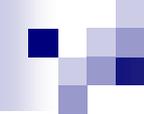


# Utah's Homeless Approach

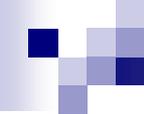
Homeless Discussion  
Everett, Washington  
November 16/17, 2015

Lloyd S. Pendleton  
President/CEO  
LPendleton Enterprise



# Homeless Homed -- The Daily Show With Jon Stewart

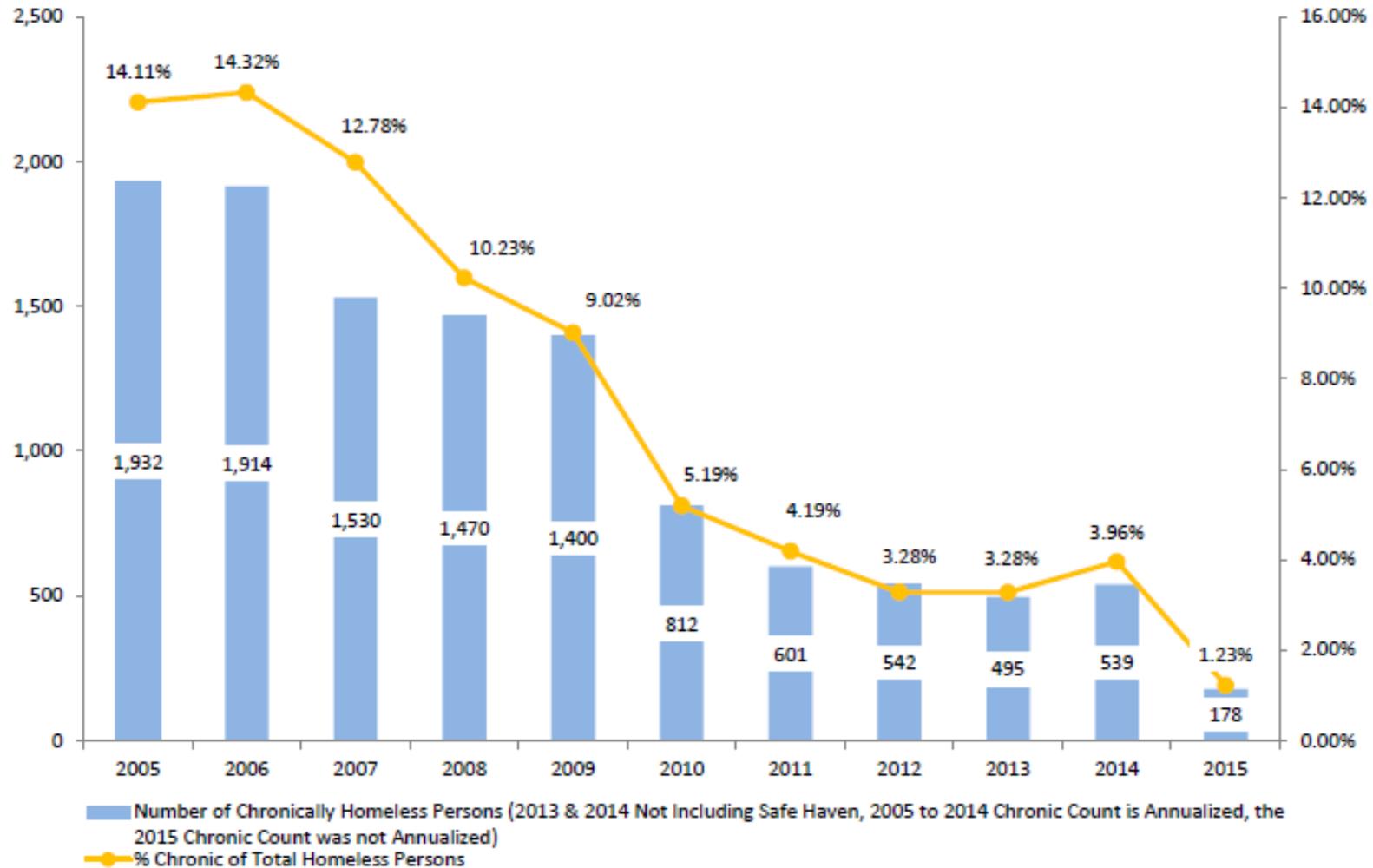
<http://thedailyshow.cc.com/videos/Intv3q/the-homeless-homed>



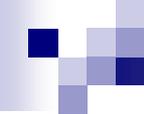
# Daily Show Clip

- What is your take away from this clip?
- How was the resident (Russell) portrayed?
- How do you view/feel about homeless families and individuals?
- How does your feelings about homeless citizens:
  - Affect what actions you take?
  - How those actions are undertaken?

