



SALT LAKE CITY
2018-2019 ACTION PLAN

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EXECUTIVE SUMMARY

AP-05 Executive Summary 24 CFR 91.200(c), 91.220(b)

1. Introduction

Salt Lake City's 2018-2019 Action Plan is the product of a collaborative, strategic process that spans community partners, service providers, non-profit/for-profit housing developers, housing authorities, internal divisions/departments, and the input of our citizens. Housing and Neighborhood Development (HAND) has worked extensively to identify community development needs and establish goals that align funding streams, community priorities and city initiatives. This plan highlights many of the efforts to maximize and leverage the City's block grant allocations with other resources to build healthy and sustainable communities.

The 2018-2019 Action Plan identifies how the City intends to leverage the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Program (HOME), and Housing Opportunities for Persons With Aids (HOPWA) funding. These four resources provide for over \$5 million in support for low to moderate income households or areas of the city.

Similar to cities across the country, Salt Lake City is faced with growing income inequality, increasing poverty levels, decreasing housing affordability and diminishing federal resources. This Action Plan works to address concerns within each of these needs by continuing to develop and refine new and collaborative strategies. The following highlights a few of the initiatives and efforts that the City is excited about to help move the needle on these important metrics:

- In December 2017, Salt Lake City adopted a new citywide housing master plan entitled *Growing SLC* that provides a framework and strategy to increase both the total housing stock available in the city and the availability of affordable housing units through new development, acquisition, and preservation. Growing SLC relied on a robust public outreach effort and the detailed research conducted over the last several years that has also guided the City's federal funding allocations. Several new initiatives are already underway or planned for the coming year.
- Salt Lake City launched a Community Land Trust focused on protecting affordable housing in perpetuity, in the coming year, the Land Trust will be expanded as we look for ways for the community to assist in increasing the number of homes that are enveloped into the land trust model.
- The City convened a Blue Ribbon Commission which was tasked with identifying how the City can fund and produce 1,000 units of affordable housing throughout Salt Lake City.
- Initiated a new homeownership program, Welcome Home SLC, which is aimed at increasing options for low and moderate income households.
- Continued technical assistance around the City's new Radon Mitigation Policy.
- In May 2018, Salt Lake City Council approved a .5% increase in sales taxes, referred to as *Funding our Future*. This permanent funding source to address several important issues within the city including Transportation, Housing, Infrastructure and Public Safety.
- Utilized a performance based, risk analysis approach to identify where future funding would be best allocated.
- Salt Lake City's Redevelopment Agency committed \$17 million to address affordable housing efforts, with a third of that targeted to areas where the city has experienced high land costs.

While this is just a sampling of many of the exciting efforts the city is undertaking to address the needs in our community, it is fair to say that while federal funding plays an important role in our ability to leverage and maximize long term impact, it is – and will continue to be a struggle as funding is constantly challenged. As a city we look to other communities, best practices, etc. to find the most effective methods of deploying these limited resources.

In an effort to engage and leverage best practices across the nation, HAND participates in training opportunities, attends national conferences, contributes to regional planning conversations, and looks for opportunities to advocate not only for affordable housing, but also for addressing the gaps of funding or services that exist in our community.

2. Summarize the objectives and outcomes identified in the Plan

This Year-4 Action Plan advances 9 of the 10 goals outlined in the Consolidated Plan. The tenth goal was completed in Year 1. These goals are briefly outlined below. Greater detail is provided in section AP-20.

1) Improve and Expand Affordable Housing Stock -- To promote the rehabilitation and development of homeowner housing affordable to low and moderate-income households. Efforts include housing rehabilitation for existing homeowners, acquisition/rehabilitation of blighted property, emergency home repair, and accessibility modifications.

2) Provide Housing & Services for Persons w/ HIV/AIDS -- To provide housing subsidy assistance, housing information services, permanent housing placement, and case management for persons living with HIV/AIDS.

3) Expand Home Ownership Opportunities -- To expand homeownership opportunities for eligible low and moderate-income households. Efforts include down payment grants and low-interest financing.

4) Provide Housing for Homeless/at Risk of Homeless -- To prevent homelessness for individuals and families at risk of homelessness and to quickly house families experiencing homelessness. Efforts include homeless prevention assistance, tenant-based rental assistance, and rapid re-housing.

5) Provide Day-to-Day Services for the Homeless -- To support the city's most vulnerable residents with emergency and day-to-day services. Efforts include emergency shelter operations and essential supportive services for individuals and families experiencing homelessness.

6) Provide Services to Expand Opportunity/Sufficiency -- To expand opportunity and self-sufficiency for the city's most vulnerable residents. Efforts include public services that provide early childhood education, youth programs, job training, healthy foods, and health services.

7) Revitalize Business Nodes in Target Areas -- To revitalizing business nodes in the locally defined target areas to promote economic development activities, removal of blight, and to spur further investment. Efforts include commercial rehabilitation and will be leveraged with neighborhood improvement activities.

8) Improve Infrastructure in Distressed Neighborhoods -- To support the development of viable neighborhoods through infrastructure projects. Efforts will be concentrated to local target areas and include pedestrian, street, and park improvements.

9) Administration -- To support the administration, coordination, and management of Salt Lake City's CDBG, ESG HOME, and HOPWA programs.

Salt Lake City's strategy for most-effectively utilizing HUD funding is heavily influenced by the City's housing market study, the Utah Comprehensive Report on Homelessness, and the adopted Salt Lake City Master Plans that highlight strategic neighborhood investment opportunities. Each of these components also heavily influenced the City's new Housing Master Plan, Growing SLC.

3. Evaluation of past performance

Salt Lake City deliberately monitors the process of advancing the strategic goals outlined in the 2015-2019 Consolidated Plan. This plan was developed with input from many stakeholders, and it is our responsibility to report back to US Department of Housing & Urban Development (HUD), the residents, community and decision makers the impact of these funds.

Here is an outline of the goals and how they are progressing:

Consolidated Plan Goals Progressing on Schedule:

- Improve/Expand Affordable Housing Stock (Goal 1)
- Housing/Services to Persons with HIV/AIDS (Goal 2)
- Housing/Services for Homeless/at Risk of Homeless (Goal 4)
- Improve Infrastructure in Target Areas (Goal 8)

Consolidated Plan Goals Behind Schedule:

- Expand Homeownership Opportunities (Goal 3)
- Revitalize Business Nodes (Façade Program) (Goal 7)
- Day-To-Day Services for Homeless (Goal 5)
- Public Services to increase Self-Sufficiency (Goal 6)

Analyzing the goals that are behind schedule, we can see some issues that are being felt throughout the community that are not isolated to this plan, the Consolidated Plan or federal funding in general.

All of the goals surrounding homeownership continue to be a struggle as the city experiences a sustained, rapid increase in housing prices and land values. This creates challenges on two fronts, one being finding an eligible household that can afford the housing units long term. The other is finding units available to purchase to utilize for affordable housing. Often single family homes are on the market mere moments before very competitive offers come in. Unfortunately, municipalities are not set up to quickly react as housing becomes available. That often means that the city ends up paying more for a unit that requires a lot of rehabilitation to bring it up to city code. These increased costs must be carefully weighted as housing can easily out price available federal subsidies.

In 2016, the City launched a new economic development program to address the façade of businesses within the geographic target area of the 2015-2019 Consolidated Plan. The reception of the program and impact has been terrific, our projections proved to be overly optimistic for an entirely new program.

Over the past two years, the City has taken a different approach to homeless services. This includes making a city commitment of over \$2 million from general fund sources. As homelessness continues to be an issue that needs to be addressed, the city took the approach of shifting many of the service providers from this competitive annual process to the general fund. This shift allowed the city to invest significantly more funding, provide local direction and performance measurements, and provide flexibility that makes sense for the local challenges we face. It is important to reiterate that the city continues to be committed to providing and expanding services for the homeless population. These federal resources are being diverted to address other Plan goals, while the city is taking the opportunity to leverage local resources.

Providing public services to our community is behind schedule. Over the past two years, the City modified its strategy for spending in this category, providing more services to a smaller group of people that are in greatest need. This has been a successful strategy thus far, though it does mean the City is serving a smaller total number of individuals.

Salt Lake City will soon be receiving final reports regarding 17-18 funding. This data will drive future decisions about funding allocation. This data will also be fully reflected in the upcoming Consolidated Annual Performance Evaluation and Report (CAPER).

4. Summary of Citizen Participation Process and consultation process

The City consulted with 30 separate agencies and service providers at various formal meetings and public hearings. While there is several formal opportunities for input, conversations regarding the needs of our community, gaps in financing, new best practices, pilot programs, and potential leverage sources are discussed on an ongoing basis. For the purpose of this plan, a detailed outlined of the 30 agencies is available in section AP-10 Consultation.

In preparation for the 2018-2019 Action Plan, the City held three separate public meetings and participated in seven large scale engagement events. The intent of each interaction was to identify needs, community priorities, and ultimately inform decision makers as to how these limited funds should be prioritized.

The City held two hearings at different points in the process. The General Needs Hearing is an event open to the public to comment on community needs. HAND accepts all comments and looks to understand how federal funding can address these concerns. Those concerns that are not within the prevue of the federal funding is passed along to the appropriate City Department. The City Council Public Hearing is an opportunity for the public and non-profit partners to comment on how federal funding may impact their neighborhoods or the services being provided. More detail about these events is available in the AP-12 section.

5. Summary of public comments

In general, the comments submitted through both the General Needs Hearing and the City Council Public Hearing were very positive. The engagement events provided space for HAND to listen to the community and learn what their priorities are. The input into that effort was greater than we've seen in any other outreach/engagement effort. Due to the overwhelming response, HAND will continue this type of outreach and education for the foreseeable future.

Many of the comments received during the General Needs Hearing related to housing and the need for social services throughout the community. The comments received during the City Council Hearing typically related to the support of funding a particular agency. Topics included homelessness, housing, social service programs, youth advocacy, youth protections, health services, and addressing the special needs of populations such as refugees, aging or disabled residents. While most comments did advocate for a specific organization, many comments were

based on sound evidence to make a point about service delivery creating powerful narratives that advanced the issue being addressed beyond a simple funding request.

PR-05 Lead & Responsible Agencies 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	SALT LAKE CITY	Housing and Neighborhood Development Division
HOPWA Administrator	SALT LAKE CITY	Housing and Neighborhood Development Division
HOME Administrator	SALT LAKE CITY	Housing and Neighborhood Development Division
ESG Administrator	SALT LAKE CITY	Housing and Neighborhood Development Division

Narrative (optional)

Salt Lake City was the sole agency responsible for developing the Consolidated Plan and is solely responsible for the subsequent Action Plans. Salt Lake City administers each of the HUD grant programs and the funding sources.

Consolidated Plan Public Contact Information

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 Salt Lake City, UT 84114-5488

AP-10 Consultation 91.100, 91.200(b), 91.215(l)

Introduction

The City engaged in an in-depth and collaborative effort to consult with City departments, representatives of low-income neighborhoods, non-profit and for-profit housing developers, service providers, social service agencies, homeless shelter and service providers, supportive housing and service providers, community stakeholders, community partners, and beneficiaries of entitlement programs to inform and develop the priorities and strategies contained within the Consolidated Plan. Salt Lake City continues to engage these critical partners regularly as we look to maximize our potential impact on an annual basis.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

The Salt Lake City Mayor and key staff worked this year with the State legislature on a bill that will increase access to Medicaid for the most vulnerable members of our community. HB 472 will expand Medicaid access to more than 70,000 people across the state. The City is also coordinating with Optum Health to improve services to individuals who are severely and persistently mentally ill. These services should help those suffering from mental illness be better equipped to obtain and maintain permanent housing. Operation Rio Grande, a joint effort between the State, County and City, has helped connect 90 individuals to mental health and substance use disorder treatment and has connected 41 individuals to permanent employment.

