC service providers who use a warm handoff approach will model and teach to other LHCCs about the practice.
- LHCC service providers will utilize HMIS or other case management system referrals for service coordination.

Goal 2: Work Together to Make Homelessness in Utah BRIEF

Service Gaps Addressed:

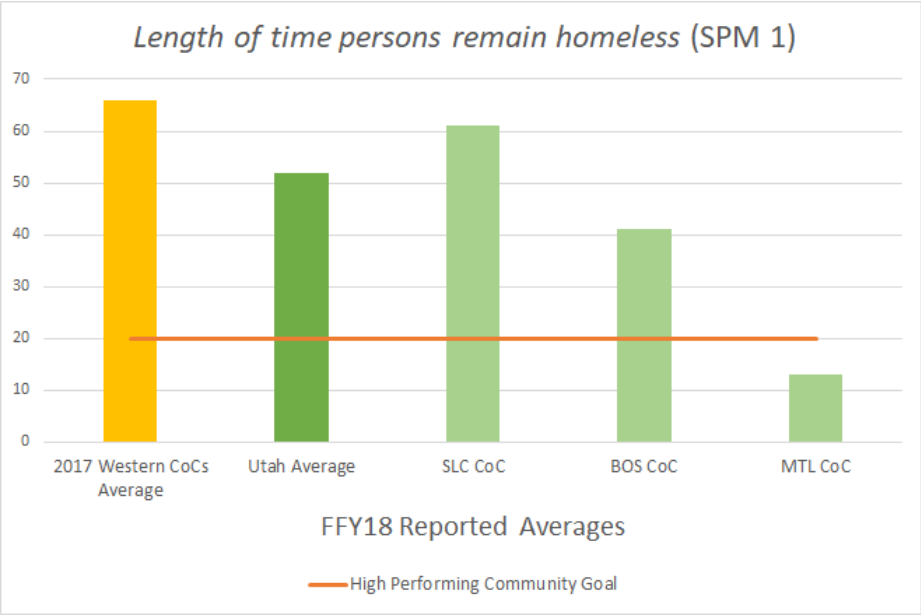
- Affordable Housing, Permanent Supportive Housing and Emergency Beds
- Case Management

Priority Performance: Fewer days spent in emergency beds or shelters.

SPM Baseline: *Length of time persons remain homeless* (SPM 1) indicates that the average length of stay in an emergency shelter statewide in FFY18 was 52 days in FFY18. Benchmark will be reestablished using FFY19 SPM by spring of 2020.

Benchmark: Fewer than twenty days or 10 percent reduction from preceding fiscal year.

[3]A warm handoff is a transfer of care between two homeless service providers, where the handoff occurs in front of the individual or family experiencing homelessness.



See Table 4, Appendix 8

While driving down the actual number of persons who become homeless for the first time, who are recurrently homeless or who are chronically homeless, the State of Utah is going to pursue the following strategies to ensure that homeless episodes are as brief as possible:

Increase the number of emergency beds and receiving centers in rural Utah. LHCCs should identify and define appropriate standards for the provision of emergency shelter and other temporary accommodations, addressing the physical environments, service strategies, operational protocols and performance expectations.

- Resources should be directed toward enhancing the emergency shelter capacity drawing on a low-barrier approach in rural LHCCs.

Increase investments in PSH across all of Utah. Available housing resources need to be targeted and appropriate, based on the needs of those experiencing homelessness. PSH is an effective way to stabilize and house those experiencing homelessness who are high-need and high-priority, and provides these individuals a path to independent living. The lack of PSH leads to clients in need of intensive, wrap-around services to be housed using Rapid Rehousing programs meant to serve lower need individuals.

- The Public Housing Authorities will work collaboratively with housing partners to find joint solutions to the shortage of PSH.

Goal 3: Work Together to Make Homelessness in Utah **NON-RECURRING**

Service Gaps Addressed:

- Affordable Housing, Permanent Supportive Housing and Emergency Beds
- Case Management
- Available Transportation

Priority Performance: : Fewer persons returning to homelessness, and more persons successfully retaining housing.

SPM Baseline: *The Extent to which Persons Who Exit Homelessness to Permanent Housing Destinations Return to Homelessness* (SPM 2). In FFY17 an average of 34 percent of persons who exit homelessness to permanent housing destinations return to homelessness. Benchmark will be reestablished using FFY19 SPM by spring of 2020.

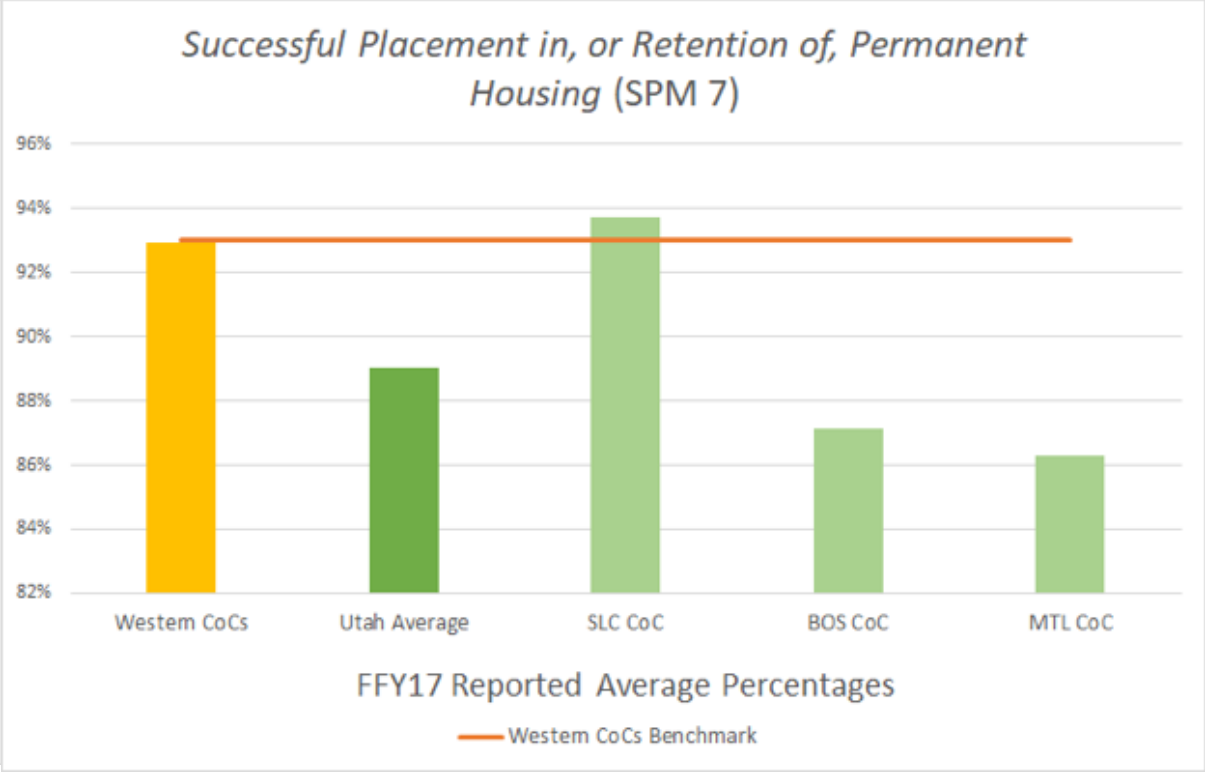
Benchmark: Reduce by 10 percent from the preceding fiscal year.

See Table 2, Appendix 8

Priority Performance: : Fewer persons returning to homelessness, and more persons successfully retaining housing.

SPM Baseline: S*uccessful Placement in, or Retention of, Permanent Housing* (SPM 7). In FFY17, on average Utah CoC's had 89 percent of persons who were housed in permanent housing projects other than rapid rehousing exited to or retained permanent housing.

Benchmark: Utah average meets or exceeds FFY17 Western CoC average of 93 percent.



See Table 2, Appendix 8

Many of the strategies that prevent first-time homelessness also work to prevent recurring homelessness.

In order to decrease the number of persons who return to services after first coming in contact with the homeless services system it is important to prevent institutional homelessness; i.e., homelessness among persons who are discharged from a medical treatment facility, released from jail, prison or detox or who exit foster care, is critical to preventing homelessness in populations at high risk of recurring homelessness. Transitioning individuals who are being discharged, released or who

are exiting an institutional setting with a warm handoff will prevent first-time homelessness and reduce the number of subsequent returns to homelessness.

In addition to these previously outlined strategies access to transportation is a factor that will help move the needle on returns to homelessness specifically.

INCREASE ACCESS TO TRANSPORT-ATION

COCs implement Coordinated Entry policies and strengthen resources

Coordinated Entry effectively identifies the appropriate service is accessible no matter where or how people present. Coordinated Entry processes help communities prioritize assistance based on vulnerability and severity of service needs to ensure that people who need assistance the most can receive it in a timely manner.

- LHCCs will evaluate and implement Coordinated Entry policies.
- LHCCs will continue or develop a Coordinated Entry system approach among service providers the way it is currently set up in Utah. While some LHCCs across Utah struggle to have enough providers to make this an effective practice, the coordinated entry model is working effectively in most LHCCs across Utah and is making needs assessments and prioritizations possible.
- Funding awarded by SHCC, cities, and counties for homeless services require the service provider to participate in local Coordinated Entry.

Increase access to transportation.

When previously homeless individuals become stabilized, get access to services and seek or gain employment, transportation becomes a key stumbling block to keeping appointments, utilizing services and staying employed. The shortage of public transportation outside the larger urban areas in Utah impacts not only the general population but also individuals experiencing homelessness who are working towards self-sufficiency. Small-scale transportation arrangements such as provider fleet vehicles can ensure access to needed support and to employers participating in efforts to minimize homelessness.

- LHCCs will establish financially feasible solutions to transportation needs for coordinating services and self-sufficiency.

Goal 4: Work Together **COLLABORATIVELY**

One of the most effective ways of improving system performance is collaboration across boundaries. In homeless services it means, making sure all those who touch the lives of those experiencing homelessness are connected and sharing information and resources.

