



**SALT LAKE CITY
2020-2021 ACTION PLAN**

MAYOR

ERIN MENDENHALL

CITY COUNCIL

DISTRICT 1: JAMES ROGERS

DISTRICT 2 & VICE CHAIR: ANDREW JOHNSTON

DISTRICT 3 & CHAIR: CHRIS WHARTON

DISTRICT 4: ANALIA VALDEMOROS

DISTRICT 5: DARIN MANO

DISTRICT 6: DAN DUGAN

DISTRICT 7: AMY FOWLER

Prepared by

S A L T L A K E C I T Y

HOUSING and NEIGHBORHOOD DEVELOPMENT DIVISION
COMMUNITY and NEIGHBORHOODS DEPARTMENT

TABLE OF CONTENTS

I. FIRST YEAR ACTION PLAN

AP-05 EXECUTIVE SUMMARY	04
AP-05 LEAD & RESPONSIBLE AGENCIES	12
AP-10 CONSULTATION	13
AP-12 PARTICIPATION	27
AP-15 EXPECTED RESOURCES.....	33
AP-20 ANNUAL GOALS AND OBJECTIVES.....	38
AP-35 PROJECTS.....	41
AP-38 PROJECT SUMMARY.....	44
AP-50 GEOGRAPHICAL DISTRIBUTION.....	53
AP-55 AFFORDABLE HOUSING.....	56
AP-60 PUBLIC HOUSING	57
AP-65 HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES	59
AP-70 HOPWA GOALS	64
AP-75 BARRIERS TO AFFORDABLE HOUSING.....	64
AP-85 OTHER ACTIONS.....	68
AP-90 PROGRAM SPECIFIC REQUIREMENTS.....	74

FIRST YEAR ACTION PLAN

The First Year Action Plan outlines the activities and funding priorities for the first year of the 2020-2024 Consolidated Plan, covering July 1, 2020 – June 30, 2021

EXECUTIVE SUMMARY

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

1. Introduction

Salt Lake City's 2020-2021 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 2020-2021 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 will provide for over \$5.4 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. We are also grappling with the immediate, mid-term and long-term impacts of the Coronavirus, which is sure to have lasting impacts on our community. 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:

- Salt Lake City has gone through a robust community engagement process in the development of the 2020-2024 Consolidated Plan (Con Plan) and the 2020-2021 Action Plan. These planning efforts have provided the City with a clear vision of the needs in the community and a framework for strategic and targeted deployment of funding. The Consolidated Plan will serve as the foundation and guide as the City implements block grant funding over the next five years. Each program identified in the 2020-2021 Action Plan meets one of the five goals as outlined in the Consolidated Plan and below. Additionally, the programs will serve as the catalyst to implement the strategies tied to each of the five goals.
 - Housing – Provide expanded housing options for all economic and demographic segments of Salt Lake City's population will diversifying the housing stock within neighborhoods.

- Transportation – Promote accessibility and affordability of multimodal transportation options.
 - Build Community Resiliency – Build resiliency by providing tools to increase economic and/or housing stability.
 - Homeless Services – Expand access to supportive programs that help ensure that homelessness is rare, brief, and non-recurring.
 - Behavioral Health – Provide support for low-income and vulnerable populations experiencing behavioral health concerns such as substance abuse disorders and mental health challenges.
- In January 2020 Erin Mendenhall was sworn in as the 36th Mayor of Salt Lake City. Mayor Mendenhall's Administration is focused on breaking down equity barriers within Salt Lake City and providing opportunities for upward mobility for residents regardless of race, income, age or ability. Ensuring a diverse and equitable community is at the foundation of the City's guiding principles. The City strives to understand the needs of underrepresented residents and will be embarking on a gentrification and equity study in the coming year to help shape future policy and program decisions.
 - Salt Lake City in partnership with Salt Lake County, the State, and community-based organizations is working to rapidly respond to the community impact from the Coronavirus (aka COVID-19) and a 5.7 magnitude earthquake that occurred on March 18, 2020. These tragic events have further emphasized the need for affordable housing in our community and the need for resources has never been greater. The City has applied for PY 19/20 waivers for service providers to provide flexibility and deployment of resources. Additionally, the City is working on a substantial amendment to the PY 19/20 Action Plan, Consolidated Plan, and Citizen Participation Plan in anticipation of the CARES Act funding award. Salt Lake City will have an accelerated, but competitive application process for our community partners to address the immediate and pressing needs as they are responding to the COVID-19 crisis.
 - Salt Lake City conducted a survey in which 37 community partners responded to help the City understand how community and organization needs have shifted during the pandemic. These survey results have helped to identify the need in the community and organizational capacity to implement programs in response to COVID-19. Additionally, the City hosted an "Ask Me Anything" on Facebook that provided residents with an opportunity to ask housing related questions. Additionally, numerous outreach materials have been created and distributed to guide residents to services.
 - The City has been a constant leader in the Salt Lake Valley Coalition to End Homelessness (Coalition) which is a coordinated coalition of stakeholders working collaboratively to end homelessness in Salt

Lake County. In the fall of 2019, the Coalition transitioned homeless shelters to a Homeless Resource Center (HRC) model. The HRC's provide residents housing stability and case management services to assist clients in overcoming barriers to self-sufficiency. The HRC's provide a multitude of services include housing navigation, job training, employment services, life skills, and connection to community resources. The HRC's will continue to be an important and critical service in our community and will lift our most vulnerable residents out of homelessness.

- Salt Lake City supports the Housing First model, that housing is a right not a privilege. This view shapes housing policy and program implementation. Salt Lake City is working closely with community partners to provide opportunities for permanent supportive housing. This model provides the City's vulnerable residents with critical services to find stability, self-sufficiency, and upward mobility.
- Small community businesses serve as the life blood of Salt Lake City. They not only provide opportunities for employment but also build the fabric of diversity within the City. Salt Lake City will continue to support our small, locally owned businesses by providing economic development loan funding through City resources. The COVID-19 crisis has impacted small, local businesses at a devastating level. The City is committed to ensuring that small, local businesses are able to open safely, and survive this economic crisis.

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 continues to be 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 Goals and Strategies identified in the Plan

This Year-1 Action Plan establishes and addressed several Goals and Strategies as outlined in the 2020-2024 Consolidated Plan. These goals are briefly outlined below. Greater detail is provided in section AP-20.

1) Housing: Provide expanded housing options for all economic and demographic segments of Salt Lake City's population while diversifying the housing stock within neighborhoods.

Strategies:

- Support housing programs that address the needs of aging housing stock through targeting rehabilitation efforts and diversifying the housing stock within neighborhoods
- Expand housing support for aging residents that ensure access to continued stable housing
- Support affordable housing development that increases the number and types of units available for income eligible residents
- Support programs that provide access to home ownership via down payment assistance, and/or housing subsidy, and/or financing
- Support rent assistance programs to emphasize stable housing as a primary strategy to prevent and end homelessness
- Support programs that provide connection to permanent housing upon exiting behavioral health programs. Support may include, but is not limited to supporting obtaining housing via deposit and rent assistance and barrier elimination to the extent allowable to regulation
- Provide housing and essential services for persons with HIV/AIDS

2) Transportation: Promote accessibility and affordability of multimodal transportation options.

Strategies:

- Improve bus stop amenities as a way to encourage the accessibility of public transit and enhance the experience of public transit in target areas
- Support access to transportation prioritizing very low-income and vulnerable populations
- Expand and support the installation of bike racks, stations, and amenities as a way to encourage use of alternative modes of transportation in target areas

3) Build Community Resiliency: Build resiliency by providing tools to increase economic and/or housing stability.

Strategies:

- Provide job training/vocational training programs targeting low-income and vulnerable populations including, but not limited to; chronically homeless; those exiting treatment centers/programs and/or institutions; and persons with disabilities
- Economic Development efforts via supporting the improvement and visibility of small businesses through façade improvement programs
- Provide economic development support for microenterprise businesses
- Direct financial assistance to for-profit businesses
- Expand access to early childhood education to set the stage for academic achievement, social development, and change the cycle of poverty
- Promote digital inclusion through access to digital communication technologies and the internet
- Provide support for programs that reduce food insecurity for vulnerable populations

4) Homeless Services: Expand access to supportive programs that help ensure that homelessness is rare, brief, and non-recurring.

Strategies:

- Expand support for medical and dental care options for those experiencing homelessness
- Provide support for homeless services including Homeless Resource Center Operations and Emergency overflow operations
- Provide support for programs providing outreach services to address the needs of those living an unsheltered life
- Expand case management support as a way to connect those experiencing homelessness with permanent housing and supportive services

5) Behavioral Health: Provide support for low-income and vulnerable populations experiencing behavioral health concerns such as substance abuse disorders and mental health challenges.