Salt Lake City has led an intensive and long-range effort around developing new homeless service facilities in the city. Stakeholders involved in this process come from local, county, and state public agencies, non-profit service providers, and private organizations, as well as philanthropic foundations. These efforts have culminated in the selection of sites for two new homeless resource centers for both male and female populations.

The City is also a key participant in Salt Lake County's Collective Impact process which is responsible for coordinating a new homeless care model. This effort is driven by improving service delivery to all individuals who may enter homelessness for any period of time.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

Salt Lake City representatives participate in the local Continuum of Care's (CoC) executive board and its prioritization committee specifically so the Continuum of Care's priorities are considered during Emergency Solutions Grant allocations. Also, the three local Emergency Solutions Grant (ESG) funders meet regularly to coordinate ESG and CoC activities to make sure service are not being over or under funded and services being funded meet the community's needs and goals.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate

outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

Allocate ESG Funds

Salt Lake City representatives participate in the local Continuum of Care's executive board and its prioritization committee specifically so the Continuum of Care's priorities are considered during Emergency Solutions Grant allocations. Also, the three local ESG funders meet regularly to coordinate ESG and CoC activities to make sure service are not being over or under funded and services being funded meet the community's needs and goals.

Develop Performance Standards and Evaluate Outcomes

The Salt Lake Continuum of Care and the three ESG funders share common measures to evaluate service providers. The four entities also share monitoring results of subrecipients.

Develop Funding, Policies and Procedures for the Administration of HMIS

The Salt Lake Continuum of Care contracts with the State of Utah to administer the Homeless Management Information System (HMIS). All service agencies in the state are under a uniform data standard for HUD reporting and local ESG funders. All ESG funded organizations participate in HMIS.

Table 1 – Agencies, groups, and organizations who were consulted

1	Agency/Group/Organization	Advantage Services
	Agency/Group/Organization Type	Services- Homelessness Services- Jobs
	What section of the Plan was addressed by Consultation?	Homelessness Needs – Chronically Homeless
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
2	Agency/Group/Organization	Volunteers of America, Utah
	Agency/Group/Organization Type	Services- Homelessness
	What section of the Plan was addressed by Consultation?	Homelessness Needs - Unaccompanied youth

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
3	Agency/Group/Organization	The Haven
	Agency/Group/Organization Type	Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
4	Agency/Group/Organization	Housing Authority of the County of Salt Lake
	Agency/Group/Organization Type	Housing Services - Housing Publicly Funded Institution/System of Care
	What section of the Plan was addressed by Consultation?	Public Housing Needs HOPWA Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
5	Agency/Group/Organization	First Step House
	Agency/Group/Organization Type	Services - Housing Services - Addiction
	What section of the Plan was addressed by Consultation?	Public Housing Needs Homeless Needs - Chronically homeless Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
6	Agency/Group/Organization	The INN Between
	Agency/Group/Organization Type	Services – Homeless Services - Health
	What section of the Plan was addressed by Consultation?	Homeless Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
7	Agency/Group/Organization	Utah Community Action
	Agency/Group/Organization Type	Housing Services-Persons with HIV/AIDS Regional organization
	What section of the Plan was addressed by Consultation?	Public Housing Needs Homeless Needs HOPWA Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
8	Agency/Group/Organization	NeighborWorks
	Agency/Group/Organization Type	Housing Services - Housing Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
9	Agency/Group/Organization	Salt Lake City Bike Collective
	Agency/Group/Organization Type	Non-Homeless Special Needs Services – Homeless Anti-Poverty Strategy
	What section of the Plan was addressed by Consultation?	Homeless Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
10	Agency/Group/Organization	Neighborhood House
	Agency/Group/Organization Type	Services - Children Services - Education
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-Poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
11	Agency/Group/Organization	Odyssey House
	Agency/Group/Organization Type	Services - Homeless Services - Employment Services - Addiction
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
12	Agency/Group/Organization	The Road Home
	Agency/Group/Organization Type	Services - Homeless Regional organization
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
13	Agency/Group/Organization	ASSIST
	Agency/Group/Organization Type	Housing Services-Elderly Persons Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
14	Agency/Group/Organization	SpyHop Productions
	Agency/Group/Organization Type	Services - Children
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
15	Agency/Group/Organization	Community Development Corporation of Utah (CDC Utah)
	Agency/Group/Organization Type	Housing Regional organization
	What section of the Plan was addressed by Consultation?	Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
16	Agency/Group/Organization	Utah AIDS Foundation
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS
	What section of the Plan was addressed by Consultation?	HOPWA Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
17	Agency/Group/Organization	Young Women’s Christian Association (YWCA Utah)
	Agency/Group/Organization Type	Services – Homeless Services – Victims of Domestic Violence
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy Homeless Needs – Victims of Domestic Violence
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
18	Agency/Group/Organization	Wasatch Homeless Healthcare – 4 th Street Clinic
	Agency/Group/Organization Type	Services-homeless Services-Health Health Agency
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
19	Agency/Group/Organization	International Rescue Committee
	Agency/Group/Organization Type	Services- Refugees
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
20	Agency/Group/Organization	Salt Lake Donated Dental
	Agency/Group/Organization Type	Services-Health Health Agency
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
21	Agency/Group/Organization	Salt Lake City Division of Transportation
	Agency/Group/Organization Type	Other government - Local Grantee Division
	What section of the Plan was addressed by Consultation?	Infrastructure Non-Homeless Special Needs Services - Homeless
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Salt Lake City's Public Services Department described the proposed projects throughout the city with a concentration on improving infrastructure access to transportation services for target populations.
22	Agency/Group/Organization	People Helping People
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
23	Agency/Group/Organization	Kostopoulos Dream Foundation
	Agency/Group/Organization Type	Services-Children

	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
24	Agency/Group/Organization	House of Hope
	Agency/Group/Organization Type	Services-Children Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
25	Agency/Group/Organization	Guadalupe Center
	Agency/Group/Organization Type	Services-Children Services-Education
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
26	Agency/Group/Organization	Salt Lake City Engineering Division
	Agency/Group/Organization Type	Other government - Local Grantee Division
	What section of the Plan was addressed by Consultation?	Infrastructure Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Salt Lake City's Engineering Division described the proposed projects throughout the city with a concentration on improving infrastructure in target neighborhoods.
27	Agency/Group/Organization	Salt Lake City Public Services Department
	Agency/Group/Organization Type	Other government - Local Grantee Department
	What section of the Plan was addressed by Consultation?	Infrastructure Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Salt Lake City's Public Services Department described the proposed projects throughout the city with a concentration on improving infrastructure in target neighborhoods.
28	Agency/Group/Organization	Boys and Girls Clubs of Greater Salt Lake
	Agency/Group/Organization Type	Services-Children Services-Education
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
29	Agency/Group/Organization	Catholic Community Services
	Agency/Group/Organization Type	Services-homeless Regional organization
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.
30	Agency/Group/Organization	English Skills Learning Center
	Agency/Group/Organization Type	Services-Education
	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy

<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Public Service Organization that assisted in providing feedback about service needs within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Year 4 Action Plan, including specific public service focus areas where funding will be targeted and leveraged community wide. The feedback has improved both staff and elected officials knowledge of the realities facing vulnerable community members.</p>
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Identify any Agency Types not consulted and provide rationale for not consulting:

The Year 1 Action Plan funded public facility building improvements, but this was outlined in the Consolidated Plan as a goal only for Year 1. That being the case, in Years 2-5 the City will not seek input on or about improving public facility buildings.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Salt Lake County	Strategic Plan intended to integrate HUD and other funding sources developed through community-based approaches to address homelessness based on the identified needs of homeless individuals and families. The Continuum of Care does not provide services for homelessness, it seeks to assist needy individuals through housing assistance.
10 Year Plan to End Chronic Homelessness	State of Utah	Created in 2004, updated in 2013, this plan highlights initiatives centered on using the Housing First Model to end chronic homelessness. This plan places minimal restriction on persons to place them into safe housing. Housing goals include promoting the construction of safe, decent and affordable homes for all income levels and to put specific emphasis on housing homeless persons.
Growing SLC: A Five Year Housing Plan	Salt Lake City	Salt Lake City's newly adopted housing master plan that focuses on increasing the housing stock throughout the city and targets strategies to provide more housing for households earning 0-40% AMI.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Affordable Housing Initiative	Salt Lake City	An ambitious housing initiative to address the City's housing gap, with a large focus on 0-40% AMI and providing affordable housing options to low income persons. Housing goals include increasing residential development, diversify existing housing stock, protect existing residential development and encourage mixed income/mixed use development.
Zero: 2016	National Initiative	A campaign designed to help a dedicated group of communities do whatever it takes to end chronic and veteran homelessness in the next two years. Housing goals include promoting the availability of housing types and services needed to address this special population.
Master Plans	Salt Lake City	Salt Lake City's master plans provide vision and goals for future development in the City. The plans guide the development and use of land, as well as provide recommendations for particular places within the City. HAND utilized the City's master plans to align policies, goals and priorities.
Citywide Housing Policy	Salt Lake City	In 2016, the Salt Lake City Council adopted a revised Salt Lake City Comprehensive Housing Policy, a set of policy statements to guide the rehabilitation and development of housing in Salt Lake City.
Impact Fees Facilities Plan	Salt Lake City	The Impact Fees Facility Plan presents impact fees based on the City's demographic data and infrastructure costs, calculates the City's monetary participation, and outlines specific fee implementation recommendations.
Funding Our Future	Salt Lake City	May, 2018, Salt Lake City Council passed a new initiative, Funding Our Future. This initiative is a .5% increase to City sales tax. During the 2018-2019 year, it is anticipated to provide \$3.9 million to support affordable housing efforts.

AP-12 Participation 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

Ten separate public participation events were organized while developing the 2018-19 Action Plan: a series of seven Federal Funding Priorities engagement events, a General Needs Hearing, an opportunity for public service providers to provide feedback on community needs, and a Council Public Hearing.

The Federal Funding Priorities engagement events were held in conjunction with other community events on seven separate occasions between June and November. Across the seven events 1,841 residents participated in a prioritization exercises, registering a total of 5,523 votes. This was a new strategy for the

2017-2018 funding year and was so successful that the City will continue this type of engagement. Salt Lake City greatly exceeded its goal of reaching 1,000 residents and increased the number of participants by 162% from the previous year. The top four priorities identified through voting were: Early Childhood Education, Housing Options, Homeless Services, and Parks & Green Space.

The General Needs Hearing was held on December 4, 2017 to gather information from residents regarding prioritization of funding to address community needs, specifically; community centers, economic development, housing improvements, neighborhood improvements, parks, public services, sidewalks, and streets. Nine residents provided feedback. Five spoke at the hearing and four provided written comments. Their comments are attached in the Appendix.

The feedback from public service agencies included representatives from 30 different agencies. Each representative had the opportunity to sit down with each member of the CDCIP board and talk about the service needs in the community. Board members were able to ask questions about the service needs and how the agency was able to serve those needs.

The Public Hearing before the City Council and Mayor was held on March 20, 2018. 21 individuals spoke in support of specific applicants, two residents spoke and three residents provided written comments.

All notices and outreach for these events were conducted in both English and Spanish.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons
1	Public Hearing	Non-English Speaking - Specify other language: Spanish Non-targeted/ broad community	During the General Needs Hearing, five residents provided comment. Four comments were received through email.	Most comments were in support of funding priorities. Particular emphasis was placed on the need for expanding housing options for low income households and addressing homeless needs in the city though comments ranged in interest. Some of those comments included interest in pedestrian and bike improvements, services for refugees, park improvements, and early childhood education. All comments are detailed in an attachment.	All comments were accepted.

