



Utah Homeless Services Board

November, 20, 2025

[Zoom Meeting](#)

Anchor Location: Utah State Capitol, 350 N. State St., Rm. #445, Salt Lake City, UT

[Public Notice Website](#)

2:00am – 3:00pm

[Audio Recording](#)

[Agenda](#)

Meeting Minutes

Board Members Present: Ryan Beck, Tiffanie Price, Brandy Grace, Jen Campbell, Spencer P. Eccles, Moe Egan, Mayor Erin Mendenhall, Wayne Niederhauser, Mayor Cherie Wood, Randy Shumway, Casey Cameron

Excused/Absent:

Support Staff: Nick Coleman, Shalie Ripley, Elliott Clark, Josh Romney

Agenda Item	Discussion	Recommendations/Actions
Agenda Item 1	1. Call Meeting to Order <ul style="list-style-type: none"> a. Roll Call It was determined that a quorum was present. 	Randy Shumway Shalie Ripley
Agenda Item 2	2. Approval of Consent Calendar *‡ <ul style="list-style-type: none"> a. Approval of Sept. 25, 2025 Minutes b. Deeply Affordable Housing Fund, Rd. 4 RFGA (OHS Recommendations) c. Switchpoint Harris Community Village Funding (OHS Recommendations) 	Randy Shumway Randy Shumway called for a motion to approve the consent calendar. Mayor Erin Mendenhall made a motion to approve the consent calendar. Wayne Neiderhauser seconded

the motion. The motion passed unanimously

Agenda Item 3

3. Key Stakeholder Presentations: Transformative Campus

The chair emphasized a slower, more inclusive process to ensure all voices are heard in regard to the Transformative Campus. Presenters today were asked to bring 1–3 actionable recommendations and were limited to five minutes each. Today’s presentations mark the start of broader engagement that will continue before, during, and after the legislative session, with the Office of Homeless Services coordinating stakeholder input.

1. MR. JOSEPH GRENNY, THE OTHER SIDE ACADEMY

Substantive Suggestion #1

Stop funding specialists. Start paying for solutions. Work only with providers who take end-to-end responsibility for bringing someone from the streets all the way to being Permanently Housed, Self-Reliant, Drug-Free and Crime-Free (PSDC).

- The majority of assets needed for a Human First approach to change already exist but are performing poorly.
- What’s needed to drive improvement is not duplicating resources in a new campus, but building PSDC accountability into all funding.
- This will force consolidation in the service sector so it begins to act like an actual market.

Substantive Suggestion #2

Create the missing motivational infrastructure needed to provoke change.

- Those stuck in chronic homelessness misery often need a motivational nudge to step up to the hard work of deep personal change.
- The missing pieces in the Motivational Infrastructure are:
 - A. Appropriate incarceration for property and personal offenses.
 - B. Facility for involuntary detention for petty offenders (e.g., public camping) who refuse help.
 - Involuntary detention is 30 days minimum to allow for sobriety, observation, and reasonable mental health stabilization.
- The only asset that doesn’t currently exist for this motivational infrastructure is 2B (“facility for involuntary detention for petty offenders”).
- This, and only this, is what the campus should be used for.

Randy Shumway

- If suggestion #1 above is properly implemented, the rest of the resources needed to move people toward thriving will emerge from the current broken system.

2. MS. MOLLY WHEELER, DEPUTY DIRECTOR, UTAH LEAGUE OF CITIES AND TOWNS

Substantive Suggestion #1

Fully mitigate campus impacts with new state-level funding without diluting the existing mitigation fund.

The proposed centralized campus will bring real, measurable impacts to the surrounding community, especially related to:

- Public safety
- Transportation
- Sanitation
- Neighborhood infrastructure

Key points:

- We ask the state to provide new, dedicated mitigation funding tied specifically to the campus so that its success does not destabilize local budgets.
- Protect the existing mitigation fund that currently supports the 10 shelter communities.
- Those funds are already fully utilized to mitigate existing service burdens.
- If they are diluted to cover new campus impacts, shelter cities across the state will face unmet needs.
- Municipalities contribute the majority of dollars in the current mitigation fund.
- To our knowledge, Utah is the only state where municipalities universally contribute to a statewide homelessness system through mitigation.
- Protecting that fund ensures that a new campus adds capacity rather than unintentionally eroding the systems we rely on today.

