

Weber-Morgan Local Homeless Council 2026 Strategic Plan

Making Homelessness Rare, Brief, and Non-Recurring



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Executive Summary

2026 marks a pivotal moment for the Weber/Morgan Local Homeless Council. Over the past year, the Council has modernized its structure, updated its governance bylaws, and deepened collaboration with community partners. Building on this momentum, the 2026 Strategic Plan establishes an agile, action-oriented roadmap designed to address the evolving housing and human service needs across Weber and Morgan counties.

Vision

In Weber and Morgan Counties, every person — regardless of background or circumstance — will have a safe and stable home, with homelessness kept rare, brief, and non-recurring.

Mission

We believe everyone in Weber and Morgan Counties deserves the dignity of a safe home. Through advocacy, education and data-driven collaboration — between neighbors, providers, and leaders — we help people stay in their homes, find housing quickly when they lose it, and never face homelessness again.

Core Values:

- **Collaboration & Trust** – Work across sectors, building trust through transparency, accountability, and shared responsibility.
- **Person-Centered Approach** – Prioritize dignity, empathy, self-determination, and trauma-informed care.
- **Accessibility & Flexibility** – Ensure fair access by removing barriers and responding to the diverse needs of individuals and families. Stay nimble in pursuing community goals, adapting to emergent needs and pivoting strategies to improve outcomes.
- **Housing as a Foundation** – Recognize safe and stable housing as essential for well-being.

- **Data-Informed Action** – Use data and lived experience to guide decisions and measure progress.
- **Advocacy & Education** – Promote policies and public understanding that advance solutions in our region.
- **Cross-System Coordination** – Commit to collaboration across housing, health care, justice, and other systems.

A Changing Landscape

The environment surrounding homeless services has evolved significantly since the release of the 2019 Strategic Plan:

- **System Evolution:** In 2024, the WMLHC voted to house a Housing and Homeless Systems Coordinator within United Way of Northern Utah, establishing dedicated backbone support as recommended in the 2019 plan.
- **Policy & Model Shifts:** As of October 2026, both federal directives and the State of Utah are transitioning toward treatment-centered response models. For over a decade, the local response system has primarily adhered to a Housing First model. Adapting to these broader policy shifts may require the system to pivot.

Because of these shifting dynamics, the 2026 Strategic Plan is designed as a flexible, living document that can be updated by a vote of the Council as needs and mandates evolve.

Core Pillars

This plan communicates the Council's strategic vision while retaining the five foundational pillars from 2019:

1. Improve System Planning and Oversight
2. Become a Data Driven System
3. Make Homelessness Rare
4. Make Homelessness Brief
5. Make Homelessness Nonrecurring

Working in close collaboration across sectors, this plan serves as our shared roadmap to ensure the success of individuals and families experiencing homelessness across the Weber and Morgan region.

Homeless Response System: Trends and Current Performance

The WMLHC uses system performance data to understand how people enter, move through, and exit the homeless response system. Establishing consistent measures over time will allow the Council to identify trends, recognize areas of progress, and determine where additional attention or resources may be needed.

Measure	2018–19	2024–25	Change
Average Length of Time Homeless	50.2 days	57.0 days	↑ 6.8 days
First-Time Homeless	1,607	1,552	↓ 55
Returns Within 2 Years	33.7%	25.1%	↓ 8.6 pts
Successful PH Exits	26.8%	19.9%	↓ 6.9 pts
PH Retention / Successful Exit	88.4%	95.7%	↑ 7.3 pts

What the Historical Data Tells Us

The historical data show both progress and continued challenges within the homeless response system. One of the strongest improvements is permanent housing stability. The percentage of people who retained permanent housing or successfully exited to another permanent destination increased from 88.4% in 2018–19 to 95.7% in 2024–25, an increase of 7.3 percentage points. Returns to homelessness within two years also decreased from 33.7% to 25.1%, showing improvement in helping people remain stably housed after leaving the homeless response system.

Other measures show areas where continued attention is needed. The average length of time homeless increased from 50.2 days in 2018–19 to 57.0 days in 2024–25. Successful exits to permanent housing decreased from 26.8% to 19.9%, suggesting that moving people from homelessness into permanent housing continues to be a challenge. First-time

homelessness decreased slightly, from 1,607 people to 1,552, but remains an important measure to monitor as the Council works toward making homelessness rare, brief, and non-recurring.

