



HOUSING
STABILITY
DIVISION



SLC WINTER OVERFLOW POST-CLOSURE IMPACT ANALYSIS

2021-2022

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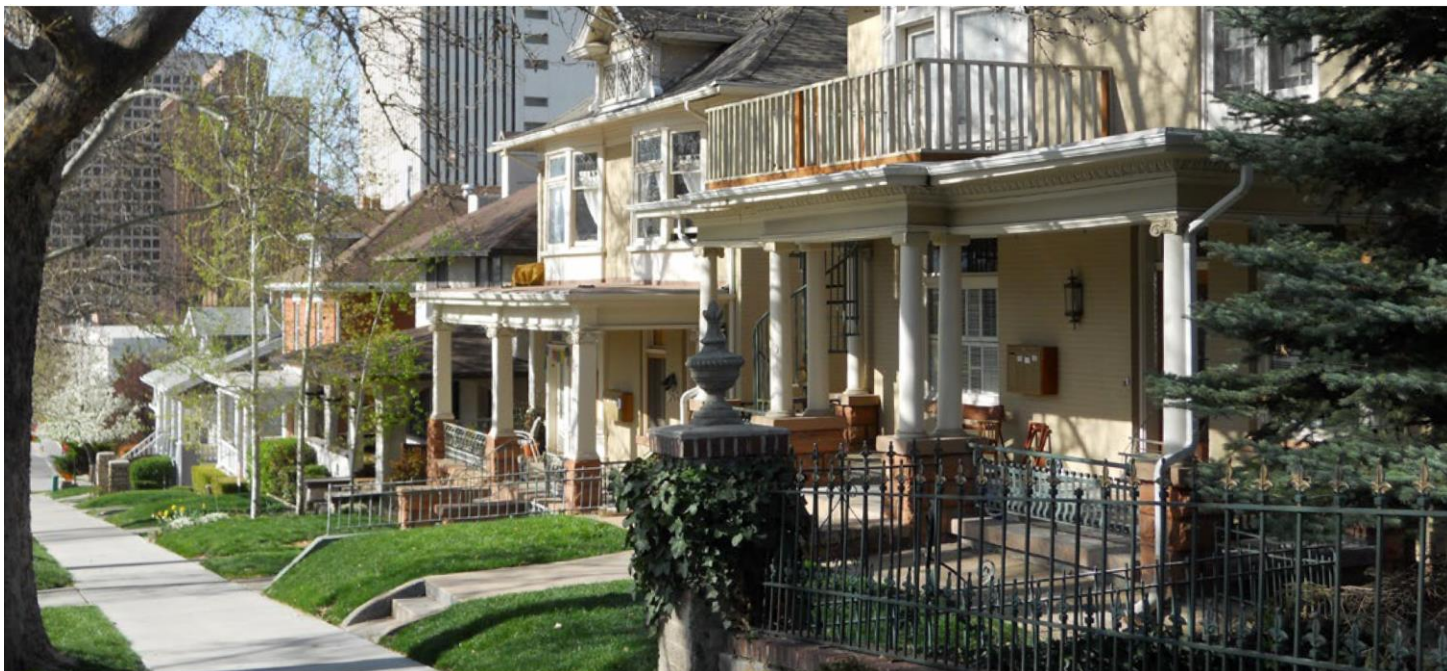


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Executive Summary



- The FY2022 Winter Overflow program offered a hybrid congregate (Redwood Winter Shelter) and non-congregate (High Needs Seasonal Hotel) sheltering program under one roof, at 1659 W North Temple. The High Needs Seasonal Hotel program operated from January 16, 2022 to April 15, 2022 and the Redwood Winter Shelter program operated from February 14, 2022 to April 15, 2022. Together, these programs served 810 unique clients with shelter. 168 people were served in non-congregate rooms and 680 in the congregate overflow program.
- Total funding allocated to the project was \$2.65M to support both operations and public safety mitigation. Total program expenditures were \$2.35M.
 - State of Utah Allocation: \$1.1M
 - Salt Lake County Allocation: \$1.02M
 - Salt Lake City Allocation: \$551K
 - Other Sources: \$86k
 - Expenditure Totals: \$2.35M
 - Shelter Operations - \$1.9M
 - Public Safety – \$380,670.00
- SLC Mobile requests related to homelessness increased only slightly during the operation period, though this could be attributed to efforts on the part of the City to encourage more use of the app.
- A Crime Analysis of the areas immediately surrounding the shelter, and an approximate one-half mile radius, revealed that the Shelter had no observable negative impact in regard to Public Safety. In some instances, criminal activity actually decreased. However, it is difficult to determine what impact the provided supplemental police presence may have had in regard to this decrease. Either way, the operational plan of police augmentation proved to be beneficial in achieving the overall goals regarding Public Safety.

