



Salt Lake County Council of the Whole Presentation

August 24, 2021

Shelter the Homeless Mission

Shelter the Homeless, Inc. is a 501(c)(3) nonprofit organization dedicated to serving individuals experiencing homelessness and working with partners to develop safe facilities and expand solutions to prevent and end homelessness in Utah.

Shelter the Homeless Vision

Shelter the Homeless is committed to making homelessness rare, brief and non-recurring by connecting individuals who are experiencing homelessness with community services that help them achieve housing stability and reach sustainable self-sufficiency.



Overview

Shelter the Homeless owns seven properties throughout Salt Lake County

- Emergency Shelter Resources – 4 Homeless Resource Centers (HRCs)
 - Midvale Family Center, 300 beds, operated by The Road Home
 - Geraldine E. King Women’s Resource Center, 200 beds, operated by Volunteers of America
 - Gail Miller Resource Center, 200 beds - 160 for men and 40 for women, operated by The Road Home
 - Men’s Resource Center, 300 beds, operated by The Road Home
- ✓ **1,000 Beds total, over 5,300 unduplicated individuals served in 2020, average of 90% bed utilization**
- Permanent Supportive Housing Facilities – 3 Facilities operated by The Road Home
 - The Wendell - 35 units
 - Palmer Court - 200 units
 - The Magnolia - 65 units – will be fully leased up in the Fall of 2021
- Winter Overflow Planning – support of overflow beds



Homeless Resource Centers

Shelter the Homeless both owns and provides overarching services for HRCs

- The three new HRCs were launched by the summer and Fall 2019, so we are at the **2-year anniversary** mark
- ✓ **HRCs provided 234,306 shelter nights and over 700 diverted from shelter in 2020**
- The primary goal of the HRC Model is to make homelessness rare, brief, and non-recurring by providing **emergency shelter coupled with case management** to help those experiencing homelessness resolve their immediate crisis and rapidly return to stable housing
- Individuals accessing this system come through the **coordinated entry system** and HRCs are on the front line with resources to provide basic needs to individuals and to connect them with appropriate services, including **housing, jobs, medical, mental health, Covid-19 testing and vaccinations, and addiction services**



Homeless Resource Centers

Milestones and progress has taken place in the system

- Partnerships Built
 - Cities, County & State: Salt Lake County, State of Utah, Salt Lake City, Midvale, and the City of South Salt Lake
 - Community Partners: Utah Community Action (intake and diversion), Premier (security), 4th Street Clinic (mobile health services), Catholic Community Services (meals), Advantage Services (transportation), First Step House (recovery substance use disorders), Department of Workforce Services (employment counseling)
- ✓ **High level of collaboration and partnerships in the HRC model, including consistent and cohesive systems, with service providers striving to improve their work together**
- Legislative Audit On Safety Showed Improvements
 - 2021 'Follow-up Audit of the Safety and Security Within Local Homeless Resource Centers'
 - 7 audit recommendations for security improvements
- ✓ **Overall the auditors reported a safe and secure environment in the HRCs and that progress has been strong over the last three years**



Homeless Resource Centers

Challenges are testing and straining the emergency shelter system

- COVID-19 Response
 - COVID-19 cases are rising again due to the Delta variant
 - HRC Operators are re-establishing mask wearing rules and continued testing and vaccinations
 - Standard Covid protocols have remained in place for the HRCs based on health dept and CDC recommendations
- Transportation with scattered site model is stable but requires expansion
- HRCs are operating near capacity, with 56 beds open on average each night across the centers, and the overall community remains challenged by seasonal overflow needs and ongoing encampments
- Affordable housing supplies are at historically low levels – so exits to accessible and affordable housing options are more difficult



Homeless System Milestones

Statewide data shows progress in the homeless system has taken place

- Annual Homelessness Report 2021 – the Utah Office Of Homeless Services released the state’s Annual Report on Homelessness that provides a more well-rounded picture of homelessness in Utah
- Utah has realized a four-year downward trend in first time homelessness and the rate at which individuals return to homelessness, but an increase in the length of stay in emergency shelters
 - First time homelessness down 22% statewide and 24% in SLCo
 - Average time in shelter rose to almost 67 days statewide and 77 days in SLCo
 - Fewer returning to homelessness, 7% drop statewide and in SLCo over 4 years, and 95% enrolled in permanent housing projects remain housed



Homeless System Planning

Local planning efforts coordinated by the Salt Lake Valley Coalition to End Homelessness

- The Salt Lake Valley Coalition to End Homelessness has identified deeply affordable housing as the greatest need for our community
- The coalition also recognizes the immediate need for flexible overflow beds as housing projects are identified, funded and renovated or constructed.
- To address these unmet needs, the Coalition supports efforts to develop **additional deeply affordable housing units - 450** to start - and **overflow plans** that ensure there are enough beds - **300** additional - for all those seeking emergency shelter, particularly during the winter months
- Shelter the Homeless collaborating to add overflow beds to system



Shelter the Homeless Strategic Plan

We are committed to focusing on the three main goals for the next three years

- The strategy spans calendar years 2021-2023
 - Stabilizing the homeless resource center system – pay off debt, ensure HRC operations are fully funded
 - Addressing the gaps in overflow and emergency sheltering options – overflow project plans are in progress
 - Supporting the expansion of diverse and deeply affordable housing availability



Financial Outlook for Shelter the Homeless

Two-pronged approach – capital fundraising and operational fundraising

- Shelter the Homeless has an annual budget of \$7.5M, which covers operations and capital obligations
- State, City and County support is providing approximately 50% of funding for this model and we are turning to private donors and applying for grants for the remaining 50% of the costs
- Operational costs are about \$3.7M of the total – we provide safe, clean and **secure facilities, meals, transportation, utilities, repair and maintenance**
- Shelter the Homeless provides facilities to operators with **no lease costs**, so no revenue is generated from ownership of facilities, all income sources are contributed
- Supporters include the Zions Bank, Simmons Family Foundation, Larry H and Gail Miller Family Foundation, The Church of Jesus Christ of Latter-day Saints, and Intermountain Healthcare, among many other generous community donors.



Financial Outlook for Shelter the Homeless

Capital fundraising is forefront of staff and board efforts

- HRCs construction costs were \$66.5M for all three facilities
- Generous community support resulted in \$49.3M in contributions
- Salt Lake County loan for \$17.7M closed the gap, principle and interest payable over 6 years, due each January
- Payment 1 for \$3.5M was made January 2021, payment 2 for \$3.5M will be made January 2022
- Various strategies being employed to meet obligation – Development committee of the STH board meets every other month to discuss progress, full time development staffer to be hired
- Strategies include New Market Tax Credits, individuals, corporations, foundations and an ongoing social media campaign



Financial Outlook for Shelter the Homeless

New Market Tax Credit Strategy

- Shelter the Homeless has partnered for two years with SLCo and other key individuals to seek an allocation of New Market Tax Credits (NMTC)
- \$28.5M remain in eligible HRC project expenses from the allowed 36-month look-back period
- NMTC awards coming out in September 2021 will inform path forward
- For Example: \$13M NMTC allocation would provide an approximate net benefit of \$2.5M that could be used towards the bond repayment plan
- County Council approval would be needed to modify the loan agreement so that it can work with the new NMTC financing structure. County Mayor's Finance and District Attorney's Office employees have been working with STH to ensure a smooth process for everyone.



Questions and Discussion

*Thank you, Salt Lake County for your ongoing
partnership and support*