Strategies:

- Expand treatment options, counseling support, and case management for those experiencing behavioral health crisis

6) 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 City's Five Year Housing Plan, the annual Utah Comprehensive Report on Homelessness, and the adopted Salt Lake City Master Plans that highlight strategic neighborhood investment opportunities.

3. Evaluation of past performance

Salt Lake City deliberately monitors the process of advancing the strategic goals outlined in the newly adopted 2020-2024 Consolidated Plan. This plan, like the previous 2015-2019 Consolidated 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. As we complete the time period associated with the 2015-2019 Consolidated Plan, here is an evaluation of progress during that time period

In preparation for development of the 2020-2024 Consolidated Plan and 2020-2021 Action Plan, Salt Lake City's Housing and Neighborhood Development Division reviewed Consolidated Annual Performance Reports (CAPERs) submitted to HUD under the 2015-2019 Consolidated Plan. The CAPERs provide an evaluation of past performance and accomplishments in relation to established goals and priorities. The City's previous Action Plans and CAPERs can be viewed at www.hudexchange.info/programs/consolidated-plan/con-plans-aaps-capers/.

During the course of the 2015-2019 Consolidated Plan, the City has been able to meet the vast majority of established goals and priorities. In addition, the City was able to comply with statutes and regulations set by HUD.

SALT LAKE CITY 2015-2019 CONSOLIDATED PLAN ACCOMPLISHMENTS

Goal	Description	Estimated	Projected
1	Improve and Expand the Affordable Housing Stock	1,325	1,430
2	Expand Homeownership Opportunities	110	70
3	Provide Housing & Related Services to Persons with HIV/AIDS	725	925
4	Provide Housing for Homeless & At-Risk of Homeless Individuals and Families	965	3,217
5	Provide Day-to-Day Services for Homeless Individuals & Families	15,000	7,380
6	Provide Public Services to Expand Opportunity & Self-Sufficiency for At-Risk Populations	35,000	24,385
7	Revitalize Business Nodes in Target Areas	75	50
8	Improve the Quality of Public Facilities	1,093	1,344
9	Improve Infrastructure in Distressed Neighborhoods & Target Areas	100,000	139,112

All the goals surrounding homeownership continued to be a struggle as the city experiences a sustained, rapid increase in housing prices and land values. This created 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 weighed as housing can easily out price available federal subsidies and regulatory limitations.

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, even though our initial projections proved to be overly optimistic for an entirely new program.

Over the past several 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. Additionally, Salt Lake City has further invested general fund dollars into homeless services through the Funding Our Future sales tax increase initiative. This shift allowed the city to invest significantly more funding, provide local direction, closely monitor 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. This also means that 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 fell short. Over the past few 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 19-20 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

Citizen participation is an integral part of the Consolidated Plan & Action Plan planning process, as it ensures goals and priorities are defined in the context of the community needs and preferences. In addition, the citizen participation process provides a format to educate the community about the City's federal grant programs. To this end, Salt Lake City solicited involvement from a diverse group of stakeholders and community members during the development of the 2020-2024 Consolidated Plan and 2020-2021 Action Plan. A comprehensive public engagement process included a citywide survey (including 2,000+ respondents), public hearings, public meetings, one-on-one meetings, stakeholder committee meetings, task force meetings, Salt Lake City internal technical committee meetings, and a public comment period. In total, over 4,000 residents participated in providing input into this plan.

The City received input and buy-in from residents, homeless service providers, low-income service providers, anti-poverty advocates, healthcare providers, housing advocates, housing developers, housing authorities, community development organizations, educational institutions, transit authority planners, City divisions and departments, among others. For more information on the citizen participation efforts, refer to the *AP-10 Consultation*.

The City held three public 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. The concerns that are not within the purview 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. This year, City Council held-over the initial public hearing for a second public hearing two weeks later. This is because the City had just entered into an electronic meeting space due to COVID-19 and Council wanted to ensure that constituents had as much opportunity for input into the process. More detail about these events is available in the *AP-12 Participation* section.

5. Summary of public comments

A summary of the public comments can be found in the appendix of the finalized 2020-2024 Consolidated Plan. All comments were received and considered while creating this 2020-2021 Action Plan. In general, the comments submitted through both the General Needs Hearing and the City Council Public Hearings were very positive. The comments received during the City Council Hearing typically related to the support of funding a specific 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.

AP-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

- Lani Eggertsen-Goff, Director of Housing and Neighborhood Development, Lani.Eggertsen-Goff@slcgov.com or 801-535-6240.
- Jennifer Schumann, Deputy Director, Jennifer.Schumann@slcgov.com or 801-535-7276.
- Tony Milner, Policy & Program Manager, Tony.Milner@slcgov.com or 801-535-6168.

Salt Lake City Housing and Neighborhood Development
 451 South State Street, Room 445
 P.O. Box 145488
 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 has increased access to Medicaid for the most vulnerable members of our community. Proposition 3 and SB96 have expanded Medicaid access to an estimated 70,000 – 90,000 people across the state. Recently, the City has also passed a city-wide sales tax increase which has allotted over \$5 million for housing programs across the city. This funding source has increased funding for programs that provide housing for the chronically homeless, homeless, mentally ill, children, developers, and people on the verge of becoming homeless, amongst others.

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.

Lastly, the City is very active in working with State Legislators at crafting legislation that can positively impact housing. Recently this has include working on bills such as SB34, SB39, and SB3006. Each of these bills are critical at supporting affordable housing in the State.

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 actively participated in the Salt Lake Valley Coalition to End Homelessness (SLVCEH), the entity responsible for oversight of the Continuum of Care (CoC). SLVCEH's primary goal is to end homelessness in Salt Lake Valley through a system-wide commitment of resources, services, data collection, analysis and coordination among all stakeholders. The Coalition gathers community consensus to create and fulfill established outcomes. Using these goals, the

Coalition partners with key stakeholders to fill the needs of the Salt Lake County Valley community. City representatives served on the SLVCEH Steering Committee and actively participated in meetings and efforts.

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 three 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: CONSULTATION AND PUBLIC PARTICIPATION PARTICIPANTS

STAKEHOLDER ADVISORY COMMITTEE		
1	Agency/Group/Organization	Refugee and Immigration Center - Asian Association of Utah
	Agency/Group/Organization Type	Services - Refugees
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
2	Agency/Group/Organization	ASSIST
	Agency/Group/Organization Type	Services - Persons with Disabilities, Housing
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Non-Homeless Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
3	Agency/Group/Organization	Columbus Community Center
	Agency/Group/Organization Type	Services - Employment, Persons with Disabilities
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
4	Agency/Group/Organization	Community Development Corporation, Utah
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by consultation?	Housing Needs Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged community wide.
5	Agency/Group/Organization	Community Health Center of Utah
	Agency/Group/Organization Type	Services - Health
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the

	outcomes of the consultation or areas for improved coordination?	closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
6	Agency/Group/Organization	Disability Law Center
	Agency/Group/Organization Type	Services - Law, Persons with Disabilities
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
7	Agency/Group/Organization	Donated Dental
	Agency/Group/Organization Type	Services - Health
	What section of the Plan was addressed by consultation?	Homeless Needs - Families with Children, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
8	Agency/Group/Organization	First Step House
	Agency/Group/Organization Type	Services - Housing, Persons with Disabilities, Homeless, Health
	What section of the Plan was addressed by consultation?	Housing Need Assessment, Homeless Needs - Chronically Homeless, Homeless Needs - Veterans, Homeless Strategy, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
9	Agency/Group/Organization	Habitat for Humanity
	Agency/Group/Organization Type	Services - Housing
	What section of the Plan was addressed by consultation?	Housing Need Assessment

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
10	Agency/Group/Organization	Salt Lake County Housing Authority DBA Housing Connect
	Agency/Group/Organization Type	Services - Housing, Homeless
	What section of the Plan was addressed by consultation?	Housing Need Assessment, Homeless Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
11	Agency/Group/Organization	Intermountain Healthcare
	Agency/Group/Organization Type	Services - Health, Impact Investment
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
12	Agency/Group/Organization	Maliheh Free Clinic
	Agency/Group/Organization Type	Services - Health, Refugees
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
13	Agency/Group/Organization	NeighborWorks Salt Lake
	Agency/Group/Organization Type	Services - Housing

	What section of the Plan was addressed by consultation?	Housing Needs Assessment
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
14	Agency/Group/Organization	Optum Health
	Agency/Group/Organization Type	Services - Health
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
15	Agency/Group/Organization	Salt Lake City Housing Authority
	Agency/Group/Organization Type	Services - Housing, Homeless
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
16	Agency/Group/Organization	Salt Lake County Aging and Adult Services
	Agency/Group/Organization Type	Services - Seniors, Aging Services
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
17	Agency/Group/Organization	Shelter the Homeless

	Agency/Group/Organization Type	Services - Homeless
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Strategy, Homeless Needs - Chronically Homeless
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
18	Agency/Group/Organization	South Valley Services
	Agency/Group/Organization Type	Services - Domestic Violence
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
19	Agency/Group/Organization	Utah Community Action
	Agency/Group/Organization Type	Services - Housing, Food Bank, Early Education
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Strategy, Anti-Poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
20	Agency/Group/Organization	Utah Department of Workforce Services
	Agency/Group/Organization Type	Services - Medicaid, Food, Employment
	What section of the Plan was addressed by consultation?	Homeless Strategy, Economic Development, Anti-Poverty Strategy, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.

