



ADDRESSING HOMELESSNESS IN UTAH

Utah Taxpayers Association
May 2026

OPPORTUNITIES AND RISKS FOR THE UTAH WE LOVE

Utah's Magnificent Seven

Major Achievements in Utah's Economic Success Story

- 1 Economic dynamism and diversity
- 2 High household income and low poverty
- 3 Upward mobility
- 4 Widespread prosperity
- 5 Well-trained and educated workforce
- 6 Fast growing population and youthfulness
- 7 Social cohesion

Utah's Troubling Seven

Challenges Threaten Utah's Long-term Success

- 1 Housing affordability and homelessness
- 2 Traffic congestion
- 3 Third grade reading proficiency
- 4 College graduation rates
- 5 Water and Great Salt Lake
- 6 Energy supply
- 7 Behavioral health

KEY PILLARS OF UTAH'S APPROACH

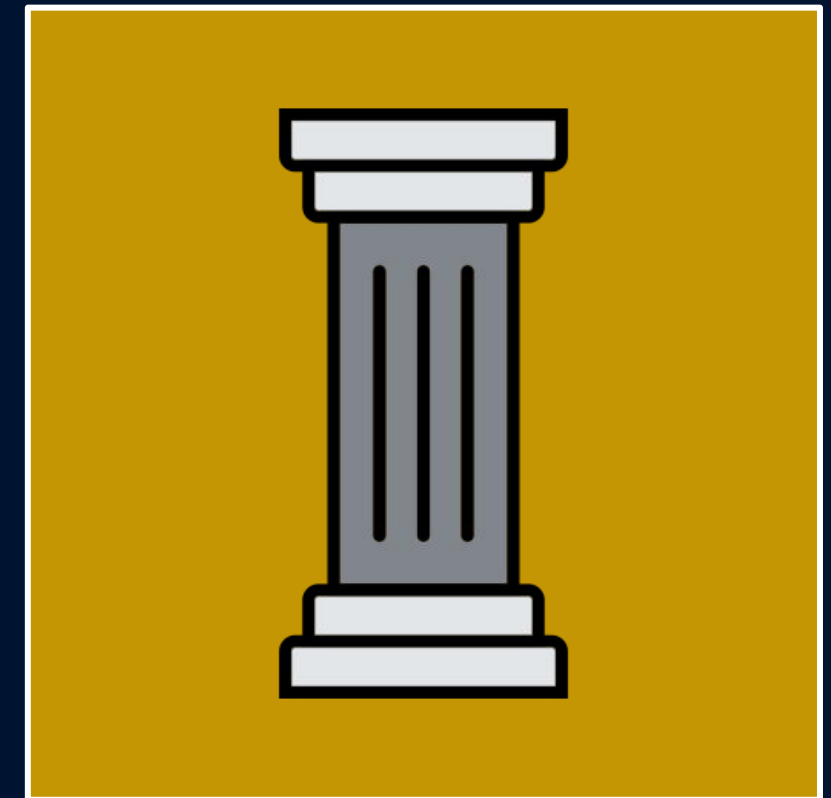
PILLAR 1:
Accountability for
High-Utilizers



PILLAR 2:
Emergency Shelter &
Supportive Housing



PILLAR 3:
Mental & Behavioral
Health Capacity

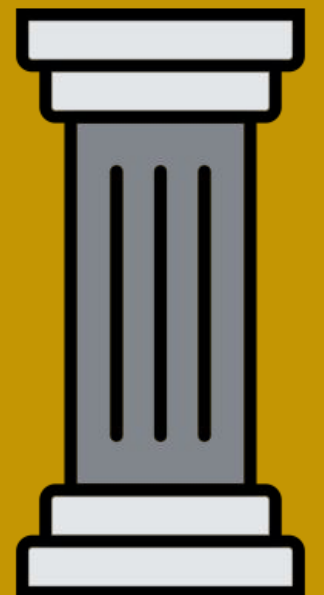


PILLAR #1: ACCOUNTABILITY FOR SYSTEM HIGH UTILIZERS

KEY OBJECTIVES:

- Identify individuals repeatedly cycling through jails, ERs, and emergency shelters
- Create coordinated pathways for individuals by linking accountability with treatment
- Reduce repeat arrests and emergency interventions that constrain systems and first responders
- Help communities, neighboring residents and businesses, and clients feel safer

