WORKFORCE SERVICES
HOMELESS SERVICES

OFFICE OF Homeless SERVICES

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WHAT WE WILL COVER TODAY

1. Utah's Homeless Response System
2. Office of Homeless Services
3. Balance of State Continuum of Care
4. Local Homeless Councils
5. Forming Partnerships & Importance of Partnerships
6. UT503 Balance of State Program Wellness & Monitoring

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STATEWIDE COLLABORATION

LOCAL **HOMELESS** COUNCILS

BALANCE OF STATE
- BEAR RIVER LHC
- CARBON-EMERY LHC
- DAVIS LHC
- GRAND LHC
- IRON LHC
- SAN JUAN LHC
- SIX COUNTY LHC
- TOOELE LHC
- UINTAH BASIN LHC
- WASHINGTON LHC
- WEBER-MORGAN LHC

MOUNTAINLAND
- SUMMIT, WASATCH, UTAH

SALT LAKE VALLEY COALITION TO END HOMELESSNESS

DEPT. OF HEALTH AND HUMAN SERVICES
LOCAL AGENCIES
SHELTERS AND HOUSING AUTHORITIES
NONPROFITS
EDUCATION
TRIBAL NATIONS
CITY AND COUNTY OFFICIALS
LAW ENFORCEMENT
ADVOCACY ORGANIZATIONS
EMERGENCY MANAGEMENT
HEALTH SERVICES
COMMUNITY ORGANIZATIONS
VOLUNTEERS

WORKING COLLABORATIVELY TO MAKE HOMELESSNESS RARE, BRIEF & NONRECURRING

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OFFICE OF HOMELESS SERVICES (OHS)

- Utah Office of Homeless Services
  - Utah Homeless Services Board
  - Funding Sources
  - Donating to Pamela Atkinson Trust
  - Data Dashboard
  - Grantee and Contract Resources
  - Grant Opportunities
  - UHMIS
  - Strategic Plan
  - Annual Data Report

UTAH DEPARTMENT OF WORKFORCE SERVICES HOMELESS SERVICES

- **BoS CoC Collaborative Applicant**
- **TYPES OF ASSISTANCE**
  - Emergency Shelter
  - Rapid Rehousing
  - Transitional Housing
  - Permanent Supportive Housing
  - Street Outreach
- **60+ service providers**
- endutahhomelessness.org

Title 35 A Chapter 16
Title 35A, Chapter 16, Part 2 Office of Homeless Services

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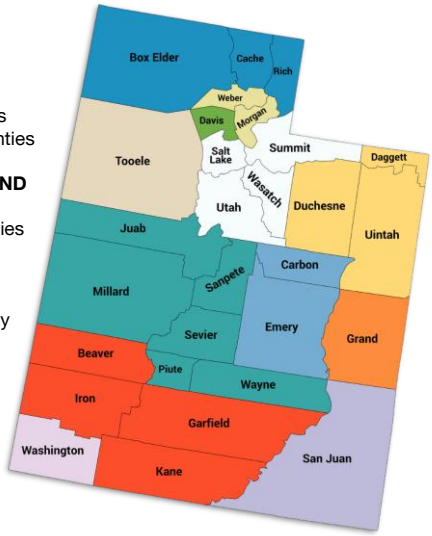
UT503 BALANCE OF STATE CONTINUUM OF CARE

UT COCs

BALANCE OF STATE
- 11 LHCs
- 25 Counties

MOUNTAINLAND
- 1 LHC
- 3 Counties

SALT LAKE
- 1 LHC
- 1 County



The Utah Balance of State (BoS) Continuum of Care (CoC) represents a collaborative network dedicated to addressing homelessness across the continuum and the entire state.

BoS Work: Rigorous Performance Evaluation, Robust Planning, Program Applications, Coordinated Entry

9 out of 11 Local Homeless Councils (LHC) in the BoS CoC are considered rural.
- 18 out of 25 counties in the BoS CoC's geography meet the definition of rural area.
  Section 1. B. 2. B(26), 2024.

End Utah Homelessness. (2024). Local Homeless Councils in Utah.
HUD Exchange. Homeless Emergency Assistance and Rapid Transition to Housing Act.
USICH. (2018). Strengthening Systems for Ending Rural Homelessness.

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"Balance of State and Statewide CoCs must be innovative in their leadership and governance structures in order to address their challenges around distance and geography" (USICH, 2018)

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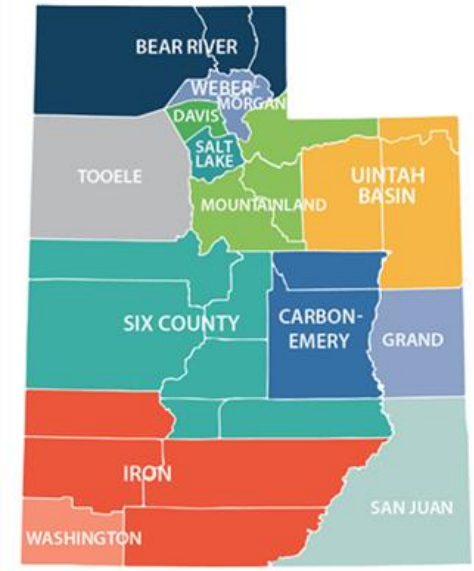
LOCAL HOMELESS COUNCILS (LHCs)



End Utah Homelessness. (2024). Local Homeless Councils in Utah.