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons
2	Public Meeting	Non-English Speaking - Specify other language: Spanish Non-targeted/ broad community	On seven occasions, staff conducted engagement opportunities alongside major community events throughout the city. Across all events, 1,851 residents of the city participated. This yielded 5,523 votes through the engagement exercise.	The top four priorities outlined through this process were Early Childhood Education, Housing Options, Homeless Services, Homeless Services, and Parks & Green Space. Details are provided as an attachment.	All voting was accepted.
3	Public Hearing	Non-targeted/ broad community	23 people provided comment at the public hearing. 21 of those spoke on behalf of specific organizations. Three residents provided written comments.	The comments made before the City Council were in support of individual agencies applying for funding. The speaker cards and the agency they spoke in support of are provided as attachments.	All comments were accepted.

AP-15 EXPECTED RESOURCES - 91.220(c)(1,2)

Introduction

Salt Lake City's funding year 2018-2019 CDBG, ESG, HOME, and HOPWA allocations total \$5,290,553. HUD allocations plus any reallocated or program income funds will be utilized to address the growing housing and community development needs within Salt Lake City. Funding has significantly declined over the past decade, making it more difficult to address needs and overcome barriers. Over the course of the 2015-2019 Consolidated Plan, Salt Lake City will coordinate and leverage HUD allocations to assist the city's most vulnerable populations, increase self-sufficiency, and address the needs in concentrated areas of poverty.

Expected Resources: Priority Table

	Uses of Funding	Expected Amount Available – Year 4				Expected Amount Available – Remainder of ConPlan	Description
		Annual Allocation	Program Income	PR Year Resources	Total		
CDBG	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$3,527,179	\$0	\$400,000	\$3,927,179	\$3,927,179	Amount for remainder of Con Plan is estimated as the same amount as current 18-19 allocation.
HOME	Acquisition Homebuyer Assistance Homeowner Rehab Multi-Family Rental New Construction Multifamily rental rehab New Construction for ownership TBRA	\$999,940	\$0	\$631,422	\$1,631,362	\$1,631,362	Amount for remainder of Con Plan is estimated as the same amount as current 18-19 allocation.
ESG	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	\$291,238	\$0	\$10,102	\$301,340	\$301,340	Amount for remainder of Con Plan is estimated as the same amount as current 18-19 allocation.
HOPWA	Permanent housing in facilities Permanent housing placement STRMU Short term or transitional housing facilities Supportive services TBRA	\$472,196	\$0	\$35,486	\$507,682	\$507,682	Amount for remainder of Con Plan is estimated as the same amount as current 18-19 allocation.
OTHER: HOUSING TRUST FUND	Acquisition Conversion and rehab for transitional housing Housing Multifamily rental new construction Multifamily rental rehab New construction for ownership Permanent housing in facilities Rapid re-housing Rental Assistance TBRA Transitional Housing	\$0	\$0	\$0	\$5,600,000	\$2,500,000	The Housing Trust Fund anticipates \$5.6 million in FY 18-19.

OTHER: PROGRAM INCOME	Homebuyer assistance Homeowner rehab Housing New construction for ownership	\$0	\$4,000,000	\$0	\$4,000,000	\$1,000,000	Salt Lake City Housing Programs – Program Income
OTHER: ECONOMIC DEV. LOAN FUND	Economic development	\$0	\$0	\$0	\$4,200,000	\$3,000,000	This fund currently has a balance of approximately \$4.2m

Source: Salt Lake City Division of Housing and Neighborhood Development

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Match Requirements

HUD, like many other federal agencies, encourages the recipients of federal monies to demonstrate that efforts are being made to strategically leverage additional funds in order to achieve greater results.

Matches require subrecipients to produce a specific amount of funding that will “match” the amount of program funds available.

- HOME Investment Partnership Program – 25% Match Requirement
Salt Lake City will ensure that HOME match requirements are met by utilizing the leveraging capacity of its subrecipients. Funding sources used to meet the HOME match requirements include federal, state and local grants; private contributions; private foundations; United Way; local financial institutions; City General Fund; and unrestricted donations.
- Emergency Solutions Grant – 100% Match Requirement
Salt Lake City will ensure that ESG match requirements are met by utilizing the leveraging capacity of its subgrantees. Funding sources used to meet the ESG match requirements include federal, state and local grants; private contributions; private foundations; United Way; Continuum of Care funding; City General Fund; in-kind match and unrestricted donations.

Fund Leveraging

Leverage, in the context of the City’s four HUD Programs, means bringing other local, state, and federal financial resources in order to maximize the reach and impact of the City’s HUD Programs. Resources for leverage include the following:

- Housing Choice Section 8 Vouchers
- Low Income Housing Tax Credits
- New Market Tax Credits
- RDA Development Funding
- Salt Lake City Housing Trust Fund (HTF)
- Salt Lake City Economic Development Loan Fund (EDLF)

- Salt Lake City General Fund
- Olene Walker Housing Loan Fund
- Industrial & Commercial Bank Funding
- Continuum of Care Funding
- Foundations & Other Philanthropic Partners

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Salt Lake City intends to expand affordable housing and economic development opportunities through the redevelopment of city-owned land, strategic land acquisitions, expansion of the Community Land Trust for affordable housing, parcel assembly, and disposition. The Housing and Neighborhood Development Division will work collaboratively with other City Divisions that oversee or control parcels that are owned by the City to evaluate the appropriateness for affordable housing opportunities.

Discussion:

Salt Lake City will continue to seek other federal, state and private funds to leverage entitlement grant funding. In addition, the City will support the proposed community development initiatives outlined in this Plan through strategic initiatives, policies, and programs.

AP-20 ANNUAL GOALS AND OBJECTIVES

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Improve and Expand Affordable Housing Stock	2018	2019	Affordable Housing	Poplar Grove; Central City/ Central Ninth; Citywide; CDBG Eligible Areas	Affordable Housing Development & Preservation	CDBG: \$1,050,900 HOME: \$1,061,368 (OTHER - PROGRAM INCOME: \$1,000,000)	Homeowner Housing Rehabilitated: 449
2	Provide Housing & Services for Persons w/ HIV/AIDS	2018	2019	Affordable Housing Homeless Non-Homeless Special Needs	Metropolitan Statistical Area (MSA)	Homeless: Mitigation, Prevention, Public Services Public Services: Expand Opportunity/Self-Sufficiency	HOPWA: \$507,682	Public service activities other than Low/Moderate Income Housing Benefit: 165 Persons Assisted Tenant-based rental assistance / Rapid Re-housing: 42 Households Homelessness Prevention: 63 Persons Assisted

3	Expand Home Ownership Opportunities	2018	2019	Affordable Housing	Poplar Grove; Central City/ Central Ninth; Citywide; CDBG Eligible Areas	Affordable Housing Development & Preservation	HOME: \$200,000 (OTHER-PROGRAM INCOME: \$3,000,000)	Direct Financial Assistance to Homebuyers: 178 Households Assisted
4	Provide Housing for Homeless/at Risk of Homeless	2018	2019	Homeless	Citywide (HOME) County-wide (ESG)	Homeless: Mitigation, Prevention, Public Services	ESG: \$115,382 HOME: \$270,000	Tenant-based rental assistance / Rapid Re-housing: 187 Households Assisted Homeless Prevention: 24 Persons Assisted
5	Provide Day-to-Day Services for the Homeless	2018	2019	Homeless	Citywide	Homeless: Mitigation, Prevention, Public Services, Transportation	CDBG: \$261,321 ESG: \$164,715	Public service activities other than Low/Moderate Income Housing Benefit: 867
6	Provide Services to Expand Opportunity/ Sufficiency	2018	2019	Non-Homeless Special Needs	Poplar Grove; Central City/Central Ninth, Citywide	Public Services: Expand Opportunity/Self-Sufficiency	CDBG: \$267,756	Public service activities other than Low/Moderate Income Housing Benefit: 1,595 Persons Assisted
7	Revitalize Business Nodes in Target Areas	2018	2019	Non-Housing Community Development	Poplar Grove; Central City/Central Ninth	Economic Development to Expand Opportunity	CDBG: \$425,000	Facade treatment/business building rehabilitation: 17
8	Improve Infrastructure in Distressed Neighborhoods	2018	2019	Non-Housing Community Development	Poplar Grove Central City/Central Ninth; CDBG Eligible Areas	Public Facility and Infrastructure Improvements	CDBG: \$900,529	Public Facility or Infrastructure Activities other than Low/ Moderate Income Housing Benefit: 20,000 Persons Assisted
9	Administration	2018	2019	Administrative Costs	All	All	CDBG: \$705,436 ESG: \$21,842 HOME: \$99,994 HOPWA: \$14,165	

Goal Descriptions

1	Goal Name	Improve and Expand Affordable Housing Stock
	Goal Description	To promote the rehabilitation and development of homeowner housing affordable to low and moderate-income households. Efforts include housing rehabilitation for existing homeowners, acquisition/rehabilitation of blighted property, emergency home repair, and accessibility modifications.
2	Goal Name	Provide Housing & Services for Persons w/ HIV/AIDS
	Goal Description	To provide housing subsidy assistance, housing information services, permanent housing placement, and case management for persons living with HIV/AIDS.
3	Goal Name	Expand Home Ownership Opportunities

	Goal Description	To expand homeownership opportunities for eligible low and moderate-income households. Efforts include down payment grants and low-interest financing.
4	Goal Name	Provide Housing for Homeless/at Risk of Homeless
	Goal Description	To prevent homelessness for individuals and families at risk of homelessness and to quickly house families experiencing homelessness. Efforts include homeless prevention assistance, tenant-based rental assistance, and rapid re-housing.
5	Goal Name	Provide Day-to-Day Services for the Homeless
	Goal Description	To support the city's most vulnerable residents with emergency and day-to-day services. Efforts include emergency shelter operations and essential supportive services for individuals and families experiencing homelessness.
6	Goal Name	Provide Services to Expand Opportunity/Sufficiency
	Goal Description	To expand opportunity and self-sufficiency for the city's most vulnerable residents. Efforts include public services that provide early childhood education, youth programs, job training, healthy foods, and health services.
7	Goal Name	Revitalize Business Nodes in Target Areas
	Goal Description	To revitalizing business nodes in the locally defined target areas to promote economic development activities, removal of blight, and to spur further investment. Efforts include commercial rehabilitation and will be leveraged with neighborhood improvement activities.
8	Goal Name	Improve Infrastructure in Distressed Neighborhoods
	Goal Description	To support the development of viable neighborhoods through infrastructure projects. Efforts will be concentrated to local target areas and include pedestrian, street, and park improvements.
9	Goal Name	Administration
	Goal Description	To support the administration, coordination, and management of Salt Lake City's CDBG, ESG HOME, and HOPWA programs.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b)

174 extremely low-income, low-income, and moderate-income families and individuals are anticipated to be provided affordable housing utilizing HOME funding.

AP-35 PROJECTS – 91.220(d)

Introduction

The priorities and goals as outlined in Salt Lake City's 2015-2019 Consolidated Plan serve as the foundation for program year 2018-2019 projects and activities. The Consolidated Plan encourages capacity in neighborhoods with concentrated poverty and supports at-risk populations by promoting goals that increase access to housing, education, health, transportation and economic development.

Consolidated Plan goals will be supported through the following 2018-2019 efforts:

Housing:

To provide housing options for all economic and demographic segments of Salt Lake City's population while diversifying the housing stock within neighborhoods.

- Expand housing options for extremely low-income (ELI) individuals and special needs populations.

- Improve and rehabilitate the housing stock, with focus on concentrated areas of poverty.
- Improve homeowner housing stock in target neighborhoods with a focus on nodal development.
- Develop healthy and sustainable housing that utilizes energy conservation and green building technologies.
- Provide housing opportunities to emphasize stable housing as a primary strategy to prevent and end homelessness.

Education:

To promote educational opportunities, with focus on reducing intergenerational poverty.

- Expand access to affordable early childhood education to set the stage for academic achievement and social development.

Health:

To promote access to affordable healthcare, fresh foods, and safe living environments.