Service Gaps Addressed:

- Prevention, Diversion, and Outreach Services
- Data Systems that Capture More of the Full Story

In addition to the previously mentioned strategy of transitioning those experiencing homelessness with a 'warm handoff' as a strategy to minimize the prevalence of homelessness, stakeholders commit to:

Develop a Utah Homeless Network that fosters connections across jurisdictions. The network will support connections across the LHCCs, CoCs and the State of Utah to 1) share best practices, 2) learn from others doing innovative work, 3) understand changing trends in homeless populations, and 4) build a social network of professional support.

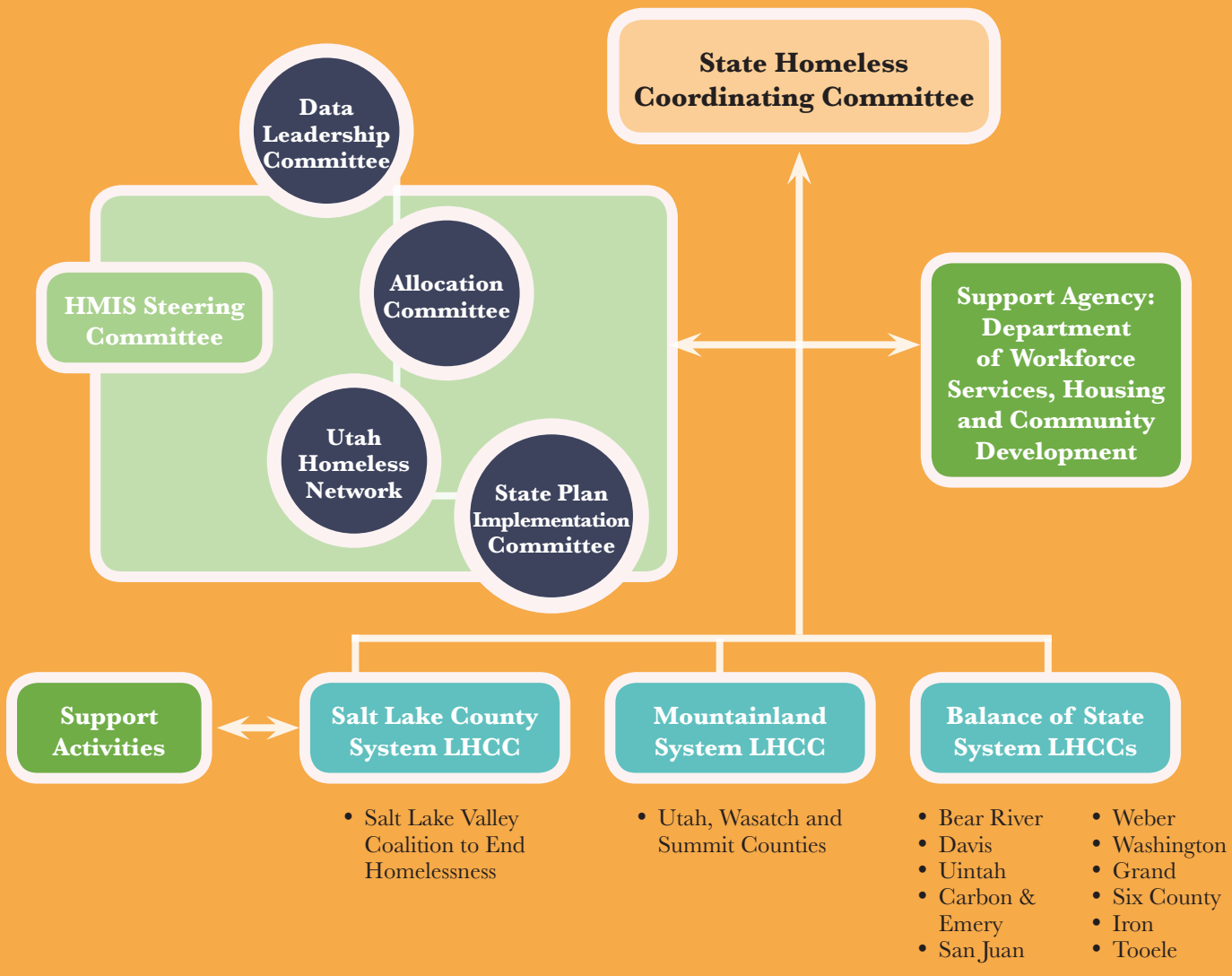
- The new Utah Homeless Network **will build on existing efforts** organized by the Housing and Community Development Division (HCD) of the Utah Department of Workforce Services, including the annual Homeless Summit, the periodic gathering of the three CoC leadership, and the work of the SHCC. The Utah Homeless Network will include, and is not limited to the following representatives:
    - Department of Workforce Services, Housing and Community Development Staff
    - HUD Collaborative Applicant Staff
        - Balance of State CoC
        - Mountainland CoC
        - Salt Lake CoC
    - Bear River Association of Governments LHCC Chair
    - Carbon/Emery LHCC Chair
    - Davis LHCC Chair
    - Grand LHCC Chair
    - Iron LHCC Chair
    - Mountainland LHCC Chair
    - Salt Lake LHCC Chair
    - San Juan LHCC Chair
    - Six County LHCC Chair
    - Tooele LHCC Chair
    - Uintah LHCC Chair
    - Washington LHCC Chair
    - Weber LHCC Chair

- The Utah Homeless Network will facilitate capacity building through learning exchanges between service providers that identify practices working successfully in parts of the state. The learning exchanges can also involve LHCCs coordinating and collaborating on strategies, resource use and collaborative funding applications.
- The Utah Homeless Network will also function as a statewide advocate on homeless issues and as an entity that can educate the broader citizenry about the needs, challenges and opportunities in serving Utahns experiencing homelessness (see Appendix 3 for a statewide network example).

Expand effectiveness of the State Homeless Coordinating Committee (SHCC). The SHCC is the strategic hub for the work on homelessness in the state and approves funding of homeless initiatives. SHCC will work with the LHCCs on aligning funding, policy and outcomes based on local gap analyses. As part of this Statewide Strategic Plan on Homelessness, the State of Utah, through the SHCC, will adopt as its mission to make homelessness in all of Utah rare, brief and non-recurring, and direct resources and support to this mission.

- The Governor of Utah will direct Utah state agencies and departments to adopt and adhere to a Housing First approach and develop plans to alleviate homelessness in Utah.
- The SHCC will work with other state agencies and departments to connect statewide service systems including health, human services, corrections, education and Workforce Services through data sharing and integration to better understand the magnitude, needs and challenges of individuals experiencing homelessness in Utah.
- The SHCC will leverage its composition of community leaders as well as key statewide department leadership to increase collaboration and coordination to connect state service systems and integrate statewide data systems. The committee will also work collaboratively with other existing committees working to address key aspects of the needs of Utah's homeless population.

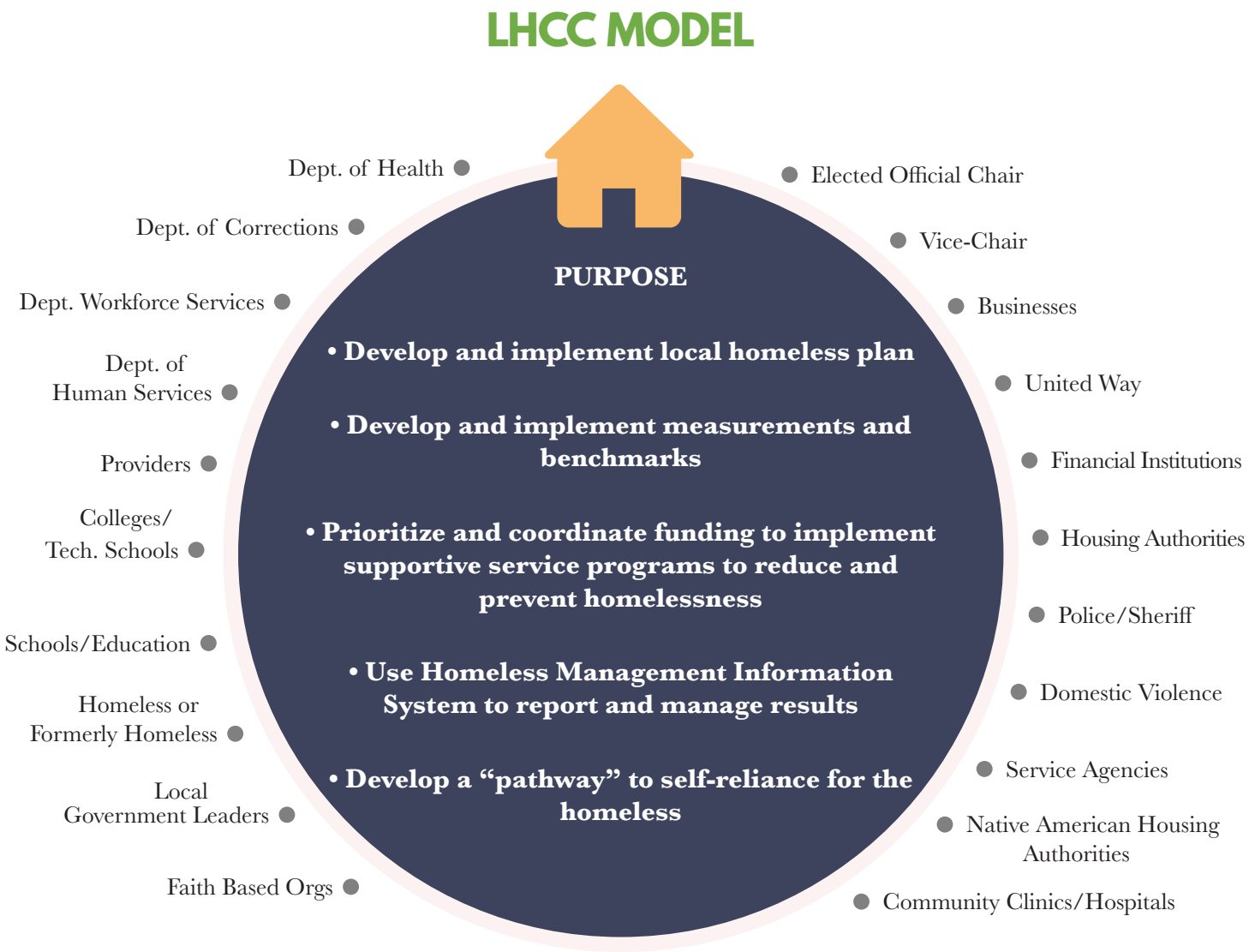
STATE HOMELESS COORDINATING COMMITTEE



Promote cross-sectoral stakeholder involvement in LHCCs. Effective collaboration and coordination to minimize homelessness occurs when there is buy-in and involvement of stakeholders from the public, nonprofit and private sectors in the work and leadership of the LHCC. The increased strategic responsibility along with funding opportunities directed at LHCCs to fulfill the state mission on homelessness warrant a more concerted effort at the local level.

