

ANNUAL REPORT

2021



REFUGE. RESOURCES. RELIEF.



the
ROAD
HOME

CONTENTS

03
MISSION

09
FINANCIALS

05
IMPACT

11
LOCATIONS

07
STORIES

12
LEADERSHIP



MISSION



To help people step out of homelessness and back into our community.

A MESSAGE FROM OUR EXECUTIVE DIRECTOR



As The Road Home closed out our fiscal year in June 2022, I have reflected on a year of continued challenge and change, gratitude and struggle, frustration and accomplishment, and beautiful moments of joy.

Through the dedication of The Road Home team members, we have walked alongside those experiencing homelessness, providing a strong hand to help them do the hard work of moving to housing stability. Our Homeless Resource Center programs continue to succeed in their goal of providing safe shelter for almost 5,000 people — including nearly 800 children. Our housing program staff had to dig even deeper this year to find affordable housing in our community and stretched funding to remove housing barriers and support drastic increases in deposits and rents for as many households as possible. Our support services and case management teams stayed focused on their trauma-informed practices, as so many in our community continue to be affected by uncertainty, including economic and mental health struggles.

We know that success includes making strong connections with whatever support each household needs, including income, employment, counseling, affordable childcare and transportation, health care, and much more.

It is why The Road Home provides individualized support and why we are committed to strong partnerships across our community.

It is from this basis that we doubled down on our efforts to become a more inclusive agency, with a diverse staff better able to connect with our guests and guided by specific and measurable goals to track our progress.

Amid a volatile economy unlike anything we have seen before, we remained financially stable, held ourselves to the highest standard of compliance and accountability, and completed an overhaul of our compensation plan to raise wages twice in one year. Even with those changes, our team deserves more. The work they do is incredibly challenging every day, and our programs are a cornerstone of support for our community and our state.

My deepest thanks to The Road Home team, volunteers, donors, and all who work beside us as we demand changes and do not accept homelessness as a norm in Salt Lake City. We can do better and we must do better. The Road Home will be here today, tomorrow, and as long as it takes.

Michelle Flynn
Executive Director - The Road Home

VISION

We envision people moving seamlessly from the cold streets into warm housing; from despair and alienation toward home and inclusion. We envision a community that recognizes the inherent dignity of those who live in poverty and homelessness. The Road Home will work with all of our partners to realize this vision.



A MESSAGE FROM OUR BOARD PRESIDENT

On behalf of the Board of Trustees for The Road Home, thank you for your generous partnership with The Road Home in our life-changing work of assisting vulnerable community members to find stable housing.

Your trust, commitment, and resources are valuable, and we are truly grateful that you have entrusted these to The Road Home. We appreciate our many supporters, including government leaders, stakeholders, donors, volunteers, and law enforcement—for it takes a village working hand in hand to best serve people in need.

I am continually awed at the wholehearted dedication of The Road Home's staff. Every day—24/7, 365 days/year—they show up with courage to care for some of our community's most vulnerable. I watch as team members connect guests to the resources they personally need to step out of homelessness. I am deeply inspired by The Road Home's leadership team, led by Executive Director Michelle Flynn.

This past year they have worked with us as a Board with profound commitment on many initiatives, including a compensation plan for staff. They created an agency DEI (Diversity, Equity and Inclusion) plan with the intent to work alongside staff, guests, partners, and the community to create spaces that embrace and welcome everyone. They have implemented measures to end homelessness for families and veterans. And they tirelessly advocate for longer-term and systemic changes to make housing more affordable and available for all Utahns.

I am proud to serve on The Road Home's Board of Trustees, and I am a witness to the lifesaving work done day in and day out to aid the one, to serve thousands. I look forward to continuing to do my small part in this momentous work.

Thank you for your ongoing support!

Becky Pickle

Board of Trustees President - The Road Home

IMPACT

With your support, The Road Home helped **6,818 people** with emergency shelter and housing services.

