



FRIENDS OF THE COALITION

*Affordable Housing Project with
Comprehensive Support Services*

AGENCY OVERVIEW

The Friends of the Coalition is a non-profit 501(c)(3) charity located in Provo Utah. Our agency, through our operational entity – Food & Care Coalition – is the primary service provider for homeless services offered in Utah County. The agency opened a new 36,000 sq. ft. facility in the fall of 2009, creating a collaborative service model by combining agency provided services with those from invited non-profit partners. This approach has created a service rich environment for clients while maintaining a commitment to fiscal conservation.



SUMMARY OF NEED

Currently our community is experiencing a severe housing crisis, particularly as it relates to affordable housing for persons with limited incomes and special needs. Free market trends are showing substantial growth in the development of housing in Utah County, however, they are not within the financial reach of our clientele. Other factors such as student-only designated housing, zoning and municipal bias against low-income housing development, NIMBY issues, cost of land, lack of studio or 1-bedroom units, and incoming flow of homeless resulting from Operation Rio Grande in Salt Lake City are just some of the primary factors. The support studies listed below (copies available upon request) are replete with statistics, trends, and changes that need to be made to remedy the problem moving forward.

Our agency currently operates 38 transitional housing units onsite and 2 permanent supportive housing units off-property. Many of our current tenants trying to transition into market based housing are finding it near impossible to do so. The vast majority of our clients are both eligible and hold current Section 8 housing vouchers from either Provo City or Utah County Housing. However, clients are unable to find either studio or 1-bedroom units that qualify under the HUD mandated cost caps, essentially rendering their vouchers useless.

Our agency, along with Provo City Housing recently made separate 1-hour presentations to the Provo City Council in work session regarding homeless and affordable housing issues respectively. These meetings were well attended and supported by fellow agency representatives from our Continuum of Care. Other meetings held prior, and subsequent meetings held with other concerned and interested parties, led management and our board of directors to explore the proposed project contained herein and fully pursue its completion.

SUPPORTING STUDIES

Utah Landlords and Affordable Housing; Civicus Consulting Group (2016)

State of Utah Affordable Housing Assessment and Plan; Department of Workforce Services (2016)

Utah Valley Home Consortium: Housing Needs Assessment; James Wood (2015)

Comprehensive Report on Homelessness; Department of Workforce Services (2016)

HOUSING TRACK RECORD

The Food & Care Coalition has been the primary provider of homeless services in Utah County for nearly 30 years. During this time, the agency has operated several types of housing including: emergency shelter (motel vouchering); transitional housing (onsite); and permanent supportive housing (offsite). While the agency has provided housing in three primary areas, our focus has turned to the transitional and permanent supportive housing models as we (and others) have a higher proven success rate with these housing types. Zoning restrictions and recidivism rates associated with emergency shelter projects have not been a priority in the agency's strategic plan.

The primary factor for choosing a permanent supportive housing project now is that it will actually improve the efficiency and placement of clients and generate revenue that can be infused back into programs and services, lessening the reliance on outside funding support. Transitional housing and permanent supportive housing programs that are accompanied by intensive wrap-around support services, demonstrate a clear and decided edge in long-term success of clients. The table below outlines the success rates of these three housing types for our agency. Clearly, the emergency shelter model is outdated and ineffective. Just this year, our agency discontinued motel vouchering and have instead turned our attention and resources to the latter options, as best practice research shows they are far more effective.

Housing Type	Units Provided / Clients Served	Success Rate
Emergency Shelter	28,000 / 3,988	9% (30 year history)
Transitional Housing	53,500 / 485	62.5% (5 year history)
Permanent Supportive Housing	17,520 / 30	94% (10 year history)

COMMUNITY SUPPORT

- 7,500 volunteers provide over 50,000 volunteer hours annually.
- Over 1,000 unique donors contribute in-kind and financial support our agency each year.
- The agency is an active member of the following groups: Utah Valley Interfaith Association; Corporate Alliance; Mountainlands Continuum of Care; Utah Valley Chamber of Commerce.
- As outlined above, the agency has created a collaborative service model that includes 3 permanent onsite partners and a dozen or more partners who perform regular visits and outreach (See chart below).
- The agency enjoys unanimous support from our Continuum of Care Partners even though the group cannot provide endorsement letters as a matter of policy. Recently, Brent Crane and Robert Vernon presented comprehensive reports on the state of homelessness and affordable housing to

the Provo City Council. These reports are currently being combined into a single presentation so the Mountainlands Continuum of Care can present a unified front to local municipalities, public officials, and prospective investors geared towards community improvements on these important social issues.

- We have received project approval from Provo City and have endorsements from Utah County Commissioners Bill Lee and Nathan Ivie.
- The agency has secured commitments from several major donors including the Marc & Debbie Bingham Family Trust (financial); Leon & Marilyn Vansickle (general contractor who will be donating supervisory costs); Miller Family Philanthropy (financial).

OPERATIONAL & PROJECTED TIMELINE

We hope to break ground during spring 2019. We will construct 72 1-bedroom rental units on our property with the target population being homeless persons who utilize our services and those of our community partners listed herein. We have commitments from service providers willing to refer clients to the project, providing educational and mentoring support, outreach, and case management services. These are listed in the *Proposed Partner Expansion* section below.

