



Proposal for the Center for Women & Children Project
Project location: 697 West 4170 South Street, Murray, Utah 84123

Hope  Health  Healing

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Volunteers of America, Utah is a nonprofit organization that provides a bridge to self-reliance and health for vulnerable individuals and populations who struggle with homelessness, addiction and mental illness in our Wasatch Front communities.

History of the Center for Women and Children

For over 15 years, the Center for Women and Children, located in Murray, Utah was a program owned and operated by Volunteers of America, Utah (VOA). It offered 28 beds and was staffed 24/7.

Homeless women with substance addiction came to stay at the Center and detoxify in a safe and supervised environment. Importantly, women could keep their children— age ten years or younger—with them as they managed their withdrawal and planned next steps for treatment and housing.

Each year, the Center for Women and Children (CWC) served approximately 450 women and 50 children.

Unfortunately, due to a lack of funding, the Center closed its doors on May 21, 2014.



New Opportunity: Part 1 - Reopen CWC and Part 2 – Develop Service-Enriched Housing

Part 1: Reopen the Center for Women and Children in 2018

VOA is committed to assisting with solutions to minimize homelessness in Salt Lake County. Increasing access to behavioral health placements is part of the answer as outlined in Salt Lake County's new facilities plan and



Phase 2 of Operation Rio Grande. To that end, VOA is working to reopen the Center for Women and Children as part of the new facilities plan. VOA owns the land and building.

The goal is to provide a residential detoxification for single women and women with young children who are low-income and homeless or at risk of becoming homeless. Women will detox from opiates, methamphetamine, alcohol and other addictive substances.

Getting clean and sober within the facility will bridge people to self-reliance and health and prevent reoccurrence of homelessness. They will also receive an assessment and can be referred to further treatment.

Part 2: Develop Service-Enriched Housing

Longer-term housing for sober living with services for women and women with children is being pursued on land immediately east of the Center for Women and Children. This collaborative housing project includes the commitment of Salt Lake County's pursuit of land acquisition, zoning discussions with Murray City, and VOA's participation with the County Housing authority in technical assistance training related to affordable housing development.

The overall purpose of the Center for Women and Children and related housing is to provide a safe and supportive living environment for homeless and low-income addicted women to withdraw from substances, to begin recovery with support and to break the cycles of substance abuse and homelessness. It is imperative to act now to keep vulnerable families together who are in crisis, provide them a place to go for hope, for their health and for healing. It is not only important for the stability of our community; it is important for the future success of the women and children affected by substance abuse.

Project Benchmarks to Date

- May 2017: State Homeless Coordinating Committee set aside \$1 million in capital for this project.
- August 2017: Established \$1.2 million as the annual operational budget for Part 1, Center for Women and Children. Fundraising began.
- October 2017: The Department of Workforce Services staff met with VOA Board of Directors to recognize and support the efforts to both reopen the Center for Women and Children and develop housing to the east. Discussed the request for \$1 million in annual operations and the plan to request 2018/2019 operating funds at the February 2018 State Homeless Coordinating Committee.
- Fall 2017: Salt Lake County authorized \$25,000 for VOA to contract with Architectural Nexus for a remodeling cost estimate. Estimate completed.
- January 2018: Volunteers of America, Utah Board of Directors approved pursuit of the combined project.

Proposal: Requesting Funds from State Homeless Coordinating Committee for:

- Capital Renovations for Part 1 CWC: \$850,000
- Capital Reserve for Part 2 Housing Development: \$150,000

- Annual operations for CWC: \$1 million for July 2018 – June 2019; raising \$200,000 from private sources

Proposed Next Steps

- Feb 2018: County & VOA continuing to pursue land acquisition for Part 2, housing
- Feb 2018: VOA will start technical training for housing development to prepare for LIHTC application in Fall of 2018
- Feb/ March 2018: Reengage Architect & Select Contractor
- March/ April 2018: Begin capital renovations
- Spring/Summer 2018 – Complete Private Fund Raising Campaign for \$200,000 annual operations
- June/July 2018: Furnish, hire and train staff
- July/ August 2018: Grand Opening
- Oct 2018: Submit application for LIHTC (Low-Income Housing Tax Credits) for housing development



Goal: Minimize Homelessness in Utah

New Resource Facilities, Service Models, and Initiatives

Proposal to the Salt Lake County Collective Impact on Homelessness Steering Committee

What problems are we addressing?

Problem #1: The primary way to access Utah's homelessness services system is through a crisis and arrival at the emergency shelter. That creates public safety and stress issues at our main community shelter, which becomes a bottleneck. People often exit the shelter on a path that leads back to another crisis.