## Utah Chronic Homeless Count



Source: 2015 Annualized Utah Homeless Point-In-Time Count and 2015 Point-in-Time Count

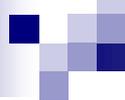


# Why the Success in Utah?

- **Champions** for homeless citizens
- **Collaboration** among homeless service providers, funders, political leaders in cities, counties, and state
- **Compassion** for providing viable housing opportunities and services for our homeless citizens

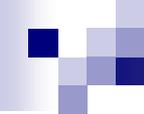


# Champions



# Characteristics of a Champion

- **Energy** – Begins and finishes projects
  - Stamina & staying power
  - Enthusiasm & optimism
  - Sense of humor
- **Bias to Act** – Solve problems not decry them
  - Focus on solutions
  - Sense of urgency
  - Opportunity driven



# Champions -- Continued

- **Results Oriented** – Outcome, not process matters most. Networking & capacity building are the means, not the end
  - Need for achievement
  - Clear & compelling vision for success
  - Chart & use milestones

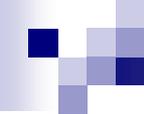
# Champions -- Continued

- **Personal Responsibility** – Take responsibility for their own their behavior
- **Belief in Common Good** – Look beyond what is good for their families & friends
  - See & feel impacts on others
  - Builds on diversity
  - Activate shared values



# Champions -- Continued

- **Inclined to Teams** – Provide the juice, but know they need an engine
  - Form teams from different, not like-minded
  - Share credit as well as information
  - Seek creation, not agreement



There is no chance,  
no destiny, no fate,  
that can circumvent or hinder  
or control the firm resolve of a  
determined soul.

Ella Wheeler Wilcox

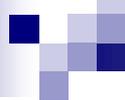


# Collaboration



“Men build too many  
walls and not enough  
bridges.”

Sir Isaac Newton



# State of Utah Vision

Everyone has access to safe, decent, affordable housing with the needed resources and supports for self-sufficiency and well being.

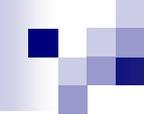
# Stakeholders

- **Who** needs to be at the table?
  - Champions,
  - Political leaders,
  - Funders,
  - Housing Authorities,
  - Business leaders,
  - Faith based leaders
  - Homeless service providers
  - Public Safety Leaders
  - others



**“The problem with  
communication is the  
illusion that it has  
occurred.”**

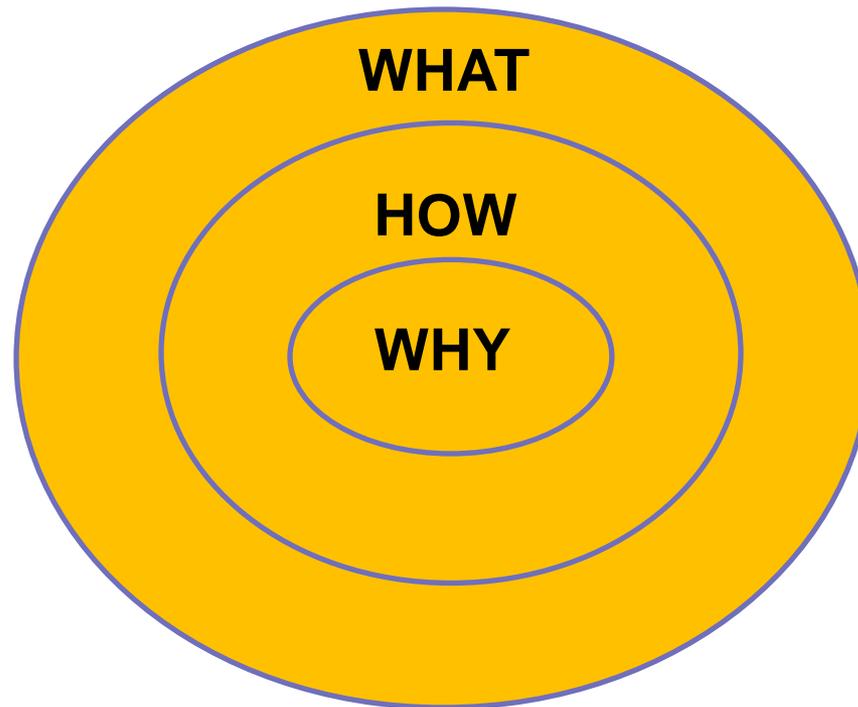
George Bernard Shaw



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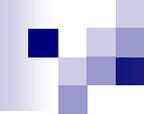
# Compassion