Together, these trends help identify where the system is making progress and where additional attention is needed. The data suggests particularly strong outcomes once people reach permanent housing, while preventing homelessness, reducing the time people remain homeless, improving movement into permanent housing, and preventing returns continue to be important system priorities.

From Data to Action

These measures provide more than a snapshot of homelessness; they establish a framework for evaluating the performance of the homeless response system over time. As additional quarterly and historical data are incorporated, the WMLHC will be able to identify whether homelessness is becoming rarer, briefer, and less likely to recur, while using the results to guide system planning, funding, and continuous improvement.

Section 1: Improve System Planning and Oversight

Objective 1

Organize the LHC for Effective Implementation and Governance

Objective 1.1

Organize the LHC to Accomplish Implementation of the 2026 Strategic Plan

Key Strategies:

- Create dedicated workgroups to drive forward specific strategic initiatives and emphases outlined in the plan.
- Determine workgroup duration, scope, and meeting cadences based on LHC priorities and strategic recommendations.

Objective 1.2

Review Funding and Establish Priorities

Key Strategies:

- Evaluate all funding proposals against four core criteria: (1) consistency with best practices, (2) capacity to improve system outcomes, (3) high performance, and (4) ability to fill specific system gaps.
- Review the Policies and Procedures section on funding to evaluate whether current policy provisions are adequate and aligned for the upcoming 2027 funding cycle, and future funding cycles.

Objective 1.3 Train on the Homeless System, Best Practice Models, and Support Training

Members of the LHC are well educated on best practice models. Training will continue to be provided on an as-needed basis to the WMLHC. Training can be facilitated by the Housing & Homeless Systems Coordinator, council members, or external subject-matter experts with extensive knowledge of best practices.

Leadership & Capacity Building Priorities:

- Provide targeted, ongoing training sessions to LHC members as needs arise.
- Deliver system leadership training to elected officials leading the council.
- Establish a formal leadership transition process with the H&H Coordinator and Steering Committee
- Onboard and train incoming elected officials whenever leadership changes occur.

Objective 1.4 System Planning and Evaluation

In order for the LHC to know how effectively it is operating, the council must systematically evaluate its performance and structure.

Key Strategies:

- Complete a comprehensive gaps analysis in collaboration with the Housing & Homeless Systems Coordinator.
- Analyze identified system gaps to establish targeted goals and actionable strategies for filling resource and operational deficits.

Objective 1.5 Fill Gaps in Representation at the WMLHC

The WMLHC has made great progress in broadening representation but recognizes ongoing opportunities to engage additional community agencies and stakeholders across the region.

Key Strategies:

- Assign primary responsibility for stakeholder outreach and onboarding to the Housing & Homeless Systems Coordinator.
- Provide direct support and involvement from WMLHC leadership to engage missing sectors and key community partners.

Objective 2

Learn From Persons with Lived Experience of Homelessness

Meaningful inclusion of individuals with lived experience of homelessness is a nationally recognized best practice and an important component of HUD and Continuum of Care (CoC) standards. Weber County has strengthened this commitment by establishing a Lived Experience Board, whose members actively participate in system planning, evaluation, and decision-making, including serving as voting members of the Local Homeless Council (LHC). This structured engagement ensures that policies, services, and system design are informed by firsthand experience, while promoting greater effectiveness, equity, accountability, and responsiveness.

Objective 2.1

Embed Lived Experience in System Governance, establish a Formal Lived Experience Advisory Body, and Track Lived Experience Feedback Across Programs

Key Strategies:

- Conduct a system-wide review of all homeless services committees, boards, and decision-making bodies to assess lived-experience participation and ensure meaningful roles.
- Create a standing Lived Experience Advisory Board to provide ongoing, structured input into policy development, funding priorities, and system evaluation.
- Require funded programs to collect, use, and report participant feedback through surveys, focus groups, and evaluations, with annual reporting on how feedback influenced system improvements.

Example Metrics:

- Improved governance structures that include individuals with lived experience in voting, leadership, and planning roles.

- A consistent, representative advisory group that informs decisions and elevates community accountability.
- More responsive, trauma-informed programs and improved compliance with HUD and CoC requirements.

Section 2: Build a Data-Driven Homeless Response System

Objective 3.1

Improve the quality, consistency, and use of data across the homelessness response system.

High-quality data is the foundation of an effective homelessness response system. Reliable information enables the Council and its partners to accurately understand community needs, evaluate system performance, identify service gaps, and make informed decisions. Because system-level planning is only as strong as the data that supports it, the WMLHC will promote a culture where data quality is viewed as a shared responsibility among all participating organizations.