Section 1 - People Served



Program Statistics:

The FY2022 Winter Overflow program offered a hybrid congregate (Redwood Winter Shelter) and non-congregate (High Needs Seasonal Hotel) sheltering program under one roof at 1659 W North Temple. The High Needs Seasonal Hotel program operated from January 16, 2022 to April 15, 2022 and the Redwood Winter Shelter program operated from February 14, 2022 to April 15, 2022. Together, these programs served 810 unique clients with shelter. 168 people were served in non-congregate rooms and 680 in the congregate overflow program.

Because of the short-term, overnight-only nature of the Redwood Winter Shelter program, exit destination data for this program does not exist¹. However, highlights from the High Needs Seasonal Hotel program are as follows:

- 22 clients permanently housed
- 39 clients placed in HRCs
- 33 clients returned to street homelessness
- 14 clients exited to temporary housing, like nursing care facilities or living with friends

Of the 168 people served in the High Needs Seasonal Hotel, 47 (28%) of those had not previously been engaged by the homeless services within the past two years. In the Redwood Winter Shelter program, 175 (26%) also met that definition of first time homelessness.

¹ Statistics were pulled from UHMIS using the CAPER report, which looks at the last enrollment in the projects included in the report in order to avoid counting an individual multiple times. Since some clients stayed in both the non-congregate and congregate projects, the numbers reported for the individual projects would add up to a higher number than what is reported for the total project. The destination data will reflect what was collected the last time a client left the project or projects in question. The number reported for the non-congregate beds is higher than for the facility as a whole because some individuals stayed in the congregate project after exiting the non-congregate project to emergency shelter and then exited to no exit interview completed in their last enrollment in either project. The combined number reported in the non-congregate and congregate beds separately is higher than for the facility as after exiting to no exit interview completed and the report for the facility overall only considers the last enrollment in either project

The following table shows available statistics on who was served by the overflow program.

	Overflow Overall	Non-Congregate Beds (STH- High Needs Seasonal Hotel)	Congregate Beds (STH- Redwood Winter Shelter)
Unduplicated Clients Served	810	168	680
Exits to Permanent Destinations	22	22	0
Exits to Emergency Shelter	39	43	0
Exits to Transitional Housing	1	1	0
Exits to Family (Temporary Tenure)	5	5	0
Exits to Friends (Temporary Tenure)	2	3	0
Exits to Place Not Meant for Human Habitation	33	46	0
Exits to Hospitals or Other Non-Psychiatric Medical Facility	4	4	0
Exits to Jail, Prison, or Juvenile Detention Facility	2	2	0
Exits to Long-term Care Facility or Nursing Home	6	7	0
Deceased	1	1	0
No Exit Interview Completed	695	34	680
First Time Homeless		47	175

Operational Constraints:

The short-term operational nature of a seasonal overflow poses challenges for operators in connecting clients in these programs with permanent housing options. Below is context that can shed light on those challenges.

- Context on constraints providers faced in placing people in permanent housing:
 - The short duration of the program did not provide enough time for guests to move through the steps required to receive assistance with barrier elimination or with the triage system. For guests who were able to, the tight housing market and lack of affordable housing was the main issue.
- Context on constraints providers faced in placing people back in HRCs:
 - The HRCs on average only turn over between 5 - 7 beds a day. Attempting to move a large number of guests back into such a tightly constrained system was difficult. This also impacted the system overall, because those beds were not available to the general public seeking beds.

Housing Success Stories:

With an eye toward achieving the State of Utah's strategic goal of making homelessness rare, brief, and non-recurring, the service providers who were involved in this year's overflow shared a few housing success stories.

- ***Steve and June***

"Steve has pretty advanced cancer and June has some health issues as well. They had been living at a low-income senior apartment for a few years when, due to a complication with the landlord, they were forced to move out without a destination. Even though this wasn't an eviction the landlord was giving them a bad reference and they had been denied many apartments because of it. Between the help of SLCo Adult and Aging Services, Housing Connect, UCA, our CMs, the determination of Steve, and the support of June they were able to move in during the last week of the hotel. June was a model guest helping clean the lobby nearly every day and always bringing a positive energy to the whole hotel. This picture was when we dropped off their couch and a bishops storehouse order so that June could make some of the rice and tacos that Steve had been talking about for days. They would both want everyone who ever helped them with as little as the right phone number to call to know how grateful they are for that help."