# The Golden Circle



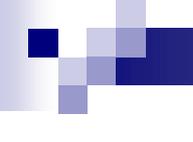
# Vision Statement

- **Sight** – A function of the eyes
- **Vision** – A function of the heart
  - **“Where there is no vision, the people perish”** Proverbs 29:18
- **Statement** – All homeless Citizens achieve maximum integration into society
  - Write vision for -- not against
  - Housing a major step in process, not end
  - Keeping housed key



“In everyone’s life, at some time, our inner fire goes out. It is then bust into flames by an encounter with another human being.”

Albert Schweitzer



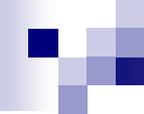
# Questions to Consider

- **What** needs to be done?
- **How** will it be done?
- **Why** will it be done?
  - Dream Speech – King



# Who Are the Homeless?

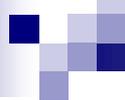
- Citizens of our communities
- People suffering and in need of hope
- Bigger picture – brothers & sisters



I chose the road less  
traveled and now I  
don't know where the  
hell I am.



# National Effort

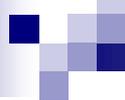


# National Effort on Chronic and Veteran Homelessness

- 10% homeless population chronic
- **Chronic Definition** -- Unaccompanied adult with a disabling condition homeless a year or more or four times in three years
- 10-14% homeless population veterans
- End veterans homelessness by 2015
- End chronic homelessness by 2015 (Initial date)

# Cost of Homelessness

- Chronic homeless individuals have emergency services costs such as:
  - Emergency rooms visits to hospitals
  - Transportation to hospitals
  - Jail time
- \$48,792 per person (JAMA 4/1/09)
- \$40,449 per person (Culhane NY, NY study)
- \$35,949 per person (San Diego Serial Inebriate study)

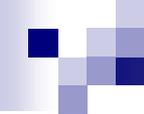


# Utah – Chronic Homelessness Housing Opportunities End of 2015

- One Salt Lake person's 2010 ER costs were **\$563,000**
- One over 3 years was **\$937,744**

# Continuum of Care

- HUD organization, local service providers
  - Apply for HUD funding
  - Washington has 7, Utah 3, California 39
  - Plan/coordinate homeless housing & services
  - Washington receives \$48.2, Snohomish \$5.6 & Utah \$8.0 million annually
    - Washington Per Capita \$6.82
    - Snohomish Co. Per Capita \$7.89
    - Utah Per Capita \$2.88



# Washington Overview

# 2014 Homeless Population

Category	Washington	Utah	National
Homeless Population	18,442 <b>(3.2%)</b>	3,081 <b>(0.5%)</b>	578,424 <b>(100.0%)</b>
Unsheltered	5,902 <b>(32.0%)</b>	313 <b>(10.2%)</b>	177,373 <b>(30.7%)</b>
Chronic Homeless Individuals	2,311 <b>(12.5%)</b> <b>(56.1% Unshelt.)</b>	386 <b>(12.5%)</b> <b>(10.4% Unshelt.)</b>	84,291 <b>(14.6%)</b> <b>(63.0% Unshelt.)</b>
Veterans	1,433 <b>(7.8%)</b>	317 <b>(10.3%)</b>	49,933 <b>(8.6%)</b>
Persons in Families	7,052 <b>(38.2%)</b>	1,342 <b>(43.6%)</b>	216,261 <b>(37.4%)</b>
Annualized % of Pop. (Chronic X 2, Non Chronic X 5)	85,277 <b>(1.2%)</b>	14,454 <b>(0.5%)</b>	2.6 M <b>(0.8%)</b>
Population	7,062,000 <b>(2.2%)</b>	2,901,000 <b>(0.9%)</b>	316,100,000 <b>(100.0%)</b>

# 2014 Homeless Population

Category	King Co	Utah	National
Homeless Population	8,949 (1.5%)	3,081 (0.5%)	578,424 (100.0%)
Unsheltered	2,736 (30.6%)	313 (10.2%)	177,373 (30.7%)
Chronic Homeless Individuals	881 (9.8%) (41.7% Unshelt.)	386 (12.5%) (10.4% Unshelt.)	84,291 (14.6%) (63.0% Unshelt.)
Veterans	685 (7.7%)	317 (10.3%)	49,933 (8.6%)
Persons in Families	2,920 (32.6%)	1,342 (43.6%)	216,261 (37.4%)
Annualized % of Pop. (Chronic X 2, Non Chronic X 5)	42,102 (2.1%)	14,454 (0.5%)	2.6 M (0.8%)
Population	2,044,000 (0.6%)	2,901,000 (0.9%)	316,100,000 (100.0%)