21	Agency/Group/Organization	Utah Health and Human Rights
	Agency/Group/Organization Type	Services - Mental Health
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
22	Agency/Group/Organization	Utah Transit Authority
	Agency/Group/Organization Type	Services - Transit, Transportation
	What section of the Plan was addressed by consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
23	Agency/Group/Organization	Volunteers of America - Utah
	Agency/Group/Organization Type	Services - Housing, Persons with Disabilities, Homeless, Health
	What section of the Plan was addressed by consultation?	Housing Needs Assessment, Homeless Needs - Chronically Homeless, Homeless Needs - Families with Children, Homeless Needs - Veterans, Homeless Needs - Unaccompanied Youth, Homeless Strategy, Anti-Poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Public Service Organization that assisted in identifying service gaps 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 Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
24	Agency/Group/Organization	Young Women's Christian Association
	Agency/Group/Organization Type	Services - Housing, Children, Victims of Domestic Violence, Homeless, Victims
	What section of the Plan was addressed by consultation?	Homeless Needs - Families with Children, Homeless Strategy, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated	Public Service Organization that assisted in identifying service gaps within the community. The collaborative effort allowed for discussion and feedback from the agencies that are the

	outcomes of the consultation or areas for improved coordination?	closest to those we are assisting. From these efforts, the City was able to determine the overarching priorities and goals of the Plan, including specific public service focus areas where funding will be targeted and leveraged communitywide.
INTERDEPARTMENTAL TECHNICAL ASSISTANCE GROUP		
25	Agency/Group/Organization	Salt Lake City Community and Neighborhoods Department
	Agency/Group/Organization Type	Other Governmental - Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non -Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non -federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
26	Agency/Group/Organization	Salt Lake City Council
	Agency/Group/Organization Type	Other Governmental - Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, City Policy, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non -Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non -federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
27	Agency/Group/Organization	Salt Lake City Division of Economic Development
	Agency/Group/Organization Type	Other Governmental - Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non -Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and

	outcomes of the consultation or areas for improved coordination?	non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
28	Agency/Group/Organization	Salt Lake City Engineering Division
	Agency/Group/Organization Type	Other Governmental - Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non-Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
29	Agency/Group/Organization	Salt Lake City Parks & Public Lands Division
	Agency/Group/Organization Type	Other Governmental - Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non-Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
30	Agency/Group/Organization	Salt Lake City Redevelopment Agency
	Agency/Group/Organization Type	Other Governmental - Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non-Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and

	outcomes of the consultation or areas for improved coordination?	non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
31	Agency/Group/Organization	Salt Lake City Transportation Division
	Agency/Group/Organization Type	Other Governmental - Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non-Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
32	Agency/Group/Organization	Salt Lake City Civic Engagement
	Agency/Group/Organization Type	Other Governmental – Local, Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non-Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
33	Agency/Group/Organization	Salt Lake City Police Department
	Agency/Group/Organization Type	Other Governmental - Local
	What section of the Plan was addressed by consultation?	Community Safety, Homeless Services, Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts

		and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
34	Agency/Group/Organization	Salt Lake City Sustainability Division
	Agency/Group/Organization Type	Other Governmental - Local Planning Organization
	What section of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non -Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.
35	Agency/Group/Organization	Salt Lake City Planning Division
	Agency/Group/Organization Type	Other Governmental – Local Planning Organization
	What sections of the Plan was addressed by consultation?	City Infrastructure, Community Needs, Community Safety, Economic Development, Homeless Services, Housing Needs Assessment, Market Analysis, Non -Homeless Special Needs, Planning/Zoning/Land Use, Public Services
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City assembled an Interdepartmental Technical Committee to discuss the necessity of leveraging federal and non-federal funding opportunities. The Committee assisted in creating target areas to geographically focus city-wide efforts and discuss other funding tools that may be available. The group committed to working collaboratively to maximize resources. Collaborations will continue to occur on City infrastructure, economic development, and transportation efforts that are in a geographically focused area.

Identify any Agency Types not consulted and provide rationale for not consulting:

All agency types were invited to participate in the process.

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

TABLE: PLAN CONSULTATION

COMMUNITY PLAN CONSULTATIONS

1	Name of Plan	10-Year Plan to End Chronic Homelessness
	Lead Organization	State of Utah
	How do the goals of your Strategic Plan overlap with the goals of each plan?	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.
2	Name of Plan	Annual Point-in-Time Count
	Lead Organization	State of Utah
	How do the goals of your Strategic Plan overlap with the goals of each plan?	This plan highlights an initiative to find homeless persons living on the streets and gather information in order to connect them with available services. By doing so, this will help policymakers and program administrators set benchmarks to measure progress toward the goal of ending homelessness, help plan services and programs to appropriately address local needs, identify strengths and gaps in a community's current homelessness assistance system, inform public opinion, increase public awareness, attract resources, and create the most reliable estimate of people experiencing homelessness throughout Utah.
3	Name of Plan	Growing SLC
	Lead Organization	Salt Lake City
	How do the goals of your Strategic Plan overlap with the goals of each plan?	Policy solutions over the five year period of this plan will focus on: 1) updates to zoning code, 2) preservation of long-term affordable housing, 3) establishment of a significant funding source, 4) stabilizing low-income tenants, 5) innovation in design, 6) partnerships and collaboration in housing, and 7) equitability and fair housing.
4	Name of Plan	Salt Lake City Master Plans
	Lead Organization	Salt Lake City
	How do the goals of your Strategic Plan overlap with the goals of each plan?	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.
5	Name of Plan	Salt Lake Valley Coalition to End Homelessness
	Lead Organization	Salt Lake County
	How do the goals of your Strategic Plan overlap with the goals of each plan?	This plan emphasizes the promotion of a community-wide commitment to the goal of ending homelessness, provide funding for efforts to quickly re-house individuals and families who are homeless, which minimizes the trauma and dislocation caused by homelessness, promote access to and effective use of mainstream programs, optimize self-sufficiency among individuals and families experiencing homelessness
6	Name of Plan	State of Utah Strategic Plan on Homelessness
	Lead Organization	State of Utah
	How do the goals of your Strategic Plan overlap with the goals of each plan?	The strategic plan establishes statewide goals and benchmarks on which to measure progress toward these goals. The plan recognizes that every community in Utah is different in their challenges, resources available, and needs of those who experience homelessness.

7	Name of Plan	Strategic Economic Development Plan
	Lead Organization	Salt Lake City Economic Development
	How do the goals of your Strategic Plan overlap with the goals of each plan?	The Strategic Plan establishes an assessment of existing economic conditions of Salt Lake City through analysis of quantitative and qualitative data. This information guided a strategic framework that builds on existing strengths and seeks to overcome identified challenges to ensure the City's fiscal health, enhance its business climate, and promote economic growth.
8	Name of Plan	Housing Gap Coalition Report
	Lead Organization	Salt Lake Chamber
	How do the goals of your Strategic Plan overlap with the goals of each plan?	Initiative that seeks to safeguard Utah's economic prosperity by ensuring home ownership is attainable and housing affordability is a priority, protecting Utahns quality of life and expanding opportunities for all.
9	Name of Plan	Housing Affordability Crisis
	Lead Organization	Kem C. Gardner Policy Institute
	How do the goals of your Strategic Plan overlap with the goals of each plan?	Policy brief regarding the current and projected state of rising housing prices in Utah and recommendations regarding what to do about it.

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**

The City seeks to develop and enhance livable, healthy, and sustainable neighborhoods through robust planning and actions that reflect the needs and values of the local community. The City has stayed true to its values of inclusiveness and innovation by embracing opportunities to provide equitable services, offer funding, and create housing opportunities that improve lives for individuals and families in underserved and under-resourced communities.