- ***Dave***

"Dave is one of the sweetest people with a temper you'd ever want to meet. Dave was evicted from an independent living facility for a dispute over his property that had gone missing. Because of that temper and the dispute at the former facility he had been denied a few senior apartments and was very discouraged. Even though he had plenty of experience camping and living off the grid in his earlier days, his health made it so he needed far too much support to make it out on the streets alone anymore. After leaving the Vulnerable populations hotel in summer '21, he went to a hotel with 4th street, then outreach hotels all the while waiting on the Housing Authority to approve him for Permanent Supportive Housing and saying that if he went to shelter, he'd "end up getting kicked out for killing someone in an argument". After many chats with him about dealing with his temper and anger, Dave agreed to go to shelter. Despite his concerns, William ended up being one of the friendliest people at Gail Miller until going to the High Needs Hotel. Finally, on the last week of the hotel we were able to finalize paperwork for Sunrise Metro and he moved in on the last day of HNH, resolving ~840 nights of homelessness."

- ***Paul***

"Paul is what I think of as the embodiment of an Army Medic. He had spent years if not over a decade on and off living in camps with other veterans and running a tight ship of all their camps, making due no matter how isolated they got to ensure authorities wouldn't mess with them. In that time, he also ensured that none of his fellow service members were left behind, either by his own hand and medical know-how, or by convincing fellow veterans that it was time to go to the VA hospital and not their time to go. He had decided that it was time to get himself more stable for his health and his family. He came to MRC and then the High Needs Hotel - never ceasing in his offers to help address first-aid needs his fellow guests had. He worked with the VA team, and moved in the last week of the hotel, resolving ~6 months of recorded homelessness and years of undocumented nights in the wilderness around the county. On the day of the move we picked up some of his supplies from his daughter's house, but I think what we really went out there for was so that he could tell the grandkids that he was moving in and they'd be able to come over for sleep overs now. This got lots of squeals, knee-hugs and lists of games they would be bringing over to play with him soon."

Section 2 - Safety and Security



Salt Lake City Police Department:

The Salt Lake City Police Department was tasked with providing enhanced presence to the North Temple neighborhood that hosted this season's overflow program. This was presence was achieved through a strategic partnership with the Utah Highway Patrol, Unified Police Department, and West Valley City Police Department to offer overtime shifts to officers in order to visibly increase presence around the overflow facility.

A CompStat public safety analysis of the overflow facility and surrounding neighborhood is available as Appendix A to this report.

Premier Security:

In addition to enhanced police presence in the neighborhood surrounding the overflow facility, Shelter the Homeless contracted with Premier Security to provide 24/7 onsite security presence within the facility itself. A qualitative analysis of the public safety partnership with SLCPD and partners follows.

- ***How did having PD on site and dedicated to your location help or harm the work that you do?***

The police presence on site was helpful. They were able to assist quickly on a handful of occasions when police response was required. We were also able to reference police on property as part of our de-escalation techniques when needed.

- ***Did PD onsite deter violent issues within the facility?***

The police weren't actively present or patrolling inside the facility unless requested by staff/security so they were not a deterrent option in this regard.

- **Did you see fewer weapons or drugs coming in with increased PD presence?**

The police were not a deterrent to drugs or weapons coming in due to them not being an active presence inside the facility. A more active presence inside the facility similar to the Men's Resource Center or Midvale Family Center may have helped as a deterrent for weapons and drugs. In order to deter contraband from entering the facility, security officers did perform bag search procedure and metal detection with a handheld wand. This procedure was used 24/7 for both motel residents and overflow guests. Security officers also conducted regular patrols of the courtyard and exterior patrols of the property. Security officers also conducted weapon check-ins and drug seizures per our policies in cooperation with Road Home staff and SLPD.

- **What were interactions like with those PD Officers?**

We did not have any issues with police response or the officers who assisted us when requested. They were willing to resolve any incidents and give us documentation such as case numbers when requested.