# 2014 Homeless Population

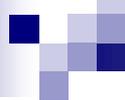
Category	Everett/ Snohomish Co.	Utah	National
Homeless Population	949 <b>(0.2%)</b>	3,081 <b>(0.5%)</b>	578,424 <b>(100.0%)</b>
Unsheltered	372 <b>(39.2%)</b>	313 <b>(10.2%)</b>	177,373 <b>(30.7%)</b>
Chronic Homeless Individuals	177 <b>(18.7%)</b> <b>(68.4% Unshelt.)</b>	386 <b>(12.5%)</b> <b>(10.4% Unshelt.)</b>	84,291 <b>(14.6%)</b> <b>(63.0% Unshelt.)</b>
Veterans	65 (6.9%)	317 (10.3%)	49,933 (8.6%)
Persons in Families	335 (35.3%)	1,342 (43.6%)	216,261 (37.4%)
Annualized % of Pop. (Chronic X 2, Non Chronic X 5)	4,215 <b>(0.6%)</b>	14,454 <b>(0.5%)</b>	2.6 M <b>(0.8%)</b>
Population	713,335 <b>(0.2%)</b>	2,901,000 <b>(0.9%)</b>	316,100,000 <b>(100.0%)</b>



# Utah's Approach

**When your vision is  
crystal clear, taking action  
happens naturally.**

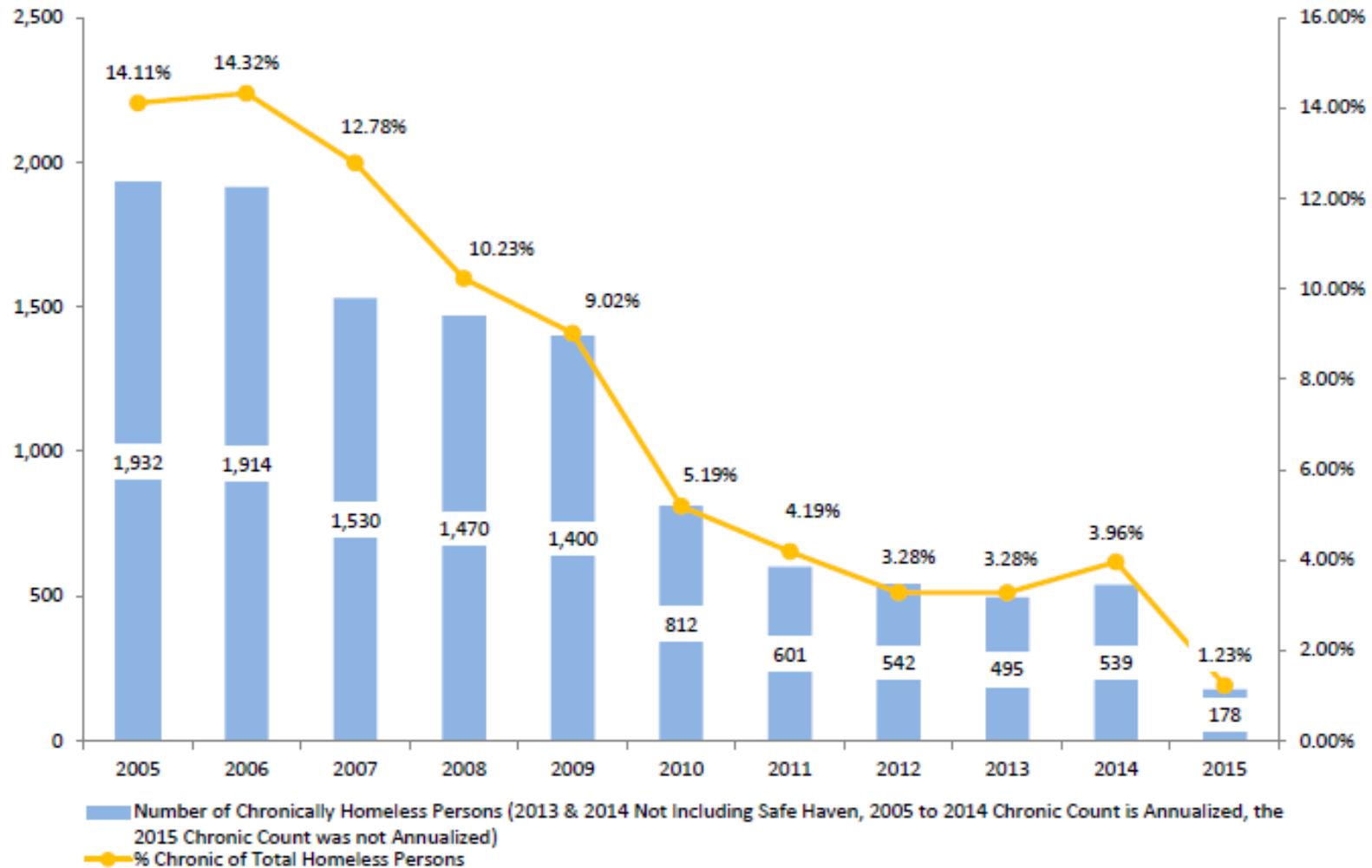
**Thomas F. Crum, “The Magic of Conflict”**