Since 1923, The Road Home has served as a cornerstone of Salt Lake County's community. Originally established as the Travelers Aid Society to help stranded travelers, over the years our agency has changed and grown to meet the ever-increasing needs of people who who have become homeless.

One change occurred in October 2001, officially changing our name to The Road Home to better reflect our mission of helping people step out of homelessness and back into our community through emergency services, personalized case management and additional resources. We have adapted and innovated to provide leading-edge services that help families and individuals lift themselves out of homelessness. Our programs include emergency shelter since 1986, housing programs since 1992, and supportive services including case management and housing navigation.

Starting in 2005 we began operating under the Housing First approach, a national best practice showing that moving people into homes as quickly as possible, then providing client-driven supportive services to optimize stability, is the best way to address homelessness. In 2009, we became the central Rapid Re-housing provider for families in our county. The work we do to bolster vulnerable people with the critical supports they need results in a stronger community for all.

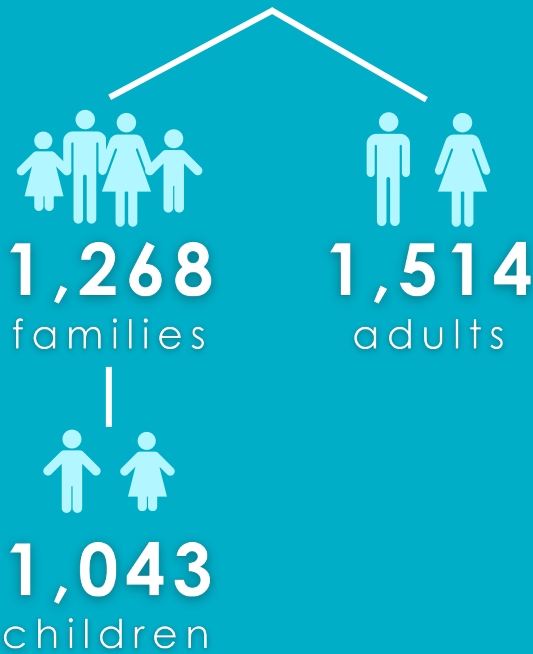
The Road Home remains deeply committed to: being a safe refuge for people otherwise living on the streets and extremes of weather; providing supportive services to help people connect to community resources; supporting people in their successful transition out of shelter into housing, as quickly as possible; and providing permanent housing solutions for people experiencing homelessness for various lengths of time.



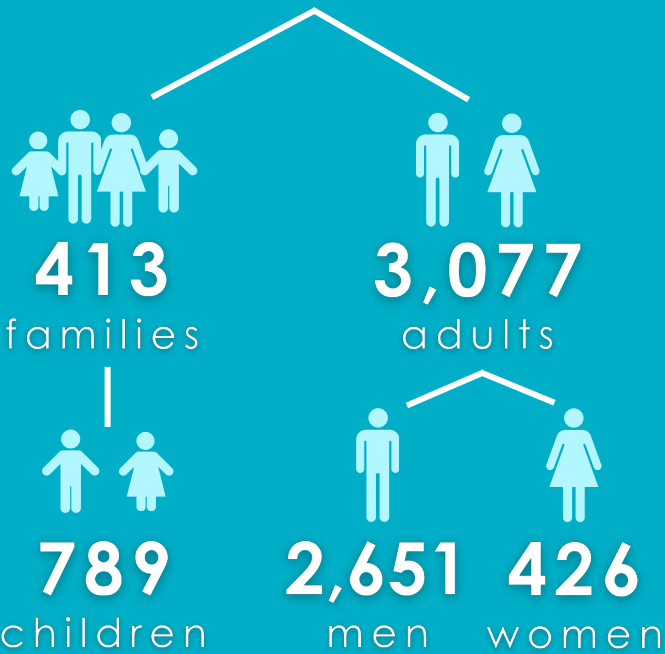
Traveler's Aid Society - Salt Lake City

You helped us move closer to the day when no Utahn lives without a home.