Key Strategies

- Establish shared data quality standards for participating agencies.
- Conduct regular HMIS and Coordinated Entry data quality reviews.
- Provide ongoing training and technical assistance to improve data accuracy, completeness, and timeliness.
- Develop standardized reporting and performance dashboards.
- Promote consistent data collection and documentation practices across providers.
- Monitor implementation of new technologies, including HAST, as appropriate.

Example Metrics

- HMIS data quality scores
- Percentage of missing or incomplete data fields
- Timeliness of HMIS data entry
- Quarterly data quality reports completed
- Provider participation in data quality reviews

Objective 3.2

Use data to guide system planning, funding, and continuous quality improvement.

Data should drive action, not simply satisfy reporting requirements. The Council will use reliable data to evaluate system performance, monitor progress toward strategic goals, identify emerging needs, and guide funding and policy decisions. By regularly reviewing performance and outcomes, the WMLHC will foster a culture of continuous quality improvement focused on making homelessness rare, brief, and non-recurring.

Key Strategies

- Review HMIS, Coordinated Entry, System Performance Measures, and community data on a quarterly basis.
- Review PIT and HIC on an annual basis
- Use performance data to identify service gaps and emerging trends.
- Align funding recommendations with measurable system outcomes.
- Monitor progress toward making homelessness rare, brief, and non-recurring.
- Evaluate system performance using shared outcome measures rather than program outputs alone.

Example Metrics

- Quarterly system performance dashboard produced
- HUD System Performance Measures reviewed quarterly
- Progress toward annual strategic plan targets
- Housing placement and retention rates
- Returns to homelessness
- Length of time homeless

Objective 3.3

Promote transparency and shared accountability through public reporting.

A coordinated homelessness response system depends on trust, transparency, and accountability. In addition to reviewing system-wide performance, the council will establish shared expectations for data quality, timeliness, and accuracy among participating agencies. Consistent and reliable reporting strengthens decision-making, improves public confidence, and ensures resources are directed where they are most needed. All OHS funded agencies are expected to adhere to WMLHC data quality standards and participate in ongoing efforts to improve the integrity of system data.

Key Strategies

- Publish regular performance dashboards and annual system reports.
- Share aggregate performance data with partner agencies and stakeholders.
- Use data to inform Council decisions and public policy discussions.
- Incorporate feedback from persons with lived experience alongside quantitative performance data.
- Regularly review equity measures to identify disparities in system access and outcomes.
- Provide technical assistance and corrective improvement plans when agencies do not meet established data quality standards.

Example Metrics

- Quarterly reports published
- Annual report completed
- Dashboard reviewed at each Council meeting
- Equity measures reported annually
- Number of system improvement actions resulting from data review

Priority Systemwide Measures

The Data Subcommittee of the Weber–Morgan Local Homeless Council should track a focused set of outcome measures quarterly and annually:

- First-time homelessness
- Unsheltered homelessness
- Chronic homelessness
- Average length of time homeless
- Average shelter length of stay
- Exits to permanent housing
- Returns to homelessness at 6, 12, and 24 months
- Number of households prevented or diverted from homelessness
- Number of landlords and units engaged
- Permanent supportive housing retention rate
- Housing placement outcomes by geography
- Number of households receiving prevention assistance

SECTION 3: MAKING HOMELESSNESS RARE

Objective 4

Prevent Homelessness Whenever Possible

Objective 4.1

Strengthen prevention, diversion, and housing problem-solving to reduce the number of households entering homelessness.

Key Strategies

- Expand housing problem-solving and diversion at all front-door access points
- Increase flexible assistance for rent arrears, deposits, transportation, utilities, vital documents, and landlord mediation
- Standardize prevention screening and referral pathways across partner agencies
- Connect households quickly to mainstream benefits, employment resources, and legal assistance
- Increase homeless prevention funding and flexible financial assistance opportunities
- Expand landlord mediation efforts to prevent displacement

Example Metrics

- Number of households receiving prevention or diversion assistance
- Percentage of assisted households retaining housing at 3, 6, and 12 months
- Reduction in first-time homelessness
- Number and percentage of households diverted from shelter entry

Objective 4.2

Reduce avoidable entries into homelessness from public systems and institutions.