# State of Utah Vision

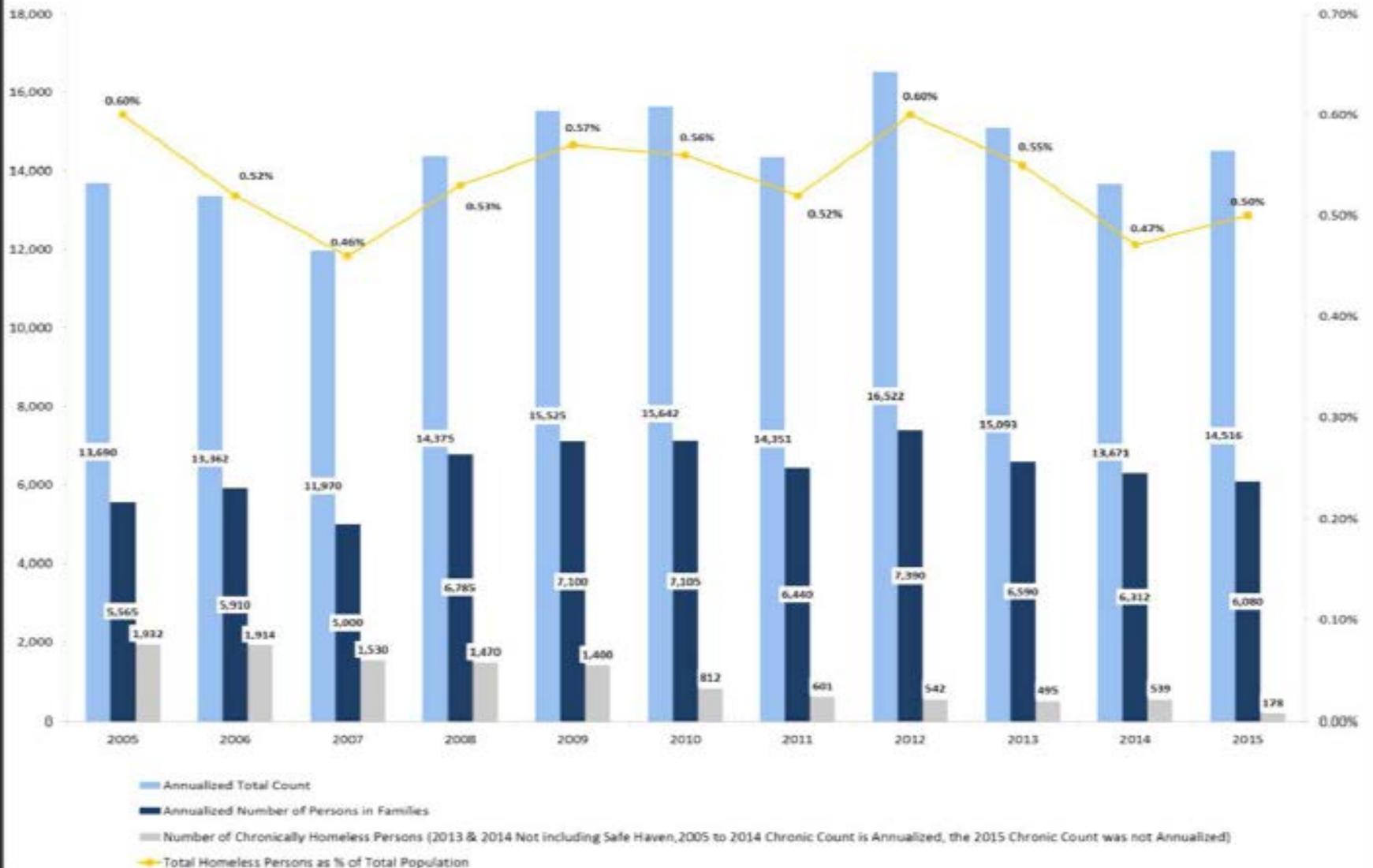
Everyone has access to safe, decent, affordable housing with the needed resources and supports for self-sufficiency and well being.