- Local Homeless Councils (LHCs) is a Utah specific term
- LHCs are defined by county or group of counties, often aligned with the Association of Governments (AOGs)
- LHCs were designed to be tailored to each local communities needs, geography, and resources and provide the foundation for community wide system coordination.
- LHCs empower communities to take control of their homeless response systems, enhancing service delivery and coordinating efforts.
- Coordinate funding to support the community efforts of providing services, identifying needs and planning for the future.

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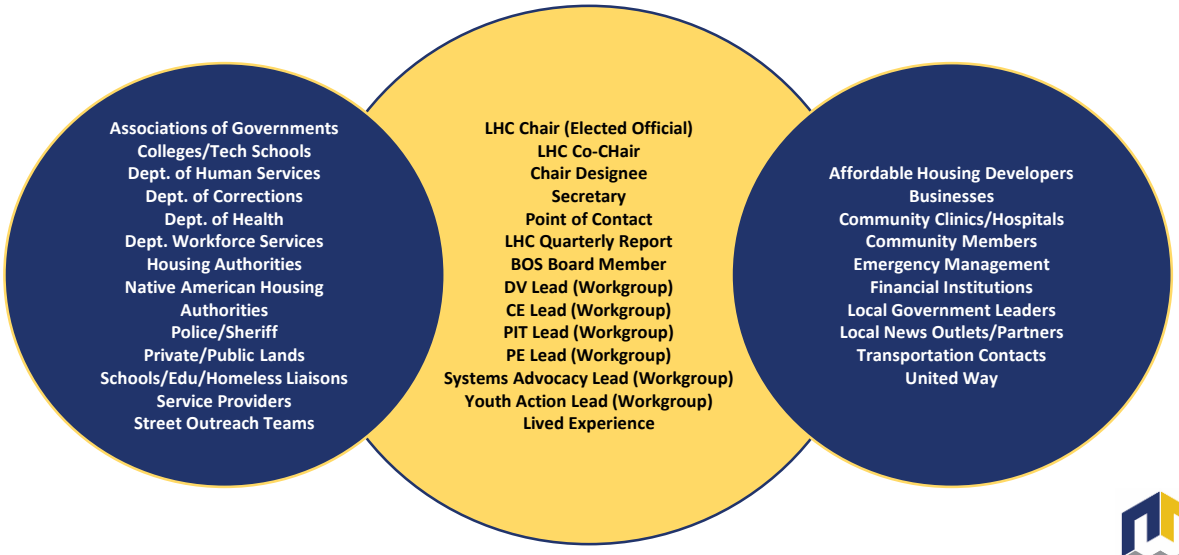
LHC MEMBERS & PARTNERS



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FORMING & CULTIVATING PARTNERSHIPS

Forming authentic new partnerships require intentionality, clear communication, and a shared commitment to common goals.Creating an environment where collaboration can thrive is essential to sustaining an authentic partnership.

1. Define shared goals and values
2. Establish clear open communication
3. Address challenges collaboratively
4. Continuous engagement and participation: LHC members and CoC providers
5. Shared learning
6. Adapt to changing circumstances and needs
7. Celebrate successes and share learnings

Avellana, J. (2023). The Power of Authentic Partnerships in Business.
USICH. (2018). Strengthening Systems for Ending Rural Homelessness.

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IMPORTANCE OF AUTHENTIC PARTNERSHIPS

"Unlike transactions that have a clear start and end, authentic partnerships are about longevity, mutual growth, and shared vision. It's the difference between merely working with someone and working alongside them, championing their success as your own." - Avellana, 2023

- ➔ Effective monitoring and evaluation depends on open communication, mutual respect and consistent engagement.
- ➔ Trust-building among partners
- ➔ Collaborative problem solving
- ➔ Broad range of expertise
- ➔ Shared vision and goals
- ➔ Long-term collaboration

Avellana, J. (2023). The Power of Authentic Partnerships in Business.
USICH. (2018). Strengthening Systems for Ending Rural Homelessness.

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UT503 BALANCE OF STATE PROGRAM WELLNESS & MONITORING

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PROGRAM WELLNESS & MONITORING

END UTAH HOMELESSNESS
Balance of State

UT 503 Balance of State CoC created Program Wellness Assessment Guidance to assess the effectiveness and health of programs run by its subrecipients.

- Designed to help agencies proactively manage their CoC grants and ensure compliance with the regulations outlined in 24 CFR Part 578.
- Through monitoring, the CoC will address and help resolve performance concerns related to policies, procedures, and outcomes.
- Annual monitoring supports overall goal of producing a high quality and productive CoC program that meets our mission to make homelessness rare, brief, and non-recurring.

