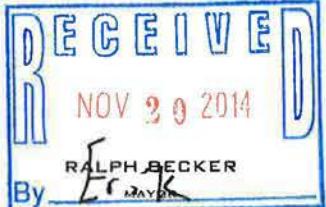


ERIC D. SHAW
DIRECTOR

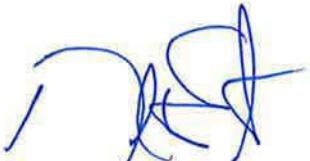
MARY DE LA MARE-SCHAEFER
DEPUTY DIRECTOR

SALT LAKE CITY CORPORATION

DEPARTMENT OF COMMUNITY & ECONOMIC DEVELOPMENT
OFFICE OF THE DIRECTOR



CITY COUNCIL TRANSMITTAL


David Everitt, Chief of Staff

SCANNED TO: Mayor
SCANNED BY: Eric K.

DATE: 11/20/14

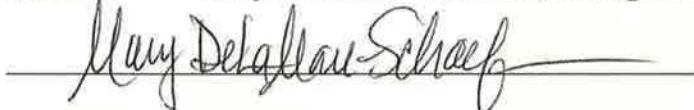
Date Received: 11/20/2014

Date sent to Council: 12/2/2014

TO: Salt Lake City Council
Charlie Luke, Chair

DATE: November 3, 2014

FROM: Mary DeLaMare-Schaefer, Acting CED Director



SUBJECT: Salt Lake City Community Improvement Outreach Grant Pilot Program Update

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COUNCIL SPONSOR: Exempt

DOCUMENT TYPE: Briefing - Information only

RECOMMENDATION: No action necessary

BACKGROUND/DISCUSSION:

General Grant Overview:

In October of 2013, Council gave approval for Housing and Neighborhood Development (HAND) to launch the Community Improvement Outreach Grant (CIOG) pilot program. HAND was able to successfully distribute information to the general public and received a total of 84 applications for a wide mix of projects. As applicable, these applications were reviewed by multiple City departments and the Selection Committee. Upon completion of the process, 48 projects were awarded funding. These projects included efforts for: community gardens, art

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murals, fitness programs, beautification efforts, leadership training, newsletters, and permanent physical improvements such as signage, streetscape, and creek restoration.

As indicated in earlier briefings, HAND would like to provide Council with an update on the CIOG pilot program. At this time, all 120 day projects have been launched and the majority have completed and submitted required reports. For this briefing, we are only providing an update on the Small Neighborhood Improvement (SNI) and Large Neighborhood Improvement (LNI) categories of the CIOG pilot program. Future briefings will include a complete analysis of the pilot program.

120 Day Project Category Overview:

Per the Council approved grant guidelines, the projects awarded Small Neighborhood Improvement (SNI) funding and Large Neighborhood Improvement (LNI) funding each had 120 days to complete the project. To be compliant with the approved guidelines and ensure that each project was provided with the appropriate amount of time, the 120 days did not start until the contract with the grantee was recorded.

Small Neighborhood Improvement Grant Category

This category was created for community organizations undertaking smaller neighborhood improvement projects of \$2,000 or less.

Community Improvement Outreach Grant			
Small Neighborhood Improvement Grants			
Council Budget	Projects Awarded	Amount Awarded	Funds Remaining
\$ 12,000.00	6	\$ 11,974.50	\$ 25.50

The following summarizes the Small Neighborhood Improvement category of the CIOG funding:

- Because of the nature of the projects or contingent plans that grantees had in place, all of these projects were successfully completed within the 120 day period.
- Two of these projects were completed under their original budget.
- These projects seemed to be true to the “lighter, quicker and cheaper” intent of the Council, even though some projects included physical improvements.
- A variety of projects received funding including public art, banners, gardens and workshops.
- List of projects:
 - 9th & 9th Business District – *Completed*
 - Art Access - *Completed*
 - USGB Utah Chapter - *Completed*
 - Friends of Gilgal Garden - *Completed*
 - Key Mothers of Lincoln Elementary - *Completed*

