



COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

TO: City Council Members

FROM: Kira Luke, Ben Luedtke
Budget & Policy Analysts

DATE: March 19, 2019

RE: **FUNDING OUR FUTURE: Transit Update**

**FUNDING
OUR FUTURE**



Transit

ISSUE AT-A-GLANCE

Funding Our Future: In 2018, the City Council took formal action to implement a 0.5% increase to the sales tax rate in Salt Lake City (from 6.85% to 7.35%). Following significant public engagement, the increase was approved to address unfunded critical needs for projects and services, including **improved transit service**. The Council recently authorized an agreement with the Utah Transit Authority (UTA) to begin enhanced transit services identified by the Council in the Fiscal Year (FY) 2018-19 Budget:

- Increasing coverage for under-served areas, particularly the Westside but not excluding other underserved areas of the City;
- Increasing ridership, particularly in the City's downtown core;
- Building out infrastructure on *Transit Master Plan* routes;

Changes: The table below reflects the appropriations the Council approved in the FY18-19 budget.

Funding Our Future Sales Tax Transit Year 1 Funding

1. Frequent Transit Network branding and outreach	\$	250,000
2. Home to Transit Pilot program (service and administration)	\$	700,000
3. Start-up funding for "Work to Transit" program	\$	250,000
4. <i>Increase service spread out over 12-year lifespan of buses</i>	<i>(Funded in Year 2)</i>	
5. Transit pass analysis and facilitation	\$	30,000
6. <i>First Last Mile investments, stop improvements, signal upgrades for transit priority, mobility hubs and corridor enhancements</i>	<i>(Funded in Year 2)</i>	
7. <i>Performance measures, service adjustments, corridor studies, technical analyses [related to UTA agreement]</i>	<i>(Funded in Year 2)</i>	
8. Transit Planner	\$	50,000
9. FTN Capital Improvements (signal upgrades, bus stop improvements, ADA enhancement, etc.) [portion related to UTA agreement]	\$	1,139,000
10. <i>General Administrative Costs</i>	<i>(Funded in Year 2)</i>	
11. UTA Interlocal Agreement (subtotals below)		\$2,870,492
11.a FTN rolling stock (buses) procurement	\$	406,000
11.b Service for increased span and frequency on key routes (900 S, 200 S, 2100 S, 600 N, 1000 N)	\$	2,464,492
TOTAL	\$	5,289,492

\$414,004 Excess Budget from UTA ILA

After allocating a 20% contingency for the ILA with UTA, \$414,004 of the funding for that contract remains unappropriated. During the February 5, 2019 work session discussion, the Council requested the Administration return with options to use this funding to prioritize transit-oriented investment in communities near homeless resource centers (HRCs).

Policy question: The Council may wish to ask for the Administration's timeline for a response to this request.

Budget Amendment 5: Changes identified since approval have been presented to the Council for consideration in Budget Amendment 5 in Item D-9, under housekeeping.

Budget Amendment (BA) 5 transfers \$39,000 from line 9 of the above table (FTN Capital Improvements) to Community and Neighborhoods (CAN) for studies related to the transit improvements and allocates the remaining \$1.1 million to the Capital Improvement Program (CIP) for CIP projects along the FTN corridors, with clarification that funds will be used for "design, signal upgrades, electric bus infrastructure, bus stop improvements, ADA enhancements, and first/last mile infrastructure to enhance walking and biking connections near stops/stations along the FTN corridors."

Policy Questions: Changes to fund purpose descriptions include the additions of design, electric bus infrastructure, and first/last mile infrastructure. These may be considered minor edits.

- a. Is the Council comfortable with the scope of these descriptions?
- b. The Council may wish to ask the Administration, what process is used to identify and prioritize projects to receive these funds?

Other changes since adoption: Changes reflected on the Funding Our Future website include the list below:

1. "Transit Program Planning" position changed to "Transportation Planner" – This may necessitate a change to the staffing document. Staff is unclear if this title change reflects a shift in the position's duties.
2. "Transit Pass Analysis and Facilitation" changed to "Fare Pass Analysis" – This change may narrow the available uses of funds.
3. "FTN Branding and Outreach" to "FTN Marketing and Outreach" – This appears to be a minor edit.
4. The word "Procurement" removed from FTN Rolling Stock – Reflects the City leasing buses from UTA rather than purchasing the vehicles.

Policy Questions: Some of these language changes could be considered housekeeping, while some may stray from the Council's adoption intentions, or – in the case of #1 – inadvertently trigger a change to the staffing document.

- a. Would the Council like to ask the Administration for clarification on any of changes above?
- b. Is the Council comfortable with the changes above?
- c. The Council may also wish to ask whether current funding includes sufficient staffing to accomplish the goals the City is tasked with carrying out, including the recently-awarded \$10.78 million transportation choice grant from Salt Lake County. The increase in transportation project funds will affect several City divisions, particularly Transportation and Engineering.

Glossary

Budget Amendment - BA

Community and Neighborhoods – CAN

Capital Improvement Program – CIP

Frequent Transit Network – FTN

Fiscal Year – FY

Homeless Resource Center (HRC)

Interlocal Agreement – ILA

Transit Master Plan - TMP

Utah Transit Authority - UTA

Council Briefing

Funding Our Future Transit Update for 2019



Status ➔ Next Steps



Increased bus Service

- Improved service for routes 2, 9 and 21 are on track for August 2019
- Master ILA with UTA was approved February 19th and 20th, including first addendum to fund startup costs

- Fund and finalize ILA (Addendum 2) for FY2020 service*
- Determine timing and funding for implementation of the 600 North and 1000 North routes as early as August 2021; startup costs would need to be included in the FY2020 budget*



Capital Enhancements

- Contractor procured to begin construction on new Route 9 stops
- Leveraged funds to secure County grants to study transit hubs along FTN corridors
- Developing concepts for temporary bus hub near North Temple/Redwood Road

- Corridor studies along Phase 1 FTN routes to engage communities, develop and prioritize bus stop and first/last mile needs
- Build temporary bus hubs and proceed with studies to design permanent hubs



Home to transit

- Request is out for vendor proposals

- Select vendor and roll out service



Work to transit

- Transportation and Economic Development are laying groundwork with businesses on West Side and Research Park

- Select vendor and roll out service



Fare pass analysis

- Developing short and longer term options in coordination with UTA

- Broader community engagement with consultant assistance*
- Selection of enhanced fare pass options*



Marketing and Outreach

- Draft consultant scope has been developed
- Successful "Open Routes" event to engage community and test western alignment of Route 9

- Advertise RFP and select consultant
- Develop and implement broad and cohesive branding and outreach strategy*



Transportation Planner

- New planner started in January, focused on data-driven planning project support and reporting

- Further evaluation of staffing needs
- Fund and hire additional staff, as needed*

*Items require Council action and/or participation.



COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

TO: City Council Members

FROM: Kira Luke, Ben Luedtke
Budget & Policy Analysts

DATE: March 19, 2019

RE: **FUNDING OUR FUTURE: Streets**

**FUNDING
OUR FUTURE**



Streets

ISSUE AT-A-GLANCE

Funding Our Future: In 2018, the City Council took formal action to implement a 0.5% increase to the sales tax rate in Salt Lake City (from 6.85% to 7.35%). Following significant public engagement, the increase was approved to address unfunded critical needs for projects and services, including **improved City Streets**.

The table below reflects the appropriations the Council approved in the FY18-19 budget. Items in **bold**, totaling **\$2.9 million**, fall under the purview of the Streets division.

Infrastructure Year 1

Streets Crew

19 Employees	\$	1,667,890
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Equipment - *ONE-TIME*

2 - 4X4 Extended Cab Pickup	\$	67,538
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1 - 2X4 3/4 Ton Utility Bed Diesel	\$	50,958
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2 - 2X4 F550 Diesel Extended Dumpbed	\$	106,860
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1 - Asphalt Paver	\$	147,900
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1 - Tilt Deck Equip Transport Trailer	\$	56,000
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2 - Asphalt Roller	\$	93,760
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2 - Tack Distributor	\$	32,000
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3 - Gap Patch Tar Pot	\$	144,000
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Vehicle Maintenance and Fuel	\$	16,746
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Other Equipment Costs for Street replacement

	\$	516,348
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Parks Capital Replacement	\$	250,000
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New CIP Projects	\$	2,000,000
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TOTAL

	\$	5,150,000
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New Information: Since funding was approved in the Fiscal Year (FY) 18-19 Budget, the Streets Division has hired a second road maintenance crew, more than doubling the number of lane miles the City has the capacity to maintain: 75 (previous capacity) to 155 (new capacity). The majority of the equipment to support this crew has also been purchased and put to use.

Projections from the Streets Division indicate the funding allocated will be sufficient to fulfill the Funding Our Future goals identified for FY 18-19. If Budget Amendment #5 is approved as requested then \$42,966.06 - approximately 1.5% of the budget - would remain to serve as a buffer for impact from trade tariffs, construction material cost fluctuations, or other unforeseen costs (Attachment 1).

Budget Amendment 5: One of the calculations in Attachment 1 includes a reference to the Delong Street Yard. The Administration is requesting to repurpose \$674,000 of the \$2.9 million for improvements to the maintenance and operations yard. The funding would be used to add fencing, lights, security cameras and pavement to the lot which is currently a dirt surface. These improvements would create the space necessary to accommodate the second streets maintenance crew, equipment and asphalt materials storage. Secondary benefits would be freeing up space for the Fleet Division to work on the 50 new police vehicles and creating additional employee parking spaces which regularly overflow the existing lot.