HOUSING
ASSISTANCE:



EMERGENCY
SHELTER:



VOLUNTEERS:

2,680
volunteers



8,626
hours

MEET THE JOHNSONS

Because of your compassion and support, they live in a home of their own.

The Johnson family had been staying at the Midvale Family Resource Center since Anna, the mother, suffered a stroke last year. They had been diligently looking for housing on a daily basis, working closely with their Case Manager and other members of the Midvale Family Resource Center's Housing Team.

After a few weeks, the Johnson family found a unit that could accommodate them. They are now in a stable place of their own and have various community supports that will continue to help them on their journey.

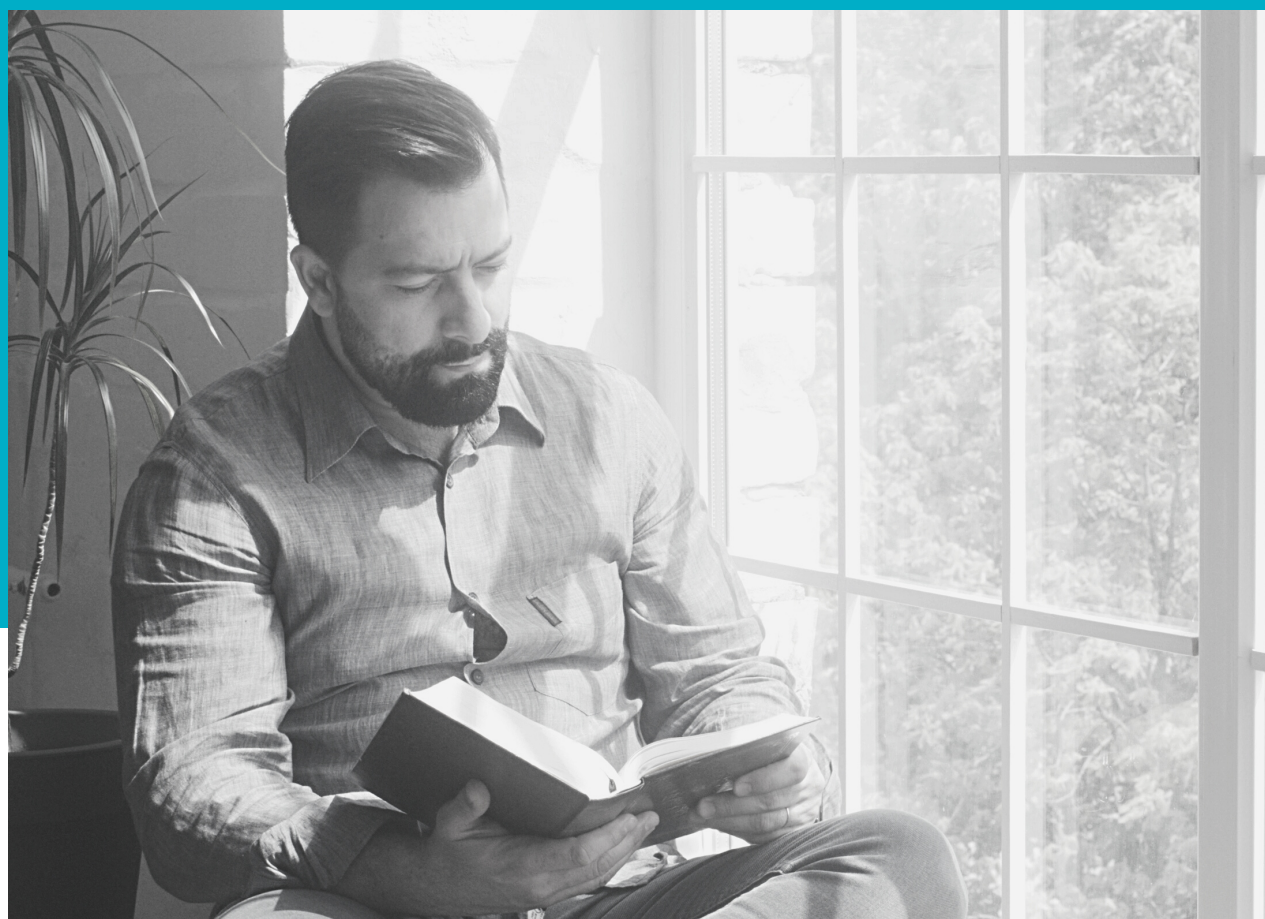


MEET WESTON

Because of your support, he is able to enjoy and share one of his favorite activities!

