

***SLCO Office of Regional Development
2020 Budget Presentation
Background Materials Re: Regional Projects
November 12, 2019***

Director of Special Projects

Background

The Director of Special Projects position in Regional Development was created in 2019 (through a transfer from the Mayor's Office) in order to help the County's Division of Housing and Community Development: 1) better align its funding with homeless system reform and affordable housing efforts, and 2) improve collaboration with Planning/Transportation and Economic Development, as well as align funding. In addition, the position was tasked with acting as a liaison across County Regional Operations and County Services portfolios in the area of affordable housing.

This transfer was initiated during last year's budgeting process for 2019 as a two-year time limited position based on the scope of the tasks. It is requested that the Director of Special Projects position continues funding in 2020.

Situational Framework

Three overlapping factors create the situational framework the Director operates within:

1. Our community is in the middle of operationalizing an evolving homeless service delivery system. Three Homeless Resource Centers have recently come online.
2. Our community is also in the middle of evolving the way stakeholders collectively address homelessness. Building on the strengths of the Collective Impact to End Homelessness and the Salt Lake County Continuum of Care, the Salt Lake Valley Coalition to End Homelessness was established this year, merging those efforts. This position provides organization structure for the various County agencies working with the Coalition.
3. Our State, and particularly, Salt Lake County is experiencing a housing affordability crisis. Housing needs cannot be addressed in a silo. Integrated and strategic planning is critical.

Position scope is in strong alignment with national guidance

The design and focus of the position is strongly aligned with national guidance:

- According to the U.S. Interagency Council on Homelessness: "If we fail to focus on rental housing affordability, our [country's] homeless service systems will become increasingly bottlenecked by the scarcity of decent housing at an attainable and sustainable cost – and achieving our shared goal of ending homelessness will remain out of reach. In many communities, however, conversations on housing affordability and those about homelessness are happening in different places among different groups of people." *The Director of Special Projects role helps prevent these conversations from becoming siloed from each other and from being limited to ending homelessness rather than broader conversations which include the prevention of homelessness.*

- According to the National Low-Income Housing Coalition’s “Opportunity Starts at Home” campaign, housing must be a multi-sector effort rooted in the concept of “Housing and ____”. For example: Housing and Healthcare, Housing and Economic Productivity, Housing and Criminal Justice, Housing and Homelessness, etc. *The Director of Special Projects role works to connect housing to other efforts with the Office of Regional Development, as well as other efforts in the Regional Service’s Portfolio (example: Homelessness, Health, Criminal Justice, Behavioral Health). In addition, the Director of Special Projects also connects coordinated County efforts on affordable housing to Federal, State and City initiatives.*

2019 Accomplishments

Examples of projects undertaken by this position in 2019 include:

Strategies for Aligning Action	2019 Director of Special Projects Accomplishments
Align efforts: Develop and strengthen partnerships needed to align efforts	Internal Homeless Check in meetings are held monthly and include strategic and intentional dual focus on homelessness and housing. Director of Special Projects staffs these meetings, tracks follow up action items, and conducts follow up work outside of the meeting.
Set Goals: Analyze local data, project needs, and set ambitious goals	<p>Developed affordable housing goals across the Office of Regional Development; they are based on outcome rather than silos such as funding stream or program manager.</p> <p>Analyzed Housing and Community Development block grant allocations for cross-over with programs related to the homeless housing and services system. Shared this information with County leadership.</p>
Message Effectively: Develop effective public messaging to mobilize awareness and support	Developed the monthly affordable housing update as a mechanism to further open collaborative communication channels within Regional Development and between Regional Development and other internal and external stakeholders. This update is now distributed to approximately 300 internal and external housing stakeholders.

Target and Scale State and Local Funding	Regular workgroup meetings are staffed and held to engage and inform County staff about the affordable housing policy and funding work being done at the State level.
Ensure access for people with histories of homelessness, low incomes, and other housing barriers	Received ongoing training on Active Contract Management. An initiative is underway to implement collaborative feedback on performance (and performance improvement) on housing outcomes in contracts as well as embedding performance outcomes into RFPs.

2020 Events and Actions Needed

The upcoming year is expected to include some key events related to collective efforts centered on housing and homelessness. Some specific examples follow, as well as the role the Director of Special Projects is expected to fill.