- Improve the condition of housing and capital infrastructure in distressed neighborhoods.
- Increase access to healthcare and other supportive services for persons experiencing homelessness.
- Increase access to fresh, healthy foods for food-insecure families and individuals.
- Improve and expand access to green infrastructure in distressed neighborhoods.

Transportation:

To promote accessibility and affordability of multimodal transportation.

- Increase availability of public transportation to low income individuals.

Economic Development:

To expand access to economic mobility and vibrant neighborhood business nodes.

- Provide job training programs for vulnerable populations, including chronically homeless, refugees and persons with disabilities.
- Expand economic opportunities through the improvement of capital infrastructure and commercial buildings in designated commercial nodes.

By engaging in building neighborhoods of opportunity, Salt Lake City is working toward closing the gap in a number of socioeconomic indicators, such as improving housing affordability, school-readiness of young children, employment skills of at-risk adults, access to transportation for low-income households, access to fresh foods for food-insecure families and economic diversity within neighborhoods.

In addition to expanding opportunity for low-income households living in concentrated areas of poverty, Salt Lake City will continue to support essential housing and supportive services for the city's most vulnerable populations, with focus on the chronically homeless, homeless families, disabled persons, victims of domestic violence, persons living with HIV/AIDS and low-income elderly persons.

Projects

#	Project Name
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1	CDBG: Public Services: Homeless Service Programs
2	CDBG: Public Services: Early Childhood Education and Youth Programs
3	CDBG: Public Services: Job Training Programs
4	CDBG: Public Services: Health and Critical Needs
5	CDBG: Housing
6	CDBG: Public Infrastructure
7	CDBG: Economic Development
8	CDBG: Transportation
9	CDBG: Administration
10	ESG18: Salt Lake City
11	HOME: Tenant Based Rental Assistance
12	HOME: Down Payment Assistance
13	HOME: Salt Lake City Housing Program
14	HOME: Salt Lake City Home Development Fund
15	HOME: Administration
16	2018-2021 Salt Lake City UTH18F001 (SLC)

AP-38 PROJECTS

Project Summary Information

1	Project Name	CDBG Public Services: Homeless Service Programs
	Target Area	Citywide
	Goals Supported	Provide Day-to-Day Services for the Homeless
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services
	Funding	CDBG: \$201,321
	Description	Funding for eligible activities that support emergency shelter and other supportive service programs directed to individuals and families experiencing homelessness. Funding allocations are coordinated with local CoC and ESG efforts.
	Target Date	
	Matrix Code	03T
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	455 homeless individuals including chronically homeless, victims of domestic violence, persons with disabilities and other vulnerable populations are expected to benefit from proposed activities.
	Location Description	Citywide
Planned Activities	Activities will provide essential day-to-day services for the city's most vulnerable populations. Funding will be targeted, in accordance with meeting a national objective, to support the chronically homeless, homeless families, and victims of domestic violence. Funding is projected to be allocated as follows: The Inn Between, Hospice for Homeless: \$45,543 The Road Home, Emergency Shelter: \$104,518 YWCA, Women and Children in Jeopardy: \$51,260	
2	Project Name	CDBG Public Services: Early Childhood Education and Youth Programs
	Target Area	Poplar Grove Central City/Central Ninth; Citywide
	Goals Supported	Provide Services to Expand Opportunity/Sufficiency

	Needs Addressed	Public Services: Expand Opportunity/Self-Sufficiency
	Funding	CDBG: \$127,756
	Description	Funding for eligible activities that support early childhood education and other youth programs provided by non-profit agencies.
	Target Date	
	Matrix Code	05L
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	1,048 children living at or near the poverty level are expected to benefit from proposed activities. This includes refugees, recent immigrants and other vulnerable children.
	Location Description	Citywide with a focus on assisting residents in racial and ethnic concentrated areas of poverty and local target areas.
	Planned Activities	<p>Activities will provide a cost-effective intervention in closing gaps in development. Children growing up in poverty experience challenges to healthy development both in the short and long term, demonstrating impairments in cognitive, behavioral and social development. The greater the likelihood for poor outcomes the younger the child is when his or her family is impoverished. Funding is projected to be allocated as follows:</p> <p>Boys & Girls Club: Poplar Grove Digital Divide Phase 3: \$33,898 English Skills Learning Center: Job Readiness ESL: \$30,000 Guadalupe Center, Early Learning Center: \$30,000 Neighborhood House: Access to Affordable Early Childhood Education: \$33,858</p>
3	Project Name	CDBG Public Services: Job Training Programs
	Target Area	Poplar Grove; Central City/Central Ninth; Citywide
	Goals Supported	Provide Services to Expand Opportunity/Sufficiency
	Needs Addressed	Public Services: Expand Opportunity/Self-Sufficiency
	Funding	CDBG: \$125,000
	Description	Funding for eligible activities that support employment and job training programs for vulnerable adults.
	Target Date	
	Matrix Code	05H
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	477 adults living at or near the poverty level are expected to benefit from proposed activities. This includes refugees, recent immigrants, homeless individuals, persons with a disability, victims of domestic violence and other vulnerable adults.
	Location Description	Citywide with a focus on assisting residents in racial and ethnic concentrated areas of poverty and local target areas.
	Planned Activities	<p>Activities will provide a cost-effective intervention in increasing self-sufficiency for households living in poverty. Many adults experiencing intergenerational poverty are employed but unable to meet the needs of their families. Adults and teenagers experiencing intergenerational poverty will be connected to resources that assist them with employment and job training. Funding is projected to be allocated as follows:</p> <p>Advantage Services, Provisional Support Employment Program: \$55,000 First Step House, Peer Support Job Training: \$30,000 Odyssey House, Vocational Training Program: \$40,000</p>
4	Project Name	CDBG Public Services: Health and Critical Needs
	Target Area	Poplar Grove;

		Central City/Central Ninth; Citywide
	Goals Supported	Provide Services to Expand Opportunity/Sufficiency
	Needs Addressed	Public Services: Expand Opportunity/Self-Sufficiency
	Funding	CDBG: \$30,000
	Description	Public Service activities that provide a health component for the City.
	Target Date	
	Matrix Code	05M
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	270 adults living at or near the poverty level are expected to benefit from proposed activities. This includes refugees, recent immigrants, homeless individuals, persons with a disability, victims of domestic violence and other vulnerable adults.
	Location Description	Citywide with a focus on assisting residents in racial and ethnic concentrated areas of poverty and local target areas.
	Planned Activities	Activities will provide essential dental, mental health, victim support, and nutritional support for individuals living in poverty. Refugees, recent immigrants, victims of domestic violence, and those experiencing intergenerational poverty struggle to meet essential needs including food and healthcare. Proposed activities will support the city's most vulnerable residents. Funding is projected to be allocated as follows: Salt Lake Donated Dental, Community Dental Program: \$30,000
5	Project Name	CDBG: Housing
	Target Area	Poplar Grove Central City/Central Ninth; Citywide
	Goals Supported	Improve and Expand Affordable Housing Stock
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	CDBG: \$1,050,900; CDBG PROGRAM INCOME: \$2,000,000
	Description	Funding for eligible activities that provide housing rehabilitation, emergency home repair, and accessibility modifications for eligible households.
	Target Date	
	Matrix Code	14A
	National Objective	LMH
	Estimate the number and type of families that will benefit from the proposed activities	304 low and moderate-income households are expected to benefit from proposed activities. Funding will be targeted to elderly, disabled, low-income, racial/ethnic minorities, single-parent, and large-family households.
	Location Description	Citywide with a focus on assisting residents in racial and ethnic concentrated areas of poverty and local target areas.
	Planned Activities	Activities will provide essential housing rehabilitation, emergency repair, and accessibility modifications to address health/safety/welfare issues for eligible homeowners. Assistance will be provided as grants or low-interest loans. Funding is projected to be allocated as follows: ASSIST, Emergency Home Repair/Accessibility Modifications: \$320,000 Community Development Corp. of Utah, Affordable Housing Revitalization: \$70,500 NeighborWorks Salt Lake, Homeownership Development Services: \$82,858 SLC Housing and Neighborhood Development, Housing Rehabilitation: \$577,542 in FY18 CDBG and \$2,000,000 in CDBG program income
6	Project Name	CDBG: Public Infrastructure
	Target Area	Poplar Grove Central City/Central Ninth; CDBG Eligible Areas
	Goals Supported	Improve Infrastructure in Distressed Neighborhoods

	Needs Addressed	Infrastructure Improvements
	Funding	CDBG: \$1,151,958
	Description	Funding for eligible activities that provide neighborhood improvements in eligible areas of the city. Activities include pedestrian infrastructure improvements and street reconstruction in target neighborhoods.
	Target Date	
	Matrix Code	03K
	National Objective	LMA
	Estimate the number and type of families that will benefit from the proposed activities	20,000 low and moderate-income residents are expected to benefit from the proposed activities.
	Location Description	Citywide with a focus on assisting residents in racial and ethnic concentrated areas of poverty and local target areas.
	Planned Activities	Activities will include street and pedestrian improvements in racial and ethnic concentrated areas of poverty (RCAP/ECAP areas are CDBG eligible). Activities are projected to be carried out by Salt Lake City. Planned activities are as follows: Post Street Reconstruction: Design: \$77,500 Post Street Reconstruction: Construction: \$466,600 Poplar Grove Neighborhood Byway Network: \$301,429 Deteriorated or Missing Concrete Reconstruction: \$306,429
7	Project Name	CDBG: Economic Development
	Target Area	Poplar Grove
	Goals Supported	Central City
	Needs Addressed	
	Funding	CDBG: \$425,000
	Description	Funding for eligible activities that provide commercial rehabilitation in local target areas.
	Target Date	
	Matrix Code	14E
	National Objective	LMA
	Estimate the number and type of families that will benefit from the proposed activities	17 businesses
	Location Description	Targeted outreach in Central City and Poplar Grove.
	Planned Activities	Activities will include grants and forgivable loans for businesses located in the Central City/Central Ninth and Poplar Grove target areas to make exterior façade improvements and to correct code violations. Eligible costs include labor, materials, supplies, and soft costs relating to the commercial rehabilitation. Planned activities are as follows: Salt Lake City Housing and Neighborhood Development: \$425,000
8	Project Name	CDBG: Transportation
	Target Area	Citywide
	Goals Supported	Provide Services to Expand Opportunity/Sufficiency
	Needs Addressed	Public Services: Expand Opportunity/Self-Sufficiency
	Funding	CDBG: \$45,000
	Description	Funding will be utilized for providing HIVE transit passes to individuals experiencing homelessness.
	Target Date	
	Matrix Code	05E
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	128 individuals will be assisted with access to public transportation.