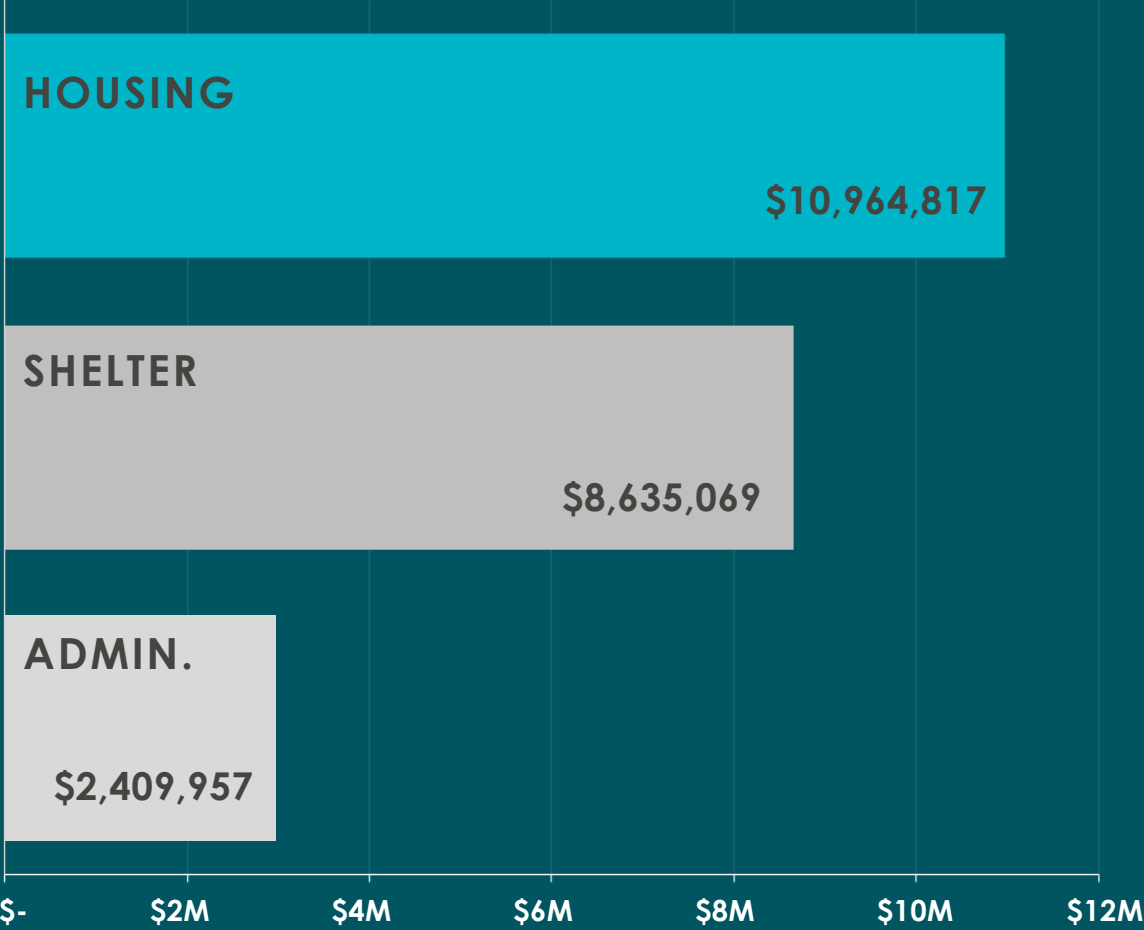
With a history of traumatic experiences and severe depression, Weston sought help at the Men's Resource Center where he spent nearly all his time reading books. Weston was initially nervous to meet with a Case Manager, fearing he would not be able to live stably on his own. The Case Management team worked side by side with Weston until he was accepted into a supportive housing unit. During his tour, Weston spotted a small private library in the common area, which prompted him to sign the lease on the spot.