- o Congregation Kol Ami - *Completed*

Community Improvement Outreach Grant			
Small Neighborhood Improvement Grants			
Council Budget	Projects Awarded	Amount Awarded	Amount Remaining
\$ 12,000.00	6	\$ 11,974.50	\$ 25.50
Savings From Projects Completed Under Budget:		\$ 423.57	
Total Funds Available for Future Allocations:			\$ 449.07

Large Neighborhood Improvement Grant Category

This category was created for grants to community organizations for larger neighborhood improvement projects of \$10,000 or less.

Community Improvement Outreach Grant			
Large Neighborhood Improvement Grants			
Council Budget	Projects Awarded	Amount Awarded	Funds Remaining
\$ 90,000.00	11	\$ 89,999.71	\$.29

The following summarizes the Large Improvement Category of the CIOG funding:

- To date, 5 of these projects have been successfully completed within the required time.
 - o One project will not be completed, but the grantee will submit a final report to highlight their experience with this pilot program.
 - o The remaining four are progressing within the terms of their contracts. Staff fully expects all four to be completed.
- Due to the increased dollar limit for this category, a wider variety of projects were funded. This included security efforts, a parklet, beautification projects, health efforts, and leadership mentoring/training.
- List of projects:
 - o The Road Home, Security Cameras - *Completed*
 - o 21st & 21st Business District, Parklet – *Terminated by Grantee*
 - o Downtown Alliance, Homeless Info Marketing and Printing – *In Progress*
 - o Friends of the “S” Line - *Completed*
 - o YMCA of Northern Utah - *Completed*
 - o Utah Development Academy - *Completed*

- Utahns Against Hunger, Fruit Orchard - *Completed*
 - Rose Park Community Council, Beautification – *In Progress*
 - Jordan Park Pool House, Art Project - *Completed*
 - Salt Lake Tunnel Runners, Disk Golf Course –*In Progress*
 - Salt Lake CAP Head Start, Leadership and Training Program – *In Progress*
- The 21st and 21st Business District – Parklet Project was terminated by the grantee. As the project progressed, the grantee developed issues with finding an insurance company to provide liability coverage and the costs for both the contractor and materials increased significantly making this project cost prohibitive. This grantee received \$2,000 for design costs that were incurred prior to the termination of this project. The design is intended to be used in a future project when more funding can be secured. The project coordinator has agreed to provide staff with a final report outlining the issues, successes and suggested improvements for the future. Although this project did not come to fruition, it allowed the community an opportunity to work on a unique project that is not duplicated anywhere in the City.

Community Improvement Outreach Grant			
Large Neighborhood Improvement Grants			
Council Budget	Projects Awarded	Amount Awarded	Funds Remaining
\$ 90,000.00	11	\$ 89,999.71	\$ 0.29
Recaptured Funds:			\$ 8,000.00
Total Funds Available for Future Allocations:			\$ 8,000.29

Project Challenges & Lessons Learned:

Although the pilot program is not yet complete, there are some evident issues that have come forward. HAND will provide a full evaluation at the completion of the pilot; however, we felt it was important to highlight some challenges that may provide food for thought as to how the grant may be adjusted if Council decides to continue funding the CIOG program as avenue for “lighter, quicker, cheaper” kinds of projects.

Implementation Challenges:

There were a lot of great ideas that came forward in this process that would provide positive physical additions to neighborhoods or provide meaningful interface. Despite the best intentions, some grantees had trouble fine tuning their budgets, addressing on-going maintenance issues, or obtaining permission when the project occurred on private property.

Some challenges included the following:

- Some grantees struggled with identifying where other funding resources and/or match were coming from. Many of the applications indicated that cash, volunteer service, and or

labor would be used for the match, but when it came time for the project to move forward some adjustments had to be made.

