



DAVID ECCLES SCHOOL OF BUSINESS

# Homeless Services Governance Structure and Funding Model *Recommendations*

Social Services Appropriation Subcommittee  
January 25, 2021

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# Presentation Outline

1. Background
2. Problem
3. Recommendations
4. What next?

# Benefits

## *Homeless Services Governance Advisory Group Recommendations*

- Simpler and more transparent
- Systemwide and statewide
- Coordinated
- More efficient and effective
- More cost-effective over the long term

# Background

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Kem C. Gardner Policy Institute | 411 East South Temple Street, Salt Lake City, Utah 84111 | 801-585-5618 | [gardner.utah.edu](http://gardner.utah.edu)

# Governance Advisory Group

Senator Jake

Rep. Steve Eliason

Bill Hulterstrom

Wayne Neiderhause

Anderegg

Michelle Flynn

Clark and Christine Ivory Mayor Jon Pike

Pamela Atkinson

Rick Foster

Matt Melville

Randy Shumway

Kathy Bray

Brandy Grace

Mayor Erin Mendenhall Rob Wesemann

Mayor Mike Caldwell

Jean Hill

Gail Miller

Mayor Jenny Wilson

Casey Cameron

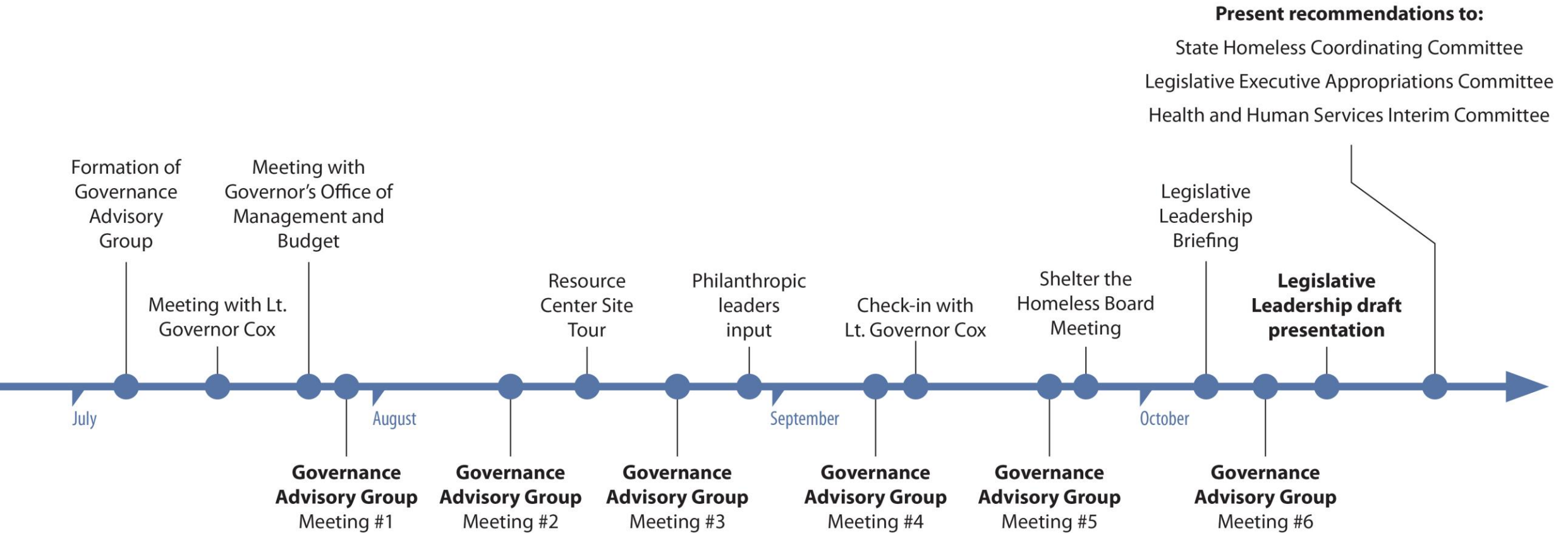
Carol Hollowell

Mikelle Moore

Natalie Gochnour

Cameron Diehl

# Rapid Assessment Timeline



# Problem

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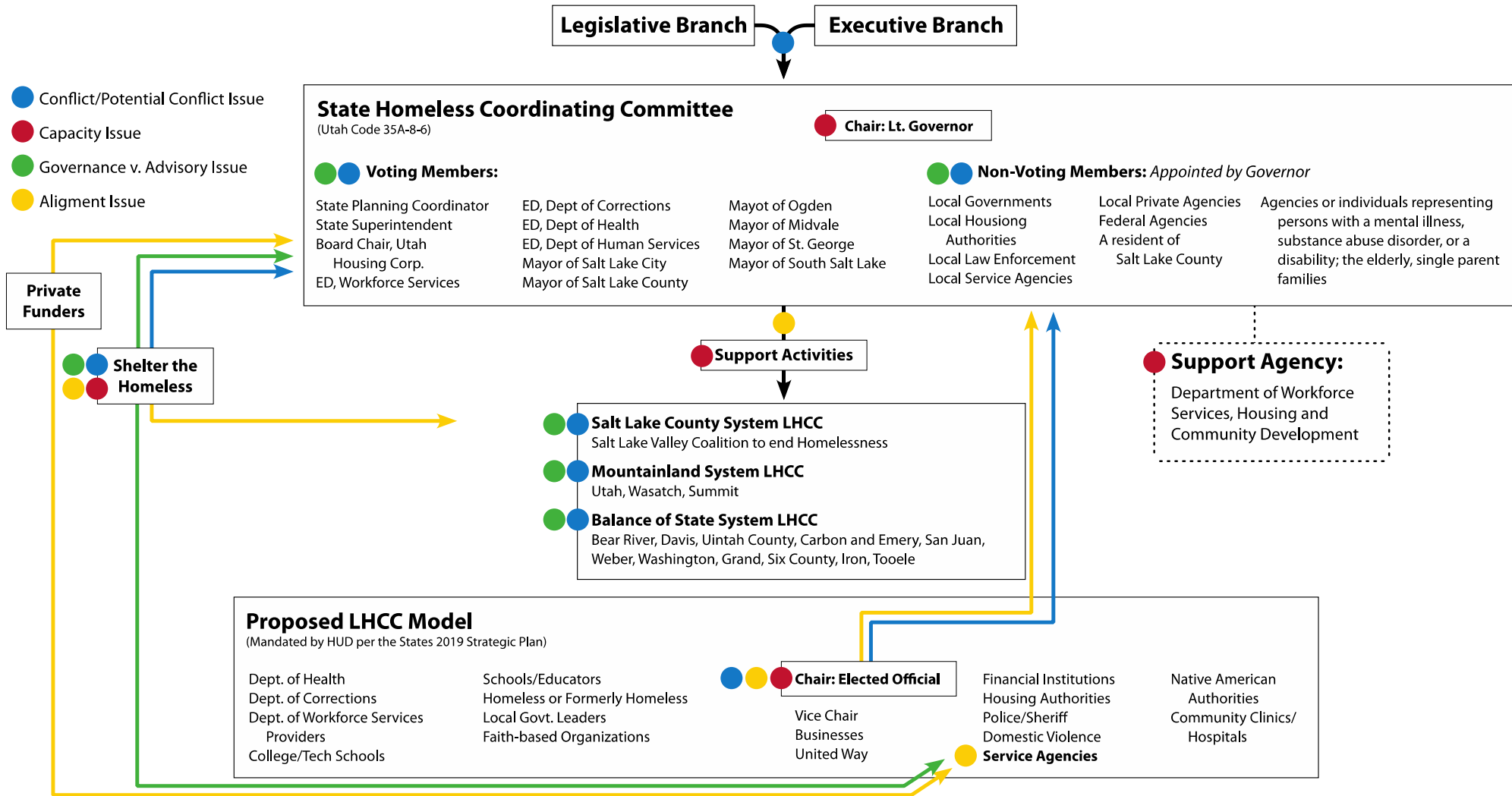
# Problems