## Utah Chronic Homeless Count

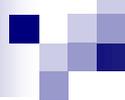


Source: 2015 Annualized Utah Homeless Point-In-Time Count and 2015 Point-in-Time Count

## Utah Homeless Point-In-Time Count: 2005-2015



Source: 2015 Annualized Utah Homeless Point-In-Time Count and 2015 Point-In-Time Count



# Chronically Homeless Persons

- Each chronically homeless person placed in housing freed up a shelter bed for 10.7 homeless persons at Utah's largest shelter
- As a result, 200 plus shelter beds have been converted to family beds
- 1,970 persons per year in those beds

# Utah's Homeless Population

<u>Categories</u>	<u>2005 Count</u>	<u>2015 Count</u>
Sheltered	11,275	13,556
Unsheltered	<u>2,415</u>	<u>1,091</u>
Total	13,690	14,646
% state pop.	0.55%	0.50%
Chronic	1,932	178 (91%)

# Homeless Coordinating Committee

## MISSION

**End Chronic Homelessness and  
Reduce overall Homelessness by 2014**

**Jon Pierpont**  
Dept. of Workforce  
Services

**Spencer Cox**  
Lt. Governor  
Chair

**Gordon Walker**  
Housing and Community  
Development Division

**Bill Crim**  
Businesses/United Way

**Dr. David Patton**  
Department of Health

**Craig Burr**  
Dept. of Corrections

**Al Hernandez**  
Veterans' Admin.

**Gina Ramer**

Social Security  
Denver Office

Formerly Homeless

Financial  
Institutions

**Pamela  
Atkinson**  
At Large

**Terry  
Feveryer**  
S.L. Housing  
Authority

**Max Lang**  
Office of  
Education

**Jonathan Hanks**  
Utah Housing  
Corporation

**Lana Stohl**  
Dept. of Human  
Services (DHS)

**Mike Gallegos**  
Local Governments

Philanthropic Orgs.