	Location Description	Transit passes can be applied citywide and into adjoining municipalities.
	Planned Activities	Activities will provide transportation opportunities and support access to public transportation for individuals experiencing homelessness. Projected allocation: Salt Lake City Transportation Division, HIVE Pass: \$45,000
9	Project Name	CDBG: Administration
	Target Area	Citywide
	Goals Supported	
	Needs Addressed	
	Funding	CDBG: \$705,436
	Description	Funding will be utilized for general management, oversight and coordination of Salt Lake City's CDBG program.
	Target Date	
	Matrix Code	21A
	National Objective	
	Estimate the number and type of families that will benefit from the proposed activities	
Location Description		
Planned Activities	Activities will include program administration and overall program management, coordination, monitoring, reporting and evaluation.	
10	Project Name	ESG18 Salt Lake City
	Target Area	County-wide
	Goals Supported	Provide Housing for Homeless/at Risk of Homeless
		Provide Day-to-Day Services for the Homeless
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services
	Funding	ESG: \$301,340
	Description	Funding will be utilized for homeless prevention to prevent individuals and families from moving into homelessness, and for rapid re-housing to move families out of homelessness. In addition, funding will be utilized for emergency shelter outreach and other essential services for homeless individuals and families.
	Target Date	
	Matrix Code	03T
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	Proposed activities will prevent individuals and families from moving into homelessness; provide rapid rehousing to quickly move families out of homelessness; and provide day-to-day services for individuals and families experiencing homelessness as follows Homeless prevention: 24 households Rapid Rehousing: 11 households Public service activities other than Low/Moderate Income Housing Benefit: 84 individuals
	Location Description	County-wide
	Planned Activities	1. Activities will prevent household from moving into homelessness and move homeless families quickly into permanent, stable housing through the following eligible costs: utilities, rental application fees, security/utility deposits, rental fees, housing placement fees, housing stability case management, and other eligible costs. Funding is projected to be allocated as follows: Utah Community Action Program, Homeless Prevention: \$30,000 The Road Home, Rapid Re-housing: \$85,382.15

		<p>2. Activities will provide emergency shelter and other essential services for individuals and families experiencing homelessness. Services include outpatient health services, homeless resource centers, and transitional housing. Funding is projected to be allocated as follows:</p> <p>The Road Home, Emergency Shelter: \$66,384 Volunteers of America, Homeless Youth Resource Center: \$60,000 YWCA, Residential Self-Sufficiency Program: \$37,731</p> <p>3. In addition, \$21,842.85 will be utilized for program administration for general management, oversight and coordination of the City's ESG program.</p>
11	Project Name	HOME: Tenant Based Rental Assistance
	Target Area	Citywide
	Goals Supported	Provide Housing for Homeless/at Risk of Homeless
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services
	Funding	HOME: \$270,000
	Description	Funding will be utilized to provide tenant-based rental assistance housing to homeless and at-risk of homeless individuals and families.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	176 families will benefit from the proposed activities.
	Location Description	Citywide
	Planned Activities	Activities will provide tenant-based rental assistance to homeless, disabled persons and other vulnerable populations. Funding is projected to be allocated as follows: Utah Community Action Program, TBRA: \$70,000 The Road Home, TBRA: \$200,000
12	Project Name	HOME: Down Payment Assistance
	Target Area	Citywide
	Goals Supported	Expand Home Ownership Opportunities
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME: \$200,000
	Description	Funding will be utilized to provide low-interest loans and/or grants for down payment assistance and/or closing costs to eligible homebuyers.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	25 households will benefit from proposed activities.
	Location Description	Citywide
	Planned Activities	Direct financial assistance to eligible homebuyers in the form of down payment low-interest loans and/or grants. Funding is projected to be allocated as follows: Community Development Corp. of Utah, Down Payment Assistance: \$200,000
13	Project Name	HOME: Salt Lake City Housing Program
	Target Area	Citywide
	Goals Supported	Improve and Expand Affordable Housing Stock Expand Home Ownership Opportunities
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME Program Income: \$2,000,000

	Description	Salt Lake City Housing Program conducts a variety of homebuyer and homeowner activities for single family homes.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	At least 12 households are to benefit from proposed activities.
	Location Description	Citywide
	Planned Activities	Direct financial assistance to eligible homebuyers in the form of grants and/or low-interest financing. Activities will support a program that expands homeownership opportunities and removes blight through acquisition, rehabilitation, and new construction of affordable housing for eligible homebuyers. Funding is projected to be allocated as follows: \$2,000,000 HOME Program Income SLC Housing and Neighborhood Dev, Low and Moderate-Income Homebuyer: no new funding is allocated – program will operate off of prior year funds
14	Project Name	HOME: Salt Lake City Home Development Fund
	Target Area	Citywide
	Goals Supported	Improve and Expand Affordable Housing Stock
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME: \$1,061,368
	Description	Funds will be used for development activities including acquisition, new construction, and rehabilitation of existing housing.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	At least 16 households are to benefit from proposed activities.
	Location Description	Citywide
Planned Activities	Funds will be used for development activities including acquisition, new construction, and rehabilitation of multi-family properties and single family homes. SLC Housing and Neighborhood Dev, HOME Development Fund: \$1,061,368, plus 25% matching funds (or up to \$265,342)	
15	Project Name	HOME: Administration
	Target Area	Citywide
	Goals Supported	
	Needs Addressed	
	Funding	HOME: \$99,994
	Description	Funding will be utilized for general management, oversight and coordination of Salt Lake City's HOME program.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
Planned Activities	Activities will include program administration and overall program management, coordination, monitoring, reporting and evaluation.	
16	Project Name	2018-2021 Salt Lake City UTH18F001 (SLC)
	Target Area	Metropolitan Statistical Area
	Goals Supported	Provide Housing & Services for Persons w/ HIV/AIDS
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services

	Public Services: Expand Opportunity/Self-Sufficiency
Funding	HOPWA: \$507,682
Description	Funding will be utilized to provide housing and related services to persons with HIV/AIDS and their families. Activities include, TBRA, Housing Information Services, Permanent Housing Placement, STRMU, and supportive services.
Target Date	
Estimate the number and type of families that will benefit from the proposed activities	Persons living with HIV/AIDS and their families are expected to benefit from the proposed activities as follows: Public service activities other than Low/Moderate Income Housing Benefit: 165 persons Tenant-based rental assistance: 42 households Homeless Prevention: 63 persons
Location Description	Salt Lake City Metropolitan Statistical Area
Planned Activities	Activities will include project-based rental assistance, tenant-based rental assistance, short-term rental/mortgage/utility assistance, housing information services, permanent housing placement, and supportive services for persons living with HIV/AIDS and their families. Funding is projected to be allocated as follows: Housing Authority of the County of Salt Lake, TBRA: \$321,015 Utah Community Action Program, STRMU, PHP, Housing Information Services, Supportive Services: \$142,501.13 Utah AIDS Foundation, Supportive Services: \$30,000 In addition, Salt Lake City will utilize \$14,165.88 in program administration for general management, oversight and coordination of the Salt Lake City MSA HOPWA program.

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

As entitlement funding decreased considerably over the past decade, the city is taking a strategic approach to directing funding. Priorities include expanding affordable housing opportunities throughout the city, providing critical services for the city’s most vulnerable residents, expanding self-sufficiency for at-risk populations, and improving neighborhood conditions in concentrated areas of poverty.

The City and partners are unable to fully address needs due to a lack of funding and resources. To address the lack of resources, the City will continue to engage with community development organizations, housing providers, housing developers, service providers, community councils, City departments, local businesses, residents, and other stakeholders to develop strategies for increasing impacts and meeting gaps in services.

AP-50 GEOGRAPHICAL DISTRIBUTION – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

Salt Lake City’s HUD entitlement funds are geographically distributed with the following priorities:

The CDBG program’s primary objective is to promote the development of viable urban communities by providing decent housing, suitable living environments and expanded economic activities to persons of low

and moderate income. To support the CDBG program’s primary objectives, Salt Lake City is taking a two-pronged approach to the distribution of funding:

1. Direct funding to local target areas to build capacity and expand resources within concentrated areas of poverty.
2. Utilize funding citywide, in accordance with meeting a national objective, to support the city’s most vulnerable populations, including the chronically homeless, homeless families, food-insecure individuals, the disabled, persons living with HIV/AIDS, victims of domestic violence and the low-income elderly.

The ESG program’s primary objective is to assist individuals and families regain housing stability after experiencing a housing or homelessness crisis. ESG funding is distributed citywide to support emergency shelter, day services, resource centers, rapid re-housing and homeless prevention activities. The majority of funding is target to Salt Lake City’s urban core, as this is where the highest concentration of homeless services are located.

The HOME program’s primary objective is to create affordable housing opportunities for low-income households. HOME funding is distributed citywide to provide direct financial assistance to homebuyers, tenant-based rental assistance, acquisition, and rehabilitation.

The HOPWA program’s primary objective is to provide housing assistance and related supportive services to persons living with HIV/AIDS and their families. HOPWA funding is distributed throughout the Salt Lake City MSA, including Salt Lake, Summit, and Tooele counties, to provide project-based rental assistance, tenant-based rental assistance, short-term rental assistance, and supportive services. The majority of funding is utilized in Salt Lake County, as the majority of HIV/AIDS services are located in the Salt Lake area.

Geographic Distribution

Target Area	% of Funds
Central City/Central Ninth	31%
Poplar Grove	15%

Rationale for the priorities for allocating investments geographically

Salt Lake City’s Division of Housing and Neighborhood Development, along with internal and community stakeholders, identified the Central City/Central Ninth and Poplar Grove target areas through an extensive process that included data analysis, identification of opportunities/barriers, and an evaluation of potential resources. Through this process, the Central City and Poplar Grove neighborhoods were identified as areas where a concentration of resources would make significant impacts within the community.

Of particular importance is to direct resources to expand opportunity within racial/ethnic concentrated areas of poverty. According to HUD, neighborhoods of concentrated poverty isolate residents from the resources and networks needed to reach their potential. The concentration of poverty can influence

outcomes relating to crime, delinquency, education, physiological distress, and various health problems.¹ Salt Lake City intends to expand opportunity within the target areas to limit intergenerational poverty and increase access to community assets.

Discussion

During the fourth year of the 2015-2019 Consolidated Plan, the City estimates the targeting of approximately 46% of Community Development Block Grant funding to the locally defined target areas, Central City/Central Ninth and Poplar Grove. The 2018-2019 program year is the fourth year that the City is taking a geographically targeted approach to allocating investments. The City has increased the amount of funding spent in these areas as the Plan progresses in an effort to strategically leverage multiple funding streams, decrease inconvenience to residents, and have a maximum long term impact to the community. The geographical priority funding percentages as indicated above are estimates and may change. Funding utilized for housing rehabilitation, direct homebuyer assistance, and rental assistance will be utilized throughout the city. The City will leverage and strategically target funding for neighborhood improvements and economic development to maximize impact within targeted neighborhoods.

AP-55 Affordable Housing

Introduction

Goals for program year affordable housing outcomes are indicated below.

One Year Goals for the Number of Households to be Supported

Homeless:	143
Non-Homeless:	476
Special Needs:	N/A
TOTAL:	619

One Year Goals for the Number of Households Supported Through

Rental Assistance:	242
The Production of New Units:	0
Rehab of Existing Units:	262
Acquisition of Existing Units:	25
TOTAL:	529

Discussion

The City will support housing activities through all four programs: CDBG, ESG, HOME, and HOPWA. Housing activities will provide subsidies for individuals and families ranging from 0% to 80% AMI. Activities will include tenant-based rental assistance, short-term rental/utility assistance, rapid re-housing,

¹ U.S. Department of Housing and Urban Development, Understanding the Neighborhood Effects of Concentrated Poverty, *Evidence Matters*, Winter 2011

homeowner housing rehabilitation, and direct financial assistance for eligible homebuyers. Salt Lake City's Housing Plan, Growing SLC, was adopted by the City in 2018. This plan helps to establish future housing goals. Due to the current housing market in Salt Lake City, it became increasingly difficult to administer a project based voucher program. The City is exploring ways to ensure that clients are able to live in areas of opportunity (e.g. close to work, school, medical services, day care, etc.).

AP-60 PUBLIC HOUSING

Introduction

The Housing Authority of Salt Lake City (HASLC) is responsible for managing the public housing inventory, developing new affordable housing units and administering the voucher programs for the City. They strive to provide affordable housing opportunities throughout the community by developing new or rehabilitating existing housing that is safe, decent and affordable – a place where a person's income level or background cannot be identified by the neighborhood in which they live.

In addition to the development and rehabilitation of units, the HASLC also manages several properties emphasizing safe decent affordable housing that provide an enjoyable living environment that is free from discrimination, efficient to operate and remains an asset to the community. The HASLC maintains a strong financial portfolio to ensure flexibility, sustainability and continued access to affordable tax credits, foundations and grant resources.