Anticipated Event	Needed response by Director of Special Projects
The Salt Lake Valley Coalition to End Homelessness will create a Strategic Plan in 2020. Housing is an integral component.	The Director of Special Projects will support collaborative Salt Lake County efforts to operationalize the plan, including areas specific to affordable housing.
The State Homeless Coordinating Committee released a Strategic Plan in September 2019. Housing is an integral component. The State Commission on Housing Affordability may be tasked to support the housing components in addition to their broader affordable housing policy and funding recommendations work.	The Director of Special Projects will synthesize and disseminate joint information to Salt Lake County leadership on the efforts of these two State Task Forces. This will prepare Salt Lake County to develop collective and informed responses to State-level efforts.

The Commission on Housing Affordability is the state mandated task force to develop state-wide housing policy and funding recommendations in the upcoming session. Recommendations currently under review by the Commission include significant asks to fund housing construction and vouchers.

The Director of Special Projects will synthesize and disseminate information related to housing in the upcoming State Legislative Session. This will prepare Salt Lake County, from both the Regional Operations and Regional Services portfolios, to develop an ***aligned and coordinated*** response to State-level legislative efforts. Director of Special Projects may also be tasked with convening joint conversations for Salt Lake County on how to align/leverage these funds/programs if State funding is awarded.

Kem C. Gardner Policy Institute

“An honest broker of INFORMED RESEARCH, which guides INFORMED DISCUSSIONS, and leads to INFORMED DECISIONS™.”

Mission: *Develop and share economic, demographic, and public policy research that sheds light and helps people make INFORMED DECISIONS™.*

The Kem C. Gardner Policy Institute (the “Institute”) serves Utah by preparing economic, demographic and public policy research that helps the state prosper. The Institute is considered a leading expert on Utah’s demography and economy, and specialists on public policy and survey research.

The County has had a successful relationship with the Institute in the past and has derived great benefit from its association.

In 2018, the Regional Projects was used to fund a \$50,000 sponsorship level as part of the Institute’s “Partnership in the Community” program. In addition, the Institute provided services to various County agencies on a project specific basis, at an additional cost.

In 2019, the ORD would like to create more organizational structure around the services provided by the Institute. This will be done by increasing the sponsorship level to \$100,000 (with the additional \$50,000 coming out of the ORD budget), with the understanding that the Institute will provide the following to the County:

Research and consultation assistance, including:

- Presentations to SLCo Council
- Economic & demographic data assistance
- Economic consultation services in areas of Institute specialization, including public finance, regional economics, tourism, housing/construction/real estate, energy, air quality, health care, and survey research.
- Public purpose research on the Utah economy and demography

ORD will serve as the County agency to administer this arrangement with the Institute, and other County agencies will be encouraged to work through ORD prior to arranging for service assistant from the Institute in order to determine whether such services fall within the agreed upon scope.

Oquirrh View Study

The Oquirrh View Study is a thoughtful and deliberate process to help Salt Lake County prepare for the current and future growth in the western portion of our County. The Study entails 3 Phases:

- Phase 1 is complete. This phase included an extensive existing conditions research project regarding land use, utilities, housing, transportation, environment, parks & recreation, demographics and the economy.
- Phase 2 is currently in process. This Phase includes public and stakeholder involvement to provide input on future growth and long-term strategies. Multiple stakeholder workshops and open houses have been held (and will continue to be held). In addition, an online public opinion survey has been conducted.
- Phase 3 will entail preparing a Master Plan (General Plan required by State Law) for Unincorporated west bench, including Rio Tinto, Camp Williams, and all western unincorporated areas. The General Plan will include housing, transportation, land use, environment, recreation, economy and other sections. This Phase will require help in technical areas, including engineering, environmental science, graphics, transportation and others, as needed. The Oquirrh Mountain range area is a regional resource and will face dramatic changes in the future. This study will be a critical resource for smart, strategic planning.