*We've made strides, but have further to go. Let's not backslide.*

- Confusing leadership structure
- No statewide funding plan or comprehensive budget
- Complex and inefficient decision-making framework
- Communication gaps
- Incomplete data

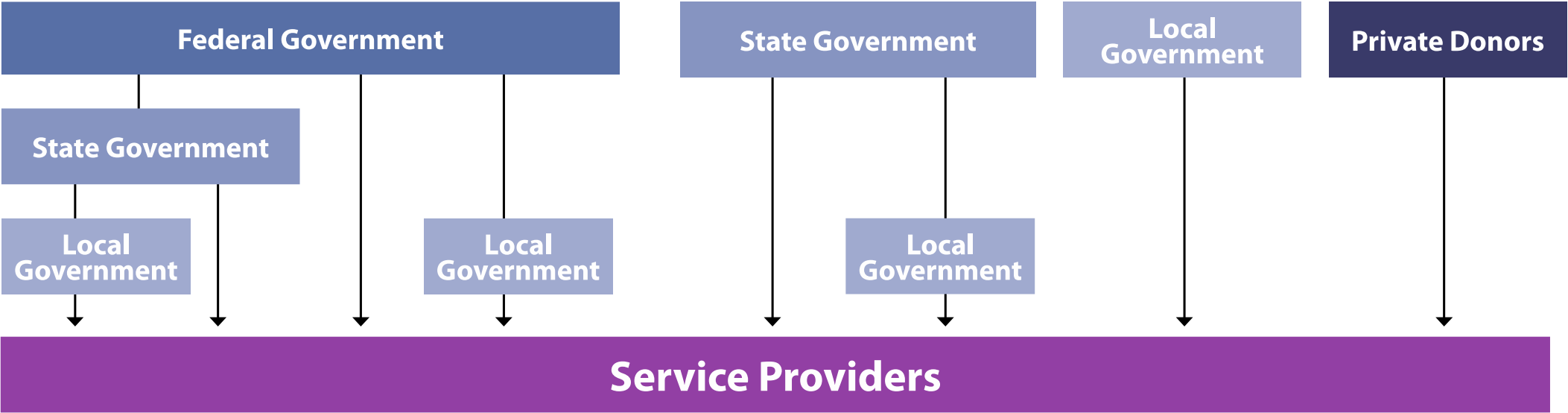


# Current Governance Structure



Source: Kem C. Gardner Institute adaptation and analysis of SHCC and LHCC models in the State of Utah