As an administrator of the City's voucher programs, the Housing Choice Voucher Program provides rental assistance to very low-income families (50% of area median income and below). In 2017, HASLC housed 3,025 households off of their wait list and around 9,000 people under various programs. The Housing Authority anticipates similar outcomes for 2018. Other programs include: Section 8 Moderate Rehabilitation; Section 8 New Construction; Project Based Vouchers; Multifamily Project Based Vouchers; Veterans Affairs Supportive Housing Vouchers; Housing Opportunities for Persons with HIV/AIDS; and Shelter plus Care Vouchers.

Actions planned during the next year to address the needs to public housing

The HASLC continues to build a strong portfolio of new properties and aggressively apply for additional vouchers. In 2018, HASLC plans to strengthen its FSS programs in areas of personal finance and homeownership preparation. Salt Lake City's Housing and Neighborhood Development Loan Officer will be an integral part of this development. As part of a strategic planning process held with Commissioners, staff, and residential leaders, HASLC has also identified several goals for 2018. Among these goals are increased focus on assisting local leaders and agencies respond to homelessness in the City as well as developing and attaining more capacity for additional living units through real estate activities and sophisticated management of HUD programs.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Both the City and County Housing Authorities have active monthly tenant meetings and encourage participation in management decisions related to the specific housing communities. In addition, the Salt Lake County Aging Services has a center located on site at the City's largest public housing project that offers tenants a wide range of programs keeping tenants engaged with the community. Other housing projects offer free transportation to the center to ensure all housing residents have access to tenant programs. HACSL has a Resident Advisory Board that has representatives from public housing (including the high-rise), Section 8, and special needs programs. A member of the Resident Advisory Board is appointed to the Housing Authority's Board of Commissioners.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

The Housing Authority of Salt Lake City and the Housing Authority of the County of Salt Lake are both designated as high performers.

AP-65 HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES

Introduction

Salt Lake City works with a large homeless services community to reduce the number of persons experiencing homelessness, reduce the length of time individuals experience homelessness, increase successful transitions out of homelessness, and reduce the number of instances that clients may return to homelessness.

Salt Lake City representatives participate in the local Continuum of Care's executive board and its prioritization committee specifically so the Continuum of Care's priorities are considered during Emergency Solutions Grant allocations. The three local ESG funders also meet regularly to coordinate ESG and CoC activities to ensure an accurate level of funding is provided to match the community's service needs and goals. Additionally, the City participates in Salt Lake County's Collective Impact Group and the State Homeless Coordinating Council to further coordinate efforts.

The Salt Lake Continuum of Care contracts with the State of Utah to administer HMIS. All service agencies in the region and the rest of the state are under a uniform data standard for HUD reporting and local ESG funders. All ESG funded organizations participate in HMIS. A representative from Salt Lake City sits on the HMIS steering committee. HMIS data allows Salt Lake City and its partners to track the effectiveness of programs and gauge the continuing service needs of the community.

The State of Utah, in coordination with local service providers and volunteers, conduct an annual point in time count at the end of January to count sheltered (emergency shelter and transitional housing) and unsheltered homeless individuals. Unsheltered homeless individuals are counted by canvassing volunteers. The volunteers use the VI-SPDAT assessment tool to interview and try to connect unsheltered homeless individuals into services.

Salt Lake City relies on a variety of reports that detail issues facing homeless individuals including the Salt Lake City Housing Needs Assessment, Salt Lake County Collective Impact Committee goals, and the

State of Utah 2017 Comprehensive Report on Homelessness. The following are essential facts that regarding homelessness in Utah:

- In Utah, 65% of those experiencing homelessness are individuals and 35% live in family groups of parents and children.
- There were 164 unaccompanied youth, 17 youth parents, and 48 children of youth parents experiencing homelessness.
- Domestic Violence effects 40% of our homeless population.
- 71% of individuals and 53% of families are in shelter fewer than 30 days.

According to the 2017 Point in Time Count, Salt Lake County has 1,886 homeless individuals, 161 of whom are unsheltered.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:

reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Salt Lake City's primary homeless services goal is to help homeless individuals and families get off the street and into permanent housing. In the short term, Salt Lake City will continue to provide collaborative services to the homeless population.

Salt Lake City recognizes that not every homeless individual is alike and because of that, there is no one size fits all solution. There is a wide variety of homeless subpopulations in the greater community. Each of these groups have different needs that Salt Lake City focuses on in order to provide the best services possible.

Personalized one-on-one outreach to homeless individuals providing information about the specific services that individual needs (e.g., housing, mental health treatment, a hot meal) is the most effective outreach approach. Salt Lake City works regularly with various community partners that provide outreach and assessment of individuals experiencing homelessness including Catholic Community Services; Volunteers of America, Utah; the Department of Veterans Affairs; The Road Home and others. In 2016, Salt Lake City opened the Community Connection Center (CCC) located in the primary homeless services area of the City. The CCC operates as a drop-in center and employs social workers that assess individuals' needs and help connect people with available housing and supportive services. The CCC has been successful in filling the need for additional homeless outreach and case management services in the City.

The Salt Lake City Police Department (SLCPD) is also beginning a new pilot program. When available, while responding on a call with a person experiencing homelessness, SLCPD will bring with them a social worker to engage with the client and help assess their service needs and connect them to services.

Addressing the emergency shelter and transitional housing needs of homeless persons

Starting with the State of Utah's *Ten-Year Plan to End Chronic Homelessness*, most efforts to deal with homelessness in Utah rely on the Housing First model. The premise of Housing First is that once

homeless individuals have housing, they are more likely to seek and continue receiving services and can search for employment. The Housing First model has been effective in Salt Lake City, though meeting the varied housing needs of this population can be challenging. The homeless housing market needs more permanent supportive housing, housing vouchers, affordable non-supportive housing, and housing located near transit and services. Salt Lake City is working towards new solutions in these areas as outlined in the City's newly adopted housing plan, Growing SLC.

There is a continued need for day services to meet the basic needs of persons experiencing homelessness. Needed daytime services include bathrooms, laundry, safe storage for their life's belongings, mail receipt, and an indoor area to "hang out." Salt Lake City addresses these issues by supporting shelters, day services, and providing a free storage program. Furthermore, Salt Lake City is continuing the process of constructing two new homeless resource centers that will provide emergency shelter and housing-focused supportive services. This shift in how homeless services are provided will help the community realize our goal: That homelessness is rare, brief, and non-reoccurring.

Moving forward, Salt Lake City will aim to assist homeless persons make the transition to permanent housing, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

The City plays an important role by providing strategic funding for the valuable efforts undertaken by other stakeholders, and at times filling in gaps in essential services. The City can also lend its voice and political weight to lobby for changes in policy, regulation and statutes as needed to facilitate a comprehensive and effective approach to addressing homelessness and related issues. To this end, Salt Lake City has developed a six-point homeless services strategy that focuses on the following key initiatives:

1. Salt Lake City and The Road Home are continuing the House 20 program which provides housing and intensive case management to the top 20 service users in order to diminish the emergency services resources directed toward these homeless individuals, and maximize efficient service delivery.
2. Salt Lake City is developing new permanent supportive housing projects in partnership with State of Utah, Salt Lake County, private industry, service and housing providers. This is a long term solution key to the City's strategies. Currently, there are PSH developments in the development pipeline which will add a combined 262 units of PSH.
3. Salt Lake City has financially supported the expansion of services in the Bishop Weigand Homeless Resource Center.
4. The Salt Lake City Police Department is continuing a strategic multi-tiered enforcement of drug dealers that prey on vulnerable populations.
5. Salt Lake City has officially determined the locations for two new Homeless Resource Centers. The new resource centers have both gone through the necessary conditional use process and construction of the two facilities will begin in the near future. These new community-based centers will feature full programming capacity for 200 individuals each, coordinated entry and exit, and space available for wrap around services. The process of

identifying community needs and possible locations was one of the largest public outreach efforts in the city's history.

6. Enhancing Pioneer Park neighborhood services and experiences for the homeless and non-homeless populations.

Salt Lake City's newly adopted housing plan, Growing SLC, includes efforts to provide affordable housing options along the spectrum of housing including permanent supportive housing, transition in place, tenant based rental assistance, and affordable non-supportive housing.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Salt Lake City and its service partners work with homeless individuals to help them successfully transition from living on the streets or shelters and into permanent housing or independent living.

Salt Lake City's Six Point Homeless Services Strategy set six major goals to improve homeless services in the City. Two of the six goals involve housing: Creating 20 new housing vouchers for the most vulnerable on Salt Lake City streets; and, the creation of new permanent supportive housing units for homeless individuals and families. Progress is being made on both goals. Salt Lake City and its partner, the Road Home, are continuing to operate the House 20 program. The House 20 program has engaged with some of the most vulnerable members of our community, the majority of whom are now in stable housing. A direct result of these efforts is that police and fire department interactions for those placed in housing have decreased by more than 75%. Salt Lake City has a combined 262 new units of permanent supportive housing at various stages of development. These permanent supportive housing units have been identified by the Salt Lake Continuum of Care as a need in the larger homeless services community.

The availability of affordable housing is a major barrier to successfully transitioning out of homelessness. Recognizing this, Salt Lake City created a new 5-year housing plan, Growing SLC. Growing SLC seeks to improve the housing market in the City by focusing on three primary goals:

- Reforming City practices to promote a responsive, affordable high-opportunity housing market;
- Increasing housing opportunities for cost-burdened households; and
- Building a more equitable city.

The housing plan has been formally adopted by the City Council and Salt Lake City is beginning the implementation of the plan. In conjunction with the housing plan, the Mayor has also created a Blue Ribbon Commission that is tasked with identifying permanent funding strategies to create an additional 1000 units of affordable housing by July 2019.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Salt Lake City, along with other organizations in the Salt Lake Continuum of Care, work to prevent and divert individuals and families from experiencing homelessness. Salt Lake City, Salt Lake County and the State of Utah all provide funding to Utah Community Action for short-term rental assistance to families at risk of falling into homelessness.

Discussion

Salt Lake City is reducing and ending homelessness in the community through strong collaborations with partner organizations throughout the Salt Lake Continuum of Care. Salt Lake City works closely with Salt Lake County, the State of Utah and service providers to stop families from dropping into homelessness, reduce the length of time individuals and families experience homelessness, help individuals and families successfully transition out of homelessness, and keep individuals and families from rescinding back into homelessness.

AP-70 HOPWA GOALS

One year goals for the number of households to be provided housing through the use of HOPWA for

Short-term Rent, Mortgage, and Utility Assistance Payments:	63
Tenant-Based Rental Assistance:	42
Units Provided in Permanent Housing Facilities Developed, Leased, or Operated with HOPWA Funds:	0
Units provided in Transitional Short-Term Housing Facilities Developed, Leased, or Operated with HOPWA Funds:	0
TOTAL:	105

AP-75 ACTION PLAN BARRIERS TO AFFORDABLE HOUSING

Introduction

As discussed in sections MA-40 and SP-55 of the 2015-2019 Consolidated Plan, several barriers to the development and preservation of affordable housing exist within Salt Lake City, including the following:

- Land costs
- Construction costs
- Development and rehabilitation financing
- Housing rehabilitation complexities
- Foreclosures and loan modifications
- Neighborhood market conditions

- Economic conditions
- Land use regulations
- Development fees and assessments
- Permit processing procedures
- Lack of zoning and development incentives
- Landlord tenant policies

During the 2018-2019 program year, the City will work to reduce barriers to affordable housing through the following planning efforts and initiatives:

- **Growing SLC: A Five Year Plan:** The City has formally adopted a new housing plan that will begin to address many of the barriers listed above and catalyze partners in the city and region to focus on the housing crisis. The plan provides an assessment of citywide housing needs, with emphasis on the availability and affordability of housing, housing needs for changing demographics, and neighborhood-specific needs. The updated plan will serve as a five-year policy guide to address housing needs across the economic and demographic spectrum of Salt Lake City's current and future residents.
- **Homeless Services 6-Point Strategy:** The City continues to move forward on its Homeless Services 6-Point Strategy to efforts and enhance community collaboration to work toward six major goals.
- **Affordable Housing Initiative:** The City is committed to providing a comprehensive housing initiative to address Salt Lake City's lack of housing options affordable to low-wage workers and moderate income families, persons with disabilities and those on fixed incomes. By utilizing the Salt Lake City Housing Trust Fund and other community resources, the City will support the preservation, development, and rental assistance of housing units over the time period of the Consolidated Plan. The initiative will target these forms of assistance to extremely low-income renter households as well as expanding homeownership and housing opportunities for low to middle-income families and individuals.
- **Home Ownership Options:** The City has launched a new program for homeownership, Welcome Home SLC. The program provides low to moderate-income families the opportunity to purchase a home in Salt Lake City. It will help stabilize communities, provide incentive for neighborhood investments, and allow families to build wealth.
- **Community Land Trust:** Salt Lake City has launched a new CLT that will allow donated and trusted land to maintain perpetual affordability while ensuring the structure on the land, the home, is purchased, owned, and sold over time to income-qualifying households, just as any other home would be. By holding the land itself in the trust, the land effectively receives a write down each time the home is sold, insulating the property for growing land costs but still allowing equity to be built by the homeowner.
- **Funding Our Future:** Will provide an additional \$3.9 million during FY 18-19 to increase housing opportunities in Salt Lake City through a new .5% sales tax increase approved by Council in May 2018.