Policy Questions:

1. The Funding Our Future Streets topic also houses the allocations for Parks Capital Replacement and new CIP projects. The dashboard online also reflects the 7% allocation to CIP. The Council may wish to consider, **should the “Streets” topic also include other infrastructure?**
2. This is one of several briefings providing updates on Funding Our Future sales tax expenditures. **Does the Council want a separate briefing on expenditures from the Parks/CIP FY19 allocations, or would the Council prefer to include those updates in the FY20 annual budget?**
3. **Metrics:** Throughout the Funding Our Future process, the Council has emphasized the importance of trackable metrics, but personnel activity is a less tangible product of this funding.
 - a. In this vein, **the Council may also wish to ask, what metrics will be reported for the Funding Our Future dashboard?**
 - b. **The Council may wish to ask for more information about how the Streets Division's work order system tracks and can report on number of potholes filled?**

Attachments

Attachment 1 – Funding Our Future Streets Projections 2019-03

Glossary

Budget Amendment - BA
Community and Neighborhoods – CAN
Capital Improvement Program – CIP
Frequent Transit Network – FTN
Fiscal Year - FY
Interlocal Agreement – ILA
Transit Master Plan - TMP
Utah Transit Authority – UTA

Funding Our Future
FY19 Infrastructure (Streets)
as of 03-12-2019 (February not closed*)

Streets	Budget	Actuals Thru Feb 2019*	Projections	Total Projected	Remaining Balance
Personal Services	1,667,890.00	343,410.17	559,657.65	903,067.82	764,822.18
O&M/C&S	516,348.00	61,932.95	461,941.48	523,874.43	(7,526.43)
Equipment (to cover Fleet overage)	-	42,833.69	-	42,833.69	(42,833.69)
Delong Yard (CIP Vacancy Savings)	-	-	674,000.00	674,000.00	(674,000.00)
Total	2,184,238.00	448,176.81	1,695,599.13	2,143,775.94	40,462.06
Fleet/Non Departmental	Budget	Actuals + Encumbrances	Projections	Total Projected	Remaining Balance
Vehicle Maintenance (Fleet/Non Dept)	16,746.00	-	14,242.00	14,242.00	2,504.00
Equipment (Fleet)	699,016.00	698,116.00	900.00	699,016.00	-
Total	715,762.00	698,116.00	15,142.00	713,258.00	2,504.00
Total Streets & Fleet	2,900,000.00	1,146,292.81	1,710,741.13	2,857,033.94	42,966.06



COUNCIL STAFF REPORT

CITY COUNCIL of SALT LAKE CITY

TO: City Council Members

FROM: Allison Rowland
Budget & Policy Analyst

DATE: March 19, 2019

**RE: SECOND ADMINISTRATION RESPONSE ON THE FY 2019
LEGISLATIVE INTENTS**

Item Schedule:

Briefing: March 19, 2019
Set Date: n/a
Public Hearing: n/a
Potential Action: n/a

ISSUE AT-A-GLANCE

The Administration has provided a progress update on the Legislative Intents adopted by the Council as part of the Fiscal Year 2019 (FY19) budget, as well as on several Intents outstanding from previous years. The purpose of this update is to help clarify any pending questions before the annual budget discussions. The First Administration Responses on the FY2019 Legislative Intents were briefed in the September 18, 2018 work session. Potential policy questions are noted in the context of each specific item, as are staff recommendations for next steps. The original intent language for these items can be found in Attachment C1.

Goal of the briefing: Review Administration's progress on Council Legislative Intents and provide feedback as needed.

Summary of Administration Responses (see transmittal for complete Administration responses)

1. FY19 Legislative Intent Statements / Interim Study Items (Revised September 18, 2019)

- a. **Performance Measures for Homeless Services Funding.** The Administration stated that in FY18, the City funded \$1,424,109 in homeless services contracts, and that FY19 to-date spending has reached \$402,091.93. A list of specific services funded is included in the transmittal attachment titled *2017-2018 Homeless Services Outcomes*. The Administration also reported that it had engaged a consultant, the Cloudburst Group, to review the City's system and processes for responding to



homelessness. This group identified gaps in information flows, decision-making processes and communication among several departments.

- ***The Council may wish to schedule a briefing to learn more about the consultant's work and specifically discuss potential performance measures for these items.***
- ***Next Step: Consider scheduling more in-depth briefing.***

- b. **Neighborhood Safety Program for HRCs.** The Council was briefed about the Administration's Community Action Strategies project during the March 6, 2019 work session. The project was launched in October 2018 by the Community and Neighborhoods Department (CAN) with the assistance of a consultant, Voda. Together they have sponsored community outreach events and coordinated City needs and resources for the HRCs, including community safety and safety plans. A grant received through the State's new *Homeless Shelter Cities Mitigation Restricted Account* will support the work with Voda. In addition, the Administration stated:

“As the HRC's come online it is our intent to continually evaluate the best ways to mitigate perceptions of safety and safety concerns within the community. To date, we are still considering all options and working with Shelter the Homeless to determine the appropriate level of support as it relates to need.”

For additional information on HRC operations and safety issues, the Administration's transmittal includes an attachment on Shelter the Homeless letterhead, labeled *Salt Lake City Conditional Use Permit Homeless Resource Centers Security & Operations Plan*.

- ***Next Step: The Council could consider requesting that the Administration include funding for the recommended strategies in conjunction with the FY20 budget.***
- c. **Evaluate Additional Medical Response Unit in the Fire Department.** The Administration states that cost of an additional Medical Response Team would be \$42,500 (one-time) for a light response vehicle, and \$294,838 in on-going costs for the two firefighters and two paramedics needed to staff it. The Fire Department estimates that it would respond to approximately 1,350 emergency calls annually, based in the area around Station 3, at 2425 South and 900 East.
- ***Next Step: The Council could consider requesting that the Administration evaluate adding a Medical Response Team in the FY20 budget.***
- d. **Streamlining the Permitting Process.** The Administration provided information on changes in two departments that are involved in the permitting process but not under the purview of the Building Services Division: the Fire Department and Public Utilities. Over the past two years, efforts by the Fire Department have reduced inspection wait times down to just one week (from as much as four weeks in the past), new business licenses are scheduled within one week of notification, and hazardous material inspections are scheduled within the same month of notification. The Public Utilities Department has reduced its standard expectation for review turnaround to 10 business days. In addition, the department has a review engineer available at the “one-stop” office, which allows applicants to receive guidance as well as for same-day permitting over the counter for smaller projects.
- ***Next Step: Consider closing this legislative intent and requesting a report on the above metrics with the FY20 budget (or more often if there is interest).***

- e. **Prostitution Outreach Program (POP).** The Council was briefed about this former program on September 4, 2018, and later received a copy of the University of Utah's needs assessment study, which was commissioned by the City. The Administration stated that a further response would be forthcoming.
 - **Next Step:** *Discuss further when more information is available from the Administration.*
- f. **City-Owned Land Inventory.** The Administration responded, "City Council currently has the inventory. The Administration has also been working with the County in their inventory and asset process and our intent would be to work collaboratively with Council Office on a larger strategy."
 - **Next Step:** *Once the County inventory is completed, the Council could schedule a briefing, to consider how the information can be used to inform policy.*
- g. **Future Freight Strategy.** Airport Director Bill Wyatt has told the Council that he welcomes small-group discussion with Council Members who would like additional information on this topic. Some Council Members had small group meetings in the past year.
 - **Next Step:** *The Council could change this item's status to "Closed and continuing" when it reviews the Legislative Intents in conjunction with the FY20 Mayor's Recommended Budget.*
- h. **Fleet Insurance for High-Risk Vehicles.** The Administration's response provides information about third-party liability claims against the City and a three-year summary of auto liability claims by department. The response also states that the Council's interest in options to self-insurance for high-risk vehicles would need to involve information managed by the Fleet Management Division, so that it would include the cost of damages from striking stationary objects, as well.
 - **Next Step:** *The Council could request more information from the Fleet Management Division, to inform more comprehensive deliberations on this item.*
- i. **Cyber Security.** The Administration reports that the Information Management Services (IMS) and Finance Departments have been working together to establish a contract with an IT security vendor to assist in a strategy to fund and procure security needs. Once a contract is finalized in spring 2019, upgraded and additional security measures will be installed.
 - **Next Step:** *The Council could change this item's status to "Closed and continuing" when it reviews the Legislative Intents in conjunction with the FY20 Mayor's Recommended Budget.*
- j. **(Funding Our Future) Housing Program Outcome Report.** The Community and Neighborhoods Department attached an updated status chart (untitled) to the Legislative Intents transmittal. The chart appears to show that \$4,045,000 was allocated from Funding Our Future to housing programs, and that 412 units were or would be affected by this funding. The department also stated that it would be happy to incorporate other "outcomes" into this chart.
 - **The Council may wish to request clarification on the chart provided, for example, the planned timeline for spending allocated funds, or suggest additional outcomes or metrics for CAN staff to include.**
 - **Next Step:** *The Council could schedule a briefing for a more in-depth discussion on this item.*