- Due to the City's payee requirements, just about every individual that accepted funds on behalf of the community group had concerns. The City's payees have to be identified by either a social security number or Taxpayer Identification Number. This created potential tax implications for each individual that accepted funds as the City's payee since these grant funds may be counted as personal income for taxing purposes.
- In some instances, grantees saw the LNI category as an opportunity to obtain a large dollar amount to make a significant impact. However, some projects really needed more than 120 days to fully formulate how the project would be implemented and obtain property owner coordination.
- Staff worked with grantees to make sure they spent time prior to execution of the contract working out many of the details so the grantee would be able to quickly implement the project and not be penalized on time while working out administrative details.
- Due to lack of experience, some grantees struggled with the administrative requirements of this grant. At times this included being slow to provide information (i.e. budgets, proof of insurance, documentation of permissions, address on-going maintenance, etc) and this caused a delay in getting projects started.

Administration of the Grant:

As with most pilot programs, this grant has also been labor intensive. In the final evaluation of the pilot program, we will provide suggestions as to how the guidelines may be adjusted to improve the efficiency of this program while maintaining Council's intent of providing a funding source for "lighter, quicker, cheaper" community driven projects.

- 630+ hours by Capital Planning staff person in the application and selection process, as well as in the daily administration of the grant (helping grantees with budget issues, meeting with grantees, helping with unexpected issues and changes to projects, setting up and keeping track of contracts, making sure projects are on course, reminding and assisting grantees through milestones and deadlines).
- 90+ hours by Capital Planning Grants Administrator - processing reimbursements, vetting the grant budgets, meeting with grantees on budget and payment issues.
- This does not include oversight and/or coordination from other City departments and divisions; such as Attorney's Office, Finance, Recorder's Office, as well as HAND/Capital Planning Managers.

Lessons Learned Thus Far:

- In order to truly be "Lighter, Quicker, Cheaper" the projects need to be fully formulated before an application is submitted. More community groups would be open to using this funding source if they had time to fully vet their projects, obtain the necessary approvals, and finalize budgets. The most successful projects came to this grant "shovel ready". This would require acceptance of applications throughout the year on a first-come first-served basis. Council may recall that the original Neighborhood Matching Grant was operated in this manner prior to creating the CIOG pilot program.

- Nearly all of the coordination issues for grantees would have resolved themselves and allowed the program to be more efficient had the projects received written pre-approvals before the applications were submitted, as was done with the original Neighborhood Matching Grant. This would allow the Administration to truly adhere to the “lighter, quicker, cheaper” intent of this program.
- The abbreviated process and 120 day project time frame on larger projects, did not always allow sufficient time for review by Engineering, Real Estate Services, Parks, Public Services, and Transportation.
- Most grantees had not done projects involving construction or operating in the public right of way. City departments had to work with the public to overcome hurdles and understand permitting requirements for access and safety. It was frustrating for the grantees as they worked through the various processes to bring their projects to fruition.

Next Steps:

- Students from Professor Jerry Benson’s MPA Program Evaluation course, at the University of Utah are working on an analysis of the CIOG Pilot Program. The study will be included as part of the transmittal that we bring to Council in spring 2015.

Attachments

Exhibit A: CIOG SNI & LNI Power Point Presentation

EXHIBIT A

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

COMMUNITY IMPROVEMENT & OUTREACH GRANT P I L O T P R O G R A M



HOUSING and NEIGHBORHOOD DEVELOPMENT DIVISION
COMMUNITY and ECONOMIC DEVELOPMENT DEPARTMENT

Community Improvement & Outreach Pilot Program

Small Neighborhood Improvements

Small Neighborhood Improvement Grants: \$12,000 for grants to community organizations for smaller neighborhood projects with a maximum award of \$2,000 each. (* denotes completed project)

9th & 9th Business District*

Art Access*

U. S. Green Building Council - Utah Chapter*

Friends of Gilgal Garden*

Key Mothers of Lincoln Elementary*

Congregation Kol Ami*

Community Improvement & Outreach Pilot Program

9th & 9th Business District

The 9th & 9th Business district created, promoted, and engaged the community in a new Art Walk community event using colorful, re-usable, and community minded banners.