- LHCCs will be led or co-led by a local elected representative (political leader). The LHCCs should have representation from government agencies, leaders of nonprofit service providers, housing authorities, housing developers, housing service providers, local health care providers, law enforcement, citizens and currently or formerly homeless individuals. It is recognized that not all communities are led by an elected official and have representation of key service providers existing in their community.
- LHCCs will note in their developed plan who will be involved in their LHCC governing board.

PROMOTE COLLABORATION TO MINIMIZE HOMELESSNESS.



Assess the implementation and impact of the Statewide Strategic Plan on Homelessness. In the implementation of the Statewide Strategic Plan on Homelessness, HCD Division of Workforce Services, will work with service providers to develop contract measures and targets associated with funding allocations. Workforce Services will ensure that contract performance measures are appropriate and that performance targets are in alignment with the LHCCs priorities and targets, and that funding allocations and contracts align with this strategic plan.

- After its initial roll-out, the Statewide Strategic Plan on Homelessness and its implementation will be reviewed and revised if necessary, to address important developments, after a two-year period. The Statewide Strategic Plan will thereafter be reviewed on a five-year basis to assess progress toward goals and working effectiveness.

Communicate Progress Through a State Dashboard. Communicating progress on the strategic goals and service gaps will serve as an important public education and accountability tool. The state dashboard will be one way to share information between LHCCs, CoCs, state agencies, other stakeholders and the public. Appendix 5 of this plan includes best practices on the design and potential contents of the dashboard.

- The State Homeless Coordinating Committee, through HCD and Workforce Services, will enhance the existing public dashboard that communicates the progress made to achieve the goals of this strategic plan.

Goal 5: Work Together to Address Homelessness in all of Utah

Service Gaps Addressed:

- Data Systems that Capture More of the Full Story
- Prevention, Diversion, and Outreach Services

Homelessness exists in all corners of our state, communities and neighborhoods. In order to move the needle on homelessness in Utah, we need to have a better sense of how these populations are dispersed and what they need. Moving the needle also means seeking local knowledge and supporting local priorities, because homelessness and homeless needs look quite different across our state.

Along with strategies to understand emerging populations that may soon come to experience homelessness, a greater emphasis on local prioritization and flexible funding use for LHCCs as well as increased investments in permanent supportive housing across all of Utah, a few strategies in particular will help address homelessness across the entire state:

Capture rural homelessness in Utah. Rural communities have been at a disadvantage logistically with the annual PIT count because they frequently do not have shelters, for which a winter PIT was designed. This timing makes finding and counting individuals experiencing homelessness in rural areas a greater challenge. By extension, rural communities have received inadequate funding to meet the homeless population needs that increase in warmer seasons.

- LHCC led effort to count homeless individuals and families in the summer may be instituted as determined by the LHCC in order to get a more accurate count of homeless people, particularly in rural areas. This summer count is in addition to the annual PIT count required by HUD. The summer PIT data may be used by LHCCs to understand changing trends in populations, for prioritizing services for SHCC grant applications, and for other purposes that the LHCC may see as advantageous. If an LHCC determines that a summer PIT count will be instituted, they will coordinate with the SHCC Data Leadership Committee.

Increase efforts to connect service systems through data integration. There is strong support from LHCCs to strengthen local ties and networks through data sharing. While there are clear obstacles such as legal and ethical considerations, service providers are interested in finding innovative data sharing solutions to better serve clients, improve coordination, increase understanding of the causes of homelessness and reduce duplication of services and overall costs. Data integration would make it easier to avoid institutional homelessness, created when individuals exit the criminal justice system, the health care system or state foster care system.

- The SHCC Data Leadership Committee will include, and is not limited to: Department of Workforce Services, Department of Health, Department of Human Services, Department of Corrections and Department of Technology Services. This committee will collaborate in an increased effort to connect statewide service systems.
- Two levels of data need to be integrated, between individual service providers across communities (i.e., case management data sharing system) and at the system level across major statewide service systems.
- The SHCC will support and fund the **piloting of a software solution** that responds to this case management data sharing need within at least one community in the state and to later replicate and model successes with the rest of the state. Existing interest and discussion about case management data integration in Salt Lake County suggest this community may be appropriate to to pilot a state-funded and supported software solution.
- With support from the SHCC, HCD and Workforce Services will leverage being the central warehouse of the Homeless Management Information System (HMIS) for all three Continuums of Care (CoCs) in Utah to **find ways of connecting data to other state housed data from other service systems**.

Supporting less-resourced communities, particularly in rural Utah. Homelessness in smaller urban and rural communities has been poorly captured by the HUD mandated PIT Count. Poorly substantiated data, fewer local resources to apply for Federal funding and an inequitable representation of rural interests at the state level have left homeless needs in rural LHCCs under-addressed. Those LHCCs that do not have strong service capacity need more support to build local commitment and homeless service systems.

- The Utah Homeless Network will identify Federal resources and tools targeted toward supporting rural communities, currently available to states, and use or redirect them to fund homeless services in rural Utah.
- Increased state funding will be used to strengthen and empower less-resourced communities and LHCCs. SHCC will consider prioritization of funding when appropriate for LHCCs that do not qualify yet for competitive federal grant funding, to help them reach prioritized strategic goals including, but not limited to, becoming competitive federal grant applicants. These funds will seek to strengthen homeless servicing capacity in a way that the LHCCs themselves have identified as priorities and key strategic goals.
- City and County officials will work in their LHCCs to ensure that local funding and resources are leveraged in fulfilling their LHCCs goals in addressing homelessness.

THE STATE WILL EVALUATE PROGRESS ANNUALLY.

IMPLEMENTATION MAP FOR THE STATE OF UTAH STRATEGIC PLAN ON HOMELESSNESS

In order to implement the objectives and strategies outlined in this strategic plan to improve the statewide system performance measures, the state will utilize the following table as a map for specific measures and the leading agents or committees responsible for each action step. Implementation timeframes will be reevaluated and adjusted as needed on an annual basis.

The state will evaluate progress annually and work collaboratively with local communities to develop performance improvement plans and hold them accountable for making progress. Local Homeless Coordinating Committees (LHCCs) are the designated local oversight bodies that are responsible to:

- Develop a common agenda and vision for reducing homelessness in their respective regions;
- Develop a spending plan that coordinates the funding supplied to local stakeholders;
- Monitor the progress toward achieving state and local goals; and
- Align local funding to projects that are improving outcomes and targeting specific needs in the community.

STRATEGIC GOAL 1: WORKING TOGETHER TO MAKE HOMELESSNESS IN UTAH RARE

Priority Performance: Fewer first-time individuals who experience homelessness

SPM Baseline: Number of persons who become homeless for the first time (SPM 5)

Benchmark: Reduce by 10 percent from the preceding fiscal year.

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
A. Incentivize and develop affordable housing				
Take inventory of available housing and collect robust housing data.	Utah Local Homeless Coordinating Committees (LHCCs) will collaborate with local housing experts to take inventory of available housing resources, report this data annually to the state, and use data in their own strategic priorities to connect available housing resources to individuals experiencing homelessness.	Number of completed inventories	· LHCCs	February 2020
	The State Homeless Coordinating Committee (SHCC) will summarize and make the housing inventory data reported by LHCCs publicly available.	Number of completed inventories publicly posted	· SHCC · Dept. of Workforce Services, Housing and Community Development (Workforce Services-HCD)	October 2020
	The SHCC will collaborate with housing partners to find joint solutions to the shortage of affordable housing inventory that will increase opportunities for individuals experiencing homelessness to access housing.	Increase in affordable housing units	· SHCC · Workforce Services-HCD	Ongoing
B. Support positive tenants and landlords relations				
Adopt Policies that Protect Landlords and Tenants.	The local housing partners will identify strategies to strengthen both tenant and landlord protections in Utah and evaluate Good Landlord Law(s) to prevent discrimination against tenants.	Decrease in number of individuals experiencing homelessness for the first time	· Public Housing Authorities · Non-profits · Workforce Services-HCD	October 2021
Create Statewide Mitigation Funds to Help Cover Costs for Landlords.	The SHCC will coordinate with the existing Section 8 Landlord Incentive Program to include persons experiencing homelessness or establish a similar statewide mitigation fund to offset costs for high turnover and property damages related to housing formerly homeless individuals.	Increased state and local funding for landlord incentives	· SHCC · Olene Walker Housing Loan Fund · Workforce Services-HCD	October 2021