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PROGRAM WELLNESS & MONITORING: OUTLINE

PROGRAM WELLNESS & MONITORING OUTLINE:

- **Annual Monitoring** - *within first 4 months of each contract year*

  📂 **Contract Evaluation Assessment + Required Documents**
  🖥️ **Agency Evaluation Assessment + Required Documents**
  📁 **Client File Review: Randomized sample of recent/active participants**
  🏢 **On-Site Monitoring (if applicable)**
  ✉️ **Results Letter: Findings, concerns, and required actions**

- **Risk Assessment**
- **Corrective Action Plans and/or Technical Assistance**
- **Quarterly spend down meeting**

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EVALUATION ASSESSMENTS

The Agency Evaluation Assessment and Contract Evaluation Assessment are crucial for ensuring that all programs funded by the Continuum of Care (CoC) are meeting their intended goals and maintaining a high standard of service.

- Serves as a tool to evaluate the "health" status of each CoC grant and assess the overall wellness of the agency and grant(s).
- Help CoC identify areas of improvement, ensure accountability, and support the overall mission of ending homelessness or addressing other specific community needs.

The goal of the CoC's monitoring process is to evaluate and assess all CoC funded programs in the following areas:

- **Program Performance:** How well the program meets its objectives and outcomes.
- **Compliance:** Whether the program adheres to relevant regulations, guidelines, and contractual obligations.
- **Financial Management:** The effectiveness of financial oversight and budget management.
- **Quality of Services:** The quality and appropriateness of the services provided to the target population.
- **Data Integrity:** Accuracy and reliability of data collected and reported.

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AGENCY EVALUATION - DESKTOP WELLNESS ASSESSMENT

The Agency Evaluation assessment goes over topics such as definitions of homelessness, recordkeeping, coordinated entry, enrollment, housing, data collection, staff development, service provision, and grant management.

- Gives agencies a chance to reflect on its performance and challenges in relation to community priorities. It also provides an opportunity for self-assessment and to request technical assistance (TA) if necessary.

- The Agency Evaluation Documentation Checklist section covers all Agency related documents, such as:
  - Personnel Policies and Procedures
  - Termination of Services Policy
  - Grievance Policy - for clients
  - Privacy Policy/Confidentiality Policy

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CONTRACT EVALUATION - GRANT OVERVIEW ASSESSMENT

The Contract Evaluation Assessment offers the UT 503 BOS Collaborative Applicant essential context and background information regarding a providers HUD CoC grant.

- Covers the history of the grant, special populations served, project type, and other funding sources.

- The Contract Evaluation Documentation Checklist section covers all contract related documents, such as:
  - Project Application
  - Signed HUD Contract
  - Annual Performance Report (APR)
  - Memorandum of Understandings (MOUs)

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RISK ASSESSMENT - MONITORING

Risk Assessment Determination: Financial - Operational - Legal - Safety

High Risk Contracts

- New Contract (agency or project); Renewal (previously monitored with findings or concerns; unresolved findings or concerns); grievances received by the CoC; Not active LHC/CoC participation.

Low Risk Contracts

- Renewal (previously monitored, no findings); Active LHC/CoC participation

Determination of on-site monitoring:

- Contracts selected for onsite review may be chosen based on their risk level or through a random selection process. This combination of risk-based and random selection helps organizations ensure accountability, transparency, and compliance in contract management.

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CORRECTIVE ACTION PLANS/TECHNICAL ASSISTANCE

CORRECTIVE ACTION PLANS (CAP)

- If necessary, corrective action plans will occur as required.
- A structured plan to address findings
- Build capacity, not just correct errors

TECHNICAL ASSISTANCE (TA)

- In areas that need improvement, the CoC will provide technical assistance
- Available all year-round
- Individuals support post-monitoring
- Partnership-based approach to continuous improvement

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HOW AGENCIES CAN PREPARE

To ensure program effectiveness and compliance, agencies are encouraged to implement regular self-monitoring practices, including:

📝 Conduct internal file and documentation reviews
📈 Track and review performance outcomes
📄 Ensure data accuracy in HMIS
📅 Stay informed via CoC calendar
🧠 Reach out early for TA if needed

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RESULTS

Agencies receive a Letter of Results within 30 days

- **Recommendations:** Best practices, not required
- **Concerns:** Isolated issues needing attention
- **Findings:** Non-compliance requiring corrective action

***Note**: Agencies must respond within 30 days for concerns/findings*

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FINAL THOUGHTS

- Assessing UT503 Balance of State providers and programs is rooted within trust built with LHCs
- Program Wellness is about support, transparency and accountability
- LHC engagement is critical for effective evaluations
- Monitoring is proactive - creates areas for improvement
- Our goal is to partner with providers to ensure the best possible outcomes for those we serve across the BoS.

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QUESTIONS?

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CONTACT INFORMATION & THANK YOU

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UTAH DEPARTMENT OF
WORKFORCE
SERVICES
HOMELESS SERVICES

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