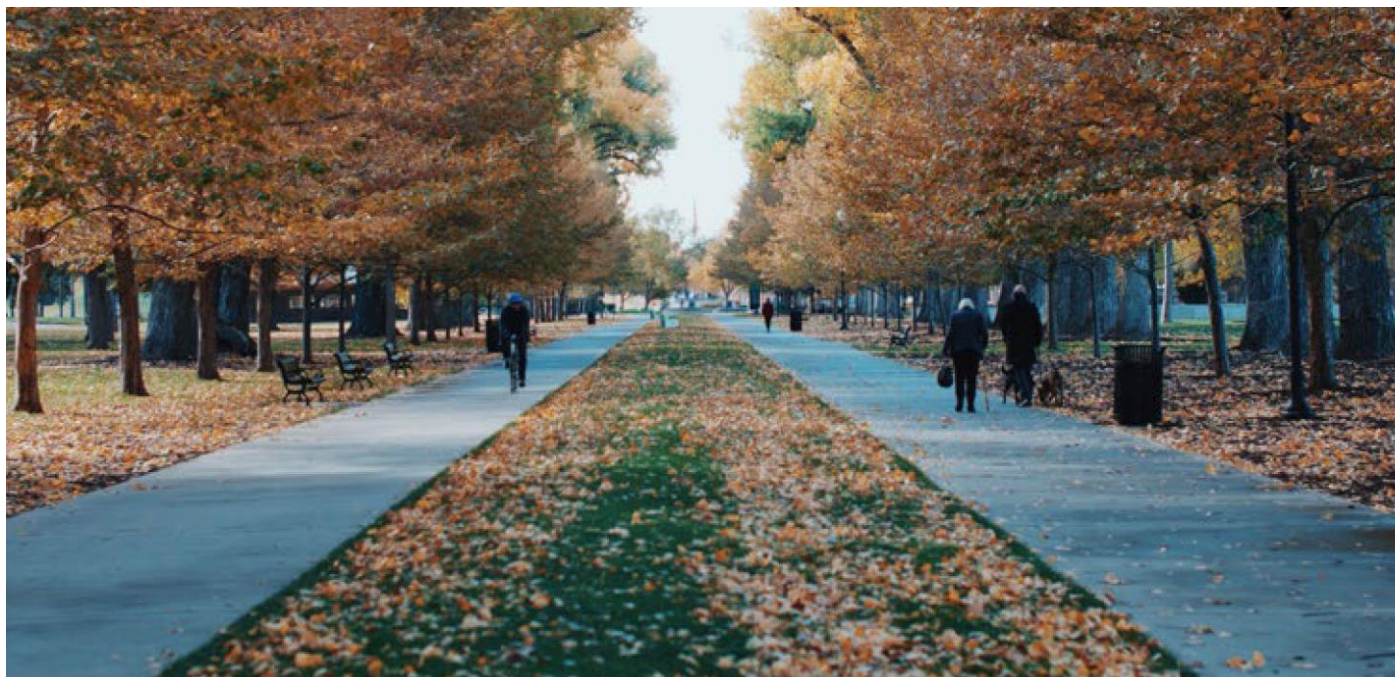
- **Did you see fewer issues/incidents due to residents having their own space rather than a congregate setting?**

We did feel and observe there was a significant decrease in verbal altercations among the residents who were housed at the facility compared to the Comfort Inn! We would agree this was due to residents having their own space and not as many having to share a living space with a roommate.

Shelter Operators:

In addition to Premier Security, the service providers involved in the project provided feedback on their interactions with police as a result of this strategic partnership. Operators report that their teams had great interactions with the overtime officers. Operators also said that enhanced police presence was helpful in keeping the parking lot safe and worked well with their staff.

Section 3 – Program Costs



Funding Sources:

State of Utah

Source	Amount	Date Awarded	Purpose	Recipient
H2H	\$686,905	11/09/21		TRH and STH
Utah Impact Partnership	\$301,456	12/10/22		
H2H	\$100,448	02/1/22		
Mobile Clinic	\$10,000.00	07/01/22		4 th Street Clinic
TOTAL	\$1,098,809.00			

Salt Lake County

Source	Amount	Date Awarded	Purpose	Recipient
ESG-CV2	\$779,988	01/22/22	Operations	STH
General-CARES/ARPA	\$250,000	12/1/21	Mitigation	SLC
TOTAL	\$1,029,988.00			

Salt Lake City

Source	Amount	Date Awarded	Purpose	Recipient
ARPA-General	\$301,456	3/21/22	Operations	STH
ARPA-General	\$250,000		Mitigation	
TOTAL	\$551,456.00			

Federal Funds

Source	Amount	Date Awarded	Purpose	Recipient
HRSA Health Center ARPA	\$44,180.69	9/2021	COVID	4 th St. Clinic