PILLAR 1:
Accountability for
High-Utilizers

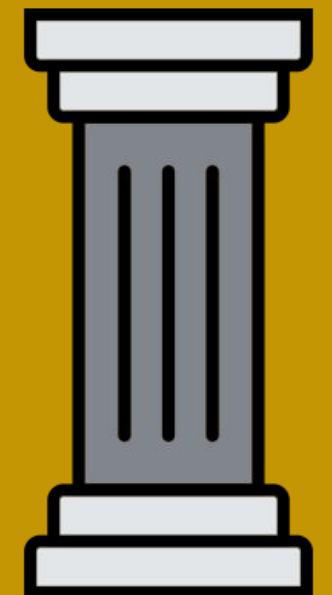


PILLAR #2: EMERGENCY SHELTER & SUPPORTIVE HOUSING

KEY OBJECTIVES:

- Ensure immediate, on-demand access to emergency shelters as an alternative to street camping
- Improve flow from shelter into treatment, housing, and/or recovery programs
- Continue to prioritize secure, drug-free environments that are supportive of recovery
- Provide active programming with engagement and wrap-around supports

PILLAR 2:
Emergency Shelter &
Supportive Housing

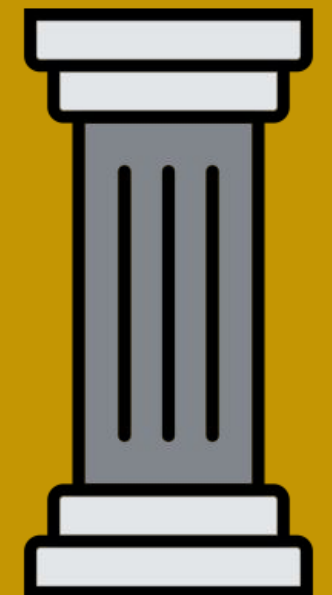


PILLAR #3: MENTAL AND BEHAVIORAL HEALTH CAPACITY

KEY OBJECTIVES:

- Expand treatment infrastructure across the full continuum of care
- Reduce reliance on emergency rooms and jails as default treatment settings by investing in alternative, lower-cost facilities
- Strengthen Utah's behavioral health workforce through licensing and educational partnerships
- Support tools to case manage individuals across systems and partners
- Invest in Assertive Community Treatment (ACT) teams with supportive facilities for long-term care

PILLAR 3: Mental & Behavioral Health Capacity



SUCCESS OF UTAH'S CURRENT INVESTMENTS



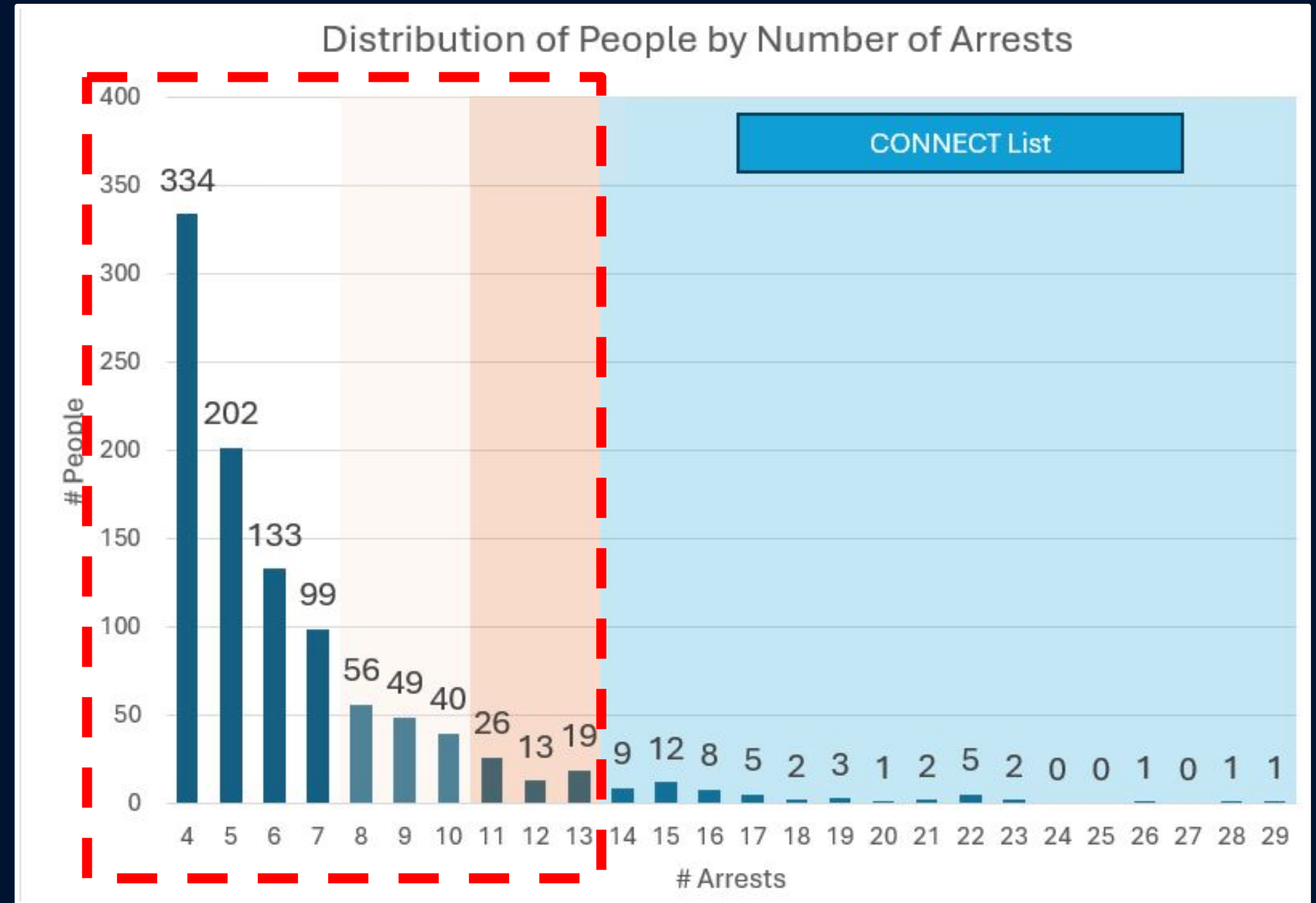
Utah Is Showing Measurable Returns:

