



Partner Prospectus & Strategic Plan 2025-2026



firststephouse.org

Executive Summary

First Step House has spent 68 years helping Utahns build lives of recovery and hope. Our clients face serious challenges; many have been homeless for years or decades, and all live with behavioral health conditions that make finding and keeping housing extremely difficult.

Treatment is vital, but it's not enough on its own. People also need stable housing, healthcare, jobs, and ongoing support to stay in recovery. That's why we've created a full continuum of services and housing options that work together to give people what they need to succeed.

We start helping people the day they arrive. Many haven't seen a doctor in years, so we provide medical care right in our building: physical exams, vaccines, and treatment for health problems that went untreated while they were homeless. Our case managers help clients begin addressing housing barriers while they're still in treatment, with the goal that everyone exits our program into stable housing. Our employment program connects clients with jobs that match their skills and recovery goals.

We don't abandon people when treatment ends. Long-term recovery supports keep clients connected to others who understand their journey. Most importantly, we offer different types of housing –from short-term recovery homes to permanent apartments with support services– because people need different levels of help at different points in their recovery.

Last year marked significant growth in our ability to prevent homelessness for the Salt Lake Valley's most vulnerable residents. We added 18 beds of deeply affordable transitional housing for people leaving treatment. We rehabilitated 46 units of new permanent supportive housing, fully leasing Stratford Apartments within just two months of opening – a testament to the urgent need in our community. This momentum is only accelerating. Thanks to Low Income Housing Tax Credit awards, we already have two more apartment buildings in development and one in the pre-development queue. These buildings will create another 162 units of new permanent supportive housing in Salt Lake City by 2028, effectively doubling our permanent housing portfolio.

These achievements represent more than numbers; they represent people who now have stable homes instead of living on the streets. Every housing unit we create is designed for people who have struggled to find housing elsewhere. By combining affordable housing with behavioral health services, case management, and peer support, we're breaking the cycle that has kept people homeless for years. Every day at First Step House, we prove that even people who have been homeless the longest can succeed when they have the right support.

With your continued partnership, First Step House will keep building the system of care that people with behavioral health conditions deserve. We will keep creating housing that meets people's diverse needs and advocating for those who face the biggest barriers to stability. Together, we can ensure that everyone in our community has the chance to build a meaningful life in recovery – with a safe place to call home.

With gratitude,



Shawn McMillen
Executive Director

About First Step House

Since 1958, First Step House has helped people in the Salt Lake Valley get back on their feet after addiction and homelessness. We provide treatment, deeply affordable housing, and integrated services such as healthcare and employment to about 1,700 people each year. We collaborate with local government and other service providers to identify community needs and prevent gaps in the social fabric. Our target population is very low-income, with serious and chronic behavioral health conditions such as substance use disorder and mental illness. Most First Step House clients have experienced homelessness or are at risk of becoming homeless. Many have spent time in jail or prison. At First Step House, they regain stability, dignity, and hope.

Our Mission and Vision

OUR MISSION IS TO HELP PEOPLE BUILD LIVES OF MEANING, PURPOSE, AND RECOVERY.

To fulfill our mission, First Step House commits to the following vision:

- People in need have access to the highest quality treatment for substance use disorders and behavioral health conditions.
- People experiencing mental illness and other struggles have a permanent home and ongoing support.
- People experiencing homelessness, including veterans, can access safe, supportive housing.
- Our community experiences fewer recurrent jail stays, visits to the emergency room, and preventable deaths.

Our Values

INTEGRITY.	We make choices consistent with our principles, keep our promises, and work to earn the trust of our clients, community, staff, and partners.
TRANSPARENCY.	We proactively communicate our practices, policies, and decisions and hold space for the open exchange of ideas. We foster a culture of accountability for leadership, staff, and clients.
IMPROVEMENT.	We rigorously evaluate programs, procedures, and our own performance to identify opportunities for change and growth. We solve problems collaboratively, with enthusiasm and hope, sharing a goal to make our organization better.
INCLUSIVITY.	We seek out and welcome clients, staff, and partners from all identities and walks of life. We work to understand and correct disparities in treatment access and health outcomes for people of different backgrounds.
COMPASSION.	We recognize the intrinsic value and humanity of every person we serve and work alongside. We believe every person is worthy of respect, dignity, care, and connection.