The City recognizes that citizen participation is critical for the development of a Consolidated Plan that reflects the needs of affected persons and residents. In accordance with 24 CFR 91.105, the City solicited robust citizen participation over the course of an entire year. Between May 2019 and May 2020, over 4,000 residents, stakeholders, agency partners, and City officials participated through proactive, community-based outreach, facilitated stakeholder engagement, and online surveys. The City involved affected persons and residents through stakeholder consultation, a community survey, community events, public meetings, public hearings, public comment periods, and one-on-one consultations. The following provides a synopsis of these efforts.

The City created a survey to solicit feedback from residents regarding their priorities for the provision of housing, economic development, and public services in the most underserved and under-resourced areas of the community. The survey and all accompanying materials were translated into Spanish, with additional language translation services available upon request.

The survey was posted on the City website and social media platforms, third-party digital applications like Nextdoor and was distributed to thousands of residents through the City's email listserv. In addition, digital flyers with Quick Response (QR) codes were created and distributed to stakeholder advisory and interdepartmental working group members. Members of these groups were asked to distribute the flyer to their respective constituencies.

The survey fielding occurred from August 15 through September 30, 2019 with a total of 2,068 respondents completing it. Respondents ranked homeless and transportation services as their top priorities for City services. Street improvements, job creation and rental assistance were the top priorities for community, economic development, and housing investments, respectively.

Respondents identified Poplar Grove, Fairpark, and Ballpark as areas of the City with the most unmet needs for underserved individuals and families. The overwhelming majority of residents did not feel that the current housing stock was sufficient to meet the needs of a growing City, particularly for low-income populations, seniors, and individuals with disabilities.

Since the survey was open to anyone who wanted to take it, results may have included self-selection bias. To supplement these results with a more representative understanding of resident sentiment, the City also compared them with the recently completed annual resident survey results. Both surveys showed that residents wanted more housing and transportation investments for underserved areas of the community.



1. Salt Lake City residents consistently report a **high quality of life** over time.
2. On average, residents rank **investing in affordable housing programs** as their highest priority city initiative.
3. 95% of respondents rank **improving air quality** as their highest environmental priority.
4. A majority of respondents believe **Salt Lake City has job opportunities for them, but they also believe that the City can do more to attract businesses.**
5. A plurality of residents **would prefer to receive information regarding SLC via email.** Fewer than a quarter report following the City's social media accounts.
6. There is currently a general **lack of knowledge regarding the Inland Port Project.** Residents who follow the city's social media accounts and use the city website report greater understanding of what the project is.
7. **Favorability of the port is heavily divided** with an average score of 42 on a scale of 0-100. Currently, **greater understanding of the port is associated with less favorable opinions of it.**

FINDINGS TO REMEMBER

TABLE: CITIZEN PARTICIPATION OUTREACH SUMMARY CHART

Mode of Outreach	Effort	Target of Outreach	Summary of Response/Attendance	Summary of Comments Received	Summary of Comments not Accepted & Reasons
Internet Outreach	Survey	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing	2,068 Respondents	Respondents ranked homeless and transportation services as their top priorities for City services. Street improvements, job creation, and rental assistance were the top priorities for community, economic development, and housing investments respectively.	All comments were accepted and taken into consideration as the Consolidated Plan developed.
Other: City Collaboration	Interdepartmental Technical Advisory Committee	Other: City Departments/ Divisions	On average, approximately 30-40 City staff attended multiple meetings to discuss targeted approach to utilizing federal funding sources.	Discussions focused on identifying where the City could collaborate to better leverage federal funding, city priorities, and local efforts. Topics included all areas of City infrastructure, services, and investment.	All comments were accepted and taken into consideration as the Consolidated Plan developed.
Focus Group	Stakeholder Advisory Committee	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of	On average, approximately 40-50 representatives from non-profit service providers and government entities attended	Discussions focused on identifying where the City could collaborate to better leverage federal funding, city priorities, and	All comments were accepted and taken into consideration as the Consolidated Plan developed.

Mode of Outreach	Effort	Target of Outreach	Summary of Response/Attendance	Summary of Comments Received	Summary of Comments not Accepted & Reasons
		Public and Assisted Housing	multiple meetings to discuss targeted approach to utilizing federal funding sources.	local efforts. Topics included all areas of City infrastructure, services, and investment.	
Public Meeting	Presentation to City Council	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing	Approximately 30 members of the public attended this meeting.	Discussions focused on how the City could better leverage federal funding, city priorities, and local efforts. Topics included all areas of City infrastructure, services, and investment.	All comments were accepted and taken into consideration as the Consolidated Plan developed.
Public Meeting	Presentation to Planning Commission	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing	Approximately 30 members of the public attended this meeting.	Discussions focused on how the City could better leverage federal funding, city priorities, and local efforts. Topics included all areas of City infrastructure, services, and investment.	All comments were accepted and taken into consideration as the Consolidated Plan developed.
Public Hearing	General Needs Hearing	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of	1 resident attended the hearing and 2 residents emailed public comments	Discussions focused on how the City could better leverage federal funding, city priorities, and local efforts. Topics	All comments were accepted and taken into consideration as the Consolidated Plan developed.

Mode of Outreach	Effort	Target of Outreach	Summary of Response/Attendance	Summary of Comments Received	Summary of Comments not Accepted & Reasons
		Public and Assisted Housing		included all areas of City infrastructure, services, and investment.	
Public Hearing	Consolidated Plan & Annual Action Plan (AAP) Hearing	Planning Commissioner s, City staff, Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing			All comments were accepted and taken into consideration as the Consolidated Plan developed.
Public Hearing	Consolidated Plan Hearing	City Councilmembers, City staff, Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and Assisted Housing			All comments were accepted and taken into consideration as the Consolidated Plan developed.
Other: Community Events	Community Events	Minorities; Non-English Speaking; Spanish; Persons with Disabilities; Non-Targeted/Broad community; residents of Public and	Over 1,322 respondents	Staff attended dozens of community events over the course of the Consolidated Plan development process. Respondents ranked	All comments were accepted and taken into consideration as the Consolidated Plan developed.

Mode of Outreach	Effort	Target of Outreach	Summary of Response/Attendance	Summary of Comments Received	Summary of Comments not Accepted & Reasons
		Assisted Housing		homelessness, substance abuse & mental health, and transportation services as their top priorities for the City.	

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

Introduction

TABLE: EXPECTED RESOURCES

	Uses of Funding	Expected Amount Available – Year 1				Expected Amount Available – Remainder of Con Plan	Description
		Annual Allocation	Program Income	Prior Year Resources	Total		
CDBG	Acquisition	\$3,509,164	\$0	\$35,000	\$3,544,164	\$13,600,000	Prior year resources are unspent funds from previous years.
	Administration						
	Economic Development						
	Homebuyer Assistance						
	Homeowner Rehabilitation						
	Multifamily Rental						
	Construction Multifamily						
	Public Improvements						
	Public Services						
	Rental Rehabilitation						
	New Construction for Ownership						
	TBRA						
	Historic Rental Rehabilitation						
	New Construction						
HOME	Acquisition	\$957,501	\$300,000	\$0	\$1,257,501	\$4,600,000	Program income is typically generated from housing loan repayments from nonprofit agencies.
	Administration						
	Homebuyer Assistance						
	Homeowner Rehabilitation						
	Multifamily Rental						

	Uses of Funding	Expected Amount Available – Year 1				Expected Amount Available – Remainder of Con Plan	Description
		Annual Allocation	Program Income	Prior Year Resources	Total		
	Construction Multifamily Rental Rehabilitation New Construction for Ownership TBRA						
ESG	Administration Financial Assistance Overnight Shelter Rapid Re-Housing (Rental Assistance) Rental Assistance Services Transitional Housing	\$301,734	\$0	\$2,500	\$304,234	\$1,160,000	Prior year resources are unspent funds from previous years.
HOPWA	Administration Permanent Housing in Facilities Permanent Housing Placement STRMU Short-Term or Transitional Housing Facilities Supportive Services TBRA	\$600,867	\$0	\$15,000	\$615,876	\$1,720,000	Prior year resources are unspent funds from previous years.
OT HE	Acquisitions Administration	\$0	\$0	\$2,000,000	\$2,000,000	\$3,000,000	The Trust Fund has a

	Uses of Funding	Expected Amount Available – Year 1				Expected Amount Available – Remainder of Con Plan	Description
		Annual Allocation	Program Income	Prior Year Resources	Total		
	Conversion and Rehab for Transitional Housing						budget of \$2m and expects to receive a total of approximately \$3m in revenue over the next plan period.
	Homebuyer Rehabilitation Housing						
	Multifamily Rental New Construction						
	Multifamily Rental Rehab						
	New Construction for Ownership						
	Permanent Housing in Facilities						
	Rapid Re-Housing						
	Rental Assistance						
	TBRA						
	Transitional Housing						
OTHER PROGRAM INCOME	All CDBG Eligible Activities per Housing Program Rules	\$0	\$1,500,000	\$0	\$1,500,000	\$6,000,000	
	All HOME Eligible Activities per Housing Program Rules						

	Uses of Funding	Expected Amount Available – Year 1				Expected Amount Available – Remainder of Con Plan	Description
		Annual Allocation	Program Income	Prior Year Resources	Total		
OTHER ECONOMIC DEVELOPMENT LOAN FUND	Economic Development	\$0	\$0	\$0	\$0	\$4,000,000	The fund currently has a balance of approximately \$4m.