75%

of individuals who access crisis, emergency services do not return to the homelessness system. But there is more to do.

PILLAR #1 CASE STUDY: HIGH UTILIZERS IN OUR CAPITAL CITY

- Project CONNECT is an
- effort led by Salt Lake City
 - Identifies and supports the 50 highest utilizers → 971 individuals could be added to this list (total: 1,021)
- CONNECT has significant, double-digit outcomes (e.g. 40% lower crime)
 - Not all individuals on this list are experiencing homelessness
- An investment into high-utilizers will be felt and shared across systems, providers, first responders, and municipalities



Source: Salt Lake City Police Department
April 2024 - April 2025

PILLAR #2 CASE STUDY: SWITCHPOINT MICRO-SHELTER COMMUNITY

- Population: 50-bed, non-congregate shelter
 - 50% occupied by individuals with employment
 - Remaining beds prioritized for law enforcement, street referrals, and state hospital exits
 - 24/7 on-site staff with lowest calls for service statewide
- Cost:
 - \$1.2M annual operating cost
 - \$24K per bed each year
 - \$2.5M one-time development
 - \$50K per bed one-time
 - Delivery: Built on state-owned UDOT land for \$1/year



PILLAR #2 CASE STUDY: THE OTHER SIDE VILLAGE

- Neighborhood built on accountability, belonging, and a sense of shared responsibility
 - Serves adults with histories of chronic homelessness and justice-involvement
 - Stability, recovery, and reintegration achieved by pairing housing with purpose and work
- On-Site Supports:
 - Behavioral health connections
 - Primary care access
 - Employment pathways
 - Social enterprise opportunities
 - Daily coaching by staff with lived experience



PILLAR #3 CASE STUDY: FEATHERSTONE BOARDING HOME

- Serves high-acuity individuals who cannot live independently
- Clinical services are integrated through **ACT Teams** that provide hospital-level care in a community setting
 - **Reduce hospital visit rates by up to 40%**
 - **Achieve a 93% client retention rate**
- **One-time state cost of \$1.3M for capital development and ongoing state cost of \$600,000 for a 30 bed facility**
 - Approximate cost of \$174 per bed/day
 - Nearly 88% less than an acute psychiatric bed
 - Rapid acquisition and renovation of an existing property to ensure speed-to-market (6-9 months)



COMPASSIONATE ACCOUNTABILITY

Accountability is not cruelty
it is respect for human dignity.

...

We're starting with chronic homelessness, helping
with mental illness and breaking the vicious cycle of
addiction and crime.

...

Thank you for working together to find ongoing
funding that supports a systemic approach for
restoring order to Utah's streets through
accountability, compassion and recovery.