He is thrilled to have a quiet place of his own to read, and he has shared his books with the community. When his Case Manager visited him after moving in, Weston was excited to report that he had been able to reconnect with a sister who worked just a few blocks away.



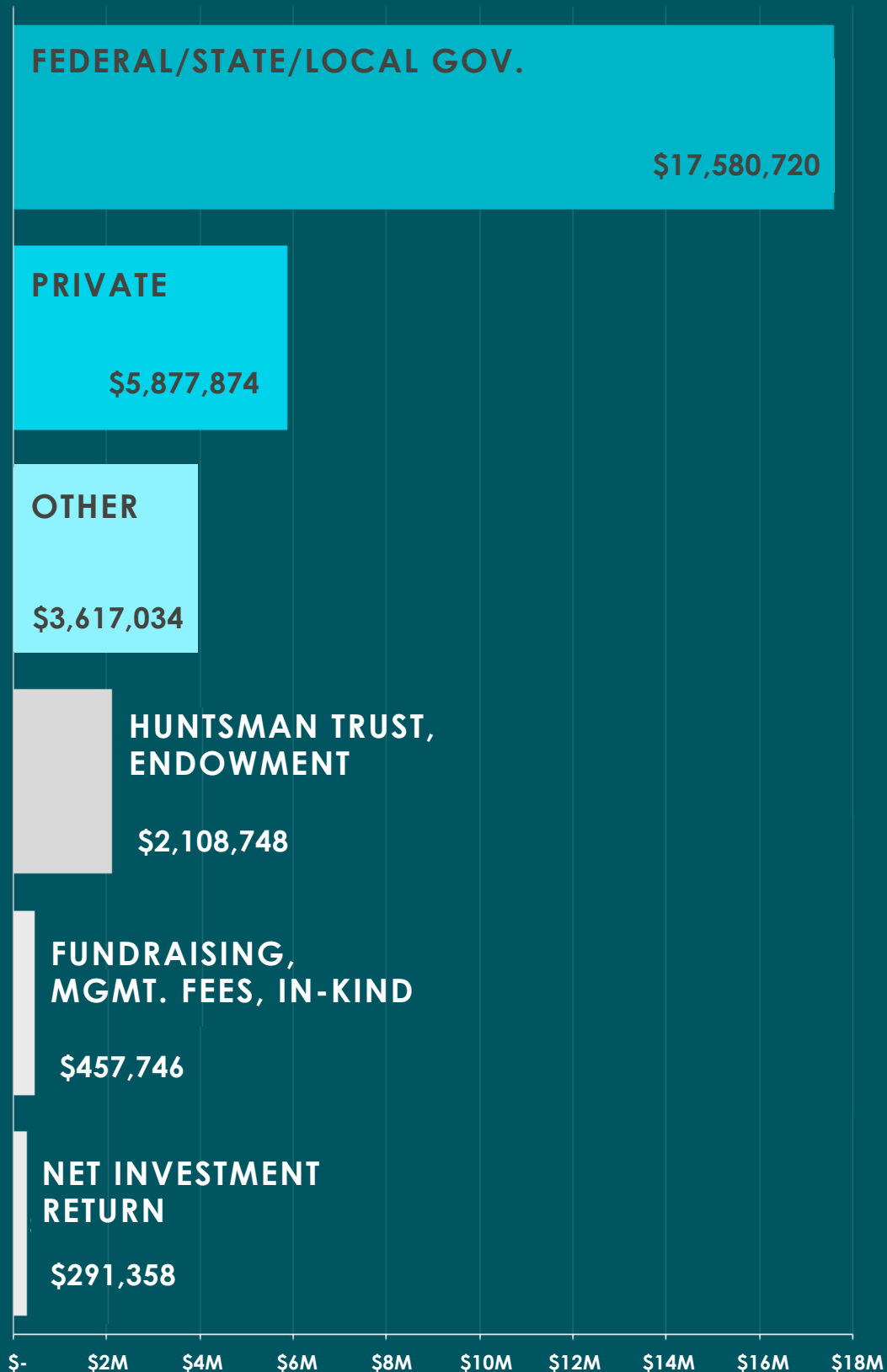
FINANCIALS

EXPENSES: \$22,027,843



In fiscal year 2021, The Road Home had total public support and revenue of \$29,933,480 and operating expenses of \$22,027,843.

REVENUE: \$29,933,480



LOCATIONS

The Road Home supports people experiencing homelessness in many different places.

EMERGENCY SHELTER RESOURCE CENTERS



Pamela Atkinson Resource Center

*3380 S. 1000 W.
South Salt Lake*

A 300-bed facility for
adult men open 24/7,
365 days/year.



Gail Miller Resource Center

*242 W. Paramount Ave.
Salt Lake City*

A 200-bed facility for
adult men and women
open 24/7, 365 days/year.



Midvale Family Resource Center

*529 W. 9th Ave.
Midvale*

A 300-bed facility for
families open 24/7, 365
days/year.

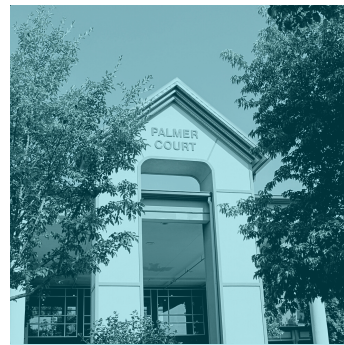
PERMANENT SUPPORTIVE HOUSING



The Magnolia

*165 S. 300 E.
Salt Lake City*

A 65-unit facility for
individuals formerly
experiencing chronic
homelessness.



Palmer Court

*999 S. Main St.
Salt Lake City*

A 201-unit facility for
individuals and families
formerly experiencing
chronic homelessness.



Wendell Apartments

*201 W. 200 N.
Salt Lake City*

A 32-unit facility for
individuals formerly