- k. **(Funding Our Future) New Sales Tax Funds for Public Safety.** The Administration stated that its response is forthcoming.
- **Next Step:** *The Council could schedule a briefing for a more in-depth discussion on this item when information is available.*
- l. **Biennial Survey.** The Administration has indicated that the biennial survey results should be ready for the City Council to use in making FY 2019-2020 budget decisions.
- **Next Step:** *The Council has scheduled an opportunity to weigh in on the final draft of the survey questions in March, and will receive a pre-survey and post-survey briefing from Y2 Analytics in later in March and April 2019.*
- m. **General Fund Subsidy for Golf.** The Administration has indicated that a formal update on the Golf Fund, including proposals to improve efficiency and profitability for FY19 is forthcoming, but it has not yet been received by the Council Office. As the FY19 budget year is nearing the fourth quarter, the Council will not have much of an opportunity to provide policy input on potential mid-year adjustments. The Administration reports that the Golf Division continues to work with the Public Services and Finance Departments, along with the City Attorney's Office, to determine how to best manage the Golf ESCO contract, and that the Finance Department found that restructuring this debt is "not feasible at this time." The RFP for a *Nibley Golf Course Golf Entertainment Facility* opened on February 11 and will close on April 11. In addition, under the new Golf director, Matt Kammeyer, the division is "taking a fresh look at our Budget, Personnel, Operations, Facilities and Programs, and will be developing a comprehensive strategy to support the long term management of the public open spaces."
- **Next Step:** *The Council could schedule a briefing when the Golf Fund update for FY19 is received.*
- n. **Parking Ticket Budgeted Revenue Alignment with Actual Revenue.** The Administration indicates that "FY19 Parking Ticket revenue will be closely monitored to insure that the FY20 recommended budget aligns with current year actuals. There are several challenges involved with budgeting for FY20, including enforcement staffing levels and legislative changes. Most notably, HB336, which goes into effect on July 1, 2019, and will limit late penalties to 25% of the original fine. Finance is developing strategies to respond to these changes and will try to present an accurate and conservative budget."
- **Next Step:** *The Council could review this legislative intent in conjunction with the FY20 budget to consider if it can be considered for "Close and continue" status.*

Staff will consider the items below as open unless the Council indicates otherwise.

2. FY 2018 Legislative Intent

- a. **Fund Balance level.** The Administration stated that their response is forthcoming.
- b. **Downtown Alliance Safety Ambassador Program.** According to the Administration, this program is included in the Central Business Improvement Area (CBIA19) budget. "The plan was updated prior to the last legislative intent as a long term solution for downtown. Funding for the program within CBIA19 becomes available on April 22, 2019."

- c. **Evaluate elected officials compensation.** The new salary amount was adopted by the City Council on December 11, 2018.

3. FY 2017 Legislative Intents

a. Administration Metrics and Reporting.

- i. **Metrics in conjunction with the annual budget.** The Administration stated, “The refinement of performance measures is an ongoing process. The Administration has seen improvements in tracking performance as well as a growing realization among departments of the need for and value of performance measurement. The FY19 Capital and Operating Budget Book contains many new performance measures at department levels that have come about as departments have begun to better track and report performance.”
- ii. **Public Services, Maintenance at City Facilities.**
 - **Facilities Division Asset Renewal and Deferred Maintenance Study.** The Administration reports that the Facilities Division has completed its assessment of facility deferred capital replacement, including funding sources for each item, and that their plan will be ready for FY20 budget presentations. Public Services continues to meet with Finance and other City departments to refine their proposals for funding strategies. Public Lands continues to work on its asset condition list, which will ultimately inform their Comprehensive Master Plan, which will go out to bid in early 2019.
 - **Parks and Public Lands Division Electronic Work Order System.** This Division, along with Facilities, will begin to implement the Cartegraph system as soon as Streets has finished their roll-out. This will create a common asset management system and improve asset management capacities across the Public Services Department.

- b. **Fleet Fund Financial Sustainability.** The Administration reports, “Fleet continues to refine its replacement schedule, focus on a cash public safety fleet, and has identified hybrid alternatives for PD pursuit and detective vehicles. Fleet has applied for funding through the Volkswagen settlement to replace older diesel trucks with next generation diesel with dramatically lower emissions levels.”
- c. **Cost Analysis for Development Review Team services.** The Administration indicates that the cost analysis will be begun shortly by the Finance Department, but that the completion date is not yet known.
- d. **Periodic Study of Public Safety Compensation.** The consulting firm chosen by the Administration, Mercer, recently completed its compensation study. This report is scheduled to be discussed in the March 19, 2019, Council Work Session.

4. FY 2016 Legislative Intents

- a. **Building Permit Fee Cost Study.** *No additional updates since the First Administration Response.* This study is ongoing. A final response will be provided once the study has been completed.

5. FY 2015 Legislative Intents

- a. **Maintenance of Business Districts.** The Administration reported that Public Services has had productive discussions with RDA staff about various models to fund maintenance. Discussions have focused on Central Ninth and Regents Streets and include considering how parking can support business district maintenance.

Attachment C1. Original Legislative Intent Statements

Note: These statements are occasionally modified during subsequent Council discussions, as additional information becomes available.

1. FY19 Legislative Intent Statements (Revised September 18, 2019)

- a. **Performance Measures for Homeless Services Funding.** It is the intent of the Council that the Administration propose a clear set of metrics to document and assess the City's contribution to homeless services, particularly if those contributions are expected to be multi-year or ongoing in nature, or go beyond the City's typical roles, such as funding for case management and beds in addiction treatment facilities.
- b. **Neighborhood Safety Program for HRCs.** It is the intent of the Council that the Administration consider the options for creating safety programs to offset negative consequences similar to the Downtown Ambassadors to serve the neighborhoods where the two Homeless Resource Centers (HRC) are planned.
- c. **Evaluate Additional Medical Response Unit in the Fire Department.** It is the intent of the Council to ask the Administration to evaluate call volume over the next 12-18 months to determine the cost/benefit of a Medical Response Team approach for other areas of the City with a high volume of medical calls.
- d. **Streamlining the Permitting Process.** It is the intent of the Council that the Administration continue to evaluate ways to consolidate and streamline the steps required in the permitting process, particularly focusing on the City Departments that are beyond the purview of Building Services.
- e. **Prostitution Outreach Program (POP).** It is the intent of the Council that the Administration discuss and evaluate the opportunity for a program to address the goals of the former Prostitution Outreach Program (POP) with the County District Attorney and other stakeholders, and provide budget information to the Council on implementation.
- f. **City-Owned Land Inventory.** It is the intent of the Council that the Administration complete a City-owned land inventory reflecting all City departments and provide this to the Council.
- g. **Future Freight Strategy.** It is the intent of the Council to request information from the Administration about the Airport's strategy to handle increased freight, particularly related to the development of the Inland Port, and how the City can facilitate productive relationships. Council Members have mentioned a desire to gain a better understanding of how freight will be handled and whether adequate resources exist at the Airport to meet potential future needs.
- h. **Fleet Insurance for High-Risk Vehicles.** It is the intent of the Council to request that the Administration explore options other than self-insurance for vehicles at high risk of accidents/damage.
- i. **Cyber Security.** It is the intent of the Council that the Administration continue to assess the City's technology security and identify options to address the ongoing needs to continue to improve the City's Network and Information security posture.
- j. **(Funding Our Future) Housing Program Outcome Report.** It is the intent of the Council that the Administration report on housing program outcomes and metrics funded from the new sales tax in time for consideration in the fiscal year 2020 (FY 2020) budget. *Council staff note: The Council could make any FY 2020 appropriation contingent on completion of this report.*
- k. **(Funding Our Future) New Sales Tax Funds for Public Safety.** It is the intent of the Council that the Administration broaden the definition of public safety when evaluating what to fund through Funding Our Future.
- l. **Biennial Survey.** It is the intent of the Council that results of the biennial survey inform the Administration's FY 2020 considerations of Funding Our Future revenues.

- m. **General Fund Subsidy for Golf.** It is the intent of the Council that the General Fund subsidize the Golf Fund for one year only, allowing the Council and Administration to vet all options for improving efficiency and profitability of annual operations. The Council intends to make discussion of golf and open space maintenance a priority for the FY 2019 budget year. Further, it is the Council's intent that the \$1 per round Golf CIP fee be used to pay for capital improvements (or debt service related to capital improvements), and not be used to offset operational deficits.
- n. **Parking Ticket Budgeted Revenue Alignment with Actual Revenue.** It is the intent of the Council that the Administration calculate revenue for parking tickets for FY 20, based on actual revenue received in FY 19 to more closely align budget with actual revenue received.