Service Navigator

System Navigator Vision

Salt Lake County Housing & Community Development (HCD) is excited to be working towards an implementation of a “System Navigator” pilot project in 2019-2020. This initiative will leverage the case management that is being provided within individual social services programs, by giving client beneficiaries access to and control of their own client record, so that they may “own their own story.” It is envisioned that beneficiaries will have both accessibility to their own data as they navigate multiple providers within the service delivery system, and accountability for their own unique journey towards self-reliance. System navigators will provide guidance when personal interaction is needed in lieu of technology to assist clients on those pathways. Case managers will have the opportunity to draw from and contribute to those individual stories, as invited by individual client beneficiaries. Currently, systemic barriers limit and prevent sharing information about individual clients between organizations and data systems, which severely impacts case manager effectiveness, client success, and the ability of funders to analyze either. Agencies that receive funding from HCD will participate in the development and implementation of the Service Navigator Pilot Project, and it is anticipated that agencies will benefit from a new way to demonstrate how their case management impacts individual client outcomes.

The “System Navigator” pilot project will be facilitated by a Salt Lake County annual investment for each of the years in the two-year initial term of the project, which will leverage the impact of the approximate \$1,000,000 in grant funds which are awarded annually to local non-profit service providers. This is a scalable solution, that can be replicated and shared with other major funders. The project will build upon the ongoing efforts of the Intergenerational Poverty Initiative by tracking specific, aligned, system-level indicators, which will be reported and analyzed at a client-level. It will also incorporate certain elements of the successful service delivery strategies that have been implemented by human service agencies and Community Action agencies across the country, in the scope of comprehensive, long-term case management and journey mapping being offered in conjunction with co-aligned and bundled services for a holistic approach to achieving self-reliance.

The game-changing component of the System Navigator pilot is that we are seeking to facilitate the technology that will allow the beneficiaries of the programs funded by HCD to have web-based access AND CONTROL of their own client record, which will allow them to connect their data and their goals and their documents to the applications, services and programs that they trust, instead of waiting for agency MOU’s or agency releases of information to be processed. The project will also facilitate trauma informed practices by reducing frustration and re-triggering that is currently experienced by client beneficiaries who must “start over again” every time they seek services at a new provider.

Status of Current Planning and Implementation of System Navigator

- The System Navigator is driven by the use hand-driven devices to improve access to various services leading to economic mobility and stability in housing. Existing systems are very cumbersome for many individuals and, in some cases, become barriers toward better outcomes.
- An off the shelf-technology solution was not found through the procurement process, but we are using an existing system that has been proven as a desk-top case manager driven system. This product is being redesigned to meet the System Navigator tool needs by turning the face of the system to be client facing and controlled by the client beneficiary.
- The process to find technology product for the pilot took nearly six months to procure. The vendor has been working with us since August, and implementation is expected to be rolled-out in mid-November (as planned).
- We have hired two Vista Corp members who began in June. They have been valuable to the research and have assisted with project design. These members are at no cost to the County.
- The program design and processes/pathways for the client beneficiaries and service providers have been developed.
- Outreach/training has occurred with many service providers in the community on the Navigator System. The response from service providers for the Project has been universally positive.
- Two part-time navigators have recently been hired, as we prepare for the soft implementation next month.
- HCD is collaborating with the County's Intergenerational Poverty Task Force to utilize the System Navigator as a proposed strategy in the West Valley City. The collaboration has been primarily with the City assistant manager, Granite School District Superintendent, the Redwood Elementary Principal, a neighborhood focus, Workforce Services and the rest of the IGP Task Force.

2020 Strategic Allocation – HCD Funding Portfolio

Current HCD funding sources measurably impacting every domain of the Social Determinants of Health:

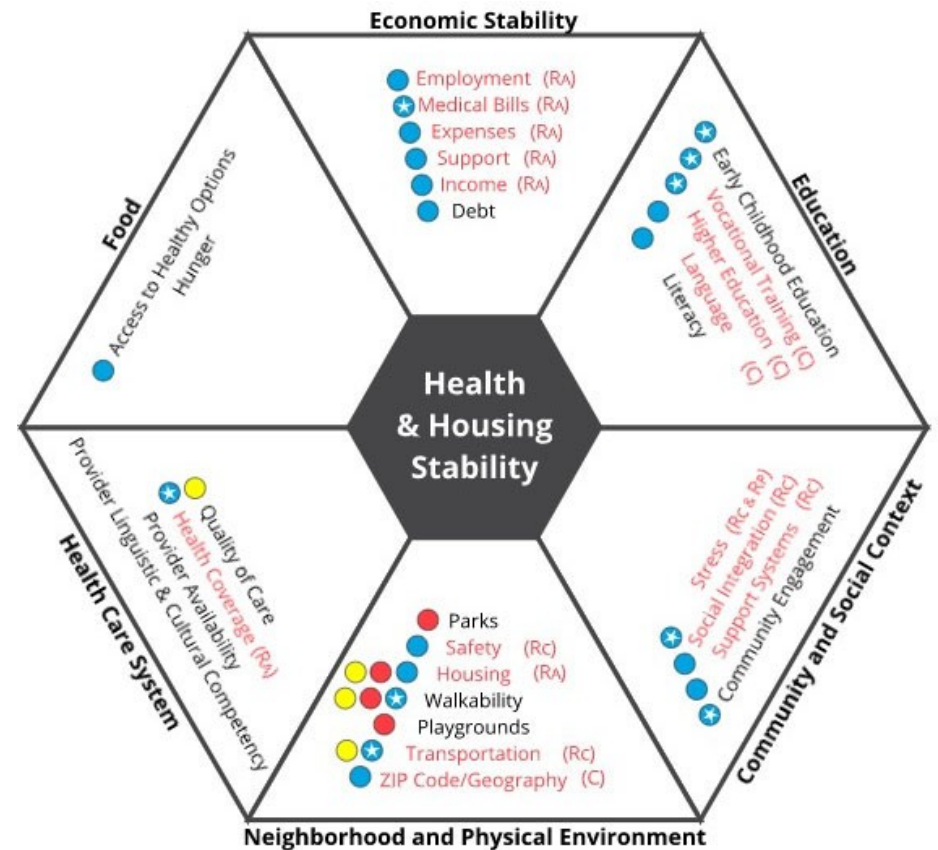
- CSS Funds (*System Navigator*)
- CDBG HARD COST FUNDS (*Public Facilities / Infrastructure*)
- HOME FUNDS (*GHHI / Lead*)

Research backed, integrated health & housing hypothesis to measure **Housing Stability**:

The capacity to reliably predict the future availability of resources critical to maintaining one's housing.

$$R = R_p + R_c + R_A + C$$

*Reliability of Perception + Reliability of Circumstances
+ Reliability of Access to Stabilizing Resources
+ Controls for Demographic Factors*



System Navigator Pilot Project

Background

- We *want* to make data driven decisions as a funder
- Moving towards housing + housing stability focused performance
- **Data that is useful for decision making as well as for the actual client's situation**
- **How do we measure housing stability (for the current generation as well as future generations)?**

Steps

Step 1: Responsible Action

- Listening approach in design of interface
- Listening approach in “own your own data”
- Listening approach in providers (data collection is a system – innovation pilot)
- Best practice reviews + technical expertise

Step 2: Testing Phase

- Developed an integrated (health and housing) hypothesis for how to measure housing stability
- Results will be backed by research
- Scalable

2020 Census Outreach

Goal: to ensure a complete and accurate count of *all* Salt Lake County residents in Census 2020.

Over \$5.6 billion in federal funding is distributed throughout Utah each year – this number is based on information gleaned from the decennial census. An accurate Census count is important to Salt Lake County in its efforts to adequately respond to residents’ needs. Estimates show that the 2020 Census is likely to be one of the most underfunded census counts in history, resulting in fewer federally funded resources necessary to reach residents in all communities.

In 2019, with an appropriation of \$240,000, the Office for New Americans, in partnership with the Office of Regional Development, utilized the funding for communication and message development; marketing materials; focus groups; outreach; training and workshops; ethnic media buys; contracts to community-based organizations for outreach; and staff salary.

In 2020, an appropriation of \$140,000 will fund efforts to further educate and engage hard-to-reach communities in Salt Lake County and encourage participation in targeted areas that were identified using real-time participation data via the Census Bureau’s Planning Database with the Response Outreach Area Mapper (ROAM). This database identifies block groups and tracts whose characteristics predict low census mail return rates.