experiencing chronic
homelessness.



LEADERSHIP

Under the direction of caring and capable leaders, The Road Home is providing lifesaving services.

BOARD OF TRUSTEES

Becky Pickle

President

Pauline Ploquin

President Elect

Keb Brady

Treasurer

Christena Huntsman

Durham

Secretary

Greg Johnson

Past President

Chris Acton

Dustin Allen

Peter Chamberlain

Angie Cook

Connie Crosby

Steve Eliason

- Emeritus

Rick Foster

Brian Garrett

Evan Goldstein

Rhonda Greenwood

Jessica Guynn

Sue Mark Lunde

Shawn Newell

- Emeritus

Aspen Perry

Gloria Salazar

Chris Sotiriou

Charles Stormont

Nikki Walker

James Washington

Emily Wegener

KEY STAFF

Michelle Flynn

Executive Director

Michelle Eining

Chief Deputy Director

Michael Pope

Chief Financial Director

Jeniece Olsen

Deputy Director of Housing

Sarah Strang

Deputy Director of Crisis Services

Dee Norton

Impact & Facilities Division Director

Kat Kahn

Director of Development

Sarah Powell

Director of Human Resources

THANK YOU!

Learn more at www.theroadhome.org.

1415 S. Main Street | Salt Lake City, UT 84115 | (801) 359-4142

An illustration showing a black silhouette of a person climbing a white ladder that is angled upwards. Another black silhouette is at the bottom of the ladder, reaching up to assist the person climbing. The background is a light gray, and the bottom of the image shows the silhouettes of several people's heads, suggesting a crowd or community.

REFUGE. RESOURCES. RELIEF.