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
C. Increase outreach to connect individuals experiencing homelessness with mental health services and substance use treatment				
Take inventory of available supportive services.	LHCCs will conduct a robust inventory of the services available to individuals experiencing homelessness within their jurisdiction, including the name of the provider, type of service rendered, cost of service, and other key details. This information will be made public and kept up-to-date to effectively match needs with available resources and facilitate information and resource sharing within and among LHCCs.	Completed inventory of services in each LHCC	· LHCCs	October 2021
	LHCCs will also engage in a gap analysis to map unmet service provision needs among the local homeless populations. The service resource inventory and the service gap analysis will be reported to the SHCC.	Completed gap analysis in each LHCC	· LHCCs	October 2021
Increase access to mental health, substance use and healthcare services.	The SHCC will use the LHCC service provision gap analysis to prioritize LHCC funding requests (made to the state of Utah), as well as to inform the public and stakeholders across the public, private and nonprofit sectors of the gap in needed services so they can partner to meet this need.	SHCC Allocation Committee fully implements LHCC funding prioritization process	· SHCC Allocation Committee · Workforce Services-HCD	May 2021
	Department of Human Services will fund resources and leverage federal resources to increase access to mental health and substance use treatment for individuals experiencing homelessness.	Funding inventory and plan developed	· Department of Human Services	October 2021
	Utah's Department of Health should use the recent expansion of Medicaid to fund housing supports that include case management services and increase access to mental health, substance use, and healthcare services for those adults who qualify for Medicaid.	Plan developed and reported to SHCC	· Department of Health	October 2020
	Utah Department of Health will actively pursue health insurance providers operating in Utah who do not comply with the Mental Health Parity and Addiction Equity Act (MHPAEA) and the Affordable Care Act's essential health benefit (EHB) requirements, which requires equal treatment options, benefits in mental health, and substance use disorders as well as other chronic diseases covered by a plan. Utah Insurance Department should examine MHPAEA compliance with regard to public sector group health plans and private group health plans.	Plan developed and reported to SHCC	· Department of Human Services · Department of Health	October 2020
	Utah Department of Health will work to find collaborative solutions to increase access to healthcare for individuals and families experiencing homelessness, including the sharing of information between divisions to understand the healthcare needs of the homeless population and report to the SHCC.	Plan developed and reported to SHCC	· Department of Health	October 2020

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
Empower local leadership to meet local needs.	Each LHCC will identify a Chair or designee to participate in the Utah Homeless Network.	Network formed and active	· LHCCs	October 2020
	Where possible by statute, state funding will remain flexible in the variety of LHCC programs funded as long as the proposed efforts are in alignment with this plan's strategies and identified system performance priorities.	Increase in flexible state funding	· SHCC · Workforce Services-HCD	October 2021
D. Prevent institutional homelessness.				
Understand emerging populations that may experience homelessness.	The SHCC will work with stakeholders and other state agencies to understand the incidence of these growing populations and to develop strategies to address service needs.	Strategies developed and implemented	· Department of Corrections · Department of Health · Department of Human Services	October 2021
Transitioning each person experiencing homelessness and receiving services with a warm handoff or referral.	LHCC service providers who use a warm handoff approach will model and teach to other LHCCs about the practice.	Number of trainings and workshops provided	· LHCCs	October 2021
	LHCC service providers will utilize HMIS or other case management system referrals for service coordination.	Number of referrals made	· LHCCs	October 2021

STRATEGIC GOAL 2: WORKING TOGETHER TO MAKE HOMELESSNESS IN UTAH BRIEF

Priority Performance: Fewer days spent in emergency beds or shelter

SPM Baseline: Length of time persons remain homeless (SPM 1)

Benchmark: Fewer than 20 days or 10 percent reduction from preceding fiscal year

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
Increase the number of emergency beds and receiving centers in rural Utah.	Resources should be directed toward enhancing the emergency shelter capacity drawing on a low-barrier approach in rural LHCCs.	Increased emergency shelter capacity	· Balance of State LHCCs	October 2021
Increase investments in PSH across all of Utah.	The Public Housing Authorities will work collaboratively with state and local partners to find joint solutions to the shortage of PSH.	Number of PSH units	· Public Housing Authorities · Utah Housing Corporation · Workforce Services-HCD	October 2021
Increase investments in case management.	Financial resources will be prioritized for case managers in order to make a well-structured system function effectively to minimize homelessness.	Amount of funding prioritized for case management – Utilizing ratio of case managers to clients	· SHCC · SHCC Allocation Committee · Cities · Counties · Private Funding · Non-profit Funding	May 2020

STRATEGIC GOAL 3: WORKING TOGETHER TO MAKE HOMELESSNESS IN UTAH NON-RECURRING

Priority Performance: Fewer persons returning to homelessness, and more persons successfully retaining housing

SPM Baseline: The Extent to which Persons Who Exit Homelessness to Permanent Housing Destinations Return to Homelessness (SPM 2)

Benchmark: Reduce by 10 percent from the preceding fiscal year

SPM Baseline: Successful Placement in, or Retention of, Permanent Housing (SPM 7)

Benchmark: Utah's average meets or exceeds FFY17 Western CoC average of 93 percent

Strategy	Action	Proposed Measurement	Proposed Agencies/Committees	Implemented by
COCs implement Coordinated Entry policies and strengthen resources.	LHCCs will evaluate and implement Coordinated Entry policies.	Implementation of Coordinated Entry policies in each LHCC	· LHCCs	October 2020
	LHCCs will continue or develop a Coordinated Entry system approach among service providers the way it is currently set up in Utah. While some LHCCs across Utah struggle to have enough providers to make this an effective practice, the coordinated entry model is working effectively in most LHCCs across Utah and is making needs assessments and prioritizations possible.	Implementation of Coordinated Entry policies in each LHCC	· LHCCs	October 2020
	Funding awarded by SHCC, cities, and counties require the service provider to participate in local Coordinated Entry.	All contracts for homeless services require coordinated entry	· SHCC · Workforce Services-HCD	October 2020
Increase access to transportation.	LHCCs will establish financially feasible solutions to transportation needs for coordinating services and self-sufficiency.	Number of completed transportation gap analyses	· LHCCs	October 2020

STRATEGIC GOAL 4: WORKING TOGETHER COLLABORATIVELY

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
Develop a Utah Homeless Network that fosters connections across jurisdictions.	The new Utah Homeless Network will build on existing efforts organized by Workforce Services-HCD, including the annual Homeless Summit, the periodic gathering of the three Continuums of Care leadership, and the work of the SHCC.	Number of trainings provided	· LHCCs · Collaborative Applicants · Workforce Services-HCD	October 2020
	The Utah Homeless Network will facilitate capacity building through learning exchanges between service providers that identify practices working successfully in parts of the state. The learning exchanges can also involve LHCCs coordinating and collaborating on strategies, resource use and collaborative funding applications.	Number of trainings provided	· Utah Homeless Network · Homeless Service Providers	October 2020
	The Utah Homeless Network will also function as a statewide advocate on homeless issues and as an entity that can educate the broader citizenry about the needs, challenges, and opportunities in serving Utahns experiencing homelessness (see Appendix 3 for a statewide network example).	Number of trainings provided	· Utah Homeless Network	October 2020
Expand representation on and effectiveness of the State Homeless Coordinating Committee (SHCC).	As part of this Statewide Strategic Plan on Homelessness, the State of Utah, through the SHCC, will adopt as its mission to make homelessness in all of Utah rare, brief, and non-recurring and direct resources and support to this mission.	Strategic Plan and Mission adopted by SHCC	· SHCC	October 2019

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
CONTINUED Expand representation on and effectiveness of the State Homeless Coordinating Committee (SHCC).	The Governor of Utah will direct Utah state agencies and departments to adopt and adhere to a Housing First approach and develop plans to alleviate homelessness in Utah.	Governor declaration released	· Governor of Utah	October 2020
	The SHCC will work with other state agencies and departments to connect statewide service systems including health, human services, corrections, education, and workforce services through data sharing and integration to better understand the magnitude, needs, and challenges of individuals experiencing homelessness in Utah.	Analysis completed	· SHCC Agency Executive Directors · SHCC Data Leadership Committee	October 2020
	The SHCC will leverage its composition of community leaders as well as key statewide department leadership to increase collaboration and coordination to connect state service systems and integrate statewide data systems. The committee will also work collaboratively with other existing committees working to address key aspects of the needs of Utah's homeless population.	Integrated data and case management system	· SHCC Agency Executive Directors	October 2021
Promote cross-sectoral stakeholder involvement in LHCCs.	LHCCs will be led or co-led by a local elected representative (political leader). The LHCCs should have representation from government agencies, leaders of nonprofit service providers, housing authorities, housing developers, housing service providers, local health care providers, law enforcement, citizens and currently or formerly homeless individuals. It is recognized that not all communities are led by an elected official and have representation of key service providers existing in their community.	LHCC Performance improvement plans developed	· LHCCs · Workforce Services-HCD	October 2021
	LHCCs will note in their developed plan who will be involved in their LHCC governing board.	LHCC Performance improvement plans developed	· LHCCs	October 2021

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
Assess the implementation and impact of the Statewide Strategic Plan on Homelessness.	After its initial roll-out, the Statewide Strategic Plan on Homelessness and its implementation will be reviewed, and revised if necessary, to address important developments, after a two-year period. The Statewide Strategic Plan will thereafter be reviewed on a five-year basis to assess progress toward goals and working effectiveness.	Evaluation of implementation map completed	· SHCC · Workforce Services-HCD	October 2021
Communicate Progress Through a State Dashboard.	The State Homeless Coordinating Committee, through Workforce Services-HCD, will enhance the existing public dashboard that communicates the progress made to achieve goals of this strategic plan.	Existing public dashboard includes strategic plan measures	· SHCC · Workforce Service-HCD	October 2020