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

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. In a US Dept of Housing & Urban Development memo from John Gibbs, Acting Assistant Secretary for Community Planning and Development (D), dated April 10, 2020, re: Availability of Waivers and Suspensions of the HOME Program Requirements in Response to COVID-19 Pandemic, Salt Lake City intends to maximize the waiver and suspension of HOME match requirements.

- HOME Investment Partnership Program – 25% Match Requirement

As per #4 of the above mentioned memo, Matching Contribution Requirements, given the urgent housing and economic needs created by COVID-19, and substantial financial impact the Participating Jurisdiction (PJ) will face in addressing those needs, waiver of these regulations (24 CFR 92.218 and 92.222(b)) will relieve the PJ from the need to identify and provide matching contributions to HOME projects.

- 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 publicly 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 STRATEGIES

TABLE: GOALS, PRIORITY NEEDS AND OUTCOME INDICATORS

Sort Order	Goal	Start Year	End Year	Category	Geographic Area	Priority Needs Addressed	Funding	Goal Outcome Indicator
1 - Housing	Expand housing options	2020	2021	Affordable Housing	Citywide	Affordable Housing	CDBG \$1,855,073, ESG \$135,104, HOME \$1,536,677, HOPWA \$702,841,	1149 Households assisted
2 – Transportation	Improve access to transportation	2020	2021	Transportation	City Wide	Transportation	CDBG \$45,000	271 Households assisted
3 – Community Resiliency	Increase economic and/or housing stability	2020	2021	Economic Development/Public Services	Target Areas/City Wide	Community Resiliency	CDBG \$530,692	126 Individuals or businesses assisted
4 – Homeless Services	Ensure that homelessness is brief, rare, and non-recurring	2020	2021	Public Services/Homeless Services	Citywide	Homeless Services	CDBG \$279,566, ESG \$174,000,	630 Persons assisted
5 – Behavioral Health	Support vulnerable populations experiencing substance abuse and mental health challenges	2020	2021	Public Services/Behavioral Health	Citywide	Behavioral Health	CDBG \$97,000	299 households assisted
6 – Administration	Administration	2020	2021	Administration	Citywide	Administration	CDBG \$701,833 ESG \$22,630 HOME \$95,750 HOPWA \$18,026	N/A

Goal Descriptions

TABLE GOAL DESCRIPTIONS

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

	Goal Name	Goal Description
		<ul style="list-style-type: none"> • Support housing programs that address the needs of aging housing stock through targeted rehabilitation efforts and diversifying the housing stock within the neighborhoods • Support affordable housing development that increases the number and types of units available for qualified residents • Support programs that provide access to home ownership • Support rent assistance programs to emphasize stable housing as a primary strategy to prevent and/or end homelessness • Support programs that provide connection to permanent housing upon exiting behavioral health programs • Provide housing and essential supportive services to persons with HIV/AIDS
2	Transportation	<p>To promote accessibility and affordability of multimodal transportation options.</p> <ul style="list-style-type: none"> • Within eligible target areas, improve bus stop amenities as a way to encourage the accessibility of public transit and enhance the experience of public transit • Within eligible target areas, expand and support the installation of bike racks, stations, and amenities as a way to encourage use of alternative modes of transportation • Support access to transportation, prioritizing very low -income and vulnerable populations
3	Community Resiliency	<p>Provide tools to increase economic and/or housing stability</p> <ul style="list-style-type: none"> • Support job training and vocational rehabilitation programs that increase economic mobility • Improve visual and physical appearance of deteriorating commercial buildings - limited to CDBG Target Area • Provide economic development support for microenterprise businesses • Direct financial assistance to for-profit businesses • Expand access to early childhood education to set the stage for academic achievement, social development, and change the cycle of poverty • Promote digital inclusion through access to digital communication technologies and the internet • Provide support for programs that reduce food insecurity for vulnerable population
4	Homeless Services	<p>To expand access to supportive programs that help ensure that homelessness is rare, brief, and non-recurring</p> <ul style="list-style-type: none"> • Expand support for medical and dental care options for those experiencing homelessness • Provide support for homeless services including Homeless Resource Center Operations and Emergency Overflow Operations • Provide support for programs undertaking outreach services to address the needs of those living an unsheltered life • Expand case management support as a way to connect those experiencing homelessness with permanent housing and supportive services
5	Behavioral Health	<p>To provide support for low -income and vulnerable populations experiencing behavioral health concerns such as substance abuse disorders and mental health challenges.</p>

	Goal Name	Goal Description
		<ul style="list-style-type: none"> Expand treatment options, counseling support, and case management for those experiencing behavioral health crisis
6	Administration	5

AP-35 PROJECTS – 91.220(d)**Introduction**

The goals and strategies outlined in Salt Lake City's 2020-2024 Consolidated Plan serve as the foundation for program year 2020-2021 projects and activities. The Consolidated Plan encourages building resiliency in low income areas by investing in economic development, and transportation infrastructure. These two categories of projects/activities will be limited to the West Side CDBG Target Area. The Consolidated Plan also addresses the need to utilize federal funding to further support housing, transportation, building community resiliency, homeless services, and behavioral health. The Consolidated Plan goals will be supported through the following 2019-2020 efforts:

This Year-1 Action Plan establishes and addressed several Goals and Strategies as outlined in the 2020-2024 Consolidated Plan. It is recognized that not every strategy will be accessed each year, however, each year there will be projects that move forward each of the goals identified.

Housing: Provide expanded housing options for all economic and demographic segments of Salt Lake City's population while diversifying the housing stock within neighborhoods.*Strategies:*

- Support housing programs that address the needs of aging housing stock through targeting rehabilitation efforts and diversifying the housing stock within neighborhoods
- Expand housing support for aging residents that ensure access to continued stable housing
- Support affordable housing development that increases the number and types of units available for income eligible residents
- Support programs that provide access to home ownership via down payment assistance, and/or housing subsidy, and/or financing
- Support rent assistance programs to emphasize stable housing as a primary strategy to prevent and end homelessness
- Support programs that provide connection to permanent housing upon exiting behavioral health programs. Support may include, but is not limited to supporting obtaining housing via deposit and rent assistance and barrier elimination to the extent allowable to regulation
- Provide housing and essential services for persons with HIV/AIDS

Transportation: Promote accessibility and affordability of multimodal transportation options.*Strategies:*

- Improve bus stop amenities as a way to encourage the accessibility of public transit and enhance the experience of public transit in target areas
- Support access to transportation prioritizing very low-income and vulnerable populations
- Expand and support the installation of bike racks, stations, and amenities as a way to encourage use of alternative modes of transportation in target areas

Build Community Resiliency: Build resiliency by providing tools to increase economic and/or housing stability.

Strategies:

- Provide job training/vocational training programs targeting low-income and vulnerable populations including, but not limited to; chronically homeless; those exiting treatment centers/programs and/or institutions; and persons with disabilities
- Economic Development efforts via supporting the improvement and visibility of small businesses through façade improvement programs
- Provide economic development support for microenterprise businesses
- Direct financial assistance to for-profit businesses
- Expand access to early childhood education to set the stage for academic achievement, social development, and change the cycle of poverty
- Promote digital inclusion through access to digital communication technologies and the internet
- Provide support for programs that reduce food insecurity for vulnerable population

Homeless Services: Expand access supportive programs that help ensure that homelessness is rare, brief, and non-recurring.

Strategies:

- Expand support for medical and dental care options for those experiencing homelessness
- Provide support for homeless services including Homeless Resource Center Operations and Emergency overflow operations
- Provide support for programs providing outreach services to address the needs of those living an unsheltered life
- Expand case management support as a way to connect those experiencing homelessness with permanent housing and supportive services

Behavioral Health: Provide support for low-income and vulnerable populations experiencing behavioral health concerns such as substance abuse disorders and mental health challenges.