2. FY 2018 Legislative Intents (only Intents that remain open are included below)

- a. **Golf Enterprise Fund** – The Council expresses the following intents regarding the Golf Enterprise Fund:
 - i. Formally recognize in concept the value of expanding revenue-generating opportunities at all City Golf Courses
 - ii. Track any subsidy given to the Golf Fund from the General Fund this fiscal year for possible future reimbursement.
 - iii. Reaffirm the policy commitment to the Golf program remaining an enterprise fund, in keeping with previously adopted Council golf policy.
 - iv. Reaffirm the policy commitment to consider the resolution of the golf funding issues over a 10-year timeline.
 - v. Schedule a policy conversation early in the new fiscal year to confirm or adjust as necessary the Council's policy statements that were established to guide the resolution of the City golf issues.
 - vi. Renew the Council's request that the Administration formally seek proposals from private providers, other governmental entities, community organizations and others through issuance of a formal Request for Proposals (RFP) for operations of the full system of City golf courses.
 - vii. Request the opportunity for input on the Request for Proposals in advance of its release to help assure that any responders will be asked to address issues of interest and concern to both branches.
- b. **Citywide / IMS projects for CRM and Document Management** (applicable to both projects) – It is the intent of the Council that the Administration will provide an interim report in September/October 2017 (or sooner if ready) about the progress on both of these programs, to include the information requested in the motion, as well as project scope and objectives, team composition and staffing, and implementation schedule. It is also the Council's expectation that when funding is requested by IMS for shared services, projects or programs in which the Legislative Branch is a key stakeholder (participant, provider of information or recipient of essential services), the Legislative Branch will have the opportunity for meaningful input early in the project to allow for the most efficient and effective use of taxpayer resources in meeting the needs of both branches.
- c. **Six-month review for Council-added or identified items** – It is the intent of the Council that the Administration provide a six-month update of Council-added budget items and major budget topics, to assess the progress of the projects and plan. (If the project is not moving ahead as intended, the Council may discuss with the Administration whether the funds should be recaptured.) Items would include:
 - i. Homelessness
 - ii. Status update on 500 West changes
 - iii. Golf (scheduled tentatively for July)
 - iv. Fleet (continue the discussion of sustainable and/or ideal funding levels)
 - v. Arts Council / Twilight (including plans for Calendar Year 2018)
 - vi. Future funding for the Sustainability Department's Energy and Efficiency Fund
 - vii. Update on Neighborhood Clean-up public engagement (or tentatively in September)
 - viii. IMS projects (separate legislative intent specifies this, too)

- d. **Plan for increasing infrastructure funding** – It is the intent of the Council that the Administration provide a recommendation for how to increase the level of funding for infrastructure on an ongoing basis. A previous report identified ideal funding levels and identified some options, but did not include an Administrative recommendation. This could include working with the legislative branch to develop a concept.
- e. **Overall strategy for approving specific infrastructure project funding** - It is the intent of the Council that the Administration consider how to more accurately track and communicate actual funding for specific road projects to make sure the projects and funding are as transparent as possible. This may include returning to a previous practice of appropriating funds by specific project (after vetting through a citizen process), rather than appropriating in larger pools of funding.
- f. **Fund Balance level** – It is the intent of the Council to work jointly with the Administration to develop a plan for managing and maximizing fund balance in the future, and identify goals for future years (two years, three years, etc.). The Administration has offered to share ideas and information for a joint conversation, including: practices that other cities successfully employ, potentially setting aside some fund balance as a “revenue reserve” and what mechanics that would entail, potential for informally or formally rewarding Departments that identify efficiencies or other opportunities that still meet the service levels established but create savings that can drop to fund balance.
- g. **Downtown Alliance Safety Ambassador Program** – It is the intent of the Council that staff request a long-term funding plan for the program from the Downtown Alliance and work to schedule a review of that plan. The Council is interested in how the plan could be replicable to other areas in the City, including potentially in neighborhoods immediately adjacent to new Homeless Resource Centers opening in the coming years.
- h. **Evaluate elected officials compensation** – The Council requests the Citizens Compensation Advisory Committee (CCAC) review compensation for elected officials in comparable cities throughout the West. In addition to looking at overall compensation, the review should gather data on compensation levels for council members serving in leadership roles such as chair and vice chair. Based on that analysis, the CCAC should make recommendations in the FY 2018 annual report for adjustments, if any, to elected officials compensation. If additional funding is needed to conduct the review, a funding request should come before the Council with sufficient time for the CCAC to incorporate the evaluation findings and recommendations into their FY 2018 annual report.
- i. **Secured Parking on 500 West Green Median** – Appropriate funding for the 500 West median secure parking lot with the intent that the Administration evaluate the effectiveness of these improvements and other City interventions in the area in approximately 2 years.

3. FY 2017 Legislative Intent

- a. **Administration Metrics and Reporting** *(Note: The Council may also consider formalizing these items in the Reporting Ordinance.)*
 - i. **Metrics in conjunction with the annual budget.** It is the intent of the Council that department metrics be included with the annual budget, and updated annually. The metrics of interest are items that measure the effectiveness of the City’s service delivery, or track a department’s progress towards specific goals. The Council welcomes the inclusion of existing measurements and is not asking that new systems and metrics be developed in all cases. However, in cases where tracking these metrics requires increased resources, the Council will consider these requests highly important.
 - ii. **Public Services.** It is the intent of the Council to request that the Administration report back mid-year (in December or January) how funding will be achieved to cover the prioritized list of maintenance needs at City facilities, parks, and other open space properties within the Public Services budget, so that adequate funds can be built into the FY 2017-2018 base budget.

- b. **Fleet Fund Financial Sustainability.** It is the intent of the Council to request that the Administration report back during the first Council meeting in November on a plan to achieve financial sustainability of the Fleet Fund.
- c. **Cost Analysis for Development Review Team (DRT) services.** It is the intent of the Council to request that the Administration conduct an analysis of the City's costs for Development Review Team services as a first step in cost-justification for potential fee-setting. After review of the cost analysis, the Council may wish to reach out to key users of the service for feedback on advantages and disadvantages of cost-recovery for the use of DRT.
- d. **Briefing on PERF Study, *Defining Success in Responding to Sexual Violence*.** It is the intent of the Council to request that once the Police Executive Research Forum (PERF) study is available, the Administration provide a written report which highlights the study's evaluation how the Salt Lake City Police Department responds to sexual violence.
- e. **Periodic Study of Public Safety Compensation.** It is the intent of the Council to request that every three years, the Administration fund an independent study of compensation for public safety employees in the Police and Fire Departments. The study should include a rigorous analysis of job complexity before data collection, using input from discussions with union representatives to collaboratively determine appropriate criteria, comparable cities and scope. The Council requests the Administration include funding for this item in the FY 2019 annual budget.
- o. **FY 2016 Legislative Intents** (only Intents that remain open are included below)
- a. **Building Permit Fee Cost Study.** It is the intent of the Council that the Administration conduct and update a cost justification and benchmarking study for building permit fees.
- p. **FY 2015 Legislative Intents** (only Intents that remain open are included below)
- a. **City Cemetery Study.** It is the intent of the Council that the scope for the Cemetery study goes beyond simple deferred maintenance to explore opportunities to make the cemetery more of a community building asset in keeping with national best practices, including historic designation, and consider future funding sources that would offset ongoing operating and maintenance needs.
- b. **Maintenance of Business Districts.** It is the intent of the Council to hold a briefing regarding the costs of enhanced services provided to the Central Business District, in order to consider: a) revising how City services are provided and paid for, b) services that may be offered to other established or developing Business Districts in the City, and c) maintenance of amenity upgrades (such as lighting and benches). It is also the intent of the Council that this discussion happen in time to incorporate any changes into the renewal of the Central Business District agreement and Sugar House Business District.



CITY COUNCIL TRANSMITTAL

Patrick W. Leary
Patrick Leary, Chief of Staff

Date Received: February 22, 2019
Date sent to Council: FEBRUARY 25, 2019

TO: Salt Lake City Council
Charlie Luke, Chair

DATE: February 22, 2019

FROM: Patrick Leary, Chief of Staff, Office of the Mayor

SUBJECT: Second Administration Response on the FY 2019 Legislative Intent

SPONSOR: Exempt

STAFF CONTACTS: John Vuyk, (801) 535-6394
Randy Hillier (801) 535-6606

DOCUMENT TYPE: Legislative Intent

RECOMMENDATION: NA

BUDGET IMPACT: NA

BACKGROUND/DISCUSSION: The Administration is forwarding to the City Council the responses to the City Council's Adopted Legislative Intent Statements for Fiscal Year 2019. One further in-depth response will be provided later in the fiscal year.

PUBLIC PROCESS: NA

FY19 Legislative Intent Statements / Interim Study Items

Revised September 18, 2018

Performance Measures for Homeless Services Funding. It is the intent of the Council that the Administration propose a clear set of metrics to document and assess the City's contribution to homeless services, particularly if those contributions are expected to be multi-year or ongoing in nature, or go beyond the City's typical roles, such as funding for case management and beds in addiction treatment facilities.

Administration Response: Homelessness is a complicated and urgent community issue. Collaboration and support at the local level is key to addressing these issues. Salt Lake City is playing a role to assist those experiencing homelessness by collaborating with agencies to assist those needing services. In 2017-2018 Salt Lake City invested \$1,424,109.00 in homeless services contracts that included economic opportunities, inclement weather services, camp clean up and connecting individuals to services and housing. Outcome data shows 10,140 services were provided to individuals and families. Attached you will find the 2017-2018 homeless services outcomes report. The year to date spending for the 2018-2019 homeless services budget is \$402,091.93. We look forward to providing more information on outcomes for 2018-2019 as they become available.

See attached outcome 17/18 summary

Although homelessness is not new, it has become more visible in the community. There are several departments within the City that are impacted by this issue. It is important that we as a City use a systematic data driven approach to decision making, support policies that are recognized as best practices and that each department has an understanding of our role in addressing homeless issues. We want to strategically use our resources to have the best outcomes and greatest impact. To help the City address our response to homeless The Cloudburst Group was retained to review the City's system and processes with the goal being to improve coordination and consistency with the City's response to homelessness. Cloudburst is a nationally recognized leader in provision of homeless programs, capacity building and technical assistance. Through a series of activities they were able to identify gaps in the flow of information, increase the City's understanding of their decision-making process and the communication that is taking place between several departments.

(See attachments referred to in the write-up at the end of the document)

Neighborhood Safety Program for HRCs. It is the intent of the Council that the Administration consider the options for creating safety programs to offset negative consequences similar to the Downtown Ambassadors to serve the neighborhoods where the two Homeless Resource Centers (HRC) are planned.