**"IF AMERICA CEASES
TO BE GOOD
WILL CEASE
GREAT."**

"Standing in the... al, I
looked up at the... stone: I
have sworn up... eternal
hostility agains... nny over
the mind of ma

*Calvin Coolidge said, "We live
material things. These did not
The things of the spirit come first.
overwhelming though it may appear
are to maintain the great heritage
minded as the [Founders] who cre
We must cultivate the reverence
follow the spiritual and moral lea*

*of
asp. If we
ve must be like-
in materialism.
holy. We must*

State of the State Address

January 22, 2026



KEY INVESTMENTS

TOTAL INVESTMENT:

\$45.6M

\$19M Ongoing | \$26.6M One-Time

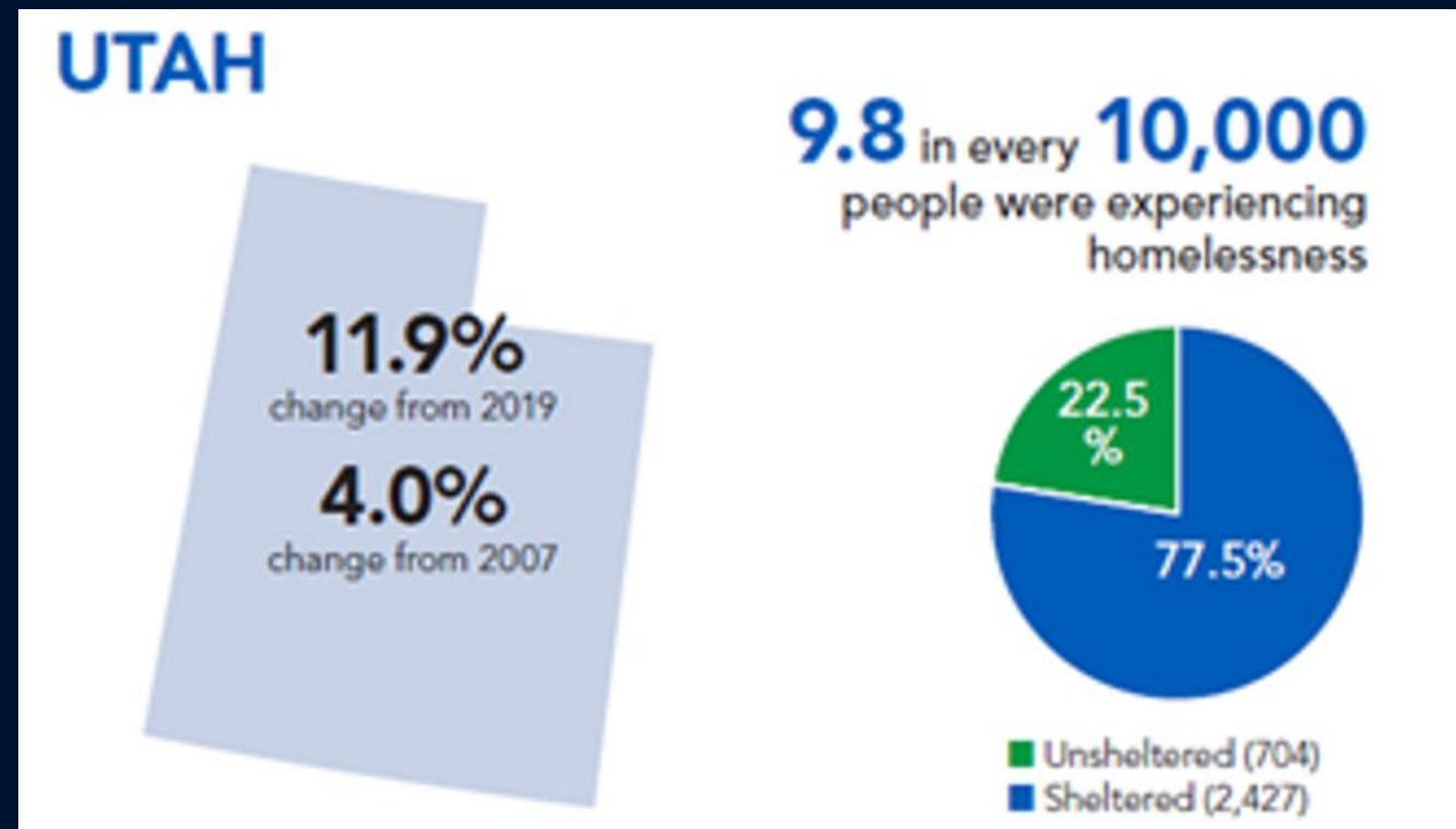
LINE ITEMS | 2026 GENERAL SESSION

INVESTMENT AREA	ONGOING	ONE-TIME
Pillar 1: High Utilizers in the Criminal Justice System	\$6.0M	\$2.7M
Pillar 2: Emergency Shelter & Housing	\$2.5M	\$9.4M
Pillar 3: Mental & Behavioral Health	\$1.1M	\$7.8M
Phase II: Future Homeless System Investments	\$9.4M	\$5.1M
The Other Side Village	—	\$1.0M
Switchpoint – St. George City	—	\$0.6M

Opportunity for Reform:

The current model funds activity, not outcomes. A pay-for-performance framework would restructure state contracts so that funding follows outcomes.

This would reward providers who move people from streets to stability and create a more accountable system.



QUESTIONS?