Additionally, the Office for New Americans will continue to provide general information to residents throughout the county and will tailor targeted messaging and outreach efforts to four specific population groups: 1) children ages 0-4; 2) seniors; 3) Latinx community members; and 4) refugees. The county’s Complete Count Committee, under the direction of the Office for New Americans, will work with the outreach and participation subcommittees to form working groups for 0-4, +65, , Latinx, AAPI (Asian American and Pacific Islander), refugees, and any other hard-to-count groups. These groups will create strategies for reaching these hard-to-count communities.

The Office for New Americans will continue to work closely with national experts on strategies for outreach, operations and engagement practices, and act as a technical advisor for the state census grant.

Funding in 2020 will also provide support of a county-wide event (hosted by West Valley City) on April 4, 2020; targeted electronic ads on social media; support of Census efforts in individual cities and townships; community engagement activities, including pop-up events and community meetings; and staff salary. After April 1, areas determined to have low Census 2020 participation will be targeted for further outreach, education and engagement. Final submission of census data is slated for the end of August 2020.

Wasatch Front Regional Council - Transportation and Land Use Connection (TLC)



Transportation and Land Use Connection

TRANSPORTATION AND LAND USE CONNECTION

Program Description

The **Transportation and Land Use Connection (TLC)** program is a partnership between the Wasatch Front Regional Council (WFRC), Salt Lake County, Utah Department of Transportation, and Utah Transit Authority.

The TLC program provides technical assistance to local communities to help them achieve their goals and plan for growth. The program helps communities implement changes to the built environment that reduce traffic on roads and enable more people to easily walk, bike, and use transit. This approach is consistent with the Wasatch Choice Vision and helps residents living throughout the region enjoy a high quality of life through enhanced mobility, better air quality, and improved economic opportunities.

Program Eligibility

An eligible project sponsor must be a local government in Davis, Morgan, Salt Lake, Southern Box Elder, Tooele or Weber County. Multi-jurisdictional projects and letters of support from other agencies are encouraged.

Program Goals

- Maximize the value of investment in public infrastructure.
- Enhance access to opportunities.
- Increase travel options to optimize mobility.
- Create communities with opportunities to live, work, and play.

Eligible Activities

Funds may be used to provide technical assistance to complete visioning efforts, produce plans, conduct studies, amend policy, or engage in any pre-development activities that support the program goals. The TLC program encourages innovative projects that meet the needs of local governments.

Funding

Program funds have grown to \$1,500,000. The program is funded by the Wasatch Front Regional Council (\$850,000), Salt Lake County (\$300,000), the Utah Department of Transportation (\$300,000), and the Utah Transit Authority (\$150,000). Funds are allocated by urbanized area. Our partners have an active voice in the program and are integral to the successful implementation of TLC projects.

Application Process

A list of all the projects appropriately submitted will be distributed to members of the Councils of Governments (COGs) and then reviewed by a selection committee made up of program partners to determine program eligibility. **Letters of Intent are due September 26, 2019 electronically by 5:00 pm to mtownsend@wfr.org.** This letter should be signed by the chief elected official of the sponsoring community(ies). Sponsors of eligible projects will be notified and required to submit a new application for each project by **December 12, 2019**.

For more information

More details can be found on the program website [available here](#). If you have any further questions or concerns regarding the program or project eligibility, please contact Megan Townsend, mtownsend@wfr.org.

2019 Salt Lake Urbanized Area Awarded Projects

Project	TLC (\$)	Match (\$)
Alta Commercial Core Prioritization Plan	40,000	10,000
Magna Metro Township General Plan	60,000	20,000
Mid Valley Active Transportation Plan	270,000	30,000
Fashion Place Small Area Plan	65,000	5,000
Sandy/Draper Active Transportation Plan	86,000	7,000
Southwest Salt Lake County Visioning Project	125,000	25,000
Jordan River/3300 South - Neighborhood Master Plan	90,000	45,000
Utah Parking Modernization Case Studies (South Salt Lake City and Ogden City)	-	-
Taylorsville 20/20 Vision	115,000	55,000
Total Funded	851,000	197,000

This approach is consistent with the 2050 Wasatch Choice Vision and helps Salt Lake County residents enjoy an enhanced quality of life through greater mobility, cleaner air, and expanded economic opportunities. With the expanded growth of Salt Lake County, we have seen an increase in the demand for programs like this.