Administration Response: In October, CND launched a multi-city department Homeless Resource Centers (HRC) Community Action Strategies project, in partnership with Voda consultants. This initiative has sponsored community outreach events and coordinated anticipated city-level HRC needs and resources, including community safety and safety plans for the two HRCs.

In addition, SLC was recently awarded a grant from State homeless services funding that is focused on adding supports to the HRC's and the broader community. The grant is focused on understanding community issues, and creating additional community support for both individuals experiencing homelessness and the community members that surround the HRC. In addition, we have attached some additional information from Shelter the Homeless regarding operations and safety issues. As the HRC's come online it is our intent to continually evaluate the best ways to mitigate perceptions of safety and safety concerns within the community. To date, we are still considering all options and working with Shelter the Homeless to determine the appropriate level of support as it relates to need.

Evaluate Additional Medical Response Unit in the Fire Department. It is the intent of the Council to ask the Administration to evaluate call volume over the next 12-18 months to determine the cost/benefit of a Medical Response Team approach for other areas of the City with a high volume of medical calls.

Administration Response: The Salt Lake City Fire Department is currently researching the viability and effectiveness of an additional MRT in the Sugarhouse area. The current MRT unit serves the downtown core, six (6) days a week, Monday through Saturday. The unit operates with four firefighters, two paramedics and two EMT's, and responds on over 2000 emergency medical calls annually.

An additional MRT primarily responsible for the Sugarhouse area would require hiring four additional firefighter FTE's and purchasing a light fleet response vehicle equipped for this specialized response. The MRT would be housed at Fire Station 3 located at 2425 South 900 East and it is anticipated to respond on approximately 1350 emergency calls annually serving all of Station 3's district, along with portions of Stations 5, 8, and 13's district.

Vehicle -	\$42,500	(One Time)
(2) Firefighters -	\$129,758	(\$64,879)
(2) Paramedics -	\$165,080	(\$82,540)
Total -	\$337,338	

Streamlining the Permitting Process. It is the intent of the Council that the Administration continue to evaluate ways to consolidate and streamline the steps required in the permitting process, particularly focusing on the City Departments that are beyond the purview of Building Services.

Administration Response: FIRE: The Salt Lake City Fire Department attends meetings with building services fire plan reviewers weekly and participates in DRT meetings with City Departments, Developers and Construction companies to find solutions to construction challenges prior to permitting. If issues are identified during either of these meetings, the Fire Department along with other City officials attempt to come to acceptable solutions known as "Alternative Means or Methods".

All requests for required Fire inspections conducted during the construction of a building project are scheduled within two weeks of request. These inspections include underground pipe installation, fire sprinklers, alarms, etc. Over the past two years, the Fire Department has established the goal of providing inspection services within one week. We have obtained our goal by cross-training staff members in various disciplines, daily reviews of inspection

workloads, temporary assignments of additional staff to the Fire Prevention Bureau, and increasing the number of allowable scheduled inspections per day.

All of these efforts combined, have reduced inspection wait time from 2-4 weeks which we were experiencing 24 months ago, to the one week we are now experiencing. In addition, new business licenses are scheduled within one week of notification, and hazardous material inspections are scheduled within the same month of notification.

PUBLIC UTILITIES: Salt Lake City Public Utilities is committed to working with the other City departments to coordinate development review and permitting. A representative from the department is available at the building services “one-stop” office throughout the week and a review engineer attends all Design Review Team (DRT) meetings. Many of the projects submitted are difficult sites with unique challenges and requirements. By providing guidance to development professionals and property owners, the review process is improved. Having a department engineer at the one-stop office allows applicants to receive guidance as well as allow for same day permitting over the counter for smaller projects. The department maintains and provides GIS information of existing utilities and other property information.

Recent measures to streamline and improve the design review process have helped to decrease the review time and better coordinate permitting. The department has consolidated the contracts and construction office and the development review team to the Development Services Team providing a consistent face of the department for development projects. The department has implemented permitting software and procedures to limit paperwork and permit steps. The Development Services Team has set the standard expectation for each review turnaround in 10 business days. The department also replaced two development review specialists and added a position for a property and water rights assistant.

Additionally, the department is working on new procedures and programs to further improve the design review and permitting process. The development services team will be updating the web site to provide guidance and links to improve design. The department will be updating the design standard documentation to provide improved guidance. Generally the reason for permit delays are incomplete plans and missing information. Updating the standards and website will help with property and design professional guidance. The development services team has also requested an additional FTE to assist with reviews and permitting.

Prostitution Outreach Program (POP). It is the intent of the Council that the Administration discuss and evaluate the opportunity for a program to address the goals of the former Prostitution Outreach Program (POP) with the County District Attorney and other stakeholders, and provide budget information to the Council on implementation.

Administration Response: Further response forthcoming.

City-Owned Land Inventory. It is the intent of the Council that the Administration complete a City-owned land inventory reflecting all City departments and provide this to the Council.

Administration Response: City Council currently has the inventory. The Administration has also been working with the County in their inventory and asset process and our intent would be to work collaboratively with Council office on a larger strategy.

Future Freight Strategy. It is the intent of the Council to request information from the Administration about the Airport's strategy to handle increased freight, particularly related to the development of the Inland Port, and how the City can facilitate productive relationships. Council Members have mentioned a desire to gain a better understanding of how freight will be handled and whether adequate resources exist at the Airport to meet potential future needs. **COMPLETE (ON-GOING)**

Administration Response: In the briefing, Bill Wyatt spoke of hosting small group meetings with Council Members to discuss freight capacity. At the time of the briefing Council considered this to be a satisfactory ongoing approach.

Fleet Insurance for High-Risk Vehicles. It is the intent of the Council to request that the Administration explore options other than self-insurance for vehicles at high risk of accidents/damage.

Administration Response: The City's Risk Management Division adjusts third-party liability claims against the City, including automobile liability claims. From FY16 through FY18, automobile liability claims costs averaged \$338,513 per year.

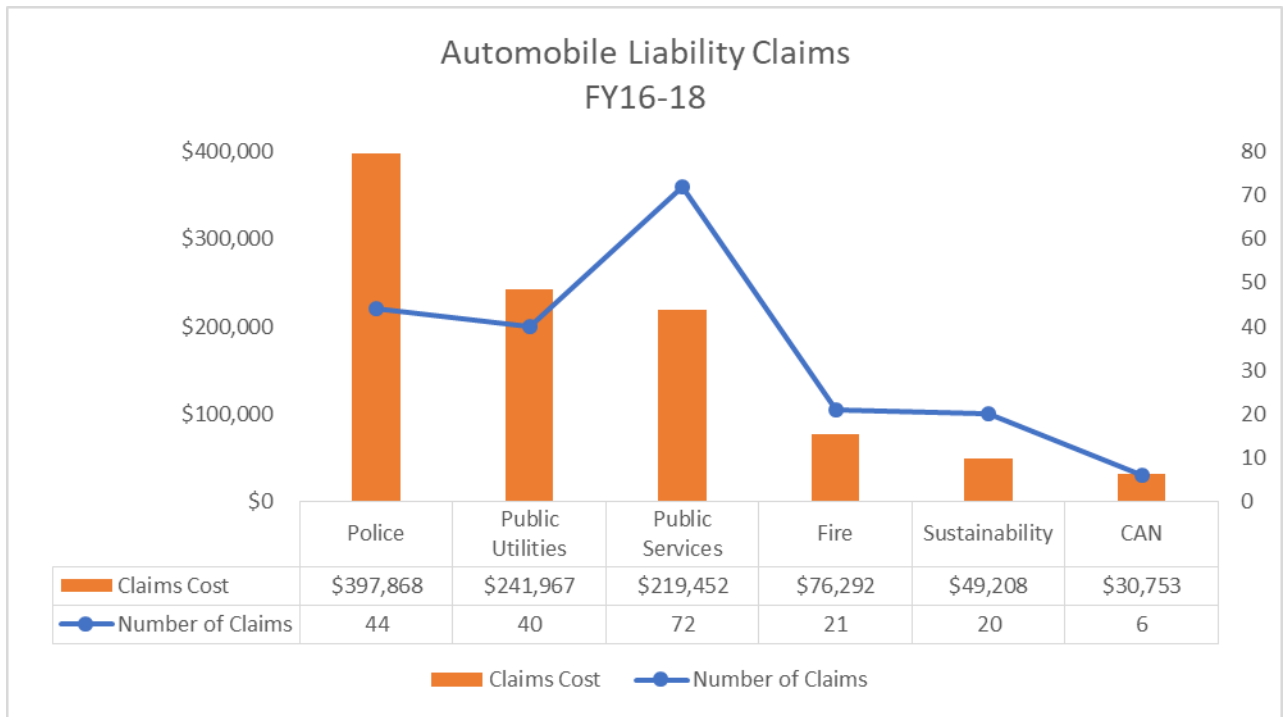
Claim Type	FY16	FY17	FY18
Auto Bodily Injury and PIP	\$381,127	\$93,338	\$17,669
Auto Property Damage	\$189,709	\$167,724	\$165,974
Totals:	\$570,836	\$261,061	\$183,643

Annual Average: **\$338,513**

Claims paid in FY16 were considerably higher due to the settlement of a litigated claim from a 2012 rear-end vehicle accident, which caused serious injuries. Claim costs for that incident totaled \$247,933.

3-Year Summary of Auto Liability Claims by Department

Based on a review of the City's automobile claims history, the Police Department's fleet is considered higher risk due to the severity of at-fault accidents.