First Step House Programs

TREATMENT

SUBSTANCE USE DISORDER TREATMENT (206 BEDS)

- Central City Men’s Residential Treatment (440 S 500 E, Salt Lake City)
- Fairpark Men’s Residential Treatment (411 N Grant St, Salt Lake City)
- REACH Men’s Residential Treatment for SUD and Recidivism (950 E 3300 S, Millcreek)
- Outpatient Co-Ed SUD Treatment (434 S 500 E, Salt Lake City)
- REACH Men’s Outpatient SUD Treatment (950 E 3300 S, Millcreek)

TREATMENT ACCESS AND HEALTHCARE NAVIGATION

- Gail Miller Homeless Resource Center Program (242 W Paramount Ave, Salt Lake City)

HOUSING

RECOVERY HOUSING PROGRAM (52 BEDS)

- Men’s Recovery Residences (Salt Lake City)
- FSHR House Mental Health Court Housing (Salt Lake City)

VETERANS TRANSITIONAL HOUSING (72 BEDS)

- Valor House (720 Valdez Drive, Salt Lake City)

PERMANENT SUPPORTIVE HOUSING (161 UNITS – SOON TO BE 322)

- Central City Apartments (439 S Denver St, Salt Lake City)
- Medina Place Apartments (426 S 500 E, Salt Lake City)
- Stratford Apartments (169 E 200 S, Salt Lake City)
- 44 North Apartments (Opening 2026 at 44 N 1000 W, Salt Lake City)
- 273 East Apartments (Opening 2027 at 273 E 800 S, Salt Lake City)
- Gardens at Palmer Court (Opening 2028 at 999 S Main St, Salt Lake City)

SERVICES

WRAPAROUND SUPPORTIVE SERVICES

- Case Management
- Medical Clinic
- Employee Preparation and Placement
- Long-Term Recovery Management
- Nursing Services
- Peer Support Services
- Transportation
- Food and Nutrition

CASE MANAGEMENT

HOUSING CASE MANAGEMENT (303 UNITS BY 2027)

We provide case management to all First Step House clients with a history or risk of homelessness. We also partner with community agencies to provide case management at deeply affordable housing sites:

- Housing Connect scattered site housing (Salt Lake County)
- The Point Airport (2333 W North Temple, Salt Lake City)
- Richmond Flats (2960 S Richmond St, Salt Lake City)
- Residences at Fireclay I (106 W. Fireclay Avenue, Murray)
- Residences at Fireclay II (152 W 4250 S, Murray)
- Birkhill Lofts (Opening 2026 at 4277 South Main, Murray)

Realizing Our Vision

WE WORK TO DESIGN AND DELIVER THE HIGHEST QUALITY, EVIDENCE-BASED CONTINUUM OF TREATMENT, HOUSING, AND SUPPORT TO MEET THE NEEDS OF THE MOST VULNERABLE PEOPLE IN THE SALT LAKE VALLEY.

Notable Achievements in FY 2025:

- 1,700 people participated in our treatment or housing programs.
- First Step House was voted a **2025, 2024, 2023, 2022, and 2021 Top Workplace** in the *Salt Lake Tribune*.
- We implemented a new Electronic Health Record to improve client care, efficiency, and transparency.
- We renovated a **new recovery residence at Trolley Lane**, which will add 18 beds of deeply affordable transitional housing.
- We rehabilitated 46 units of **new permanent supportive housing at Stratford Apartments** and fully leased the building within two months of opening.
- We were awarded Low Income Housing Tax Credits valued at roughly \$13 million in equity to **build 67 units of permanent supportive housing** in partnership with Housing Connect.
- We entered agreements to provide case management and supportive services to tenants at risk of homelessness in several new deeply affordable housing developments opening in the next few years.