# Current Funding Model



Source: Office of the Legislative Auditor General,

# Recommendations

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# Six Recommendations

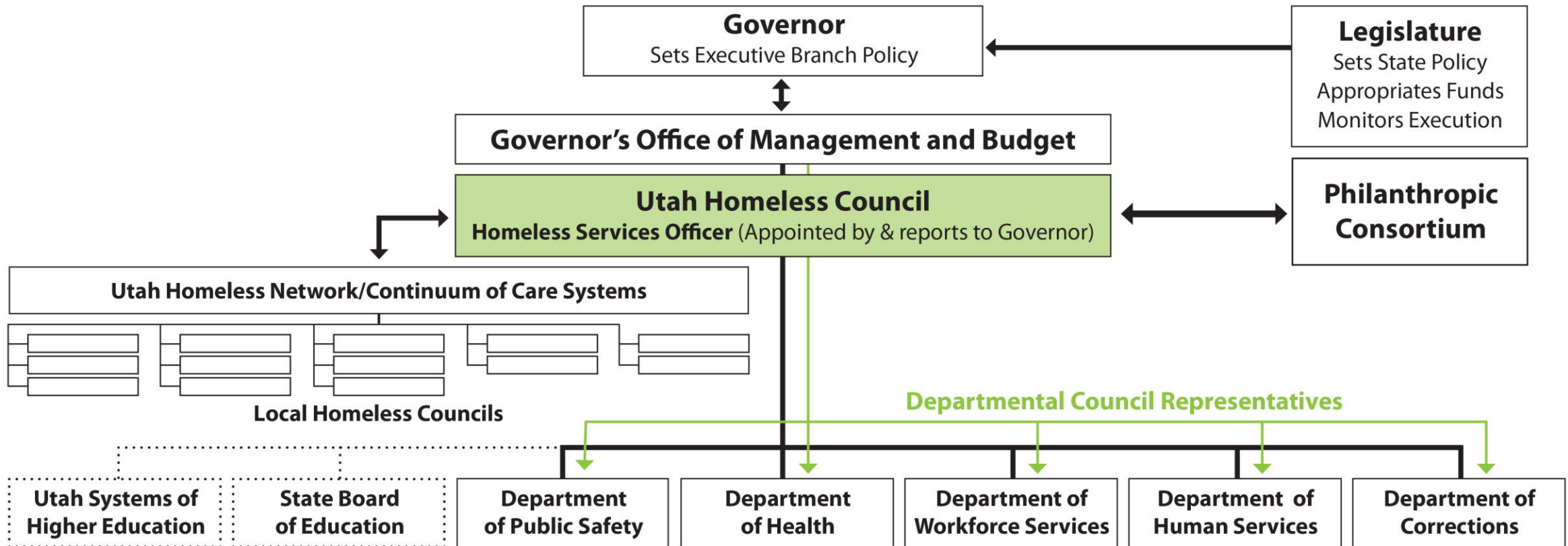
1. Restructure top-level governance and improve local coordination
2. Appoint homeless services officer. Develop coordinated funding M
3. Create Utah Homeless Council
4. Create Philanthropic Consortium

# #1

# Restructure top-level governance

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# State Leadership and Coordination



# #2

# Appoint Homeless Services Officer

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# Key Roles of Homeless Services Officer

1. Achieve policy consensus
2. Oversee & recommend budget
3. Endorse UHC decisions
4. Provide UHC accountability
5. Coordinate public/private sector
6. Oversee state agency leads
7. Manage administrative responsibilities



# “Ideal” Leadership Profile

1. Seasoned leader
2. Finance & strategy expertise
3. Public/private relationships
4. Committed to best practices
5. Understanding of current systems
6. Empathetic
6. Service focused
7. Three-year commitment

# #3

# Create Utah Homeless Council

(Replaces State Homeless Coordinating Committee)

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# Utah Homeless Council

## Executive Director / Homeless Services Officer

### Executive Committee

Homeless Services Officer (Executive Director)  
Public Sector co-chair (appointed by Legislature)  
Private sector co-chair (appointed by Philanthropic Compact Consortium)  
Private sector representative (appointed by governor)  
Mayor Salt Lake County  
Statewide philanthropic leader (appointed by governor)  
Statewide philanthropic leader (appointed by Philanthropic Compact Consortium)  
Appointed Mayor\*

HUD and VA representatives serve as advisors to the UHC and are invited to every meeting.