STRATEGIC GOAL 5: WORKING ADDRESS HOMELESSNESS IN ALL OF UTAH

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
Capture rural homelessness in Utah.	An LHCC led effort to count homeless individuals and families in the summer may be instituted as determined by the LHCC in order to get a more accurate count of homeless people, particularly in rural areas. This summer count is in addition to the annual PIT count required by HUD. The summer PIT data may be used by LHCCs to understand changing trends in populations, for prioritizing services for SHCC grant applications, and for other purposes that the LHCC may see as advantageous. If an LHCC determines that a summer PIT count will be instituted, they will coordinate with the SHCC Data Leadership Committee.	Number of LHCCs who conduct a summer PIT Count	· LHCCs · HMIS Committee · SHCC Data Leadership Committee	October 2021
Increase efforts to connect service systems through data integration.	The SHCC Data Leadership Committee will include, but is not limited to: Department of Workforce Services, Department of Health, Department of Human Services, Department of Corrections and Department of Technology Services will collaborate in an increased effort to connect statewide service systems.	SHCC Data Leadership Committee formed	· Department of Workforce Services · Department of Health · Department of Human Services · Department of Corrections · Department of Technology Services · HMIS Steering Committee	October 2020
	Two levels of data need to be integrated, between individual service providers across communities (i.e., case management data sharing system) and at the system level across major statewide service systems.	SHCC Leadership Committee recommends data points to be integrated	· Department of Workforce Services · Department of Health · Department of Human Services · Department of Corrections · Department of Technology Services · HMIS Steering Committee	October 2020

Strategy	Action	Proposed Measurement	Proposed Agencies/ Committees	Implemented by
CONTINUED Increase efforts to connect service systems through data integration.	The SHCC will support and fund the piloting of a software solution that responds to this case management data sharing need within at least one community in the state and to later replicate and model successes with the rest of the state. Existing interest and discussion about case management data integration in Salt Lake County suggest this community may be appropriate to pilot a state-funded and supported software solution.	Software evaluation done by SHCC Leadership Committee	· SHCC · Workforce Services-HCD · HMIS Steering Committee	October 2020
	With support from the SHCC, Workforce Services-HCD will leverage being the central warehouse of the Homeless Management Information System (HMIS) for all three Continuums of Care (CoCs) in Utah to find ways of connecting data to other state housed data from other service systems.	Software evaluation done by SHCC Leadership Committee	· SHCC Data Leadership Committee · HMIS Steering Committee · Department of Technology Services	October 2020
Supporting less-resourced communities, particularly in rural Utah.	The Utah Homeless Network will identify Federal resources and tools targeted toward supporting rural communities, currently available to states, and use or redirect them to fund homeless services in rural Utah.	Evaluation of funding resources completed	· Utah Homeless Network · SHCC Allocation Committee	October 2020
	Increased state funding will be used to strengthen and empower less-resourced communities and LHCCs. SHCC will consider prioritization of funding when appropriate for LHCCs that do not qualify yet for competitive federal grant funding, to help them reach prioritized strategic goals including, but not limited to, becoming competitive federal grant applicants. These funds will seek to strengthen homeless servicing capacity in a way that the LHCCs themselves have identified as priorities and key strategic goals.	Evaluation of funding resources completed	· SHCC · Workforce Services-HCD	October 2020
	City and County officials will work in their LHCCs to ensure that local funding and resources are leveraged in fulfilling their LHCCs goals in addressing homelessness.	LHCC Performance improvement plans developed	· SHCC · LHCCs	October 2020

APPENDIX 1: METHODOLOGY

The University of Utah research team designed and implemented a multiple-methods approach to study the needs of those experiencing homelessness in Utah and strategies for minimizing homelessness. The research team consisted of Dr. Jesus N. Valero and Dr. Lina Svedin, both assistant and associate professors (respectively) in the Department of Political Science, as well as 10 graduate research assistants: Rachel Black, Andrea Bradley, Daniela Chapman, Kelbe Goupil, Georgina Griffith, Lynda Horne, Jeffrey Johnson, Nancy Proctor, Holly Richardson and Miles Southworth. The research process began in mid-May 2019.

The methods used in this plan included the following processes:

- First, a study of existing state and federal policies, reports and publications relating to individuals and families experiencing homelessness. This step included capturing the magnitude of the problem and trends on homeless populations and subpopulations by analyzing data from the Continuum of Care (CoC) Program of HUD. Performance of Utah CoCs was compared to national averages as well as to similar communities within states in the Western U.S. Census Region.[4]

- Second, using the Western U.S. Census Region as a sampling frame, a total of nine[5] existing statewide strategic plans in other states were collected, reviewed, and analyzed.

- Third, with the partnership and support of staff in the Division of Housing and Community Development of the Utah Department of Workforce Services, a total of 14 focus groups were held across the State of Utah. A total of 170 individuals representing nonprofit organizations, government, citizens and other stakeholders' participation in focus groups. Specifically, focus groups were organized with 12 out of 13 LHCC, and these groups consisted of individuals representing homeless service providers, government leaders and other key stakeholders within their jurisdiction (see table 41a for a demographic profile of participants). Additional focus groups were held with the leadership of the three CoCs in Utah (Salt Lake County, Mountainland, and Balance of State) and with frontline employees of homeless services in Salt Lake County.

The research team led the conversation using a semi-structured facilitation guide consisting of questions on 1) conditions in their community, how homeless individuals enter service system, existing and needed resources; 2) process of working together and ways of improving service coordination; 3) measuring impact and benchmarks; and 4) other topics of interest. Focus group meetings last on average 1.5 hours, conversations were recorded and transcribed, and qualitative data was analyzed using coding processes.

- Finally, the research team conducted in-person and telephone interviews with two key government officials with subject matter expertise on homeless policy from the U.S. Department of Housing and Urban Development and the U.S. Interagency Council on Homelessness. Interviews were semi-structured with open-ended questions and lasted one hour (on average).

[4]Region 4 or West Census Region includes: Alaska, Arizona, California, Colorado, Hawaii, Idaho, New Mexico, Montana, Oregon, Utah, Nevada, Washington and Wyoming

[5]States with statewide plans include: Alaska, Arizona, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Wyoming and Washington

Table 1a: Demographic Profile of Focus Group Participants

		Frequency *N*	Percent %
Gender	Male	72	42%
	Female	99	58%
Race/Ethnicity	White	148	87%
	Nonwhite	22	13%
Constituency	Government	69	41%
	Nonprofit	86	51%
	Education	6	4%
	Citizen	7	4%
	Other	2	1%
TOTAL		**170**	**100%**

Source: Utah Strategic Plan Research Team, 2019

APPENDIX 2: REPRESENTATION OF LHCCS IN STATE HOMELESS COORDINATING COMMITTEE

Local Homeless Coordinating Committee	Number of Voting Members in State Committee
Bear River Association of Governments	0
Weber County	1
Davis County	0
Tooele County	0
Uintah County Association of Governments	0
Six County Association of Governments	0
Iron County	0
Washington County	1
Carbon/Emery Counties	0
Grand County	0
San Juan County	0
Mountainland CoC	0
Salt Lake County	4

Source: Utah Code 35A-8-691

APPENDIX 3: EXAMPLE OF A STATEWIDE HOMELESS NETWORK

Texas Homeless Network
Website: https://www.thn.org

THN TEXAS HOMELESS NETWORK

Donate | Membership | Advocate

Texas Homeless Network (THN) is a non-profit membership-based organization helping communities strategically plan to prevent and end homelessness. THN works to end homelessness in Texas by collaborating with all communities, large and small, across the state to build systems to achieve this goal. We coordinate local and national advocacy efforts, data collection and research, host an annual statewide conference, and serve as the host agency for the Texas Balance of State Continuum of Care (CoC) where we assist in the coordination of programs and funding.

Mission

We lead Texas communities to make homelessness rare, brief, and non-recurring.

Focus Areas

Education

through our statewide conferences and working one-on-one with communities

Resources

through sharing news, data, and best practices from around the state and nationally, and providing technical assistance

Advocacy

through collaborating with our members on a policy agenda addressing legislation affecting homelessness at the state and federal levels

APPENDIX 4: HMIS PROVIDERS

This strategic plan endorses no particular HMIS provider. Instead, the list below is intended to be an information list of potential HMIS providers that can be utilized to manage the homeless information system.

1. Mediware - ServicePoint
2. Bitfocus - Clarity Human Services
3. VisionLink- CommunityOS
4. Belldata - Client Services Network
5. Eccovia Solutions – Client Track
6. Social Solutions
7. Foothold Technology - AWARDS

APPENDIX 5: DASHBOARD BEST PRACTICES

The purpose of a dashboard is to communicate information in a visual way to make evidence-based decisions. Thus, everything that is needed to make that decision will be available at a glance. While purposes of a dashboard are varied, it is recommended that the State develop a dashboard for strategic purposes—that is, to view performance of communities and assess progress towards strategic goals identified in this plan and through local efforts. A few best practices on designing a dashboard include[6]:

1. Refreshed every year to include the most recent annual data.
2. Data is transformed into consumable information for lay people.
3. Trends and patterns are identified visually.
4. Data helps guide the decisions of policymakers, funders and other key stakeholders.
5. Those viewing the data are able to increase knowledge and learning of the policy issue.
6. Ensuring all data is found within a single screen so that users can analyze information, compare and develop conclusions (fragmentation of data causes confusion and challenges the ability to analyze).
7. Choosing the right type of graph for the data; introducing more variety is not necessarily a good thing.

In general, dashboards are not about flashy designs or beautiful aesthetics, but about presenting data in the right format, so that users can read data accurately and clearly to ultimately leave users better informed and knowledgeable.

After reviewing a number of existing dashboards in Western CoCs[7] and in other areas of the US, a number of data points became common:

1. Total number of homeless individuals in the State and by region.
2. Cost of housing services, successful exit, etc.

[6]Smith, V. S. (2013). Data dashboard as evaluation and research communication tool. In T. Azzam & S. Evergreen (Eds.), Data visualization, part 2. New Directions for Evaluation, 140, 21–45.
[7]See Appendix 9 for list of Western CoCs

3. Cost of housing vs. wages/earnings in the state.
4. Number of individuals housed.
5. Progress on specific priorities or objectives
    a. Housing development
    b. Outreach
    c. Reducing specific subpopulations such as Veterans or Mentally Ill.
. Highlight successful communities.
. Progress towards 10 percent goal on SPM 1,2,5 and 7.