Key Strategies

- Develop discharge planning protocols with hospitals, treatment providers, youth-serving systems, and correctional institutions
- Establish referral agreements that reduce discharge into homelessness whenever alternatives are available
- Improve coordination with schools, family-serving agencies, and behavioral health providers

- Sustain and strengthen Weber County Corrections Re-Entry Coalition efforts
- Coordinate with municipalities and law enforcement to support alternatives to enforcement-centered responses through multidisciplinary collaboration and improve connection to services

Example Metrics

- Number of formal discharge-planning agreements in place
- Number of households exiting institutions directly to housing
- Reduction in referrals to homelessness from partner systems

Objective 5

Strengthen Outreach and Community Response

Objective 5.1

Improve outreach and engagement efforts for people experiencing homelessness.

Key Strategies

- Align outreach efforts across municipalities, behavioral health providers, shelter staff, law enforcement, and housing partners
- Expand access to information about services using input from people with lived experience
- Use shared outreach protocols for documentation recovery, benefits enrollment, transportation, and coordinated-entry linkage
- Prioritize frequent engagement with households experiencing chronic and unsheltered homelessness
- Ensure all unsheltered individuals are known by name and connected to coordinated entry
- Utilize HMIS data to improve system coordination and responsiveness

Example Metrics

- Number of unsheltered households engaged through coordinated outreach
- Percentage of engaged households connected to coordinated entry
- Average number of days from initial outreach contact to shelter or housing placement
- Reduction in unsheltered homelessness over time

Objective 6

Strengthen System Coordination and Accountability

Objective 6.1

Establish a shared governance and performance framework across Weber and Morgan Counties.

Key Strategies

- Adopt a common dashboard with systemwide goals and performance indicators
- Conduct regular case conferencing and by-name review for high-acuity populations
- Align funding decisions with measurable progress toward shared outcomes
- Clarify partner roles, responsibilities, and decision-making processes
- Maintain a dynamic by-name list with real-time prioritization updates
- Define transparent prioritization standards for coordinated entry and housing referrals

Example Metrics

- Dashboard produced and reviewed on a regular schedule
- Number of cross-system case conferencing meetings held
- Percentage of funded programs reporting on shared performance measures
- Progress toward annual system targets

Objective 6.2

Ensure the homelessness response system works effectively across both Weber and Morgan Counties.

Key Strategies

- Use a hub-and-spoke approach that connects Morgan County households to regional services and housing pathways
- Expand mobile outreach, transportation support, and coordinated referrals for rural households
- Monitor service access and outcomes by geography
- Address gaps in regional access through flexible service delivery models

Example Metrics

- Number of Morgan County households connected to coordinated entry and housing resources
- Average response time for households outside central service areas
- Housing placement outcomes by county and geography

SECTION 4: MAKING HOMELESSNESS BRIEF

Objective 7

Reduce Unsheltered Homelessness and Shorten Time Spent Homeless

Objective 7.1

Strengthen coordinated entry and rapid exits from homelessness.

Key Strategies

- Embed a housing-focused mindset across all programs
- Support immediate access to services and minimize barriers to entry
- Prioritize quick housing problem-solving and placement rather than prolonged assessment processes
- Ensure staff are trained and structured to facilitate rapid housing plans and exits
- Leverage HMIS and coordinated entry systems to streamline referrals and reduce delays
- Explore adoption of housing-focused assessment tools such as HAST while maintaining fair and transparent prioritization processes

Example Metrics

- Average length of time homeless
- Average number of days from coordinated entry assessment to housing placement
- Percentage of households exiting homelessness within system benchmarks
- Reduction in chronic unsheltered homelessness

Objective 7.2

Improve emergency and winter response while ensuring shelter serves as a pathway to housing.

Key Strategies

- Maintain a formal winter surge plan (Code Blue) with identified sites, staffing, transportation, and operating protocols
- Pair emergency shelter access with housing navigation and rapid exit planning
- Improve coordination between emergency shelter, code blue response, outreach, and permanent housing programs
- Reduce barriers to shelter access whenever possible
- Expand low-barrier emergency shelter capacity to meet community needs
- Ensure shelters are designed to connect individuals quickly to housing resources and permanent housing pathways

Example Metrics

- Winter shelter capacity available during surge periods
- Percentage of shelter guests connected to housing navigation within 7 days
- Average shelter length of stay
- Percentage of shelter exits to permanent housing

Objective 8

Increase Exits to Permanent Housing

Objective 8.1

Expand rapid re-housing and housing navigation to move households quickly from homelessness to permanent housing.