Strategies:

- Expand treatment options, counseling support, and case management for those experiencing behavioral health crisis

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

TABLE: PROJECT NAME

#	Project Name
1	CDBG: Public Services: Homeless Service Programs
2	CDBG: Public Services: Build Community Resiliency - Job Training Programs
3	CDBG: Public Services: Behavioral Health
4	CDBG: Housing
5	CDBG: Build Community Resiliency - Economic Development
6	CDBG: Public Services: Transportation
7	CDBG: Administration
8	ESG20: Salt Lake City

9	HOME: Tenant Based Rental Assistance
10	HOME: Down Payment Assistance
11	HOME: Salt Lake City Home Development Fund
12	HOME: Administration
13	HOPWA20: Salt Lake City

AP-38 PROJECTS

TABLE: PROJECT SUMMARY INFORMATION

1	Project Name	CDBG Public Services: Homeless Service Programs
	Target Area	Citywide
	Goals Supported	Homeless Services
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services
	Funding	CDBG: \$279,566
	Description	Funding for eligible activities that support homeless resource centers, emergency shelters 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	158 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	<p>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:</p> <p>Catholic Community Services, Weigand Homeless Resource Center, \$47,000</p> <p>Volunteers of America, Utah, Geraldine King Resource Center, \$100,281</p> <p>Salt Lake Donated Dental Services, Community Dental Project, \$44,000</p> <p>YWCA of Utah, Women in Jeopardy, \$58,285</p> <p>South Valley Services, Domestic Violence Victim Advocate, \$30,000</p>	
2	Project Name	CDBG Public Services: Build Community Resiliency - Job Training Programs
	Target Area	Citywide
	Goals Supported	Build Community Resiliency
	Needs Addressed	Build community resiliency

	Funding	CDBG: \$104,809
	Description	Funding for eligible activities that enhance, expand, and improve job training programs as a way to build resiliency and self sufficiency.
	Target Date	
	Matrix Code	05H
	National Objective	LMC
	Estimate the number and type of families that will benefit from the proposed activities	96 adults are expected to benefit from proposed activities. This includes low income residents that are working with existing job training programs for those that are homeless, exiting homelessness or low income residents.
	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 for those that are low income and/or 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: \$64,809</p> <p>Catholic Community Services of Utah, St. Vincent Kitchen Academy, \$40,000</p>
3	Project Name	CDBG Public Services: Behavioral Health
	Target Area	Citywide
	Goals Supported	Behavioral Health
	Needs Addressed	Public Services: Expand Opportunity/Self-Sufficiency
	Funding	CDBG: \$97,000
	Description	Public Service activities that provide a behavioral 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	299 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 behavioral health programming.
Planned Activities	Activities will provide access to behavioral health programs, with an added benefit of connection to stable housing opportunities and building self resiliency.	

	<p>First Step House, Employment Preparation and Employment, \$47,000</p> <p>First Step House, Peer Support Services, \$50,000</p>
Project Name	CDBG: Housing
Target Area	Citywide
	West Side Target Area
Goals Supported	Housing
Needs Addressed	Affordable Housing Development & Preservation
Funding	CDBG: \$1,855,073
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	369 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. This may include, but is not limited to, multi-family housing or single-family housing.
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 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:</p> <p>ASSIST Inc. –Community Design Center, Emergency Home Repair; Accessibility and Community Design, \$391,373</p> <p>Community Development Corp. of Utah, Affordable Housing and Revitalization: \$68,100</p> <p>NeighborWorks Salt Lake, Rebuild and Revitalize Blight (RRB), \$100,000</p> <p>SLC Housing and Neighborhood Development, Community Land Trust, \$250,000</p> <p>SLC Housing and Neighborhood Development, Housing Rehabilitation and Homebuyer Program, \$485,600</p> <p>SLC Housing and Neighborhood Development, Targeted Repairs Program, \$500,000</p> <p>SLC Housing and Neighborhood Development, Small Repair Program, \$60,000</p>

4

5	Project Name	CDBG: Build Community Resiliency - Economic Development
	Target Area	West Side Target Area
	Goals Supported	Build Community Resiliency
	Needs Addressed	Support access to building community resiliency by providing opportunities for small businesses to thrive
	Funding	CDBG: \$425,883
	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	30 businesses
	Location Description	Targeted outreach in West Side Target Area
	Planned Activities	Activities will include grants and forgivable loans/grants for businesses located in the West Side 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: \$425,883
6	Project Name	CDBG: Public Services: Transportation
	Target Area	Citywide
	Goals Supported	Transportation
	Needs Addressed	Support access to transportation prioritizing very low-income and vulnerable populations, by offering reduced-fare transit passes to individuals experiencing homelessness. .
	Funding	CDBG: \$45,000
	Description	Funding will be utilized to promote accessibility and affordability of multimodal transportation options.
	Target Date	
	Matrix Code	05E
	National Objective	LMC
Estimate the number and type of families that will benefit from the proposed activities	271 individuals	

	Location Description	Citywide.
	Planned Activities	Support access to transportation prioritizing very low-income and vulnerable populations, by offering reduced-fare transit passes to individuals experiencing homelessness. . Salt Lake City Transportation, HIVE Pass Will Call, \$45,000
7	Project Name	CDBG: Administration
	Target Area	N/A
	Goals Supported	Administration
	Needs Addressed	
	Funding	CDBG: \$701,833
	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.	
8	Project Name	ESG20 Salt Lake City
	Target Area	County-wide
	Goals Supported	Homeless Services
	Needs Addressed	Homeless: Mitigation, Prevention, Public Services
	Funding	ESG: \$301,734
	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, shelter diversion, 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	<p>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</p> <p>Part 1 ESG: Shelter Operations, Outreach, Day-to-Day Services: 97 individuals</p> <p>Part 2 ESG: Prevention, Rapid Rehousing, Diversion: 481 individuals</p>
Location Description	County-wide
Planned Activities	<p>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:</p> <p>The Road Home, Rapid Rehousing Program, \$40,765</p> <p>Utah Community Action, Rapid Rehousing Program, \$30,000</p> <p>Utah Community Action, Diversion Program, \$30,000</p> <p>Housing Authority of Salt Lake City, Homeless Prevention Program, \$34,339</p> <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>First Step House, Homeless Resource Center Behavioral Health Treatment Services, \$60,000</p> <p>Volunteers of America, Utah, Geraldine King Women's Resource Center, \$38,000</p> <p>Volunteers of America, Utah, Homeless Youth Resource Center, \$46,000</p> <p>3. In addition, \$22,630 will be utilized for program administration for general management, oversight and coordination of the City's ESG program.</p>
Project Name	HOME: Tenant Based Rental Assistance
Target Area	Citywide
Goals Supported	Housing
Needs Addressed	Access to affordable housing
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	112 families will benefit from the proposed activities.

9

	that 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
10	Project Name	HOME: Down Payment and Deposit Assistance
	Target Area	Citywide
	Goals Supported	Housing
	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	13 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	
11	Project Name	HOME: Salt Lake City Home Development Fund
	Target Area	Citywide
	Goals Supported	Housing
	Needs Addressed	Affordable Housing Development & Preservation
	Funding	HOME: \$1,066,677
	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 7 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: \$1,066,677
12	Project Name	HOME: Administration
	Target Area	Citywide
	Goals Supported	Administration
	Needs Addressed	
	Funding	HOME: \$97,750
	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.	
13	Project Name	HOPWA20 Salt Lake City
	Target Area	Metropolitan Statistical Area
	Goals Supported	Housing
	Needs Addressed	Access to affordable housing
	Funding	HOPWA: \$600,867
	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:
	Supportive Services: 36 households
	STRMU/PHP/Supportive Services: 65 households TBRA: 66 households
Location Description	Salt Lake City Metropolitan Statistical Area
Planned Activities	<p>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:</p> <p>Housing Authority of the County of Salt Lake, TBRA, \$510,797</p> <p>Utah Community Action Program, STRMU, PHP, Supportive Services, \$162,044</p> <p>Utah AIDS Foundation, Supportive Services, \$30,000</p> <p>In addition, Salt Lake City will utilize \$18,026 in program administration for general management, oversight and coordination of the Salt Lake City MSA HOPWA program.</p>

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.