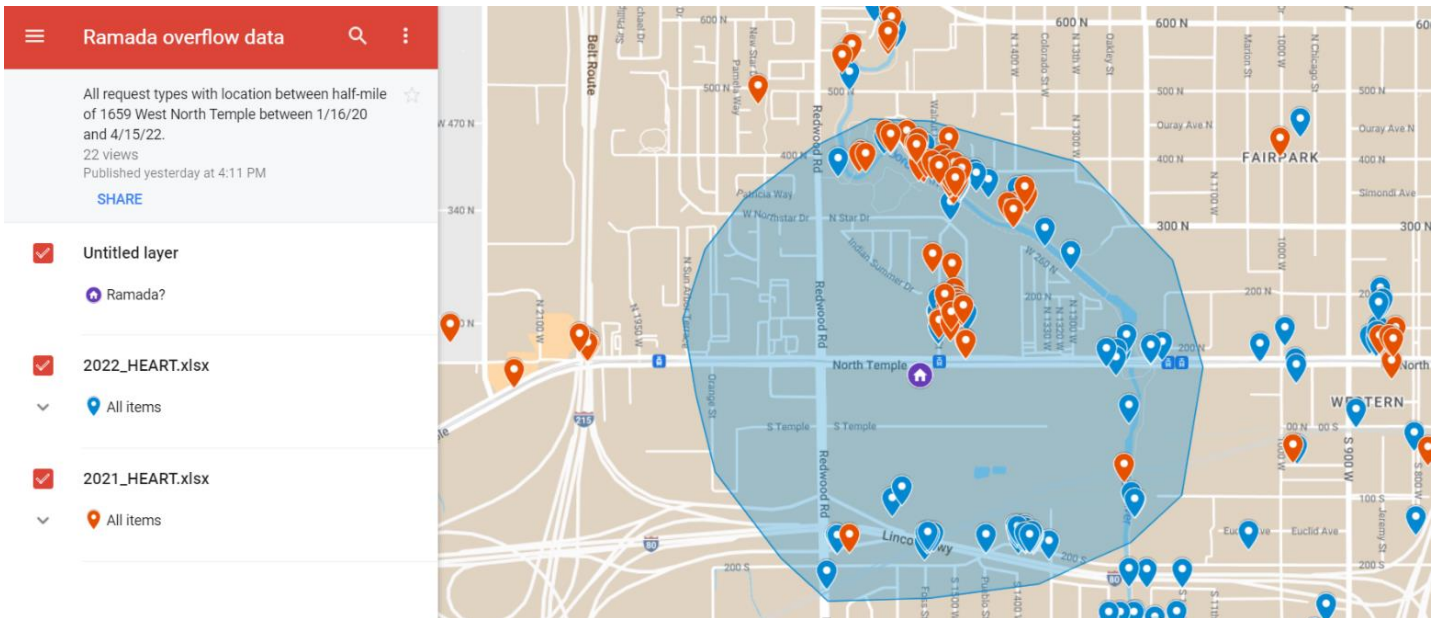
Private Funds

Source	Amount	Date Awarded	Purpose	Recipient
Private	\$41,891.70	2/2022	Q & I	4 th St Clinic

Expenditures:

Operator	Amount	Purpose
Shelter The Homeless	\$1,000,000	Rent
	\$132,932	Security
	\$40,369	Start Up and Building Security Costs
	\$40,500	Meals
	\$34,608	Transportation
	\$5,415	Damages
	\$229,521	Staffing and Admin
The Road Home	\$213,405	Salaries and Benefits
	\$29,942	Supplies
	\$1,035	Communications
	\$4,471	Insurance and Fees
	\$43,207	Subaward to Ville for Case Management
	\$63,416	Subaward to Ville for Housekeeping
	\$30,000	Admin
Fourth St. Clinic	\$10,000	Mobile Clinic (staffing, fuel, supplies)
	\$44,180.69	Q&I On Site Staffing
	\$41,891.70	Security
Police	\$380,670	Enhanced Neighborhood Security
TOTAL	\$2,345,563.00	

Section 4 - Neighborhood Impact



Salt Lake City uses a mobile reporting app to track issues related to homelessness. Residents can submit requests flagged as a “Concern Regarding Homelessness” within the app and these requests are then processed and tracked by the City’s Homeless Engagement and Response Team. The following analysis looks at SLC Mobile request data within one half-mile of the overflow facility during the operating period and compares that data to the prior year².

- **2021:** 66 reports within the designated area between January 17 and April 15 (193 reports total for this time within Council Districts 1&2, includes both inside and outside of area).
- **2022:** 74 reports within the designated area between January 16 and April 15 (496 reports total for this time within Council Districts 1&2, includes both inside and outside of area).
 - Reports are up for the first four months of the calendar year, from 193 in 2021 to 496 in 2022. This increase may come as a result of the decline in COVID related restrictions, as more people are beginning a “return to normalcy,” and thus spending more time exploring their community. As a result, there may be a greater number of reports being filed. The increase in reporting could also stem from staff and officials promoting SLC Mobile as the primary resource for residents to communicate concerns to the City. While reports are up overall, reports in the designated area surrounding the Ramada are more dispersed and less centered on specific hotspots.
 - 2021 reports were centered primarily on the Jordan River Corridor to the north of the Ramada (41 reports), as well as the general area several hundred feet north of the Ramada between Cornell St and N 1460 W (21 reports).
 - 2022 reports centered on the Jordan River Corridor, however, are down by half (20 reports). In 2022 there were only 8 reports for the area just north of the Ramada (between

² This data can be viewed live at the following address:

<https://www.google.com/maps/d/u/0/viewer?mid=1Udime5VRpdcvzDckkKWU83kQ25RLb9fA&ll=40.76900808843599%2C-111.93182193423154&z=16>

Cornell St and N 1460 W), as compared to 21 reports for this area in 2021. This a decrease of 76% for this specific area.