DATE	KEY MILESTONES	CONTRIBUTORS
4/17 – 6/17	Community Needs Assessment Research	<i>See Referenced Studies Below</i>
4/17 – 8/17	Project Research	Provo City Council (Presentation); Zoning Allowances (Provo Planning & Zoning)
6/17 – 12/17	Partnering Options	Fresh Start (Jail Outreach); Provo Housing Authority (Section 8 Voucher Qualifications)
8/17 – 6/18	Design & Developer Search	Curtis Miner Architecture; ALM & Associates; etc.
7/18 – 9/18	Zoning Approvals	Provo City Planning & Zoning (Bill Peperone)
1/18 – 4/19	Funding Partners	Miller Family Philanthropy; Marc & Debbie Bingham; Leon Vansickle; LDS Church
4/19 – 7/20	Construction	Contractor – VanCon
6/20	Hire & Train New Personnel	Property Manager; Case Manager; 24 Hour Manned Security
8/20	Begin Operations	Open House

PERSONNEL

Added staffing will include an onsite property/facility manager to perform daily supervision and share maintenance duties with our existing facility manager and either 1 full time case manager or educator which is still being vetted as we discuss options with our committed onsite partners. Additionally, the project will include an after-hours security guard to further enhance our supportive housing model. Annual

costs for staffing, benefits, and insurance is anticipated to be \$115,000 depending on experience and personal qualifications.

The agency will not require any ongoing funding from project contributors once completed as rental revenue will cover our staffing, maintenance, and operational expenses.

SITE PLAN

Below is the approved rendering of our approved site plan. The project is located at 299 E. 900 S. Provo, Utah. Our existing facility sits on 4.5 acres, with approximately 2 acres reserved to develop the proposed project. We will construct 72 1-bedroom units approved by Provo City and utilize as permanent supportive housing. An accompanying partner building will house staff and partnering agency personnel including office, training, and laundry rooms for residential and partner utilization.



ESTIMATED COSTS

Budget Category	Estimated Costs
Architectural & Engineering (Discounted)	\$145,000
Permits & Fees (Discounted)	\$150,000
Contractor Profit (Donated by VanCon)	\$0
Land Costs (FACC Owns the Property)	\$0
Site Improvements (Parking; Landscape; Etc.)	\$275,000
Community Partner Building (offices; training rooms; etc).	\$990,000
72 – 1 Bedroom Unit Construction	\$6,150,000
Furnishings	\$315,000
Total Project Cost	\$8,025,000

EXISTING & PROPOSED PARTNERS

Partner Name	Onsite or Visiting or Other	Nature of Partnership
Wasatch Mental Health	Permanent Onsite	Mental Health Therapy, Case Management, & Outreach
Share A Smile Foundation	Permanent Onsite	Dental Services
Mountainlands Community Health Center	Permanent Onsite	Medical Services
JTP (Jail Transition Program)	Permanent Onsite	Jail Outreach & Case Management Services
Aznar Family Chiropractic	Visiting Outreach	Chiropractic Services
Brigham Young University	Visiting Outreach	Provides Nursing Outreach via Supervised Practicum Staffing; Event Volunteer Support
American Red Cross	Other	Community Disaster Facility – (Food; Command Center; Shelter)
Community Action Services	Other	Shared Responsibility for Emergency Shelter Requests
Deseret Industries	Other	Agency Sends Clothing to DI; Clients Receive Vouchers in Return.
Lens Crafters	Visiting Outreach	Eye Exam & Vouchers for Prescription Glasses
Utah Valley University	Visiting Outreach	Provide Dental Hygiene Services via Supervised Practicum Staffing
Interfaith Association	Visiting Outreach	Provides Informational Brochures on Available Religious Groups
Veterans Administration	Visiting Outreach	Monthly Outreach to Homeless Veterans
Proposed Partner Expansion	Onsite or Visiting or Other	Nature of Partnership
Fresh Start	Onsite & Visiting Outreach	Referral of Recently Incarcerated Clients; Mentor Support; Training

LDS Jail Outreach Initiatives	Onsite & Visiting Outreach	Chris Raleigh has Implied Interest in offering Service Missionary Support assigned to jail outreach – hosted this group on 11/16/17.
Wasatch Mental Health/Jail Transition Program	Onsite & Visiting Outreach	They are Currently Already Onsite & Have Agreed to Additional Outreach
Provo City Housing Authority	Other	Providing Qualifying Section 8 Housing Vouchers (will help us keep rent charges lower)
The Other Side Academy	Onsite & Visiting	We are currently in negotiations with Joseph Grenny to adapt their behavioral modification platform as part of our expansion of educational services.
Brigham Young University & Utah Valley University	Research / Social Innovation	Currently, both institutions are conducting research into value-based curriculum. Additionally, the Ballard Center is considering hosting a “Social Innovation” project to benefit the Food & Care Coalition relating to our long-term strategic plan.

BOARD OF DIRECTORS

Brent S. Crane (ex officio)
Executive Director

Ryan Tuttle, Chair
Insurance Agent, Farm Bureau

Steve Mayfield, Treasurer
Attorney, York & Howell

Traci Church, Secretary
Homemaker

Don Oldham
Board Chair, Oldham Associates Inc.

Carol Kolar
Interfaith Member

Ricky Monroe
Banker

Reva Cook
Clinical Social Worker

Mark Oldham
CEO, Liberty Press

Kristin Brown
Instructor/MPA – Public Health

Blake Entrekin
Adobe

Jon Osmond
Vivint Solar