Substantive Suggestion #2

Address unsanctioned camping responsibly: enforcement without resources risks simply shifting people between jurisdictions without solving underlying issues.

- Much of the discussion surrounding the need for the campus stems from the visible rise in unsheltered homelessness.
- Municipalities agree unsanctioned camping must be addressed and are taking action.
- Enforcement alone does not resolve homelessness; it relocates it.
- When individuals are moved from one place without access to shelter beds, housing, mental health care, behavioral health treatment, or appropriate criminal justice options, they inevitably surface in another jurisdiction.

Impacts:

- Community frustration
- Increased demand for law enforcement and first responders
- Rising costs for cities
- No improved outcomes for those experiencing homelessness

A successful statewide approach requires coupling enforcement with alternatives to incarceration:

- Shelter
- Permanent supportive and transitional housing
- Treatment
- Services across the full spectrum of need Substantive

Suggestion #3 Respect Utah’s unique municipal authority: align policies with local roles and consider which stakeholders can fill system gaps.

- National models from California, Texas, or Washington do not directly translate to Utah’s framework.
- Examples:
 - Denver operates as both a city and county with its own health and human services department.
 - San Antonio is responsible for its own health and human services.
- In Utah, no municipality has a health and human services department.
- Policies should acknowledge what municipalities are empowered/equipped to do.

Cities can lead on:

- Public safety
- Land use

Cities cannot lead on:

- Health and human services Importance:
- Assign responsibilities to the right partners.
- Avoid misaligned mandates.
- Ensure effective system operations.

3. MS. HEATHER HOGUE (PRESENTER), CO-CHAIR, AND MS. STEFANIE JONES (VIRTUAL), CO-CHAIR, UTAH HOMELESS NETWORK

Substantive Suggestion #1

The role of UHN is to collaborate with statewide stakeholders and inform and educate the homeless board. We suggest and invite robust collaboration.

Substantive Suggestion #2

Heather Hogue

The UHN represents the entire state network of service providers, homeless systems, law enforcement, elected officials, individuals with lived experience, and supportive programs. We suggest and encourage the homeless board to commit to strengthening existing statewide systems in both rural and urban counties and uplifting local voices for local solutions.

Substantive Suggestion #3

We strongly recommend against combining the CoCs and disrupting the local processes and governance. Any recommendation for destabilizing these systems must include data-driven reasons that ensure every community in the state would benefit, and not just urban centers.

4. MR. SHAWN MCMILLEN, CO-CHAIR, AND MS. LAURIE HOPKINS, VICE CHAIR, SLV COALITION TO END HOMELESSNESS

Substantive Suggestion #1

Strengthen and Build on the Existing Homeless Resource Center (HRC) System

- The existing HRC system represents more than \$100 million in community investment.
- It provides over 90 percent of year-round shelter beds.
- Serves more than 4,000 individuals annually with strong outcomes:
 - 75 percent exit homelessness within 90 days.
- Demand has grown from an original plan of 1,000 beds to a need of ~2,800 beds.
- Existing centers are indispensable.
- The Transformative Campus should complement, not replace or diminish, the current HRC system.
- It should add low-barrier beds and fill gaps in supportive housing and treatment capacity rather than duplicate what works.

Substantive Suggestion #2

Use a Phased, Clinically Sound Approach to New Campus Services Behavioral health and medical leaders caution against large, mixed-population residential facilities such as 300-bed models.

Concerns:

- Not clinically appropriate
- Costly (up to \$1B for a hospital-level facility)
- Can worsen mental-health symptoms

Providers recommend:

- Specialty units, not mass congregate settings

A prudent phased approach:

- Phase 1: Shelter plus transportation to existing providers
- Phase 2: Add services guided by data and real-world outcomes

Additional notes:

- CCBHCs or FQHCs may support community services
- Utah’s current regulatory and Medicaid structure limits inpatient funding
- Campus should align with evidence-based strategies, existing plans, and statewide data

Substantive Suggestion #3

Address Complex Needs and Unsheltered Homelessness With Clear Safeguards and Sustainable Funding

- Prioritize people with the deepest needs, including unsheltered homelessness.
- Address the 25 percent of HRC residents who remain long-term due to lack of supportive housing or behavioral health care.
- Civil commitment, if used, requires strict guardrails to avoid recreating coercive institutionalization.

Funding concerns:

- Requires clarity on Medicaid, IMD rules, PPS reimbursement, and facility designation.
- Medicaid does not cover long-term residential care.
- Medicaid limits mental health residential care to 30 days.