- Noteworthy is an uptick in reports along 200 S, starting with the western boundary at Navajo St and continuing east along 200 S past Fisher Mansion. This correlates to a large encampment that occupied the area and underwent a partial abatement in April 2022.

Neighborhood Feedback:

SLC's HEART team solicited feedback from neighbors in the immediate vicinity of the overflow program. Community Liaisons did not receive calls or emails specific to this location or program during the overflow period, which HEART finds uncommon for an area hosting a shelter program. This could, however, be due to a conscious effort by the HEART team to encourage SLC Mobile engagement instead of fielding calls and emails.

One business of particular concern was the Star of India, which was located in the same building as the overflow program. SLC liaisons spoke with the Star of India and the report being very happy with the manner in which the program operated. They saw an improvement in the bathroom conditions, did not notice a decrease in business and feel business may have even improved. Communication with the Ramada staff was great, it was a good working relationship, they would love to sign a long term lease to stay there.



Appendix A: CompStat Public Safety Analysis

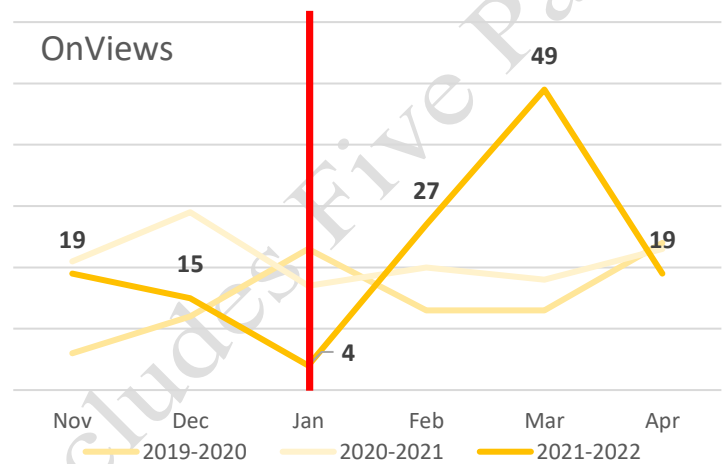
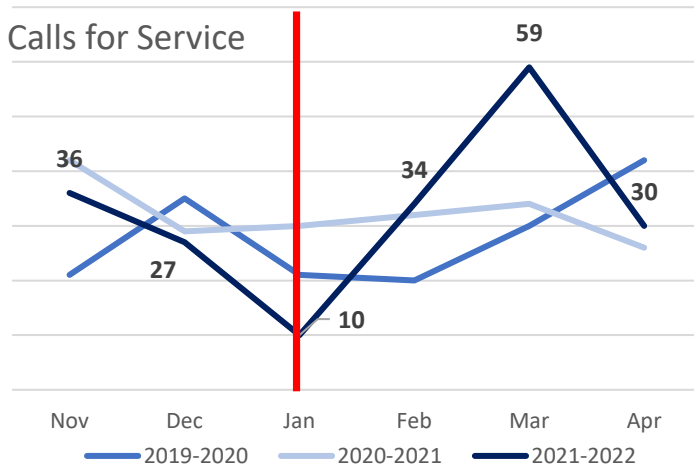
Calls and Offenses at Ramada Temporary Shelter– 1659 W North Temple St

Calls

*red line is month shelter opened.

Calls for Service -
OnView -

Call resulting from citizen or business calls to 911 or 801-799-3000.
Call generated by Officer.



Top 5 Call Types for Calls for Service – April 2022 Only

Call Type	#
THEFT	4
ASSIST OTHER AGENCY	3
TRESPASSER	2
STANDBY ASSIST	2
FRAUD	2

CompStat Offenses

Totals

*Red outline indicates months shelter was in operation.

CompStat Offenses			
Months	2019-2020	2020-2021	2021-2022
Nov	4	9	7
Dec	2	6	8
Jan	0	3	0
Feb	3	8	6
Mar	4	1	5
Apr	10	7	2
6 Month Total	23	34	28

Current Month Breakdown

MONTH	YEAR	TIME FRAME	COMPSTAT OFFENSES							
			VIOLENT				PROPERTY			MONTH TOTAL
			HOMICIDE	RAPE	ROBB.	AGG. ASSAULT	BURG.	THEFT	MV THEFT	
April	2020	Pre-Open	0	0	1	0	1	6	2	10
	2021	Pre-Open	0	0	0	0	1	3	3	7
	2022	Open	0	0	0	0	1	1	0	2

Part II Offenses

Totals

*Red outline indicates months shelter was in operation.