Actions planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Salt Lake City will work to remove or ameliorate public policies that serve as barriers to affordable housing through the following efforts:

- Affordable Housing Development Incentives: Zoning and fee waiver incentives will be implemented and/or strengthened, including the following:
 - Refine the Impact Fee Exemption Ordinance to improve user friendliness and refine the range of application.
 - Evaluate the accessory dwelling unit ordinance for a broader range of application. (Proposal currently before the legislative body).
 - Evaluate the transit station area zoning district regulations for a broader range of affordability requirements and potentially expand the use of that zone.
 - Evaluate the feasibility of density bonuses and other development incentives for affordable housing development and preservation, specifically in Historic Landmark Districts where it is particularly difficult to add housing.
 - Review the City's Fee Schedule to eliminate added fees for developers of affordable housing.
 - Review the City's Housing Loss Mitigation ordinance to ensure that the city's stock of inexpensive housing isn't rapidly being replaced by more expensive units.
- Leverage Public Resources for Affordable Housing Development: Public resources, including city-owned land, will be leveraged with private resources for affordable housing development.
- Funding Targeting: The Division of Housing and Neighborhood Development is evaluating ways to coordinate and target affordable housing subsidies more effectively, to include the coordination of local funding sources (Olene Walker Housing Loan Fund, Salt Lake City Housing Trust Fund, Salt Lake County funding, etc).
- Utilize the Salt Lake City Housing Trust Fund: Funding is focused on acquisition, new construction, and rehabilitation of both multi-family rental properties and single-family homeownership. Additional assistance relating to housing for eligible households also may include project or tenant based rental assistance, down payment assistance and technical assistance. The City has been very successful in spending down the Trust's funds over FY17-18 and is resulting in an increased number of affordable units being built in the city. Applications for funding can be accepted year round and are approved through a citizen's advisory board, the Mayor and the City Council.
- Implement Fair Housing Action Items: Salt Lake City will work to remove and/or ameliorate housing impediments for protected classes through action items as identified in the City's 2015-2019 Fair Housing Action Plan.
- Utilize Federal Funding to Expand Affordable Housing Opportunities: Utilize CDBG, ESG, HOME, and HOPWA funding to expand housing opportunity through homeowner rehabilitation,

emergency home repair, acquisition/rehabilitation, direct financial assistance, tenant-based rental assistance, project-based rental assistance, and rapid re-housing.

AP-85 OTHER ACTIONS

Introduction

This section outlines Salt Lake City's efforts to carry out the following:

- Address obstacles to meeting underserved needs
- Foster and maintain affordable housing
- Reduce lead-based paint hazards
- Reduce the number of poverty-level families
- Develop institutional structure
- Enhance coordination between public and private housing and social service agencies
- Radon Mitigation Policy

Actions planned to address obstacles to meeting underserved needs

The most substantial impediment in meeting underserved needs is a lack of funding and resources. Strategic shifts identified through Salt Lake City's 2015-2019 Consolidated Plan provide a framework for maximizing and leveraging the City's block grant allocations better focus funding to address underserved needs. Underserved needs and strategic actions are as follows:

Underserved Need: Affordable housing

- Actions: Salt Lake City is utilizing federal and local resources to expand both rental and homeownership opportunities. In addition, the City is utilizing public land to leverage private capital for the development of affordable housing. These efforts will work to address the affordable housing gap in Salt Lake City.

Underserved Need: Homelessness

- Actions: Salt Lake City is working with housing and homeless service providers to coordinate and streamline processes for service delivery. By utilizing the VI-SPDAT pre-screen survey, providers are able to access and prioritize services based on chronicity and medical vulnerability. These efforts will assist in addressing unmet needs by utilizing resources more effectively.

Underserved Need: Special needs individuals.

- Actions: Salt Lake City is working to address underserved needs for refugees, immigrants, the elderly, victims of domestic violence, persons living with HIV/AIDS, and persons with a disability by providing resources for basic needs, as well as resources to expand self-sufficiency. For example, federal funding is utilized to provide early childhood education for refugees and other at-risk children; improve immediate and long-term outcomes for persons living with HIV/AIDS; and provide job training vulnerable populations; and provide medical services for at risk populations.

Actions planned to foster and maintain affordable housing

The City is committed to foster and maintain affordable housing throughout our City. This is evident through identifying specific gaps that exist in the community, and then designing affordable housing efforts

specifically to address these needs. The City has developed an aggressive strategy to develop, preserve and assist affordable housing over the next two years. The initiative aims to target households earning 80% AMI and below, with emphasis on households earning 40% AMI and below. Through this housing initiative and efforts identified in the 2015-2019 Consolidated Plan, Salt Lake City aims to:

- Address the City's affordable housing shortage for those most in need.
- Address housing needs for Salt Lake City's changing demographics.
- Address neighborhood specific needs, including the following:
 - Protect affordability in neighborhoods where affordability is disappearing.
 - Promote affordability in neighborhoods with a lack of affordable housing.
- Preserve the City's existing affordable housing stock.
- Strengthen the City's relationship with our housing partners, financial institutions, and foundations.
- Support those who develop and advocate for affordable housing.

Toward this end, Salt Lake City will foster and maintain affordable housing during the 2018-2019 program year through the following actions:

- Utilize CDBG funding to support owner-occupied rehabilitation for households at 80% AMI and below.
- Utilize CDBG and HOME funding for acquisition and rehabilitation of dilapidated and blighted housing.
- Utilize ESG, HOME and HOPWA funding to create housing opportunities for individuals and households at 30% AMI and below through Tenant-Based Rental Assistance and Rapid Re-Housing.
- Utilize CDBG and HOME funding for direct financial assistance to homebuyers at 80% AMI and below.
- Promote the development of affordable housing with low income housing tax credits, Salt Lake City Housing Trust Fund, Olene Walker Housing Loan Fund, Salt Lake City's HOME Development fund and other funding sources.
- Leverage public resources, including publically owned land, with private capital for the development of affordable housing.
- Work to ameliorate and/or eliminate housing impediments for protected classes as outlined in the 2015-2019 Fair Housing Action Plan.
- Work to leverage other city resources such as Redevelopment Agency funding/strategies, maximize sales tax housing funding, and other sources as they are identified with federal funding where applicable.

Actions planned to reduce lead-based paint hazards

Because of the high percentage of the housing units in Salt Lake City that were built before 1978, outreach and education efforts must continue. As such, the City has implemented a plan to address lead issues in our residential rehabilitation projects. The City's Housing Rehabilitation Program is in compliance with HUD's rules concerning identification and treatment of lead hazards. During the 2018-2019 program year,

Salt Lake City will work in conjunction with our partners on the state and county levels to educate the public on the dangers posed by lead based paint, to include the following:

- Undertake outreach efforts through direct mailings, the Salt Lake City website, various fairs and public events, and the local community councils.
- Provide materials in Spanish to increase lead-based paint hazard awareness in minority communities.
- Partner with Salt Lake County's Lead Safe Salt Lake program to treat lead hazards in the homes of children identified as having elevated blood levels.
- Emphasize lead hazards in our initial contacts with homeowners needing rehabilitation.
- Work with community partners to encourage local contractors to obtain worker certifications for their employees and sub-contractors.

Actions planned to reduce the number of poverty-level families

In a strategic effort to reduce the number of households living in poverty and prevent households at risk of moving in to poverty from doing so, Salt Lake City is focusing on a two-pronged approach:

1. Creating neighborhoods of opportunity to build capacity and expand resources within concentrated areas of poverty.
2. Support the city's most vulnerable populations, including the chronically homeless, homeless families, food-insecure individuals, the disabled, persons living with HIV/AIDS, victims of domestic violence and the low-income elderly.

The City's anti-poverty strategy aims to close the gap in a number of socioeconomic indicators, such as improving housing affordability, school-readiness of young children, employment skills of at-risk adults, access to transportation for low-income households, and access to fresh foods for food-insecure families.

Efforts will focus on the following objectives:

- Assist low-income individuals to maximize their incomes.
- Reduce the linkages between poor health and poverty.
- Expand housing opportunities.
- Reduce the impacts of poverty on children.
- Ensure that vulnerable populations have access to supportive services.

Federal entitlement funds allocated through this 2018-2019 Action Plan will support the City's anti-poverty strategy through the following efforts:

- Provide job training for vulnerable populations.
- Provide early childhood education to limit the effects of intergenerational poverty.
- Provide essential supportive services for vulnerable populations.
- Provide housing rehabilitation for low-income homeowners.
- Expanded affordable housing opportunities.
- Improved neighborhood/commercial infrastructure in concentrated areas of poverty.

Actions planned to develop institutional structure

As outlined in the 2015-2019 Consolidated Plan, Salt Lake City is taking a coordinated and strategic shift in allocating federal entitlement funds to place a stronger emphasis on community needs, goals, objectives and outcomes. This includes the following efforts to strengthen and develop institutional structure:

- Geographically target funding to racial and ethnic concentrated areas of poverty, with focus on the Central City/Central Ninth and Poplar Grove local target areas, to increase access to opportunity within these neighborhoods.
- Increase coordination between housing and supportive service providers to reduce/eliminate duplicative efforts, encourage partnerships, increase transparency, and standardize processes.
- Strengthen support for the city's most vulnerable populations, including the chronically homeless, homeless families, the disabled, persons living with HIV/AIDS, victims of domestic violence and the low-income elderly.
- Support housing efforts that connect residents with supportive services and programs that improve self-sufficiency.
- Offer technical assistance to agencies implementing projects with CDBG, ESG, HOME, and/or HOPWA funding to ensure compliance and support of program objectives.
- Support employee training and certifications to expand the internal knowledge base on HUD programs, as well as housing and community development best practices.

Actions planned to enhance coordination between public and private housing and social service agencies

Salt Lake City recognizes the importance of coordination between supportive service and housing providers in meeting priority needs. Stakeholders have been working towards developing and implementing a streamlined and effective delivery system to include the following efforts:

- Created and implemented a *no wrong door* approach to accessing housing and other services.
- Increased coordination through the Salt Lake Continuum of Care, Salt Lake Homeless Coordinating Committee, Salt Lake County Collective Impact Committee, and State Homeless Coordinating Council.
- Coordinated assessments to help individuals and families experiencing homeless move through the system faster.
- Coordinated diversion and homeless prevention resources to reduce new entries into homelessness.
- Coordinated efforts to house the highest users of the homeless services and provide trauma informed case management.
- Improved weekly "housing triage" meetings that provide a format for developing a housing plan for homeless individuals and families with the most urgent housing needs.