Key Strategies

- Increase access to rapid re-housing for households who do not require permanent supportive housing
- Strengthen landlord recruitment, housing search, and move-in assistance
- Create a shared housing access function for vacancy matching, landlord engagement, and move-in coordination
- Maintain a coordinated housing inventory, including affordable, subsidized, and market-rate units
- Use flexible funding to address barriers to lease-up
- Strengthen relationships with landlords and property managers

Example Metrics

- Number of households placed through rapid re-housing
- Average number of days from enrollment to housing move-in
- Number of participating landlords and property owners
- Number of units secured through housing navigation efforts

Objective 8.2

Preserve and expand permanent supportive housing for households with the highest barriers and longest histories of homelessness.

Key Strategies

- Prioritize permanent supportive housing through coordinated entry for high-acuity households
- Preserve existing supportive housing capacity and pursue opportunities for expansion
- Conduct analysis of permanent supportive housing bed capacity and future needs
- Explore the development of family-focused permanent supportive housing projects
- Strengthen partnerships with behavioral health, healthcare, and disability-serving systems
- Support long-term housing stability through wraparound services and high-quality case management
- Promote best practice staffing ratios and case management standards

Example Metrics

- Number of permanent supportive housing placements
- Permanent supportive housing occupancy rate
- Percentage of permanent supportive housing households remaining housed at 12 months
- Reduction in chronic homelessness

SECTION 5: MAKING HOMELESSNESS NON-RECURRING

Goal 9. Improve Housing Stability and Long-Term Retention

Objective 9.1

Increase the utilization and quality of permanent supportive housing and rapid re-housing programs.

Key Strategies

- Improve quality and consistency of case management services
- Develop minimum standards for PSH and RR programs aligned with UHMIS System Performance Measures
- Promote ongoing professional development and best-practice training for case managers
- Ensure housing stability planning begins immediately upon program enrollment
- Increase coordination between PSH and RR providers to ensure appropriate intervention matching

Example Metrics

- Returns to homelessness at 6, 12, and 24 months
- Housing retention rates across PSH and RR programs
- Number of households successfully maintaining housing stability
- Improvement in employment and income outcomes

Objective 9.2

Improve access to treatment and supportive services for PSH and RR participants.

Key Strategies

- Strengthen collaboration with Weber Human Services and the Department of Workforce Services
- Increase access to substance use treatment and mental health services
- Ensure Medicaid application and benefit enrollment are integrated into case planning
- Coordinate access to healthcare, employment services, and mainstream benefits

- Utilize trauma-informed, housing-focused case management that prioritizes client choice, stabilization, and long-term housing retention.

Example Metrics

- Percentage of participants connected to behavioral health services
- Percentage of eligible households enrolled in Medicaid and mainstream benefits
- Housing retention outcomes for participants engaged in supportive services

Objective 9.3

Improve eviction mitigation efforts and tenancy supports.

Key Strategies

- Adopt eviction prevention as a core housing stability philosophy across PSH and RR programs
- Expand housing stability case management and tenancy support services
- Provide landlord mediation and relationship management services
- Explore legal aid and tenant legal service partnerships
- Use HMIS and other data systems to identify at-risk households early
- Provide financial literacy, budgeting, and independent living skills education
- Maintain clear resident standards, safety expectations, and code of conduct policies
- Reinforce that supportive services are voluntary and housing is not contingent on treatment participation

Example Metrics

- Reduction in evictions from PSH and RR programs
- Number of households receiving eviction prevention assistance
- Percentage of households maintaining housing after intervention
- Number of successful landlord mediations completed

Objective 10

Strengthen Move-On and System Flow Strategies

Objective 10.1

Implement effective exit and move-on strategies for permanent housing programs.

Key Strategies

- Expand partnerships between the Continuum of Care and Public Housing Authorities
- Increase access to Housing Choice Vouchers, Mainstream Vouchers, NED vouchers, and other tenant-based assistance programs
- Utilize transition-in-place models whenever possible
- Implement housing readiness assessments to identify participants appropriate for move-on opportunities
- Expand housing navigation support for households transitioning from PSH
- Create formal referral pathways from PSH to mainstream housing programs
- Use eviction prevention and financial assistance as long-term housing stability tools

Example Metrics

- Number of households successfully transitioned from PSH to lower-service housing options
- Increased availability of PSH units for chronically homeless households
- Number of households utilizing move-on voucher opportunities
- Reduction in average PSH length of stay where clinically appropriate