Estimated Auto Insurance Premiums

The City's insurance brokers have advised that premiums for commercial automobile liability insurance would range as follows:

Vehicle Type	Annual Premium
Passenger vehicles	\$1,200 to \$1,500 per unit
Trucks and larger vehicles	\$3,000+ per unit

Premiums vary depending on motor vehicle records (driver histories) and the City's automobile liability loss history.

The estimated cost to insure 618 vehicles assigned to the Police Department ranges from \$741,600 to \$927,000 per year.

Costs shown on the previous page do not include the City's fleet repair or replacement costs, as those are administered and tracked by Fleet Management. For a cost-benefit analysis, the City's internal costs for these accidents as well as the cost of damages from striking stationary objects would need to be provided.

Cyber Security. It is the intent of the Council that the Administration continue to assess the City's technology security and identify options to address the ongoing needs to continue to improve the City's Network and Information security posture.

Administration Response: The Information Management Services Department has been working hard to continually improve the City's IT security posture. During this fiscal year the department has worked closely with the Finance Department on establishing an effective strategy to fund and procure IT security needs moving forward. The two departments are in the final stage of establishing a contract with an IT security vendor to assist in these efforts.

Upon contract completion installation of upgraded and additional IT security solutions will be completed by the spring of 2019.

(Funding Our Future) Housing Program Outcome Report. It is the intent of the Council that the Administration report on housing program outcomes and metrics funded from the new sales tax in time for consideration in the fiscal year 2020 (FY 2020) budget. *Council staff note: The Council could make any FY 2020 appropriation contingent on completion of this report.*

Administration Response: CND has attached an updated status report. Outcomes were listed in the allocation based on people served and number of units. If there are other outcomes that are desired CND is happy to incorporate those.

(Funding Our Future) New Sales Tax Funds for Public Safety. It is the intent of the Council that the Administration broaden the definition of public safety when evaluating what to fund through Funding Our Future.

Administration Response: Response forthcoming.

Biennial Survey. It is the intent of the Council that results of the biennial survey inform the Administration's FY 2020 considerations of Funding Our Future revenues.

Administration Response: The biennial survey results should be ready for City Council to use in making FY 2019-2020 budget decisions. Once we have the additional funds to complete the telephone survey portion, as requested by the City Council, it'll be an eight week process: two weeks to develop potential questions, two weeks for Mayor and City Council question approval, two weeks to conduct the survey, and two weeks for analysis and reporting.

General Fund Subsidy for Golf. It is the intent of the Council that the General Fund subsidize the Golf Fund for one year only, allowing the Council and Administration to vet all options for improving efficiency and profitability of annual operations. The Council intends to make discussion of golf and open space maintenance a priority for the FY 2019 budget year. Further, it is the Council's intent that the \$1 per round Golf CIP fee be used to pay for capital improvements (or debt service related to capital improvements), and not be used to offset operational deficits.

Administration Response: Salt Lake City Golf continues to identify savings opportunities and is seeing growth in revenues and rounds played this year. Golf will be using approximately \$180,000.00 of the CIP funds for sewer replacement this spring at Glendale Golf Course. Revenue projections allowed us to utilize the CIP funds without having to leverage offset operational deficits further. Public Services and Finance are working with the City Attorney's Office in an effort to discover and determine a best course of action relating to the ESCO contract, future payment commitments and other strategies. Finance has reviewed options and opportunities for restructuring the debt, however it has been determined that restructuring the debt will not be feasible at this time. The Nibley Golf RFP is in final draft circulation and it is scheduled to publish early January 2019. Salt Lake City Golf is currently working with Salt Lake City Parks and the Jordan Par 3 property to develop a new vision for the Rose Park public open space. This incorporates the addition of the multipurpose trail which was funded in the 2018/19 CIP projects list. We are also beginning conversations with potential community partners for additional improvements to the space. These improvements

intend to improve access to the public open space and will press on the fiscal division between General and Enterprise funds and the philosophies that separate them. A little more time is needed to refine these concepts.

Salt Lake City Golf has hired Matt Kammeyer to the Golf Director Position. Matt is very familiar with the Golf program and his years of experience will be very beneficial as he takes on this new role. We are taking a fresh look at our Budget, Personnel, Operations, Facilities and Programs, and will be developing a comprehensive strategy to support the long term management of the public open spaces.

Parking Ticket Budgeted Revenue Alignment with Actual Revenue. It is the intent of the Council that the Administration calculate revenue for parking tickets for FY 20, based on actual revenue received in FY 19 to more closely align budget with actual revenue received.

Administration Response: FY 19 Parking Ticket revenue will be closely monitored to insure that the FY 20 recommended budget aligns with current year actuals. There are several challenges involved with budgeting for FY 20 including enforcement staffing levels and legislative changes. Most notably, HB336, which goes into effect on July 1, 2019, and will limit late penalties to 25% of the original fine. Finance is developing strategies to respond to these changes and will to present an accurate and conservative budget.

FY 2018 Legislative Intent Statements

Title: Fund Balance level

Status: Open

It is the intent of the Council to work jointly with the Administration to develop a plan for managing and maximizing fund balance in the future, and identify goals for future years (two years, three years, etc.). The Administration has offered to share ideas and information for a joint conversation, including: practices that other cities successfully employ, potentially setting aside some fund balance as a "revenue reserve" and what mechanics that would entail, potential for informally or formally rewarding Departments that identify efficiencies or other opportunities that still meet the service levels established but create savings that can drop to fund balance.

Council Staff Comments: The Council has discussed the Fund Balance level during the FY19 budget process and in the context of the sales tax option. The Council may wish to schedule a work session briefing to review the Finance Department's ongoing research into alternative approaches to maximizing fund balance, and to begin the process of setting fund balance goals for future years in concert with the Administration.

Administration Response: Response forthcoming.

Title: Downtown Alliance Safety Ambassador Program

Status: Open

It is the intent of the Council that staff request a long-term funding plan for the program from the Downtown Alliance and work to schedule a review of that plan. The Council is interested in how the plan could be replicable to other areas in the City, including potentially in neighborhoods immediately adjacent to new Homeless Resource Centers opening in the coming years.

Council Staff Comments: The Council has not received a response to last year's request for a long-term funding plan for the Safety Ambassador program. The additional \$50,000 requested by the Downtown Alliance for FY19 was not included in the items funded by the Council in the June 5 meeting.

Administration Response: The Ambassador's program is included in the CBIA19 budget. This plan was updated prior to the last legislative intent as a long term solution for downtown. Funding for the program within CBIA19 becomes available on April 22, 2019.

Title: Evaluate Elected Officials Compensation

Status: Open

The Council requests the Citizens Compensation Advisory Committee (CCAC) review compensation for elected officials in comparable cities throughout the West. In addition to looking at overall compensation, the review should gather data on compensation levels for council members serving in leadership roles such as chair and vice chair. Based on that analysis, the CCAC should make recommendations in the FY 2018 annual report for adjustments, if any, to elected officials compensation. If additional funding is needed to conduct the review, a funding request should come before the Council with sufficient time for the CCAC to incorporate the evaluation findings and recommendations into their FY 2018 annual report.

Council Staff Comments: This topic was broached during the Council's FY19 budget discussions, and may be taken up again later this year.

Administration Response: Action, including a vote to approve restoring a 4:1 ratio compared to the mayor's salary for city council members, was taken on 12/11/18. The new salary amount adopted and approved by ordinance of the city council is due to be implemented effective 1/13/19.

FY 2017 Legislative Intent Statements

Title: Administration Metrics and Reporting

Status: Open

- **Metrics in conjunction with the annual budget**

Administration Metrics and Reporting (*Note: The Council may also consider formalizing these items in the Reporting Ordinance that is currently in process.*)

- A list of performance measures for each department—with the exceptions of the Redevelopment Agency (RDA) and Information Management Services (IMS)—was presented in the FY18 MRB. The Council may wish to request a separate briefing from the Administration that addresses:
 1. How progress on these measures will be reported and used in the future.
 2. How these measures relate to the *What Works Cities* project currently underway.

Council Staff Comments: In the FY19 MRB, the Administration stated: "A more in-depth set of measures was included with the Capital and Operating Budget Book in FY 2017. These measures have been reviewed and updated in the FY 2018 Capital and Operating Budget Book. The forthcoming FY 2019 Mayor's Recommended Budget Book will include a smaller set of department-wide measures. Each year, departments are asked to review and refine their measures. Feedback from the Council regarding measures considered appropriate is welcome."

Administration Response: The refinement of performance measures is an ongoing process. The administration has seen improvements in tracking performance as well as a growing realization among departments of the need for and value of performance measurement. The FY 2019 Capital and Operating Budget Book contains many new performance measures at department levels that have come about as departments have begun to better track and report performance.

Title: Public Services, Maintenance at City Facilities

Status: Open

- **Facilities Division Asset Renewal and Deferred Maintenance Study Public Services "...how funding will be achieved to cover the prioritized list of maintenance needs at City facilities, parks, and other open space properties within the Public Services budget..." (Open)** - Administration work on this intent is ongoing. The Council received updated information on two major projects as part of the Public Services budget staff report (May 23, 2017) and may wish to request a mid-year update on them. The projects are:
- The Facilities Division's Asset Renewal and Deferred Maintenance study for City buildings and assets (due for completion in June 2017).