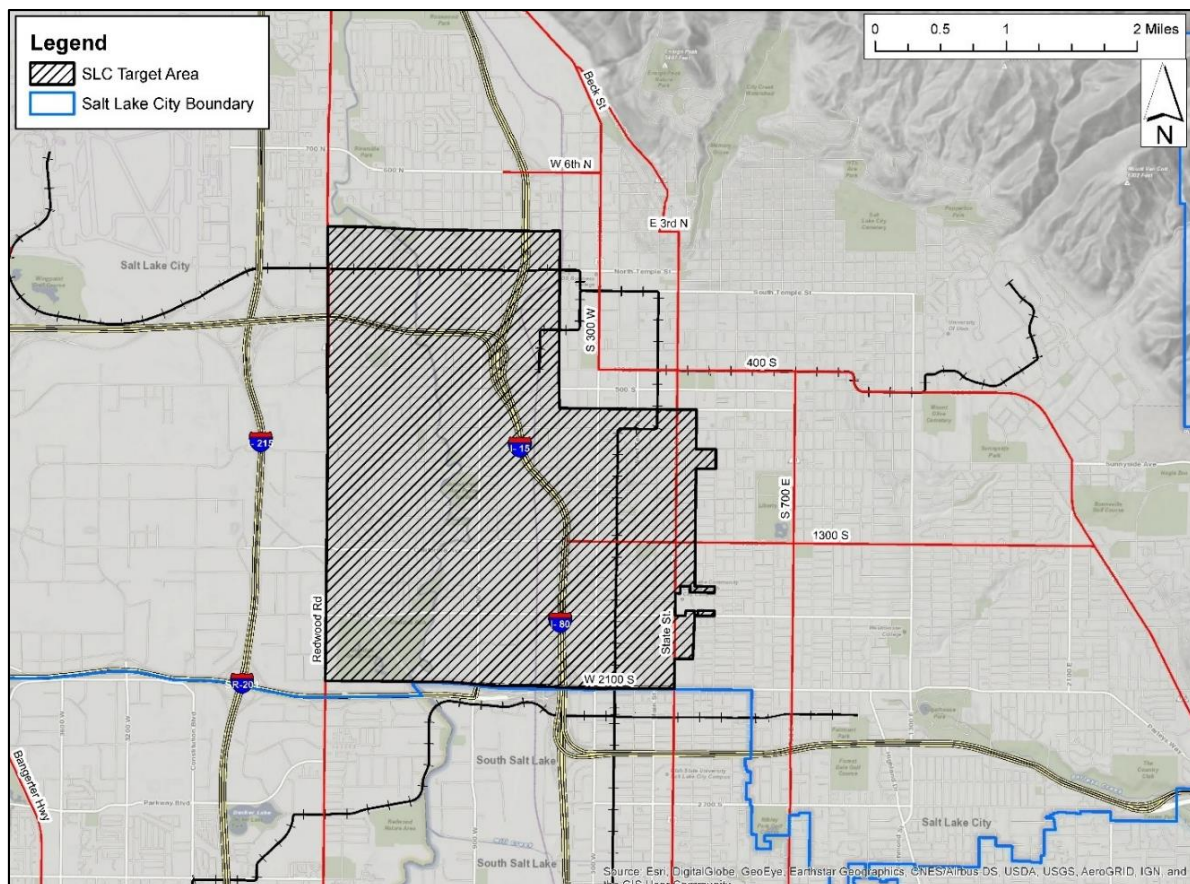
AP-50 GEOGRAPHICAL DISTRIBUTION – 91.220(f)

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

Locally-defined target areas provide an opportunity to maximize impact and align HUD funding with existing investment while simultaneously addressing neighborhoods with the most severe needs. According to HUD standards, a Local Target Area is designed to allow for a locally targeted approach to the investment of CDBG and other federal funds.

The target area for the entirety of the associated Consolidated Plan period, will be identified as, “West Side Target Area”, as shown on the map below. CDBG and other federal funding will be concentrated, but not necessarily limited to, the target area. Neighborhood and community nodes will be identified and targeted to maximized community impact and drive further neighborhood investment. During this Action Plan period, infrastructure projects such as transportation projects and commercial façade improvements will be limited to this target area. Housing activities will happen citywide, however, a more concentrated marketing strategy for rehabilitation efforts will be deployed in the West Side Target Area as an opportunity to expand housing stability.

FIGURE: 2020-2024 WEST SIDE CDBG TARGET AREA



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.

TABLE: GEOGRPAHIC DISTRIBUTION

	Target Area	% of Funds
1	West Side CDBG Target Area	12%

Rationale for the priorities for allocating investments geographically

The Target Area was identified through an extensive process that analyzed local poverty rates, low-and moderate-income rates, neighborhood conditions, citizen input, and available resources.

A recent fair housing equity assessment (May 2018) completed by the Kem C. Gardner Policy Institute at the University of Utah states that there is a housing shortage in Utah, with the supply of new homes and existing “for sale” homes falling short of demand. While the impact of higher housing prices is widespread, affecting buyers, sellers, and renters in all income groups, the report concludes that those households below the median income, and particularly low-income households, are disproportionately hurt by higher housing prices. In fact, households with incomes below the median have a 1 in 5 chance of a severe housing cost-burden, paying at least 50% of their income toward housing, while households with incomes above the median have a 1 in 130 chance.¹

Discussion

The City’s west side and central corridor continue to have economic disparities that can be addressed through investments of CDBG funding. Expanding and building upon the target areas of the 2015-2019 Consolidated Plan, will allow the city to continue to focus resources in a meaningful way. The first year of this plan is a transition year and will see a small level of investment at approximately 12%. The city will look to grow that in future years that will ultimately end up in investments closer to 35% on an annual basis. While not limited to the target area, housing rehabilitation efforts will be heavily marketed in the target area. For the 2020-2021 Action Plan, this includes efforts of partners such as ASSIST, NeighborWorks, and Salt Lake City’s Housing & Neighborhood Development (HAND). Each organization provides housing rehabilitation services targeted to low-to-moderate income households. Marketing these programs will help ensure that aging housing stock does not fall into disrepair or become blighted. Throughout this Plan period and beyond, the City will leverage and strategically target funding for neighborhood improvements, transportation improvements, and economic development to maximize impact within targeted neighborhoods.

¹ James Wood, Dejan Eskic and D. J. Benway, Gardner Business Review, *What Rapidly Rising Prices Mean for Housing Affordability*, May 2018.

AP-55 AFFORDABLE HOUSING

Introduction

The Salt Lake City's Housing and Neighborhood Development Division (HAND) is committed to lessening the current housing crisis that is affecting Salt Lake City, and all U.S. cities, through a range of robust policy and project initiatives to improve housing affordability for all residents, with an emphasis on households earning 40% AMI or below.

One Year Goals for the Number of Households to be Supported

Homeless:	378
Non-Homeless:	1365
Special Needs:	65
TOTAL:	1808

One Year Goals for the Number of Households Supported Through

Rental Assistance:	492
The Production of New Units:	7
Rehab of Existing Units:	257
Acquisition of Existing Units:	23
TOTAL:	790

Discussion

The City's Housing and Neighborhood Development Division (HAND) is committed to lessening the current housing crisis that is affecting Salt Lake City, and all U.S. cities, through a range of robust policy and project initiatives to improve housing affordability for all residents, with an emphasis on households earning 40% AMI or below.

To guide these initiatives, in December 2017, the City approved *Growing SLC, A Five Year Housing Plan, 2018-2022*, a thoughtful, data-driven strategy for ensuring long-term affordability and preservation while continuing to enhance neighborhoods, while balancing their unique needs.

Salt Lake City will support affordable housing activities in the coming year by utilizing the following federal community development funding programs: CDBG, ESG, HOME, and HOPWA. Affordable 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;
- Homeowner housing rehabilitation; and
- Direct financial assistance for eligible homebuyers.

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 Housing Choice voucher programs for the City. The Authority strives 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, and affordable housing that provides 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 Housing Choice voucher programs, the Housing Choice Voucher Program provides rental assistance to low-income families (50% of area median income and below). This program provides rental subsidies to 3,000 low-income families, disabled, elderly, and chronically homeless clients. Other programs under the Housing Choice umbrella include: Housing Choice Moderate Rehabilitation; Housing Choice 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. Under these other Housing Choice programs, the HASLC provided rental subsidies to additional qualified program participants.

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

HASLC continues to build a strong portfolio of new properties and aggressively apply for additional vouchers. As part of a strategic planning process held with Commissioners, staff, and residential leaders, HASLC has also identified several goals for 2020-2021. 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, rehabilitation, pursuing new Shared Housing (previously referred to as Single Room Occupancy) projects, developing increased relationships and services targeting and attracting landlords, and sophisticated management of HUD programs. In April 2019, HASLC broke ground on Pamela’s Place a new 100 unit PSH project for chronically homeless individuals. This project is anticipated to be completed in August 2020. HASLC also utilizes HUD RAD to preserve and improve their many properties.