Design must include:

- Safe, ethical practices
- Realistic staffing
- Financial viability

5. MS. KATHERINE FIFE, ASSOCIATE DEPUTY MAYOR, SALT LAKE COUNTY

Substantive Suggestion #1

Remain Flexible and Leverage Existing Efforts.

- Salt Lake County has engaged retired Judge Leifman for behavioral health, human services, and criminal justice system reform efforts.
- Recommendations will be available in early January.
- Maintain flexibility until this data is released.
- Ensures a comprehensive 2026 plan can be presented to stakeholders and the legislature.
- Flexibility helps align existing efforts, avoid duplication, and increase collective impact.

Substantive Suggestion #2

Build lasting solutions.

- Shelter is short-term by design.
- Long-term stabilization requires housing and supportive services.
- Plan must include long-term supports as individuals exit shelter.

Substantive Suggestion #3

Use data, expertise, and evidence-based practices to guide community response.

- The issues at the intersection of behavioral health, homelessness, and criminal justice are complex.
- This is a critical opportunity to deliver the outcomes the community deserves.

6. MR. ANDREW JOHNSTON, DIRECTOR OF HOMELESS POLICY AND OUTREACH, CHIEF BRIAN REDD, SALT LAKE CITY POLICE, CHIEF KARL LIEB, SALT LAKE CITY FIRE

Substantive Suggestion #1

The proposed campus will increase service needs from Salt Lake City Public Safety and possibly other city departments.

Salt Lake City strongly recommends building the full cost of these service increases into the campus budget, with statewide funding to support them.

Snapshot of potential costs:

Police Department

- 49 new FTEs
- Annual Cost: 7,350,000
- Police substation and equipment: additional costs

Fire Department

- 23 new FTEs
- Annual Cost: 2,742,237
- Fire station and equipment: additional costs

Substantive Suggestion #2

Salt Lake City recommends including detailed plans for:

- Increasing the flow of clients through the campus
- Connecting people to appropriate housing and treatment options
- Ensuring long-term success

Purpose:

- Prevent new shelter beds from simply filling with people who have no exit pathway
- Ensure available destinations for transitional or permanent housing

Substantive Suggestion #3

Salt Lake City recommends the UHSB:

- Outline populations to be served at the campus

	<ul style="list-style-type: none"> • Provide data on numbers and needs of subpopulations <p>Benefits:</p> <ul style="list-style-type: none"> • Rightsizing campus programs • Avoiding inappropriate mixing of populations with differing criminogenic or clinical needs • Preventing worse outcomes <p>Additional points:</p> <ul style="list-style-type: none"> • Clarify whether the facility will serve SL County, the Wasatch Front, or the broader state • Encourage expanded access to housing, shelter, and treatment statewide <p>7. MR. DEVON KURTZ, PUBLIC SAFETY POLICY DIRECTOR, THE CICERO INSTITUTE</p> <p>Substantive Suggestion #1</p> <ul style="list-style-type: none"> • Redesignate Utah PAIMI for AG to receive federal SAMHSA funds <p>Substantive Suggestion #2</p> <ul style="list-style-type: none"> • Request technical assistance for US DOJ to create a compliant framework for expanded civil commitment. <p>Substantive Suggestion #3</p> <ul style="list-style-type: none"> • Examine uses of opioid settlement funds for the project. 	
<p>Agenda Item 4</p>	<p>4. Recognition of Coordinator Wayne L. Niederhauser</p> <p>A letter from Governor Spencer Cox was read by Mike Mower. He and board members recognized Wayne Niederhauser upon his retirement as Utah’s first State Homelessness Coordinator, praising his leadership in launching the statewide strategic plan, improving winter shelter capacity, advancing data transparency, and helping establish the micro-shelter community and future campus planning. Speakers highlighted his extensive volunteer work, collaborative approach, and personal compassion. Niederhauser thanked the board and providers, stressing that progress has been a shared effort and describing his departure as part of a relay in which new leaders will carry the work forward.</p>	<p>Mike Mower</p>
<p>Agenda Item 5</p>	<p>5. <i>Adjourn</i> *</p>	<p>Randy Shumway called for a motion to adjourn the meeting. Tiffanie Price made a motion to adjourn. Mayor Erin Mendenhall seconded the motion. Motion passed unanimously.</p>

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* Needs approval

‡ Had corresponding document