Extended CompStat Offenses			
Months	2019-2020	2020-2021	2021-2022
Nov	10	18	19
Dec	21	12	13
Jan	21	7	3
Feb	3	19	6
Mar	18	12	19
Apr	27	17	6
6 Month Total	100	85	66

Current Month Breakdown

Offense Detail	April Only		
	2020	2021	2022
ASLT-SIMPLE ASSAULT	0	0	1
BURG-TOOLS POSSESS	2	0	0
CONSERV-ANIMAL SUSP DEATH/INJ	0	1	0
DAMAGED PROP-BUSINESS	2	0	0

Offense Detail	April Only		
	2020	2021	2022
DAMAGED PROP-PRIV VEH	1	1	0
DAMAGED PROP-PRIVATE	0	0	1
DRUG-HEROIN POSSESS	1	2	0
DRUG-MARIJUANA POSSESS	0	1	0
DRUG-MISUSE NON-PRESCRIPTIVE	1	0	0
DRUG-NARCOTIC EQUIPMENT POSS	4	2	0
ESCAPE-WARRANTS ALL IN STATE	2	2	0
FAM OFF-DOMESTIC CRIMINAL NATU	2	1	1
FRAUD-ILLEG USE CREDIT CARDS	1	1	1
FRAUD-MAIL	0	1	0
OBST POL-FAIL TO STOP FOR POLC	1	0	0
OBST POL-OBSTRUCTION	1	1	0
OBST POL-RESIST/INTERFERE	1	0	0
PRIV-TRESPASS	2	2	2
SEX ASLT-SODOMY MAN ID WEAPON	1	0	0
STOLEN PROP-POSSESSION	0	2	0
STOLEN PROP-RECEIVING	3	0	0
TRAF-FLEEING	1	0	0
WEAP-POSSESSION OF WEAPON	1	0	0
Total	27	17	6

Calls and Offenses Within Two Blocks of Ramada Temporary Shelter

*red line is month shelter opened.

*Call and offenses with the address of the Ramada TC (1659 W North Temple St) not included.

Calls

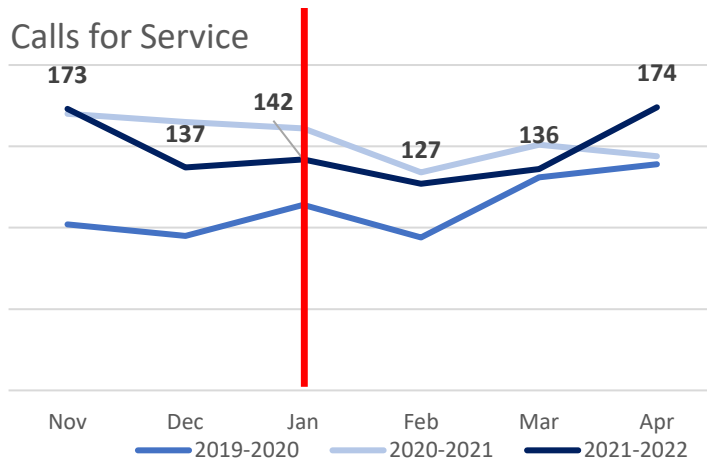
Calls for Service -

Call resulting from citizen or business calls to 911 or 801-799-3000.

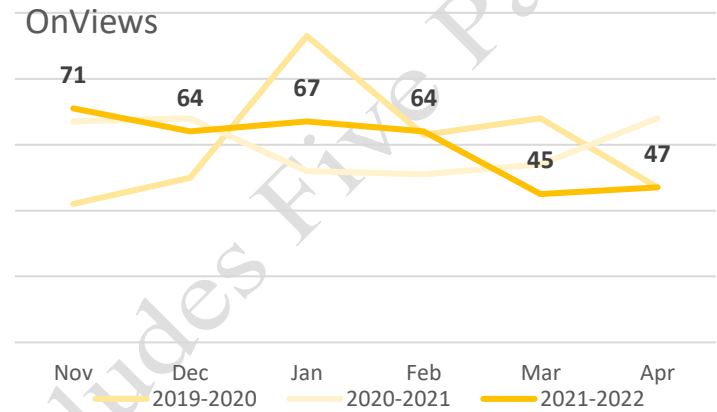
OnView -

Call generated by Officer.