HASLC continues to look for ways to expand their portfolio by identifying challenging properties and continuing to develop catalytic and transformative projects and programming.

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

Both HASLC and Housing Connect have active monthly tenant meetings and encourage participation in management decisions related to the specific housing communities. Housing Connect has a Resident Advisory Board that has representatives from public housing, Section 8, and special needs programs. A member of the Resident Advisory Board is appointed to the Housing Connect's Board of Commissioners.

HASLC operates Family Self-Sufficiency programs that address areas of improving personal finances and homeownership preparation for voucher recipients.

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

Housing Connect and HASLC 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 Coalition to End Homelessness 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.

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.

There are groups of chronic homeless individuals, veterans, families, women with children, youth, and homeless-by-choice in the greater community. Each of these groups have different needs and each stage of homelessness must also be considered. The four stages of homelessness are prevention (keeping people from dropping into homelessness with jobs and affordable housing), homelessness (helping with daily needs – lockers, showers, etc.), transcending homelessness (finding housing, employment), preventing recurrence (offering supportive services to housing). If the four stages are not considered for each group, efforts will eventually be unsuccessful.

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 is exploring how to introduce lived experience peer support assistance as outreach teams work with unsheltered homeless individuals. 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 work of the CCC is continuing through 2020 and continues to be a support space as Salt Lake City looks to readdress homeless services in our community.

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. Although the ten year plan has sunset, the programs and direction are still being implemented throughout the State. 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 adopted five-year 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. These things were all considered in the recent creation of the homeless resource centers. These centers also provide food services and look to be all inclusive, one stop shop for services and connection to community resources. This shift in how homeless services are provided will help the community realize our goal that homelessness is rare, brief, and non-recurring.

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.

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

Shelter the Homeless, Collective Impact to End Homelessness Steering Committee, and the Salt Lake City Continuum of Care voted in support of merging these two entities into a new homeless system structure called the Salt Lake Valley Coalition to End Homelessness. This Coalition's primary goals are to prevent and end homelessness in the Salt Lake Valley through a system-wide commitment of resources, services, data collection, analysis and coordination among all stakeholders. Salt Lake City staff play a key role in assisting this effort as it moves forward.

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 has been working with service partners and other governmental agencies through the Salt Lake Valley Coalition to End Homelessness (SLVCEH). This includes work on various subgroups that focus on specific areas of service, including housing and coordinated entry. Salt Lake City has the goal to help streamline service delivery to the homeless community with the express purpose of shortening the period that individuals and families experience homelessness.

Salt Lake City has also funded the creation of new permanent supportive housing units and programs which serve the most vulnerable members of our community. 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 engages with some of the most vulnerable members of our community, the majority of whom are now in stable housing. Through the City's Funding Our Future efforts, the City has funded a variety of housing programs that aim to fill in gaps in services in our community. These programs include a new shared housing pilot program and housing programs which target families with children, individuals with substance use disorders, refugees, and victims of domestic violence. Salt Lake City has provided funding to support the creation of a combined 280 new units of permanent supportive housing that are at various stages of development in the City. 175 of

these PSH units are slated for completion within the calendar year. These permanent supportive housing units have been identified by the Salt Lake Continuum of Care as a need in the larger homeless services community.

Salt Lake City continues to make progress on our 5-year housing plan, *Growing SLC*, which 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.

Through implementation of *Growing SLC* and the funding of housing programs through Funding our Future and Federal dollars, Salt Lake City is working to increase access to affordable housing units for individuals and families experiencing homelessness. These efforts will help shorten the period of time individuals and families experience homeless and prevent recently homeless individuals and families from falling back into homelessness.

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:	65
Tenant-Based Rental Assistance:	66
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:	131

AP-75 ACTION PLAN BARRIERS TO AFFORDABLE HOUSING

Introduction

As discussed in sections MA-40 and SP-55 of the 2020-2024 Consolidated Plan, several barriers to the development and preservation of affordable housing exist within Salt Lake City, including the following:

- Land costs
- Construction costs
- Housing and transportation 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
- Environmental review procedures
- Lack of zoning and development incentives
- Complicated impact fee waiver process
- Competition for limited development incentives
- Landlord tenant policies
- NIMBY'ism

While not all of these barriers can be addressed during with federal funding, during the 2020-2021 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, 2018-2022*: The City has formally adopted a housing plan that is addressing the barriers listed above and has served as a catalyst on a local and regional level 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. *Growing SLC* identifies several goals to remove barriers to affordable housing. Those goals include reforming City practices to promote a responsive, affordable, high-opportunity housing market; increase housing opportunities for cost-burdened households; and building a more equitable City.
- *Homeless Strategies*: Salt Lake City works collaboratively with service providers, local municipalities, the State of Utah, the Continuum of Care, and other stakeholders through the Salt Lake Valley Coalition to End Homelessness (Coalition) to ensure a regional and concerted effort to address homeless issues within the City. The structure of the Coalition provides a succinct network for data collection, resource deployment, and service implementation. The City will continue to play a critical and visionary role in the Coalition in the coming year.
- *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 Community Land Trust 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 additional funding during FY 20-21 to increase housing opportunities in Salt Lake City through a new .5% sales tax increase approved by Council in May 2018.
- *Leverage Public Land*: The City has been and will continue to look at City owned properties as an investment in affordable housing. Additionally, proceeds from development on public land could be used for future affordable housing development.
- *Redevelopment Agency*: The Salt Lake City Redevelopment Agency has committed \$17 million since 2017 to address affordable housing efforts in the City, with a specific focus on areas with high land values.
- *Housing Trust Fund*: The Housing Trust Fund was created in 2000 to provide financial assistance to support the development and preservation of affordable and special needs housing in Salt Lake City.

Eligible activities include acquisition, new construction, and rehabilitation of both multifamily 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. Applications for funding can be accepted year-round and are approved through a citizen's advisory board, the Mayor and the City Council.

- Policy: The City is continually evaluating policies that may impede the development of affordable housing. A few policy changes the City is considering over the coming year include an Affordable Housing Overlay zoning ordinance, Housing Loss Mitigation ordinance amendment, and a Single Room Occupancy (SRO)/Shared Housing ordinance.

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:
 - 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.
 - Develop an Affordable Housing Overlay zone that allows for and provides incentives for the creation and preservation of affordable housing.
 - Evaluate the desire for a Single Room Occupancy (SRO)/Shared Housing ordinance that allows for SRO's in single-family neighborhoods throughout the City.
 - Off-Street Parking Ordinance update to improve pedestrian-scale development and amenities.
 - Low-Density Multi-Family Residential Zoning amendments to remove local zoning barriers to housing density and types of housing.
- 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.).

- 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 2020-2024 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 2020-2024 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 2020-2024 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 2019-2020 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 publicly 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 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.
- Salt Lake City has launched a new Community Land Trust that currently has six properties, with plans to increase the number of properties in the coming years.

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 2020-2021 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 2020-2021 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 West Side Target Area.
- Enhance support for small businesses and micro-enterprise businesses.
- Reduce food insecurities for low income households.

Actions planned to develop institutional structure

As outlined in the 2020-2024 Consolidated Plan, Salt Lake City is building upon the 2019-2015 Plan and continuing to take 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 infrastructure and economic development funding to areas of the city with higher poverty rates, lower incomes, reduced access to transportation
- 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 homelessness 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 gases,

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 constructed or rehabilitated utilizing federal funding issued through this Action Plan. In June 2020, 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(l)(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(l)(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 anticipated program income that will have been received before the start of the next program year and that has not yet been reprogrammed. \$6,000,000
 - 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

Total Program Income: \$6,000,000

2. Other CDBG Requirements

- 1 The amount of urgent need activities 0
- 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(l)(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. This provision is intended to ensure a fair return on investment for the homeowner if a sale occurs during the period of affordability. 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. This provision is intended to ensure a fair return on investment for the homeowner if a sale occurs during the period of affordability. 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 \$378,100 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 \$398,000 (i.e. $\$398,000 \times 0.95 = \$378,100$) for single family homes. This figure is for both new construction and existing homes. The attached sales data includes a count of 2,361 sales since May 2019 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) Policies include 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 through the Coordinated Entry Task Group.

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 period closes, a general needs hearing is conducted to help guide how ESG monies should be spent. Applications are discussed with a citizen board in a public forum. Applicants are invited to meet with the citizen board to answer final questions or provide additional information regarding their programs and their role in the larger homeless services system structure.

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.

- Summer of 2018, the City coordinated with Salt Lake County to collect survey data on funding priorities from individuals experiencing homelessness on two separate occasions.
- The City continues to reach out to persons with “lived experience” to help shape the services being prioritized and funded throughout the homeless services system.

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 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.