Strategic Projects in FY 2026:

- Break ground on a **67-unit permanent supportive housing building at 44 North Apartments** and design supportive living services for the project.
- Apply for Low Income Housing Tax Credits to develop **two additional permanent supportive housing projects at 273 E 800 S (34 new units) and the Gardens at Palmer Court (61 new units)**.
- Cultivate other opportunities for new deeply affordable housing and treatment facilities.
- **Achieve Look-alike status as a Federally Qualified Health Center** to access funding pathways to self-sustain a medical clinic expansion and begin to develop onsite Medication Assisted Treatment.
- Complete extensive renovations and improvements to treatment and transitional housing facilities.
- Implement a new HR Information System to improve recruitment and retention.
- Implement year three of an SUD Treatment Improvement Plan.
- **Expand recovery support services** into a continuum from early treatment through long-term recovery management.

Partnership Opportunities

OUR IMPACT IN THE COMMUNITY IS POSSIBLE THANKS TO OUR PARTNERS' GENEROSITY AND COLLABORATIVE INSIGHTS.

All First Step House programs serve LMI populations in Salt Lake County and contribute to:

- Affordable Housing
- Community Services
- Neighborhood Revitalization

Without funding support from our partners, key First Step House housing and wraparound support programs would not fully meet the need in our community. We welcome any opportunity to discuss new and expanded partnerships to help fund these priority program areas this year:

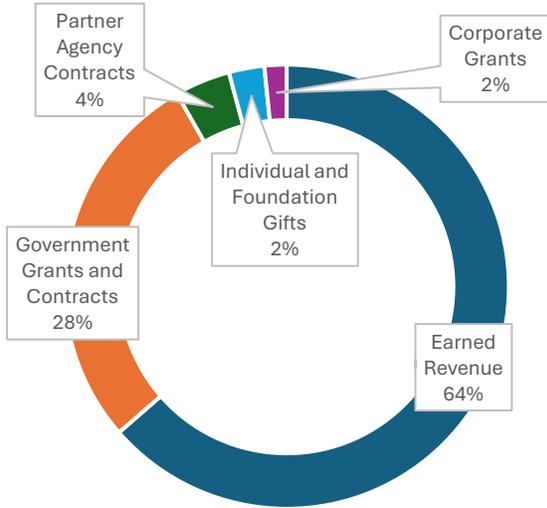
- Basic Needs: Food and Housing Barrier Relief
- Wraparound Services for Permanent Supportive Housing
- Transitional Housing for Veterans at Valor House
- Development of New PSH Projects
- Medical Care Integration Program Expansion
- Employment Program Expansion

Community partners also contribute essential on-the-ground support as sponsors and volunteers:

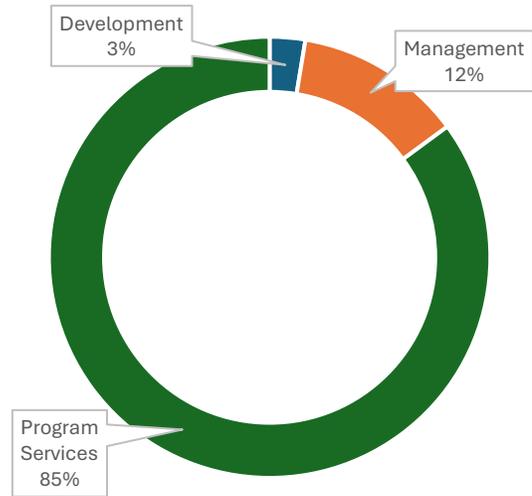
- **Volunteer** with us year-round
 - Dinner meal prep and service
 - Painting veteran rooms at Valor House
 - Landscaping, exterior cleanup, and gardening help
 - Activity nights for residents
 - Clean and prep interiors of new buildings before tenants move in
- **Cater and serve a Holiday Meal** (Veterans Day, Thanksgiving, December holidays, Valentine's Day, Memorial Day, Fourth of July) at one of our housing residences
- **Host a Donation Drive** with your employees and tour the First Step House Recovery Campus as a group when you deliver your donations
 - "Welcome Home" kits for clients moving into permanent housing
 - Home cleaning kits
 - Hygiene kits
 - Gift cards and small household gifts to celebrate the holidays
- **Sponsor Valor Month** in February to help end veteran homelessness locally
- **Sponsor *First Course for First Step House*** in May to celebrate First Step House partnerships