Public Asset Assessment Initiative

Governments know what they owe, but they don't always know what they own. But cities and counties own immense assets that can be utilized to help finance the future and achieve policy goals. When we think of government, we don't often think about how assets owned by government could be leveraged to benefit taxpayers. But Utah's many public entities — the state, cities, counties, school districts, transportation agencies, special districts, etc. — own billions of dollars in assets. And some of those assets could undoubtedly be better used to promote financial resiliency for the public good. This is the concept behind an initiative championed by Salt Lake County to inventory, categorize, and value public assets for the purpose of strategically considering how those assets could be utilized to their maximum potential. Smartly managing assets can generate a return that could be invested in infrastructure, housing or other government services, thus reducing taxpayer burden. Repurposing (or activating idle) assets can also result in an increase in value of an underutilized resource for the benefit of the public.

Toward the end of 2017, Salt Lake County commenced a Public Asset Yield Initiative (the "Initiative") that involved an analysis of the potential for leveraging public assets throughout Salt Lake County. This effort included working with the County Surveyor's office and contracting with Urban3, a highly specialized consultant, for the purpose of creating an inventory of all public assets located within the Salt Lake County boundary, including mapping, valuing and segmenting such assets according to commercial potential and feasibility. In addition to assets owned by Salt Lake County, this analysis included assets owned by the state, municipalities, transportation authorities, school districts, and other public entities. Since that time, the concept of public entities actively mapping, managing and developing public assets on their own (or in partnership with other public or private entities) has generated broad interest. For example, the Initiative was highlighted during the keynote of the Utah League of Cities and Towns most recent annual convention.

The ORD would like to expand upon the Initiative by utilizing the data assembled by Urban 3 and performing a "deeper dive" assessment of County owned public assets in order to assess potential scenarios for putting those assets to their highest productive use. This program will entail subjecting certain County owned assets to a more detailed and rigorous analysis. The program will also serve to assist policy makers in making informed, strategic decisions regarding current and future use of public assets. The expanded Initiative is currently anticipated to involve the following steps and considerations:

- Create "scenario" illustrations with respect to certain assets to demonstrate the potential of varying land uses and development to generate value and/or meet specific policy goals;
- Consider how assets might be combined (on a project basis) with other public or privately-owned assets in proximity to one another for the purpose of achieving collective goals;
- Consider asset development along transportation corridors, including access to transit;
- Consider the opportunity for economic development vehicles to be utilized for greater impact, e.g. transit oriented developments (TODs), Opportunity Zones, TIF, etc.
- Create a set of materials illustrating the County's public asset portfolio and its current and potential value for use by elected leaders in order to inform and assist future decisions.
- Consideration will be given to potential internal County agency use for various parcels consistent with long term planning and policy goals, and the ORD will coordinate with other County agencies to ensure a coordinated approach with respect to County owned real property;

- An important commitment is that critical open land, parks, watersheds, green spaces, trails, etc., would be preserved, protected and maintained for the enjoyment of the public and to protect the environment. There is no intent to sell off public land.

In addition to the above-described steps, the ORD also envisions the opportunity to provide services to municipalities and other public asset owners throughout the County to assist such owners with their own public asset analysis.

Website Redesign

The Salt Lake County website is visited annually by 2.4 million users. Visitors rely on the county's site to connect with essential services, seek general government information, find recreational and cultural opportunities, engage and weigh in on trending community issues, connect with elected officials etc. Slco.org is the digital front door to county government.

Currently SLCO.org is not optimally serving users. Data and reported user experience indicate that visitors to the website cannot intuitively connect to the information they are seeking. While the web search function has improved in recent years, it is not robust enough to make the site easy to navigate the county's 6200+ pages. In addition to alleviating visitor frustration, a robust website saves dollars by decreasing the need for more costly communication, such as phone calls and in-person walk-ins.

The County Council approved \$240,000 for a website redesign in the 2019 budget. Over the course of this year the Department of Administrative Services along with IT have kicked off this project by managing a Website Redesign Working group comprised of representatives from all elected offices. This working group selected a vendor, and a contract was recently awarded to a firm that will guide the county through this large initiative. The kickoff meeting with the vendor, Niftic, is taking place on October 23rd. The anticipated timeline for this project will run through spring of 2020.