Community Improvement & Outreach Pilot Program

U.S. Green Building Council - Utah Chapter

The USGB, along with 80 students and community volunteers, planted trees and shrubs for Arbor Day at the Jackson Elementary Social Justice Gardens Site.



Community Improvement & Outreach Pilot Program

Key Mothers of Lincoln Elementary

An informal group of parents at Lincoln Elementary school planned and implemented this “trash to treasure” project with support from The Lincoln Community Learning Center and Comunidades Unidas of Utah. The goal was to raise awareness about recycling and sustainability and provide an opportunity to engage in hands on art activities with recycled materials.



Community Improvement & Outreach Pilot Program

Congregation Kol Ami

The project was to create an orchard and garden that would provide local produce to the community, as well as a safe place for community members to volunteer and learn about environmentally friendly gardening.



Community Improvement & Outreach Pilot Program

Large Neighborhood Improvements

Large Neighborhood Improvement Grants: \$90,000 for grants to community organizations for larger neighborhood improvement projects with a maximum award of \$10,000 each. (* denotes completed project)

The Road Home*

21st & 21st Business District

Downtown Alliance

Friends of the “S” Line*

YMCA of Northern Utah*

Utah Development Academy *

Utahns Against Hunger*

Rose Park Community Council

Jordan Park Pool House Community Art*

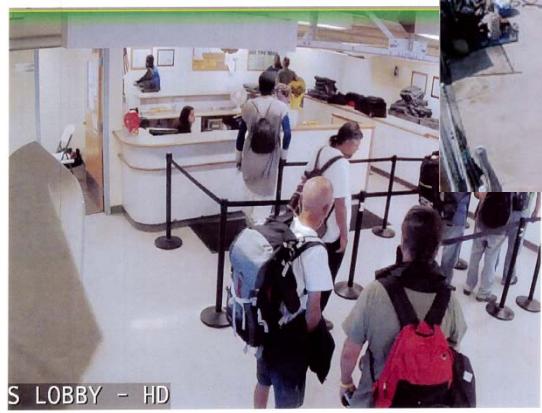
Salt Lake Tunnel Runners

Salt Lake CAP Head Start

Community Improvement & Outreach Pilot Program

The Road Home

The new security camera system allows The Road Home (and Salt Lake City Police Department) to monitor the exterior of the building to ensure the safety of clients, staff, volunteers and the local community.



Community Improvement & Outreach Pilot Program

Friends of the “S” Line

This project involved repainting the exterior walls of buildings surrounding the plaza, as well as the plaza itself, to revamp the Sugarmont Plaza on Highland Drive in Sugar House.



Community Improvement & Outreach Pilot Program

YMCA of Northern Utah

The YMCA of Northern Utah used grant funds to create The Fitness Plaza at Rose Park Elementary. The plaza represents the organizations mission to increase access to physical activity opportunities in the Rose Park community. These stations were installed adjacent to the location of the YMCA's future fitness track.



Community Improvement & Outreach Pilot Program

Utahns Against Hunger

UAH and Real Food Rising (a community farming program with emphasis on youth development) planted an orchard at Neighborhood House. Caring for the fruit trees will teach the community about sustainable, local urban farming.



Community Improvement & Outreach Pilot Program

Jordan Park Pool House Community Art

The Westside Studio, in conjunction with University Neighborhood Partners, Sorenson Unity Center, and the Poplar Grove and Glendale communities, proposed a re-purposing of the abandoned pool house building at Jordan Park. Community youth attended art classes at the Sorenson Unity Center. A rendering was created from the art produced in the sessions to serve as the basis for the mural design.



Photo credit: Justin Johnson

Community Improvement & Outreach Pilot Program

Rose Park Community Council Signage

The Rose Park community wanted to beautify and define their community. They chose to place signage at key locations announcing entrance into their community. The neighborhood voted on the design. They are now working on the landscaping.