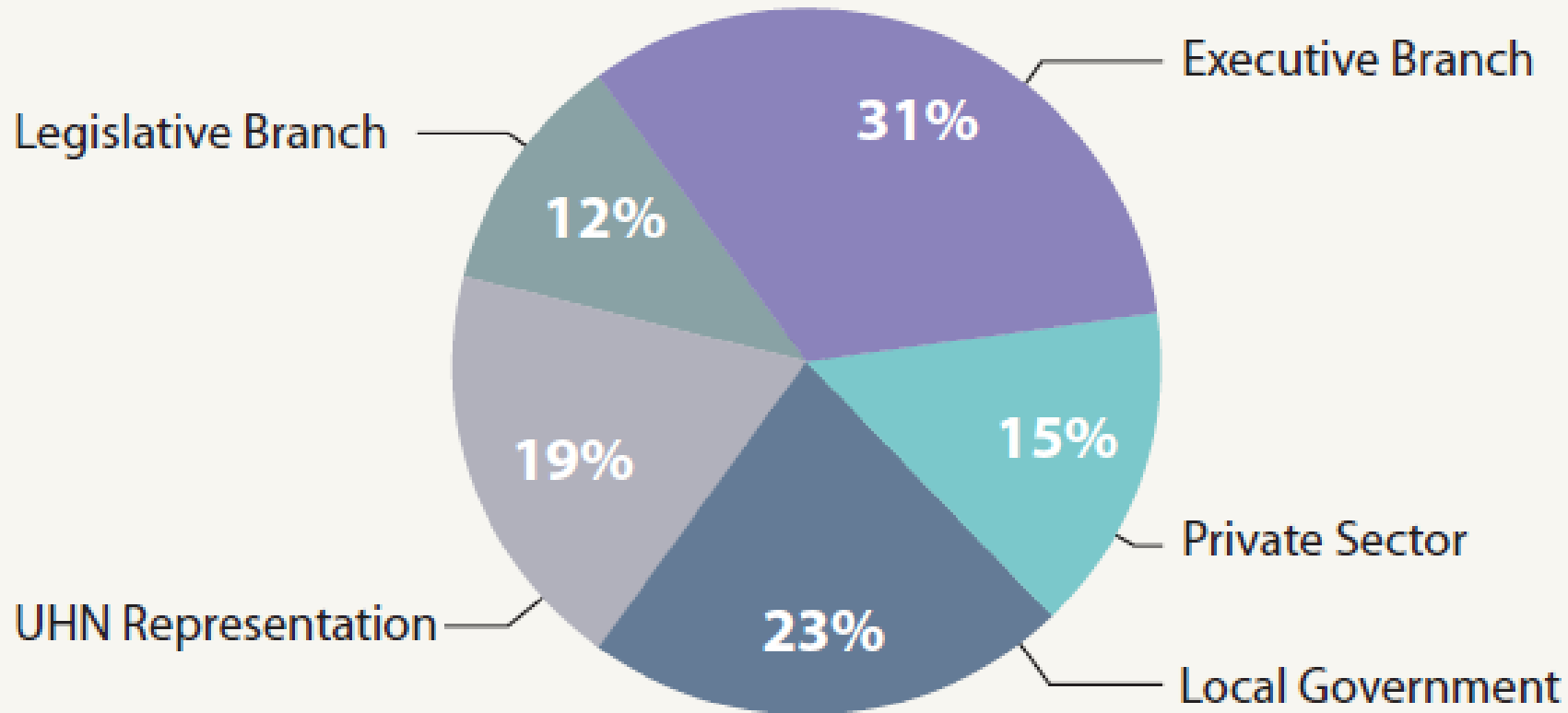
### Additional Members

Executive Director Human Services<sup>†</sup>  
Executive Director Health<sup>†</sup>  
Executive Director Corrections<sup>†</sup>  
Executive Director Public Safety<sup>†</sup>  
Executive Director Workforce Services<sup>†</sup>  
Representative Utah Senate (appointed by Senate)  
Representative Utah House (appointed by House)  
Superintendent of Public Instruction<sup>†</sup>  
Statewide faith-based leader (appointed by governor)  
Mayor Salt Lake City  
Mayor Midvale  
Mayor South Salt Lake  
Mayor Ogden  
Mayor St George  
5 Local representatives, including at least two providers (appointed by the Utah Homeless Network)  
Individual with "lived experience" (appointed by governor)

\* The appointed mayor on the executive committee will be appointed by and from within the mayors with general population centers. As of October, 2020 these cities include: Salt Lake City, Midvale, South Salt Lake, Ogden, and St. George.