**Ron Humphries**  
Faith Based Orgs.

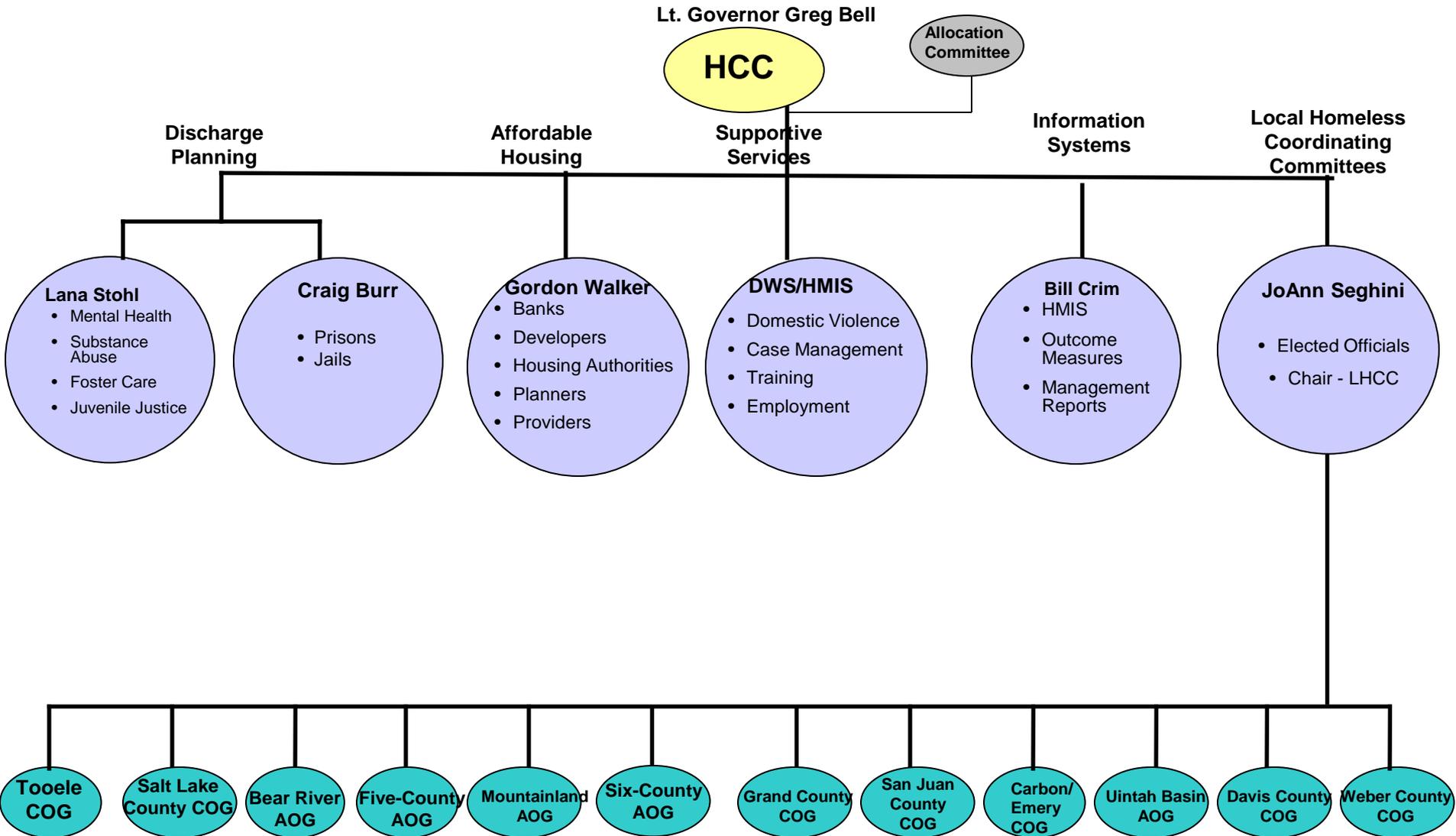
**Tara Rollins**  
SLC Cont. of Care

**Bill Hulterstrom**  
Mountainland Cont. of Care

**Jane Lewis**  
Balance of State  
Continuum of Care

February 2012

# Homeless Coordinating Committee Organization



COG – Council of Governments

AOG – Association of Governments

# AOG/COG Homeless Coordinating Committee (Model)

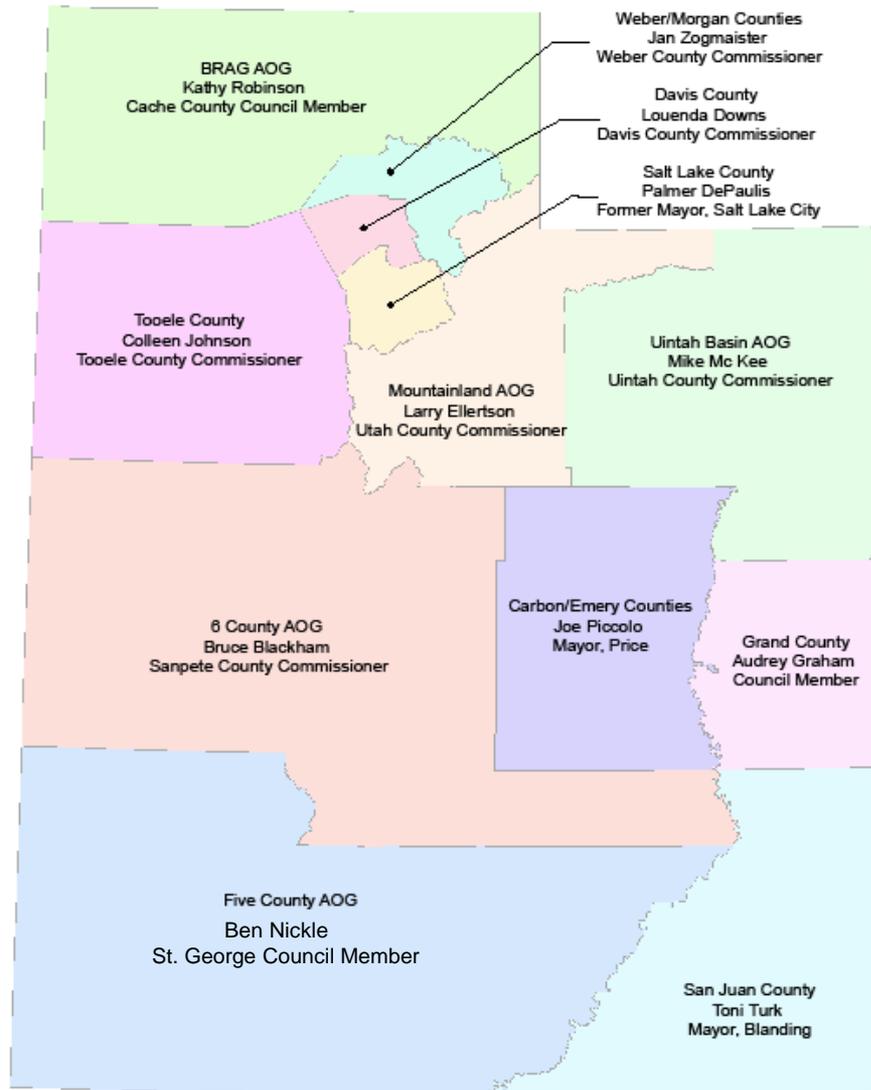


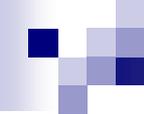
# Local Homeless Implementation Plan



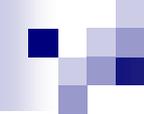
# TEN-YEAR HOMELESS PLAN ORGANIZATION

## LOCAL HOMELESS COORDINATING COMMITTEES





How is  
homelessness  
ended?



“No problem can be  
solved from the same  
consciousness that  
created it”

Albert Einstein



# Homeless Funding

- State Homeless Trust Fund
  - Tax check off donation by public
  - Line item from general funds
- Tax Credit Finance Organization gave priority for permanent supportive housing
- State Housing Trust Fund
- HOME and CDBG funds



# Homeless Funding -- Continued

- Crusade for the Homeless Fund
  - Significant business leader supported PSH
- Pay for Success funding
  - Project implementation paid for by philanthropy and/or commercial impact lenders
  - Government pays the lender as the project achieves the goals of reducing government costs



# Housing First



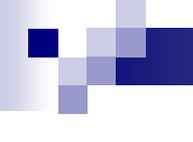
# Housing First -- Permanent Supportive Housing – Chronic Homeless

- Two core convictions:
  - Once the chaos of homelessness is eliminated from a person's life, clinical and social stabilization occur faster and are more enduring
  - Housing is basic and not a reward for clinical success



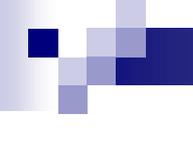
# Housing First Principles – Cont.

- Embraces a harm reduction approach to addictions rather than mandating abstinence. The provider must also be prepared to support resident commitments to recovery
- Residents have leases and tenant protections under the law