Calls for Service



OnViews



Top Call Types for Calls for Service – April 2022 Only

Call Type	#
TRANSIENT PROBLEM	17
UNWANTED PERSON	16
ASSIST OTHER AGENCY	12
TRAFFIC ACCIDENT INFORMATION	8
WELFARE CHECK	7

CompStat Offenses

Totals

*Red outline indicates months shelter was in operation.

CompStat Offenses			
Months	2019-2020	2020-2021	2021-2022
Nov	13	20	26
Dec	6	31	10
Jan	16	35	15
Feb	10	21	21
Mar	10	23	16
Apr	11	13	12
6 Month Total	66	143	100

Current Month CompStat Offense Breakdown

MONTH	YEAR	TIME FRAME	COMPSTAT OFFENSES							
			VIOLENT				PROPERTY			MONTH TOTAL
			HOMICIDE	RAPE	ROBB.	AGG. ASSAULT	BURG.	THEFT	MV THEFT	
April	2020	Pre-Open	0	0	0	1	3	6	1	11
	2021	Pre-Open	0	0	0	1	2	9	1	13
	2022	Open	0	1	0	1	0	10	0	12

Extended CompStat Offenses

Totals

*Red outline indicates months shelter was in operation.

Extended CompStat Offenses			
Month	2019-2020	2020-2021	2021-2022
Nov	21	66	57
Dec	31	59	52
Jan	47	51	58
Feb	30	44	23
Mar	38	51	38
Apr	48	59	43
6 Month Total	215	330	271

Current Month Extended CompStat Offense Breakdown

Offense Detail	April Only		
	2020	2021	2022
ASLT-INTIM/THREATS/PHYSICAL	2	2	0
ASLT-INTIMIDATION/STALKING	0	1	0
ASLT-SIMPLE ASSAULT	1	1	2
COUNTERFEITING-SECURITIES	0	1	0
DAMAGED PROP-BUSINESS	1	0	0
DAMAGED PROP-PRIV VEH	1	1	1
DAMAGED PROP-PRIVATE	1	0	0
DAMAGED PROP-PUBLIC PROPERTY	0	2	0
DRUG-AMPHETAMINE POSSESS	2	4	2
DRUG-CHILD/ADULT ENDNGR/FAMILY	0	0	1
DRUG-COCAINE POSSESS	0	1	0
DRUG-HEROIN POSSESS	1	3	2
DRUG-MARIJUANA POSSESS	1	1	0
DRUG-NARCOTIC EQUIPMENT POSS	5	5	6

Offense Detail	April Only		
	2020	2021	2022
ESCAPE-OUT OF STATE NCIC HITS	0	1	0
ESCAPE-WARRANTS ALL IN STATE	7	7	7
FAM OFF-CRUELTY TO CHILD/ABUSE	0	1	0
FAM OFF-DOMESTIC CRIMINAL NATU	1	2	1
FAM OFF-FREE TEXT	1	0	0
FAM OFF-NEGLECT CHILD	1	1	0
FAM OFF-VIOLA PROTECTIVE ORDER	0	0	1
FORG-OF CHECKS	0	1	0
FORG-PASS COUNTRFT DOCUMENT	1	0	1
FRAUD-ILLEG USE CREDIT CARDS	1	3	0
KIDNAP-CUSTODIAL INTERFERENCE	1	0	0
OBST JUD-VIOL OF COURT ORDER	3	0	0
OBST POL-MAKING FALSE REPORT	0	0	1
OBST POL-OBSTRUCTION	1	2	2

Offense Detail	April Only		
	2020	2021	2022
OBST POL-RESIST/INTERFERE	1	2	1
PRIV-TRESPASS	10	6	8
PROP CRIME-RECYCL METALS THEFT	0	0	1
PUB PEACE-DISORDERLY CONDUCT	1	0	0
PUB PEACE-DIST THE PEACE	0	1	0
PUB PEACE-HARASSING COMMUNICAT	0	1	0
SEX OFF REGISTRATION VIOLATION	0	1	0
SEX OFF-FAIL TO REG AS SEX OFF	0	2	0
STOLEN PROP-POSSESSION	0	1	0

Offense Detail	April Only		
	2020	2021	2022
STOLEN PROP-RECEIVING	0	1	0
TRAF-DRIVING UNDER ALCOHOL/CLB	1	0	0
TRAF-DRIVING UNDER DRUGS/CL B	1	1	1
TRAF-DUI - FEL 3	1	0	0
TRAF-FLEEING	0	2	0
TRAF-FREE TXT	0	0	2
TRAF-HIT AND RUN	0	1	3
WEAP-CARRYING PROHIBITED	1	0	0
Total	48	59	43