† or designee

## UHC Membership Composition



Note: UHN representation may be comprised of local elected officials, service providers, or members of the private sector

# Utah Homeless Council Purpose

1. **Support statewide goal** – minimize homelessness by making it rare, brief, and non-recurring
2. **Facilitate local/regional efforts** – help achieve local goals and priorities
3. **Statewide coordination** – promote equity, efficiency, and coordination across Utah
4. **Intra-agency communication** – increase access to housing, health care, education, job training, employment, etc.

# Utah Homeless Council Responsibilities

1. Enact statewide, system-wide strategy
2. Review local/regional plans
3. Pass statewide budget
4. Review & award funding applications
5. Ensure performance measures accountability
6. Support consistent/transparent data
7. Coordinate gap funding
8. Support & inform State Officer

# #4

# Create Philanthropic Consortium

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# Proposed Philanthropic Consortium

## Founders

Gail Miller

Roger Boyer

Bert Zimmerli

Harris Simmons

Kem Gardner

Randy Shumway

Clark Ivory

Scott Anderson

Others

Eccles family

Huntsman family

Josh Romney

Faith community

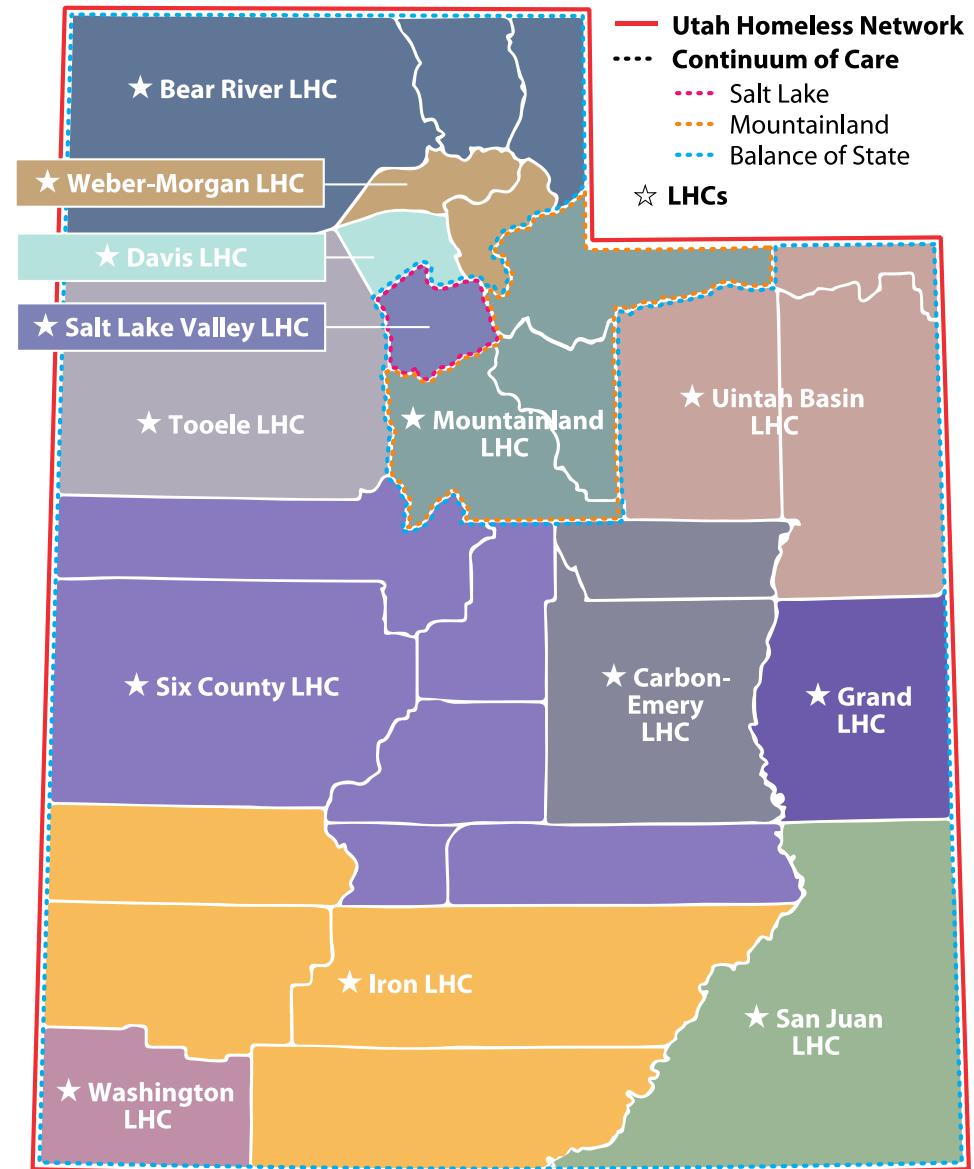


# #5

# Improve Local Coordination

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# Local & Regional Homeless Systems



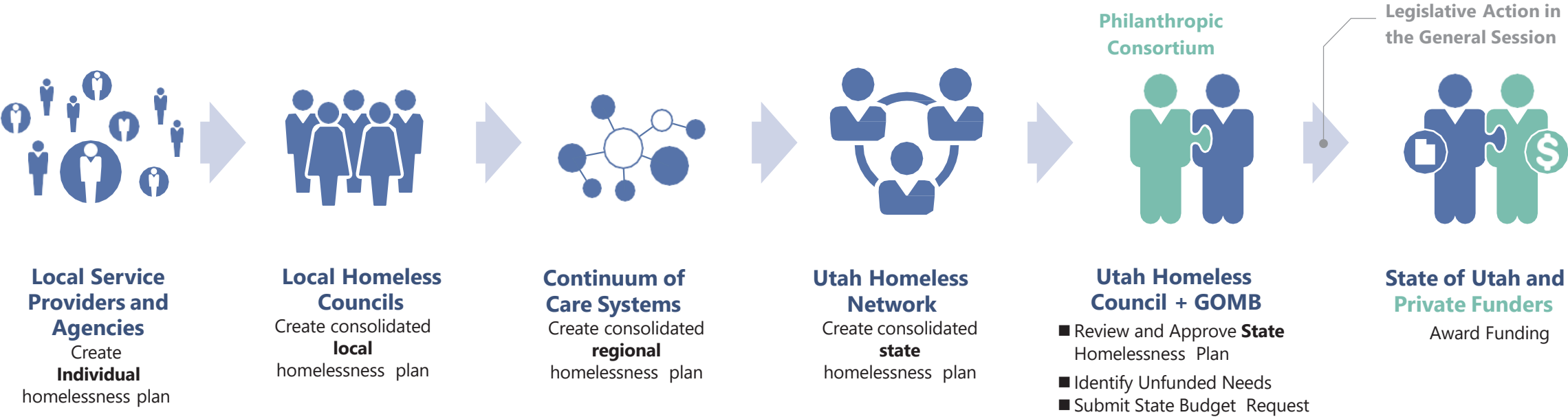
Note: There are currently 13 Local Homeless Coordinating Committees (LHCCs) in the state of Utah as identified on the map above. It is recommended that LHCCs be renamed as Local Homeless Councils (LHCs) to reflect the statewide Utah Homeless Council. No changes to the structure or purpose of LHCC or Continuum of Care systems are being recommended.

# #6

# Develop Coordinated Funding Model

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# Funding Model



# Six Recommendations

1. Restructure top-level governance and improve local coordination
2. Appoint homeless services officer. Develop coordinated funding M
3. Create Utah Homeless Council
4. Create Philanthropic Consortium

# What Next?

1. Conduct statutory review
2. Form philanthropic consortium
3. Identify potential candidate for Homeless Services Officer and make this critical hire
4. Appoint members to the Utah Homeless Council
5. Review progress in one year

# Benefits

## *Homeless Services Governance Advisory Group Recommendations*

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