Discussion

Actions planned to mitigate impacts of Radon

Salt Lake City is committed to providing safe, affordable housing opportunities that are free of contaminations that could affect the health and safety of occupants. Section 50.3(i) states that "it is HUD

policy that all property proposed for use in HUD programs be free of hazardous materials, contamination, toxic chemicals and gasses, and radioactive substances, where a hazard could affect the health and safety of occupants of conflict with the intended utilization of the property." To that end, the city created a Radon Mitigation Policy that address the potential of Radon in homes that are newly construction or rehabilitated utilizing federal funding issued through this Action Plan. In June, Salt Lake City will host a training seminar to review the requirements with subrecipients and ensure that they are prepared to be compliant with the updated requirements. The city has, and will continue, to provide technical assistance to each agency in an effort to ensure agencies are properly identifying sites that must be tested, how to test correctly, how to read test results, and the appropriate mitigation standards that must be followed.

The Radon Mitigation Policy includes specifics on testing and mitigation requirements. The city has also partnered with the State of Utah to implement the mitigation policy, provide technical assistance, and outreach/education materials. To leverage resources, the city will refer clients needing financial assistance for mitigation to other community resources. To ensure that even the most vulnerable and high risk populations have an opportunity to mitigate Radon, the City has implemented a grant program whereby residents meeting a set of criteria, may apply for a grant to bear the costs of mitigation.

AP-90 PROGRAM SPECIFIC REQUIREMENTS - 91.220(I)(1,2,4)

Introduction

Salt Lake City's program specific requirements for CDBG, HOME, and ESG are outlined as follows.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(I)(1)

1. Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out

1	The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	\$2,000,000
2	The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3	The amount of surplus funds from urban renewal settlements	0
4	The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan 0 5. The amount of income from float-funded activities	0
5	The amount of income from float-funded activities	0
	Total Program Income:	\$2,000,000

2. Other CDBG Requirements

1	The amount of urgent need activities	0
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- 2 The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income 90%

Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. This Annual Action Plan covers a one year period.

HOME Investment Partnership Program (HOME)

Reference 24 CFR 91.220(I)(2)

1. **A description of other forms of investment being used beyond those identified in Section 92.205 is as follows**

Salt Lake City does not utilize HOME funding beyond those identified in Section 92.205.

2. **A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows**

In order to preserve the number of affordable housing units for continued benefit to low-income residents, Salt Lake City requires that HOME funds, used to assist homeownership, be recaptured whenever assisted units become vacant prior to the end of the affordability period that is commensurate with the amount of funding invested in the activity. Trust deeds or property restrictions are filed on appropriate properties to ensure compliance with the period of affordability.

Homeownership Recapture:

Salt Lake City follows the HOME recapture provisions established at §92.253(a)(5)(ii). Any remaining HOME assistance to the home buyer must be recovered if the housing does not continue to be the principal residence of the family for the duration of the period of affordability. The HOME investment that is subject to recapture is based on the direct subsidy amount which includes the HOME assistance that enabled the home buyer to buy the housing unit. In all cases, the recapture provisions are limited to the net proceeds of the sale. Salt Lake City requires all sub-recipients and CHDO's to follow the same recapture guidelines as outlined and required in the HOME rule. The City will utilize one of the following options:

- A) If it was determined that HOME regulations were not adhered to for initial approval of the homeowner or during the term of affordability, the entire HOME subsidy will be recaptured.
- B) In the event of change of title/ownership, the City will reduce the HOME investment amount to be recaptured on a pro-rata basis for the time the homeowner has owned and occupied the housing measured against the applicable affordability period.
- C) If the net proceeds are not sufficient to recapture the appropriate HOME investment plus enable the homeowner to recover the amount of the homeowner's down payment and any capital improvement investment made by the owner since purchase, the City will share the net proceeds. Net proceeds are the sales price minus loan repayment (other

than HOME funds) and closing costs. The net proceeds will be divided proportionally on a pro-rata basis for the time the homeowner has owned and occupied the housing measured against the applicable affordability period. Owner investment returned first. The City may choose to permit the home buyer to recover the home buyer's entire investment (down payment and capital improvements made by the owner since purchase) before recapturing the HOME investment.

HOME Funds Provided for Homebuyer Activity subject to Recapture of HOME Funds	Minimum years of Affordability
Under \$15,000	5 Years
Between \$15,000 and \$40,000	10 Years
Over \$40,000	15 Years

Homeownership Resale:

Resale requirements will only apply to HOME-funded affordable homeownership opportunities provided using the community land trust model. In that model, Salt Lake City provides funding to a community land trust to sell homes at an affordable price while placing a 99-year leasehold on the estate. Resale provisions will be enforced by a recorded covenant signed by the land owner, the homebuyer, and the City, and also through a 99-year ground lease between the land owner (the trust) and the homebuyer. Under both the covenant and the ground lease, the home may be sold only to an income-qualified buyer who will occupy the home as a primary residence. The land owner, through the ground lease, shall have an option to purchase in order to ensure that the home is sold to an eligible buyer at an affordable price. The Resale Requirement will limit the sales price, as described below.

Due to the growing costs of homes in the Salt Lake City residential market, the City has opted to implement a Homeownership Value Limit of \$322,050 for a single family home. Salt Lake City determined 95 percent of the median area purchase price for single family housing in the jurisdiction in accordance with procedures established at § 92.254(a)(2)(iii). Specifically, this purchase price was calculated based on a median sales price of \$339,000 (i.e. $\$339,000 \times 0.95 = \$322,050$) for single family homes. This figure is for both new construction and existing homes. The attached sales data includes a count of 3,145 sales since May 2017 and only includes addresses within incorporated Salt Lake City boundaries. Please see attachments for additional information.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows

As stated above, Salt Lake City requires that HOME funds be recaptured whenever assisted units become vacant prior to the end of the affordability period that is commensurate with the amount of funding invested in the activity. In very rare cases, Salt Lake City will use HOME funds as an acquisition source for multifamily projects. With these rental activities, rental projects must meet the appropriate period of affordability or HOME funds provided to them will be recaptured by the City. Trust deeds or property restrictions are filed on appropriate properties to ensure compliance with the period of affordability.

Rental Housing Recapture:

All HOME-assisted units must meet the affordability requirements for not less than the applicable period specified below regardless of the term of any loan or mortgage, transfer of ownership, or repayment of loan funds.

Rental Housing Activity	Minimum years of Affordability
Rehab or acquisition of existing housing per unit amount of HOME funds under \$15,000	5 Years
Between \$15,000 and \$40,000	10 Years
Over \$40,000 or rehab involving refinancing	15 Years
New construction or acquisition of newly constructed housing	20 Years

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows

Not applicable. Salt Lake City does not intend to use HOME funds to refinance multifamily housing debt.

Emergency Solutions Grant (ESG)

Reference 24 CFR 91.220(l)(4)

1. Include written standards for providing ESG assistance (may include as attachment)

The Emergency Solutions Grant (ESG) Program FY 2017-2018 Application Handbook includes written standards for providing ESG assistance.

2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system

The Salt Lake Continuum of Care has developed a collaborative, written coordinated assessment plan. Consensus exists for a coordinated assessment plan that covers the entire Continuum of Care with a multi-access entry point quick assessment method for any homeless individual or family in need of emergency shelter or service. Our 211 system, service providers, government agencies, and others publicize all existing access points, striving to do everything we can to ensure individuals and families in need have clear direction for accessing appropriate services. After entry into an emergency service, individuals are tracked as they progress toward housing and/or support interventions. All homeless families and those individuals prioritized for permanent supportive housing placements are guided toward this centralized process and placed into one of several housing programs depending on assessment. Standardized assessments include a quick assessment for emergency services and eligibility and enrollment materials for housing placements.

Salt Lake City worked with partners as part of the Collective Impact process to further improve our coordinated assessment system. Representatives of the City worked with the CoC, ESG funders, and service providers to improve the coordinated assessment system to meet requirements set forth in Notice CPD-17-01. The new coordinated assessment system was approved by the Salt Lake County Homeless Coordinating Committee in January, 2018. Salt Lake City is continuing to work with the CoC, ESG funders, and service providers to operationalize these new requirements.

3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations) will be allocated

Granting sub-awards is an intensive, months-long process. It begins with applications being made available and education workshops held to explain different federal grant programs and eligible activities under each. Staff also reaches out to potential applicants through the Salt Lake Homeless Coordinating Council, the local Continuum of Care, the Utah Housing Coalition and others.

After the application closes, a general needs hearing is conducted to help guide how ESG monies should be spent. Applicants participate in an open house to teach city decision makers and the general public about the applicants' respective programs.

The Community Development & Capital Improvement Programs Advisory Board (CDCIP Board) reviews the applications and makes a recommendation to the Salt Lake City Mayor based on federal guidelines, the 5 Year Consolidated Plan, and the City's long term homeless services strategies. The Mayor then makes a recommendation on funding to the City Council based on the CDCIP board recommendation, federal guidelines, the 5 Year Consolidated Plan, and the City's long-term homeless services strategies.

The City Council holds a public hearing for comment on the programs and proposed benefits of each. The City Council then makes a funding decision based on public comment, the Mayor's recommendation, federal guidelines, the 5 Year Consolidated Plan, and the City's long term homeless services strategies.

4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG

Before the Salt Lake City Council makes the final funding decisions for ESG funds, there are multiple venues for public outreach including two public hearings. Efforts are made to include participation from homeless and formerly homeless individuals. Emergency Solutions Grant funds, along with other public and private monies, are used by Salt Lake City to implement our short and long term homeless service goals.

Individuals experiencing homelessness often help the city craft and implement short-term and long-term service plans. Below are a few examples of how the city has created the opportunity for homeless persons to participate:

- Homeless individuals participated in the creation of the long-term homeless services situation assessment.
- The City interviewed over 100 homeless individuals as part of its Homeless Services Site Evaluation Commission in 2015.
- Summer of 2016, the City held a workshop specifically with individuals experiencing homelessness to draft the criteria used to locate new homeless resource centers.
- February 2017, a workshop was held with homeless individuals to gain feedback on the design, location and programming at new homeless resource centers.
- March 2018, Salt Lake City participated in a Homeless Youth Forum, which brought together a wide range of service providers together to discuss service delivery for homeless youth. There were approximately 20 homeless and formerly homeless youth who were dispersed amongst the discussion groups and they provided valuable feedback on various service delivery systems.

ESG subgrantees and other homeless service providers routinely consult with current and formerly homeless individuals to make programming and service delivery decisions. There is representation from homeless and formerly homeless individuals on the Collective Impact Steering Committee and the CoC executive board.

5. Describe performance standards for evaluating ESG

Salt Lake City scores programs receiving Emergency Solutions Grant funding using the performance metrics outlines required by the U.S. Department of Housing and Urban Development (HUD) and local priorities. In an effort to increase transparency, leverage resources, and maximize efficiencies, Salt Lake City does the following:

- All applications undergo a risk analysis prior to the awarding of funds.
- Standardized quarterly reporting is reviewed for compliance, timeliness, and accuracy.
- Monitoring and technical assistance risk analyses are performed on all subgrantees to determine which organization would benefit from monitoring or technical assistance visits.
- Collect information that supports the required performance measurement metrics and provides context on local initiatives.

To ensure consistent performance metrics, the Salt Lake Continuum of Care contracts with the State of Utah to administer HMIS, or Homeless Management Information System. All service agencies in the region and the rest of the state are under a uniform data standard for HUD reporting and local ESG funders. All ESG funded organizations participate in HMIS. Salt Lake City reviews HMIS data to ensure grantees are properly using funds as promised in their contracts and meeting larger City, Continuum of Care, and State goals.