Council Staff Comments: In May, 2018, the Public Services Department presented a draft version of the Facilities Division's 10-year plan, designed to inform potential facility investments and provide a complete, building-by-building summary of deferred maintenance and capital renewal. It uses a graphical format with Cognos reporting tools to show in real time each asset's deferred capital, FCI, and work order completion.

Facilities has developed an additional metric, a Facility Condition Index (FCI) on a per-building basis that is a new annual performance metric to measure the "health" of City buildings. The full project is expected to be finalized in Fall, 2018.

Administration Response:

- Facilities Division has completed its assessment of facility deferred capital replacement, has added priority categories to inform the timing of each project, and identified potential funding sources for each type of asset. The plan will be ready for FY20 budget presentations.
- Public Services has been meeting on a regular basis with Finance and other city departments to develop a common language and planning strategy for capital projects. The discussions will inform proposals for funding strategies.
- Public Lands is in their second year of conducting an asset condition list. This information identifies areas in need of repair or replacement and helps Public Lands prioritize requests for CIP funding and identify immediate use of deferred maintenance funds. This information along with the Capital Facilities Plan will inform Public Lands' Comprehensive Master Plan and future funding requests. The Comprehensive Master Plan will go out to bid in early 2019.

Title: Parks and Public Lands Division Electronic Work Order System

Status: Open

Council Staff Comments: The Division is currently using Accela with the Parks, Trails and Natural Lands Programs. Labor costs are tracked through the SLC PS Mobile application. Additional software options are being considered that have the potential to transition Public Lands to the asset management system, Cartegraph, which is already used by the Streets and

Transportation Divisions, creating a common asset management system and the potential to improve asset management capacities. Public Lands is currently implementing Fishbowl, a warehouse inventory system, which could make the warehouse inventory through Accela redundant. Once the above listed priorities have been completed, Public Lands will continue working with the Finance Department, as was done with the labor rates, to determine City rates for equipment and load those into the Accela database to begin tracking.

Administration Response: Cartegraph has been identified as the software option that will best meet the needs of Public Lands and several other divisions in the Public Services Department. Following the Streets Division's roll out of Cartegraph, the Parks & Public Lands Division as well as the Facilities Division will be implemented in order to create a common asset management system and improvement of asset management capacities department wide.

Title: Fleet Fund Financial Sustainability

Status: Open

Council Staff Comments: The Administration provided the following information: Fleet continues to refine processes to support the replacement fund, such as charging-back lease balances to departments with at-fault totaled vehicles, and charging fees for motor pool use and car washes. Fleet is phasing in a plan to transition the public safety fleet (police and fire) to a cash purchase basis. The transition will take several years and is dependent on budget but will result in maintenance savings.

Administration Response: Fleet continues to refine its replacement schedule, focus on a cash public safety fleet, and has identified hybrid alternatives for PD pursuit and detective vehicles. Fleet has applied for funding through the Volkswagen settlement to replace older diesel trucks with next generation diesel with dramatically lower emissions levels.

Title: Cost Analysis for Development Review Team services

Status: Open

Council Staff Comments: The Administration has not provided updates since early in FY18, when it stated that a response would be forthcoming.

Administration Response: The cost analysis will be undertaken shortly by the Finance Department's Revenue Analysts. Time for completion is not known at this time.

Title: Periodic Study of Public Safety Compensation

Status: Open

Council Staff Comments: The Council funded this study in the FY19 Human Resources Department budget. The Administration indicates that the public safety compensation study will move ahead, using the comparison criteria agreed upon. The full criteria list, along with additional information, can be found in Attachment C3.

Administration Response: Following approval of the city's FY19 budget, including funding for this special survey, the Human Resources department coordinated the release of an RFP in search of either a qualified individual or consulting firm with knowledge and experience to

conduct a custom compensation study with primary focus on cash compensation and primary benefits (including health and pension) for sworn public safety personnel. Prior to issuing the RFP, a committee was formed, including representatives from both the firefighter and police officer unions, to: 1) establish requirements and specific criteria for the RFP; 2) review and score all project bids; and, finally, 3) select a qualified vendor to conduct the survey. The final selection and contract was awarded to Mercer, a global HR services consulting firm with extensive experience with custom surveys in a variety of industries (including the public sector).

Immediately following final execution of the agreement and contract for services, Mercer held its first meeting with the survey committee, which is comprised of union representatives from both Fire and Police, human resources staff, and a member of the City Council Office. During the project kick-off meeting, the committee was introduced to Mercer team members, who focused on gathering input, including questions and concerns about the survey process, data to be collected, and criteria to be considered when identifying a sample of U.S. cities to include in the survey.

Based on specific input received during the first and subsequent meetings with Mercer, the survey committee has:

- 1) Approved the list of cities to be included in the survey (see attachment for specific list and documentation of the methodology for solicitation used);
- 2) Reviewed and approved the survey benchmark descriptions for all fire and police jobs to be included in the survey;
- 3) Reviewed, discussed, and approved the survey questionnaire, including specific questions regarding cash compensation, additional pay allowances, and benefits;
- 4) Reviewed and discussed the proposed project timeline, including anticipated survey distribution and data collections deadlines, results reporting, and report review and final delivery (see attachment).

As of this update, the Human Resources department is working to schedule presentations of the final report by Mercer to members of the Citizens' Compensation Advisory Committee (CCAC) and the city council.

FY 2016 Legislative Intent Statements

Title: Building Permit Fee Cost Study

Status: Open

Council Staff Comments: The Administration has not provided updates since early in FY18, when it stated that this study is ongoing, and that a final response will be provided once the study has been completed.

Administration Response: Response forthcoming.

FY 2015 Legislative Intent Statements

Title: Maintenance of Business Districts

Status: Open

Council Staff Comments: The Administration indicated that Public Services is revising its cost-per-block-face estimates in anticipation of requests to expand or enhance business districts. Recently added enhanced streetscapes are not fully funded by the general fund budget. To the extent that maintenance is needed for these enhanced streetscapes, Public Services would need to cut elsewhere, unless additional budget and/or revenue was secured.

Administration Response: Public Services has had productive discussions with RDA staff about various models to fund maintenance. Discussions have focused on Central 9th and Regents Streets and include considering how parking can support business district maintenance.

Attachments Contained on the following pages:

Objective	Implementation Strategy	Description	Status	Dollar Allocation	Units per year	AMI Target*	potential program income
Prioritize development of new housing - emphasis 40% AMI and below	Inclusionary Zoning	Possible incentives for developers - link to policy decisions		\$ -		60%	—
	Land discounts and financing	HTF Dollars (gap financing & pre-development dollars)	Pending finance distribution	\$ 2,100,000	117	40% - 60%	X
Pursue Funding sources	Sustainable funding source	Sales tax commitment meets this objective providing seed money for this to be leveraged in a sustainable way		\$ -			X
Stabilize very low-income renters	Incentivized rent assistance program	Build on existing best practices but with outcome based approach	RFP is being crafted and will include specific stabilization measures related prevention and re-entry.	\$ 656,250	106	>40%	
	Support and enhance service models for the most vulnerable	Expand successful pilot programs. <i>Expansion of House 20 (125K), ACT , Shared Housing(100K), School Based Homelessness</i>	House 20 is allocated; we are currently working with Utah Community Action on outcome data for school based homelessness. Staff is currently working with The Road Home to expand their pilot and are currently establishing outcomes. Preliminary conversations are happening related to Assertive Community Treatment program needs and outcomes.	\$ 443,750	179	>40%	—
Secure and preserve long-term affordability.	Community Land Trust	Expand number of homes to be put into the pilot	Waiting for funding to be released	\$ 250,000	3	60%-80%	X
	Hotel / multi-family acquisition	Could access HTF for this objective		\$ -		>60%	X
	Renovation programs	Could access HTF for this objective		\$ -		>60%	X
Work with landlords to improve housing stock and rent to households earning 40% AMI and below.	Incentives for landlords to rent to low-income households through insurance program	Increase rental pool for very low income renters		\$ -		>40%	—
	Entice landlords to improve substandard rental properties	Would leverage insurance program		\$ -		>40%	—
Increase home ownership	Increase funding and marketing for homeownership programs	Increase down payment assistance support & possible collaboration with CLT	Currently exploring a program that would use dollars for down payment assistance for public servants (teachers, firefighters, etc...)	\$ 100,000	7	60%-80%	—
Remove Impediments in City process to encourage housing development	Create an expedited processing system to increase City access for those developers constructing new affordable units**	Offset to general fund impact and building services	Policy considerations ongoing	\$ 320,000	TBD	>60%	
Administration	Contemplate re-allocation of federal funds	Accounting and grant administration	BA approved with new position funded from vacancy (time will be tracked accordingly)	\$ 175,000			
Total				\$ 4,045,000	412		

*Any rental build or rehabilitation will most likely be mixed income - so in addition to affordable we will be getting additional market units

**It is my understanding this was reduced because of census positions (80K)

2017-2018 Homeless Services Outcomes					
Organization Name		Proposal Title	Awarded	# Served	Outcomes
Advantage Services, Inc.		Bathroom Attendant, Clean Team, Green Team, Open Space, Portland Loo, Powerwashing/Bio, Transitional Storage	\$ 683,782.00	79	Positions Supported, providing employment to over 200 people
Catholic Community Services of Utah		Weigand Homeless Resource Center	\$ 127,000.00	6,974	Unduplicated clients served; programwide
The Road Home		Support for Operations at Midvale Family Resource Shelter	\$ 92,000.00	1,164	families served, 188 exited to housing
The Road Home		Support for TRH House 20 Program	\$ 125,000.00	26	households served
The Road Home		The Road Home Winter Overflow Shelter	\$ 182,327.00	1,715	clients served
The Road Home		Winter Motel Vouchers	\$ 30,000.00	6	families served
Volunteers of America, Utah		2 Detox Beds - HOST	\$ 84,000.00	105	clients served
Volunteers of America, Utah		Winter Motel Vouchers	\$ 30,000.00	40	clients served
Wasatch Community Gardens		GREEN TEAM Farm Project	\$ 50,000.00	12	clients served
Wasatch Homeless Health Care, Inc. dba Fourth Street Clinic		Fourth Street Clinic Recuperative Care Program - Winter M	\$ 20,000.00	19	households served
Total:			\$ 1,424,109.00	10,140	

Salt Lake City Conditional Use Permit Homeless Resource Centers Security & Operations Plan

Background Summary

Shelter the Homeless, Inc. (STH) is a 501(c)(3) nonprofit organization that has been selected to oversee the design, construction, and operational oversight of three new Homeless Resource Centers: two in Salt Lake City and one in South Salt Lake. These Homeless Resource Centers (HRC) are part of a broader change to how our homeless service system helps individuals and families experiencing homelessness. Our goal is to minimize homelessness by making data-driven decisions, collaborating with community stakeholders, and ensuring accountability.