Below is a list of dashboards that are utilized as samples and not endorsements of effective or impactful illustrations of information. Lessons can be learned and ways of presenting can be adopted for Utah-specific dashboards:

Community	Website
Washington	https://public.tableau.com/profile/comhau#!/
Oregon	https://public.tableau.com/profile/oregon.housing.and.community.services#!/vizhome/InformationDashboardPITCount_1/Point-in-TimeCount
California	https://www.lahsa.org/dashboards?id=31-adults https://everyoneinla.org/count/ https://www.rtfhsd.org/resource-library/regional-reports/homeless-dashboard/
Texas	http://www.homelesshouston.org/continuum-of-care/dashboards-2/may-2018-system-performance-dashboards/
Canada	http://canatx.org/dashboard/our-basic-needs-are-met/

APPENDIX 6: COMPARISON OF SYSTEM PERFORMANCE MEASURES[8] BY WESTERN COCs[9] (AVERAGES)

State	SPM 1	SPM 2	SPM 2%	SPM 3	SPM 4.3	SPM 4.3%	SPM 4.6	SPM 4.6%	SPM 5	SPM 7	SPM 7%
Arizona	49	278	16%	4055	107	33%	124	39%	4284	1084	94%
Alaska	44	135	18%	3845	33	43%	29	44%	2610	300	84%
California	74	105	17%	1476	67	39%	47	34%	1325	394	95%
Colorado	115	154	17%	4686	59	17%	131	29%	3468	294	95%
Hawaii	100	461	19%	4353	20	11%	143	37%	2892	692	93%
Idaho	59	140	12%	1552	30	39%	45	43%	1442	338	97%
Montana	99	12	1%	555	59	24%	59	14%	1454	3	43%
Utah	39	546	34%	4748	44	27%	60	41%	3378	817	89%
Nevada	48	231	19%	1782	16	27%	15	24%	1260	341	91%
New Mexico	40	154	16%	1837	103	40%	109	41%	2010	961	94%
Oregon	37	104	13%	1886	38	26%	41	37%	2226	356	94%
Washington	66	342	14%	4551	105	36%	97	32%	4932	1165	92%
Wyoming	46	219	37%	2695	1	9%	11	16%	2218	58	95%
Western Average	**66**	**169**	**17%**	**2219**	**60**	**34%**	**56**	**35%**	**2017**	**485**	**93%**

[8]For an explanation of each SPM see: https://www.hudexchange.info/resource/3890/system-performance-measures-in-context/
[9]Western CoCs are determined using the U.S. Census Bureau, and compared to similarly sized CoCs within that region. More information is contained within Appendix 9.

APPENDIX 7: COMPARISON OF SYSTEM PERFORMANCE MEASURES BY UTAH COCS

	SPM 1	SPM 2	SPM 2%	SPM 3	SPM 4.3	SPM 4.3%	SPM 4.6	SPM 4.6%	SPM 5	SPM 7	SPM 7%
Salt Lake City & County CoC	67	1007	39%	9081	103	27%	54	34%	5457	2008	94%
Utah Balance of State CoC	39	421	24%	3892	3	5%	81	42%	3566	230	87%
Provo/ Mountainland CoC	11	210	39%	1272	25	49%	44	47%	1110	214	86%
Utah	39	546	34%	4748	44	27%	60	41%	3378	817	89%

APPENDIX 8: MEASURING AND BENCHMARKING OUTCOMES LOCALLY

Utah's System Performance Measures

Utah compares well on HUD System Performance Measures (SPM) to averages in other similar sized Western Continuums of Care[10] (see Table 2). Specifically, Utah as a whole fares well in the average days that an individual is homeless (SPM 1) and the total number of persons who exit permanent housing to a permanent housing destination or maintain their housing is about 68 percent greater than the Western CoC average (SPM 7, count). While service providers and communities will be commended for these positive outcomes, Utah must continue to improve in the number of days that an individual is homeless (SPM 1) and do better in three SPM: individuals that return to homelessness in 24 months (SPM 2), number of first-time homeless (SPM 5), and number of individuals with successful retention or exit to permanent housing (SPM 7).

[10]HUD categorizes the jurisdiction of Continuums of Care as: 1) Major Cities, 2) Smaller Cities, Counties, and Regional CoCs, and 3) Balance of State and Statewide CoCs. All Utah CoCs fall under category 2 and 3. Thus, similar western CoCs are those CoCs that are either category 2 or 3. Averages were calculated by Western states by including all category 2 and 3 CoCs within each state. See Appendix 9 for a complete list of CoCs used to calculate the Western State Averages.

Table 2: Comparing SPM (Percent Scores[11]), Federal Fiscal Year 2017[12]

	Description	Western CoCs	Utah Average	SLC CoC	BOS CoC	MTL CoC
SPM 1	ES-SH Avg (Days)	66	39	67	39	11
SPM 2 (Percent)	Percent Returns in 24 months (should include both the 6- and 12-month cohort)	17%	34%	39%	24%	39%
SPM 2 (Count)	Total Persons Returns in 24 months (should include both the 6- and 12-month cohort)	169	546	1007	421	210
SPM 5	ES-SH-TH-PH 1st Time Homeless	2017	3378	5457	3566	1110
SPM 7 (Percent)	Percent with Successful PH Retention or Exit	93%	89%	94%	87%	86%
SPM 7 (Count)	Total Persons Exited PH to permanent destinations or Remained in PH for 6+ months (measure excludes PH-RRH)	485	817	2008	230	214

Source: U.S. Department of Housing and Urban Development

SPM 1: Emergency Shelter/Safe Haven average days.
SPM 2: Percent person returns to homelessness in 24 months *(This measure looks at clients who exited to permanent housing destinations during the fiscal year two years prior to the current reporting period, and then reports on how many return to the homeless service system. As a result, the numbers reported for a particular year are the outcomes of clients who exited two years prior. E.g. if the current reporting period is FFY 2020 the measure is reporting on persons who exited to permanent housing destinations in FFY 2018.)*
SPM 5: Total first time homeless [Emergency Shelter, Safe Haven, Transitional Housing, Permanent Housing].
SPM 7: Total persons with successful retention of housing or exits from permanent housing to another permanent housing destination.

[11]Not all system performance measures are reported and data available by HUD in percentage form; thus, raw score is included in Table 2 where applicable.
[12]2017 data consists of numbers reported between federal fiscal year 2017 (July 1, 2016 – June 30, 2017)

Priority System Performance Measures

Based on a comparison of Utah's performance on HUD SPM to other similar Western CoCs, and realizing limited community and financial resources, the state will prioritize making homelessness rare, brief and non-recurring in Utah by focusing on the following system performance indicators:

SPM 1: 10 percent reduction each year in emergency shelter/safe haven average days.
SPM 2: 10 percent reduction each year in returns to homelessness in 24 months.
SPM 5: 10 percent reduction each year of persons experiencing homelessness for the first time.
SPM 7: Meet or exceed the Western CoC Benchmark of 93 percent of total persons with successful retention of housing or exits from permanent housing to another permanent housing destination.

A focus on these three areas does not signal a disregard for the remaining SPMs. Rather, this plan communicates the strategic decision to address and mobilize resources towards areas where Utah can make significant improvements to meet or exceed the performance of other similarly sized cities and statewide CoC in western states. Utah communities will, therefore, prioritize their efforts and strategy to tackling these three priority areas while continuing to make strides in other SPM.

STATEWIDE BENCHMARKS

How Benchmarks Were Identified

The State of Utah will benchmark its performance and specifically the performance of its CoC and by extension the LHCCs across the state, to CoC in other states that are most similar in at least two dimensions: 1) size of the jurisdiction of CoC, and 2) region of the U.S.

First, Utah's Salt Lake County and Mountainland CoCs are categorized by HUD as smaller cities, counties and regional CoCs. Additionally, Utah's Balance of State falls under the HUD category of Balances of State or statewide CoCs. Thus, Utah's benchmarking will incorporate CoCs of similar HUD categorization: smaller cities and Balances of State.

Second, Utah's geographic location automatically places the state in comparison with neighboring states. For example, Utah is a member of the US Western Census region, and HUD's and the US Interagency Council on Homelessness regions places Utah in a region comprising western states as well. Thus, Utah's benchmarking will incorporate similar size CoCs found in western states, including: Alaska, Arizona, California, Colorado, Hawaii, Idaho, New Mexico, Montana, Oregon, Utah, Nevada, Washington and Wyoming.

Both of these qualifiers taken together resulted in a total of 58 CoC within the 12 western states, and this list of CoC is found in appendix 9.

The SPM for each Continuum of Care found in each state was utilized to calculate the state average in terms of percent and total raw numbers of how those states are overall are performing on the various HUD SPM as included in tables 2 and 3. Appendix 6 provides details on the performance of these western states when compared to Utah.

Utah's 5-Year Performance Goals

Utah will improve its performance by one of the following metrics: 1) achieving or exceeding the same score as the average for similar western states, or by 2) improving the score by at least 10 percent each year of the five-year period of this strategic plan. Table 3 outlines FFY17 performance of Utah on the priority measures and the targets to be achieved within five years.

Table 3: System Performance Goals for Utah

	Description	Western States	FFY17 Utah Average	5 year 10% change goal
SPM 1	ES-SH Avg (Days)	66	52	Fewer than 20 days or 10 percent reduction from preceding fiscal year
SPM 2 (Count)	Total Persons Returns in 24 months (should include both the 6- and 12-month cohort)	169	546	10 percent reduction from preceding fiscal year
SPM 5	ES-SH-TH-PH 1st Time Homeless	2017	3378	10 percent reduction from preceding fiscal year
SPM 7 (Percent)	Percent with Successful PH Retention or Exit	93%	89%	Meet or exceed Western CoCs Benchmark of 93%
SPM 7 (Count)	Total Persons Exited PH to permanent destinations or Remained in PH for 6+ mos (measure excludes PH-RRH)	485	817	899

Table 4: System Performance Measure 1 for FFY18

	FFY18	FFY19	Year 1 FFY20 Goal
SPM 1 State Average	52	Will be available by Spring 2020	Less than 20 days or 10% reduction from FFY19
SPM 1 SLC	61		
SPM 1 BOS	41		
SPM 1 MTL	13		

Accountability Process

Overall, the state's goal is to reduce SPM 1, 2 and 5, and to increase measure 7. The state is responsible for overseeing yearly progress by assessing whether LHCCs are moving in the right direction. Specifically, at the end of the first year of this plan's implementation and every year thereafter, the state will conduct performance reviews of each LHCC to evaluate whether state funded programs and others are proving effective interventions to achieve priority goals. Where necessary, the state will work collaboratively with each LHCC to develop performance improvement plans that at a minimum include: 1) performance areas needing improvement, 2) collaborative strategies for improving performance, 3) stakeholders involved and responsible, 4) reporting requirements and 5) timeline for achieving results.