Financial Snapshot

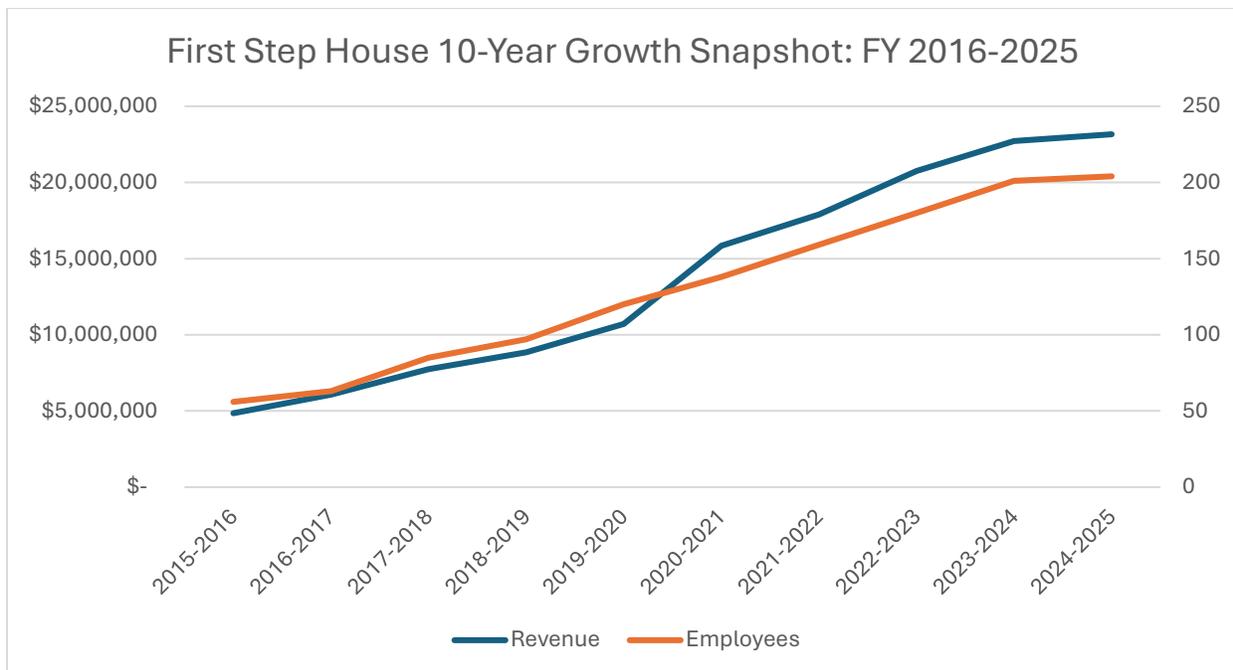
BUDGET SOURCES



EXPENSES BREAKDOWN



10 Years of Steady Growth



Our Leadership

FIRST STEP HOUSE BOARD OF DIRECTORS

Jacob C. Smith, Board Chair and Member of Finance Committee
CFO Consultant, Clabby Consulting

Pamela Gold, Board Vice-Chair
Retired VP Sales and Account Management, United Healthcare

Brandy Farmer
Community Activist & Chair of Civico Mexicano

Annette Fleckenstein, PhD, Board Secretary
Professor, University of Utah School of Dentistry

Kyle Jensen, Board Treasurer and Member of Finance Committee
Vice President Private Wealth Advisor, US Bank

Charles Talcott
Addiction Therapist, Department of Veterans Affairs



FIRST STEP HOUSE EXECUTIVE TEAM

Shawn McMillen, MPA, ASUDC
Executive Director

Austin Davis
Associate Director

Mary T. Calhoon, CFRE
Development Director

Holly Duddy, MSN, APRN, FNP-C
Medical Director

Jared Ferguson, LCSW
Mental Health Treatment Services Director

Jazz Hamilton
Human Resources Director

Kevin Hamlet
Operations Director

Daniel Mulcahy, CMHC
SUD Treatment Services Director

Amy Relf, CMHC
Quality Improvement Director

Heidi Spence
Finance Director



CONTACT US

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