- Can be implemented in either a project-based or scattered site model
- Residents pay 30% or \$50 which is greater



# Housing First Principles

- Move people into housing directly from streets and shelters without preconditions of treatment acceptance or compliance
- Provider is obligated to bring robust non-coercive support services to the housing
- Continued tenancy is **not** dependent on participation in services
- Units are targeted to the most vulnerable homeless members of the community



# Housing First – Utah Pilot

- We had heard about the Housing First concept developed in New York City
- Would it work in Utah?
- 2005 pilot of the most difficult (17) to test it while a 100 unit facility was constructed
- We became believers, especially case managers
- Now operate with belief “all can be housed”

# Sunrise Metro (100 units) – April 2007

## Project Partners

- Utah Division of Housing and Community Development
- Salt Lake City
- Salt Lake County
- Crusade for the Homeless (Private Foundation)
- George S. and Dolores Dore Eccles Foundation
- Church of Jesus Christ of Latter Day Saints
- Utah Housing Corporation
- American Express



# Grace Mary Manor (84 units) – April 2008



# Palmer Court (201 Units) – May 2009



# Freedom Landing

Homeless Veterans (110 Units) -- Jan. 2010



# Kelly Benson 55 and Older Homeless - June 2010 (59 Units, 70 Beds)





**VALOR HOUSE**

in Partnership With  
Housing Authority of Salt Lake City  
&  
Department of Veterans Affairs

# Bud Bailey Apartments – 134 Units



# Homeless Housing

■ PSH Single Site	751
■ Scattered Site	<u>150</u>
□ Total	901
■ Retention Rate	80%
■ On to other stable settings	10%
■ Eviction Rate	6%
■ Died	2%
■ Unknown	2%

# Summary

- Champions are key in accomplishing a desired outcome
- Collaboration of stakeholders very important
- Look long and deep at the **why** of what you undertake – Start with the **WHY**

**When your vision is  
crystal clear, taking action  
happens naturally.**

**Thomas F. Crum, “The Magic of Conflict”**