LHCCs funded by the state that fail to make improvements as outlined on performance improvement plans may lose funding for programs or initiatives proven to be ineffective interventions.

Local Priority Setting

Based on LHCC input, there is a strong consensus among local service providers that progress will be measured by comparing the localities' performance to itself (year-to-year) rather than comparing it to another local's performance or to another state's performance. Because conditions vary greatly across localities, stakeholders feel that meaningful progress can and will be measured against what the community feels are priorities with regard to the community's homeless needs.

Looking at other states that have statewide strategic plans on homelessness, none of them have chosen to pick specific target numbers—rather, they are emphasizing which direction they are trying to drive the numbers and the resulting experiences for persons in their communities that face homelessness. LHCC in some states have reported that their efforts to reach specific target numbers turned out to be a mistake that quickly warranted revisions of their plans.

HUD has also not set specific numbers or benchmarks by which communities will assess their performance. Like existing statewide plans, HUD has encouraged communities to think about increasing or decreasing SPM as a way of assessing performance and minimizing homelessness in their community. Most recently, the U.S. Interagency Council (USICH) on Homelessness released its new strategic plan on homelessness, *Home Together (the strategic plan adopted by the Council for Fiscal Years 2018-2022)*, it also does not prescribe specific targets.

Allowing the CoCs and LHCCs as communitites select priorities and programs that will address this plan's system performance priorities is a more effective way forward. Each LHCC will link their strategic priorities in homeless services to Utah's priority measures and targets.

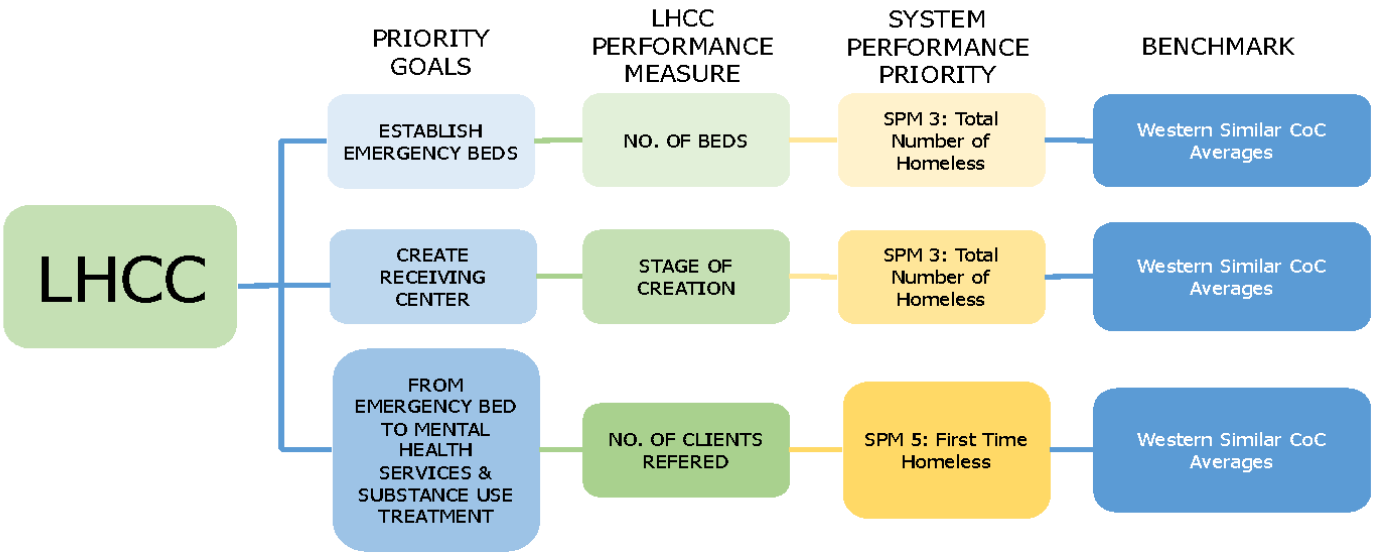
This brings local priority setting in line with the recommended increase in local control and responsibility concerning strategically prioritizing efforts to address homelessness in each community. This will allow for targeted efforts even with limited resources, and progress will be measured on the effects the community cares about most.

The first year of this strategic plan will serve as the benchmark year for the LHCCs performance on its selected priority goals. The strength in trends that the LHCCs see over time will indicate whether the work is sufficiently impactful or if the LHCC will revisit how it seeks to address its strategic priorities. At this point it will be important to determine whether more effective measures are needed or if additional resources are needed to fully implement measures that are deemed

effective, but for other reasons have fallen short. A review of the trends on the 2-3 strategic priorities and their outcomes, linked to system priority areas, will take place yearly into this new benchmarking and evaluation process. For this process to work, LHCC must commit to collecting accurate data, identifying reasonable targets and conducting analyses of this data. In addition, the state will collaborate with LHCCs to develop performance improvement plans to identify strategies and solutions to improve next year's performance as noted above.

The strategic work and the performance of LHCCs across Utah and the progress towards addressing the priority SPM will be reported to the SHCC. See Figure 1 for an example of how an LHCC identifies priorities, measures of performance and connects priorities to key HUD SPM.

Figure 1: Example of LHCC and Identification of Priorities, Measures, and Connection to HUD System Performance Measures and Benchmarks.



Source: Utah Strategic Plan Research Team, 2019

APPENDIX 9: LIST OF STATES AND COCS INCLUDED IN WESTERN STATES[13] (N = 61 CONTINUUMS OF CARE IN 12 WESTERN U.S. STATES)

State	CoC Name[14]	CoC Number
AK	Anchorage CoC	AK-500
AK	Alaska Balance of State CoC	AK-501
AZ	Arizona Balance of State CoC	AZ-500
CA	Santa Rosa, Petaluma/Sonoma County CoC	CA-504
CA	Richmond/Contra Costa County CoC	CA-505
CA	Salinas/Monterey, San Benito Counties CoC	CA-506
CA	Marin County CoC	CA-507
CA	Watsonville/Santa Cruz City & County CoC	CA-508
CA	Mendocino County CoC	CA-509
CA	Turlock, Modesto/Stanislaus County CoC	CA-510
CA	Stockton/San Joaquin County CoC	CA-511
CA	Daly/San Mateo County CoC	CA-512
CA	Visalia/Kings, Tulare Counties CoC	CA-513
CA	Roseville, Rocklin/Placer, Nevada Counties CoC	CA-515
CA	Redding/Shasta, Siskiyou, Lassen, Plumas, Del Norte, Modoc, Sierra Counties CoC	CA-516
CA	Napa City & County CoC	CA-517
CA	Vallejo/Solano County CoC	CA-518
CA	Chico, Paradise/Butte County CoC	CA-519

[13]Western States include states that fall within Region 4: West as defined by the U. S. Census. States included in Region 4 are: Arizona, Colorado, Idaho, New Mexico, Montana, Utah, Nevada, Wyoming, Alaska, California, Hawaii, Oregon and Washington. More information may be found: https://www2.census.gov/geo/pdfs/maps-data/maps/reference/us_regdiv.pdf

[14]The State of Utah only contains two CoC types, Smaller Cities, Counties, and Regional CoCs and Balance of State and Statewide CoCs, as defined by the U. S. Department of Housing and Urban Development for the 2017 Annual Homeless Assessment Report (AHAR). The AHAR categories determine how each CoC was categorized in the FFY17 SPM. Only CoCs that match the same categories in Utah were included in this analysis. Further information may be found on page 16 of The 2017 Annual Homeless Assessment Report (AHAR) to Congress PART 1: Point-in-Time Estimates of Homelessness, found at https://files.hudexchange.info/resources/documents/2017-AHAR-Part-1.pdf.

State	CoC Name[14]	CoC Number
CA	Merced City & County CoC	CA-520
CA	Davis, Woodland/Yolo County CoC	CA-521
CA	Humboldt County CoC	CA-522
CA	Colusa, Glenn, Trinity Counties CoC	CA-523
CA	Yuba City & County/Sutter County CoC	CA-524
CA	El Dorado County CoC	CA-525
CA	Amador, Calaveras, Mariposa, Tuolumne Counties CoC	CA-526
CA	Tehama County CoC	CA-527
CA	Alpine, Inyo, Mono Counties CoC	CA-530
CA	Santa Ana, Anaheim/Orange County CoC	CA-602
CA	Santa Maria/Santa Barbara County CoC	CA-603
CA	Bakersfield/Kern County CoC	CA-604
CA	Pasadena CoC	CA-607
CA	Riverside City & County CoC	CA-608
CA	San Bernardino City & County CoC	CA-609
CA	Oxnard, San Buenaventura/Ventura County CoC	CA-611
CA	Glendale CoC	CA-612
CA	Imperial County CoC	CA-613
CA	San Luis Obispo County CoC	CA-614
CO	Colorado Balance of State CoC	CO-500
HI	Hawaii Balance of State CoC	HI-500
HI	Honolulu City and County CoC	HI-501
ID	Boise/Ada County CoC	ID-500
ID	Idaho Balance of State CoC	ID-501
MT	Montana Statewide CoC	MT-500
NM	New Mexico Balance of State CoC	NM-501
NV	Reno, Sparks/Washoe County CoC	NV-501
NV	Nevada Balance of State CoC	NV-502
OR	Eugene, Springfield/Lane County CoC	OR-500
OR	Medford, Ashland/Jackson County CoC	OR-502
OR	Central Oregon CoC	OR-503

State	CoC Name	CoC Number
OR	Oregon Balance of State CoC	OR-505
OR	Hillsboro, Beaverton/Washington County CoC	OR-506
OR	Clackamas County CoC	OR-507
UT	Salt Lake City & County CoC	UT-500
UT	Utah Balance of State CoC	UT-503
UT	Provo/Mountainland CoC	UT-504
WA	Washington Balance of State CoC	WA-501
WA	Spokane City & County CoC	WA-502
WA	Tacoma, Lakewood/Pierce County CoC	WA-503
WA	Everett/Snohomish County CoC	WA-504
WA	Vancouver/Clark County CoC	WA-508
WY	Wyoming Statewide CoC	WY-500

APPENDIX 10: CONNECTING UTAH'S STRATEGIC PLAN ON HOMELESSNESS WITH THE FEDERAL PLAN ON HOMELESSNESS

The overarching mission and vision of the federal plan and that of Utah's state plan are aligned, but Utah's more modest vision is based on the state's current conditions.