Problem #2: Our large, "one-size-fits-all" emergency services model does not serve people well, especially families, children, youth, domestic violence victims, individuals with disabilities and working single adults.

What solutions are we prioritizing?

Solution #1: Develop and support new emergency resource facilities for specific populations. In place of the current model, these facilities will be smaller, located on separate sites, and provide services that promote sustainable self-sufficiency.

Solution #2: Develop and support family and neighborhood resource centers that provide housing as well as education, health and employment services for the entire community. Private housing, business, and nonprofit partnerships will help integrate services for at-risk families with broader community resources and economic development efforts.

Solution #3: Salt Lake County Homes Not Jail program. This Pay for Success program uses the existing private housing market across the County to help single adults who have been homeless for 90-364 days achieve sustainable housing and self-sufficiency. The program is rigorously evaluated against specific outcomes.

Solution #4: Develop and support a coordinated-entry system and "no wrong door" policy. Homeless services will be integrated with each other and with other public and private systems such as health and human services, job training and employment services, legal services, and public education.

Solution #5: Increase affordable housing availability. Develop and implement a sustained effort to increase housing stability and keep individuals and families safe and healthy in their own communities through region-wide affordable housing planning.

Solution #6: Develop and implement a 10-year initiative to end child homelessness. This comprehensive plan will focus on increasing housing stability, family stability and self-reliance through interventions that prevent entries into the homeless services system and that improve outcomes for Utah's kids..

Summary of New Resource Facilities



New facilities that provide emergency services and housing (shelter) for specific populations and needs. In place of the current model, these facilities will be smaller, located on separate sites, and provide services that promote sustainable self-sufficiency. **Each facility capped in total population size with reconfigurable restricted, low barrier, and overflow space. Located in Salt Lake City and supported by state and private funding.**



The Road Home Family Shelter, now open year-round to provide emergency services and housing to families. **300 beds serving about 125 families. Located in Midvale and supported by state and private funding.**

The above emergency facilities will be part of a new coordinated entry, assessment and referral system and that also includes:



A new facility that provides behavioral health services, healthcare, and supportive housing for single women and single women with kids. **70-90 individuals housed. Located in Murray.**



A new facility that provides behavioral health services, healthcare, and supportive housing for single men and single men with children. **70-90 individuals housed. To be located in Salt Lake County, TBD.**



A fully-equipped mobile health unit serving homeless and at-risk adults and families at all the above facilities and existing supportive housing facilities across Salt Lake County.

OPERATION RIO GRANDE

PHASE 1

PUBLIC SAFETY AND RESTORING ORDER

Identify, arrest and lock up dangerous criminals.

ACTIONS:

- ➔ Sustained effort to restore public safety
- Apprehending and eradicating all criminal elements within the area
- Multi agency effort through June 2019
- More than five times the normal law enforcement for dilly shifts (24/7 coverage)
- SLCPD, DPS, UPD and AP&P
- Onsite Mobile Command Centers
- Increased frequency of street cleaning by Department of Health
- ➔ Aggressive prosecution, utilizing jail bed space for serious crimes
- ➔ Flexibility to address criminal activity that moves to adjacent locations and neighborhoods

OUTCOMES:

- ➔ Significant reduction in criminal activities
- ➔ Targeted enforcement on violence, drug trafficking and usage
- ➔ Hardened criminals off the streets and in jail

PHASE 2

ASSESSMENT AND TREATMENT

Assess, treat and support individuals.

ACTIONS:

- ➔ Initial assessment
- Identification, background, services being used, services in need, etc.
- ➔ Clinical assessment
- Mental health
- Substance use
- Detox
- ➔ Aggressive prosecution with treatment options
- ➔ Referrals to enhanced community services with streetscape changes to improve safety
- ➔ Obtain the 1115 Medicaid Waiver (pending CMS approval) to increase funding support for specific populations.

OUTCOME:

- ➔ More individuals receiving treatment and support

PHASE 3

DIGNITY OF WORK

Public/private partnership to increase employment opportunities and training.

ACTIONS:

- ➔ Create more work opportunities
- Volunteers and business community support
- ➔ Provide direct workforce development
- Job coaching
- Soft skills training
- Hard skills training

OUTCOME:

- ➔ Employment and improved quality of life



JAIL BEDS



- Increase jail beds at the SL Co. Jail.
- \$5.6M state/county funds previously allocated
- Plan to shift county and state inmates to increase capacity

TREATMENT BEDS



- Increased number of treatment beds will support diversion tactics and provide more options for individuals in need of mental health, substance use and detox support.