The Federal Plan emphasizes that "we know that the only true end to homelessness is a safe and stable place to call home" (Home, Together, p. 3). The Utah state plan acknowledges that a safe and stable place to call home is nowhere near reality for persons in Utah today, regardless of what locality they find themselves in. The state mission - to make homelessness in all of Utah rare, brief, and nonrecurrent - is a realistic and anchored aspiration that takes into account Utah realities and the plan's five-year forward projection.

The federal plan also highlights that "thriving communities need enough housing that is affordable and equitably available to people across a full range of incomes—from young adults just starting out to seniors who want to spend their remaining years feeling secure" (Home, Together, p. 3). Knowing that sufficient affordable housing that is equitably available to

Utahns across the range of income spectrums is a massive problem across Utah, the federal ambition level far outpaces current Utah efforts, and the Utah state plan proposes a series of action items to bring Utah's in better alignment with this Federal goal.

The emphasis on the importance of community stakeholders working together to achieve the objectives that are necessary to end homelessness and that together we are making progress is echoed in the Utah state plan. Utah's plan emphasizes working together in its mission statement and draws on collaboration and collective exchanges for learning, adapting and improving homeless services and efforts across the state. Working together to make homelessness in all of Utah rare, brief and nonrecurring is making progress, and the statewide plan outlines how we can make a great deal more progress reducing homelessness in Utah.

Areas of increased focus in the 2018 Federal Plan on Homelessness are:

1. Increasing affordable housing opportunities.
2. Strengthening prevention and diversion practices.
3. Creating solutions for unsheltered homelessness.
4. Tailoring strategies for rural communities.
5. Helping people who exit homelessness find employment success.
6. Learning from the expertise of people with lived experience.

All of these areas are included in the Utah state plan on homelessness. The first four areas of increased focus are prioritized in the Utah plan. The last two are included but receive less priority in the current five-year plan.

The federal plan recognizes that "the people who experience homelessness are diverse—in their experiences, in their challenges, in their household compositions, in their ages, and in many other ways—and we must tailor and target our strategies and actions to reflect that diversity" (Home, Together, p. 6). The plan also outlines a process where "federal partners will continue to work with communities, and provide tools and information that will enable them to set their own ambitious goals, tailored to their local conditions, and grounded in their local data" (Home, Together, p. 6).

A strong emphasis in the Utah State plan is to let LHCCs that have the best grasp of local variations in homeless populations and their needs, be given the authority, resources and responsibility for prioritizing needs and tailoring effective responses to meeting the local priorities. This push for local resourcing and local control is a direct response to the current diversity of homeless populations in Utah as well as variations in local resources and needs. Rather than setting population-specific goals as the federal plan does, the Utah state plan acknowledges that population dispersion and needs look different across local communities in Utah but that the needs of any individual who enters the homeless services system through coordinated entry should be assessed and resourced accordingly. The Utah state plan covers the next five years, with suggested points of assessment and adjustment along the way. The Utah plan, therefore, sets a timeframe on the changes expected at all levels of strategic planning – LHCCs, CoCs and the State level –but the prioritized efforts at the local level can be long- or short-term projects.

The Utah state plan on homelessness is aligned with the federal plan's definition of success. The federal plan is based on "a shared vision of what it means to end homelessness: that every community must have a systemic response in place that ensures homelessness is prevented whenever possible, or if it can't be prevented, it is a rare, brief and one-time experience" (Home, Together, p. 7). This shared vision is intrinsic to the Utah state plan in its mission statement, its action

steps and recommendations for Utah. "That means that every community must have the capacity to: quickly identify and engage people at risk of and experiencing homelessness; intervene to prevent people from losing their housing and divert people from entering the homelessness services system; provide people with immediate access to shelter and crisis services without barriers to entry if homelessness does occur; and quickly connect people experiencing homelessness to housing assistance and services tailored to their unique needs and strengths to help them achieve and maintain stable housing" (Home, Together, p. 7).

While the specific capacities that the federal plan outlines as necessary for success to be achieved, Utah's plan strives for the same goals but the specific action steps and recommendations in the plan are adjusted to current capacities and inventoried conditions across Utah. The Utah plan does address a need to strengthen community capacity, particularly when it comes to preventing people from becoming homeless as a result of a lack of affordable housing, permanent supportive housing, substance abuse treatment or a lack of mental health treatment. The inadequate number of shelter beds in urban areas and the acute lack of emergency shelter options in rural Utah communities are also areas identified in the Utah plan as needing redress.

"USICH and its federal partners will develop and utilize an annual performance management plan with specific target actions, milestones, and deadlines. USICH will also use multiple performance measures to assess the overall impact of the implementation of "Home, Together" (Home, Together, p. 8). The Utah state plan is charging LHCCs to develop strategic priorities and to measure progress toward achieving those strategic priority projects. CoCs are charged with helping LHCCs coordinate their requests for funding and to facilitate service inventorying and data collection within each CoC. The State is charged with prioritizing funding the top priorities of the LHCCs, using flexible funding mechanisms allowing for local allocation control, and to direct state-controlled funding toward LHCCs that are not yet competitive for Federal funding. Utah CoCs will continue to collect data on the HUD performance measures and report those to the state, and collaborative applicants will report performance to HUD. In addition, the Utah state plan requires benchmark achievement on key performance measures identified as requiring performance improvement over the next five years to bring Utah more in line with western region performance or signifying significant overall Utah improvement.

In addition to the strategies and objectives identified as important to the federal plan on homelessness, Utah is also committed to improving the quality of the data on which the state bases its performance assessment, updating definitions that are a poor fit to current conditions, and reviewing and adjusting the state plan based on changing conditions and progress made over the next five years.

Table 5. How the Utah state plan on homelessness corresponds to the Federal plan on homelessness

Federal plan strategies and objectives	Addressed in Utah plan	Utah plan component addressing federal objective
1. Ensure Homelessness is a Rare Experience		
Objective 1.1: Collaboratively Build Lasting Systems that End Homelessness	✓	More local control and prioritization Expanding LHCC representation CoCs facilitating data collection and funding requests Utah Homeless Network Revising key state definitions Expanding representation and voting in SHCC Linking in transportation and education as service providers Outreach Coordinated entry Bring case management back in/Investing in HR Culture of connecting persons exiting intuitions to services if risk of homelessness Warm hand-off
Objective 1.2: Increase Capacity and Strengthen Practices to Prevent Housing Crises and Homelessness	✓	Housing inventory Developing more affordable housing Bringing case management back in/Investing in HR Providing more substance use treatment, mental health treatment Developing more permanent supportive housing
2. Ensure Homelessness is a Brief Experience		
Objective 2.1: Identify and Engage All People Experiencing Homelessness as Quickly as Possible	✓	Outreach Coordinated entry Bring case management back in/Investing in HR Culture of connecting persons exiting intuitions to services if risk of homelessness Warm hand-off
Objective 2.2: Provide Immediate Access to Low-Barrier Emergency Shelter or other Temporary Accommodations to All Who Need it	✓	Emergency beds outside SLC and Ogden Shelters and receiving centers in rural Utah
Objective 2.3: Implement Coordinated Entry to Standardize Assessment and Prioritization Processes and Streamline Connections to Housing and Services	✓	Coordinated entry Shelters and receiving centers in rural Utah Housing first Culture of connecting persons exiting intuitions to services if risk of homelessness Bring case management back in/Investing in HR Warm hand-off Providing more substance use treatment, mental health treatment

Federal plan strategies and objectives	Addressed in Utah plan	Utah plan component addressing federal objective
Objective 2.4: Assist People to Move Swiftly into Permanent Housing with Appropriate and Person-Centered Services	✓	Coordinated entry Housing first Rapid rehousing for right population Emergency beds outside SLC and Ogden Bring case management back in/Investing in HR Development of more permanent supportive housing Providing more substance use treatment, mental health treatment
3. Ensure Homelessness is a One-Time Experience		
Objective 3.1: Prevent Returns to Homelessness through Connections to Adequate Services and Opportunities	✓	Invest in case management Culture of connecting persons exiting intuitions to services if risk of homelessness Warm hand-off Development of more permanent supportive housing Providing more substance use treatment, mental health treatment
4. Sustain an End to Homelessness	–	Utah has not achieved enough progress locally to make this an executable strategy yet
Objective 4.1: Sustain Practices and Systems at a Scale Necessary to Respond to Future Need	–	Proposed action steps and recommendations in the plan will get LHCCs, CoCs and Utah as a state into a position where practices and systems will be sustained at a scale necessary to respond to future needs. Expanding LHCC representation Funding LHCC priority projects Increasing flexibility in funding use CoCs facilitating data collection and funding requests Utah Homeless Network Expanding representation and voting in SHCC Allocating state controlled funds to lower capacity LHCCs using new definition of "homelessness" Housing inventory based on new definition of "affordable" Developing more affordable housing Developing more permanent supportive housing Providing more substance use treatment, mental health treatment Linking in transportation and education as service providers