Each HRC will be secure, limited in accommodations (maximum 200 residents) and have essential on-site supportive services provided at each facility. By design, spacious areas are available within the center allowing clients to stay in the facility at all hours of the day and throughout the night and includes a secluded interior courtyard space for individuals to gather outdoors while staying in the center. An array of integrated wrap-around supportive services such as case management, education, job training, medical, food, storage, and housing assistance services will be conducted on-site. The HRC will be served by mobile health clinics and clients will have on-site access to a nurse manager. The goal will be to provide targeted services designed to transition individuals out of the HRC and become re-housed again as quickly as possible.

Each HRC is designed with safety in mind for residents and the surrounding neighborhood. Each HRC will provide internal (off-street) waiting/queuing areas for those seeking services. The facilities will operate as part of a region-wide coordinated entry and referral system. Multiple providers, including third party intake and assessment providers, will be contracted to provide services on-site. The facility will be designed with clear sight lines, lighting, indoor/outdoor video surveillance system, and good visibility that meets the Crime Prevention Through Environmental Design (CPTED) standards from the street and building. There will be 24/7 on-site management and security. A dedicated non-emergency hotline will be established to report any crimes, grievances, incidents, complaints, or comments. For more detailed information regarding 24-hour communication at the HRCs, see the “Complaint Response Community Relations” section.

All potential residents will be screened, assessed, and registered before acceptance at the HRC through the region-wide Coordinated Entry System. This is based on national best practices and policy to effectively address homelessness, stabilize residents with

the most need, secure permanent housing more quickly, and reduce overall demand on emergency systems.

Occupancy

There are two HRC's in Salt Lake City.

1. **131 East 700 South** – At approximately 60,000 square feet, this facility will host women only. The maximum occupancy of this facility is limited to 200 and will not allow overflow.
2. **242 West Paramount Ave / 275 West High Ave** – At approximately 60,000 square feet, this facility will host both men and women. The maximum occupancy of this facility is limited to 200 and will not allow overflow.

Resource center staff and volunteers are not included in the occupancy limit of these facilities.

Operations

Hours of Operation – Each HRC will operate 24 hours a day, 7 days a week with a full complement of qualified staff on-site. Constant monitoring of the interior and exterior of the property will be conducted. Registered residents are those persons who become eligible to receive services at the facility through the community-wide coordinated entry process. There will be a maximum of 200 registered residents at each of the Salt Lake City HRC's. Only registered residents will be permitted access into the facility during the day and through the night. Quiet hours will be enforced. Typical lights out time is from 10pm daily and all activities will cease. Lights inside the sleeping areas will come on at 6am on Monday through Friday, and 7am on Saturday and Sunday. Client intake will take place 24/7 at each facility and the necessary staff will be available during night shifts (i.e. case managers, HRC staff and managers, and security – for more information on night staff, see the "Complaint Response Community Relations Program" section). Though intake is available 24/7, registered residents are not allowed to leave the facility after quiet hours (10pm-6/7am) except for a verified work reason; HRC staff will verify this before the day of the registered resident's work shift.

Delivery, Donations and Trash Collection Times – Although precise delivery and trash collection times will not be available until these services are contracted, the HRC will strive to schedule these services between 8am and 6pm. Food delivery times may range from 6:00am to 6:00pm. Portable trash receptacles on the premises will be emptied

daily and other receptacles will be emptied at a minimum of once per week or as needed. Trash around the facility shall be picked up by 6am the following day.

Noise Impacts – Registered residents will comply with 10pm-6am week day/7am weekend quiet hours. Quiet hours will be posted around the facility and staff will reaffirm these hours. Most homeless individuals do not have cars so additional traffic noise will be minimal and, as mentioned above, most deliveries come during regular hours of operation from 9am to 5pm.

Security – The HRC will have on-site security during all hours when the facility is open. The facility will provide professional qualified security personnel, trained emergency responders, exterior lighting on pedestrian pathways, monitored security cameras, emergency alert systems, and parking lot areas on the property. Qualified security personnel will be hired from a private security firm. Security personnel, as required by the State of Utah, are licensed as security guards. This entails CPR, de-escalation/verbal judo, crowd control, and self-defense training. Security is permitted to carry a Taser, but not a firearm. In addition to their skill training, security personnel are required to undergo pre-assignment training and a second training after 3 months on the job. Adequate lighting will be installed for security purposes, ensuring there are no dark spots on-site or on the street. Light trespass has also been taken into consideration so there is minimal impact on neighboring properties. No criminal behavior will be tolerated on or around the property; for more information regarding criminal behavior, see the “Complaint Response Community Relations Program” section. No weapons of any kind are permitted in the HRC. Any resident with any kind of weapon in possession must relinquish it during the check-in screening process. Attempts to bring weapons into the facility will result in an immediate denial of service. Work tools and any other devices, which may be used in a manner that could cause serious bodily injury, must be checked in at the front desk and appropriately stored, before the client is allowed in other areas of the facility. Failure to relinquish these items at check-in will result in denial of services. This personal property will be returned to the resident, unless staff deems it unsafe to do so, when the resident leaves the facility. Illegal weapons of any kind identified at check-in will be turned over to the Police. Any resident found with an illegal weapon in possession within the facility will be denied services. Registered residents are not permitted to have a firearm of any kind at the facility or on the HRC premises.

Drug and Alcohol Policies – The HRC does not require absolute sobriety as a condition for admittance, but has strict rules of behavior, which if violated, could result in denial

of services. The HRC does not, and will not, admit persons who have consumed drugs or alcohol to the level that they are significantly intoxicated/impaired or are a danger to themselves or others. If a heavily intoxicated/impaired person shows up at the HRC, they will be denied a bed and staff will work with the denied resident to refer and transport them for appropriate services (detoxification, rehabilitation, or mental health program). If the denied resident refuses services and insists on leaving the HRC property by foot, the police will be called. If the police are called, HRC staff will attempt to maintain visual contact with the individual until the police have arrived. Extremely threatening behavior towards staff or another client will result in immediate eviction. If a client is too aggressive, angry or out of control to leave the shelter on their own, the police can be called to escort the client from the premises. No resident will be allowed to have alcohol or drugs in the HRC. Any illegal drugs turned in at check-in will be turned over to the Police. Any resident found with illegal drugs in the HRC will be denied services for at least one day. If a resident has repeated instances of inappropriate behavior that jeopardizes the safe and communal atmosphere of the facility, a resident may be given warnings; placed on daily assess or evicted; or barred for a period of time.

Client Intake Area – A client waiting and intake area, contained within the facility, will be provided and sufficient in size to accommodate all persons waiting to enter the facility.

Loitering – Registered residents loitering on the property is not allowed and will be a violation of the rules. Likewise, loitering on any private property around the facility will be a violation and may result in denial of services; length of denial will be determined on a case-by-case basis. Security stationed at the HRCs could respond to loitering off-site within specific boundaries:

- 700 S HRC – along 700 South, between State Street and 200 East.
- High Avenue HRC – along Paramount Avenue, High Avenue, and 300 West between High and Paramount Avenues.

The HRC will work closely with the local businesses and the Police Department to address any loitering issues that may arise outside of the defined boundaries above. The HRC operator will work with the neighborhood to address any loitering issues not addressed by the above policies. Camping on public or private property is illegal and all neighbors are encouraged to notify the Police if they encounter such behavior.

Client Transportation – Many HRC residents will come and go from the facility by public transportation or be dropped off at the main entrance by various service providers, thus reducing pedestrian and vehicular traffic. Most homeless individuals do not have cars so additional traffic noise should be minimal. Public transportation will play a large role in helping transport clients to services and work. At the 700 South HRC, the closest bus stops are located at State St. & 685 S (0.06 miles from HRC main entrance) and State St. & 720 S (0.11 miles from HRC main entrance). Both of these stops are along bus #200's route – 685 S is northbound, and 720 S is southbound. The Library Trax station is 0.5 mile north of the 700 South HRC. At the High Avenue/Paramount HRC, the two closest bus stops are located at 300 W & 1559 S (0.13 miles from HRC main entrance) and 300 W & 1560 S (0.15 miles from the HRC main entrance). Both of these stops are along bus #9's route – 1559 S is northbound, and 1560 S is southbound. The Ball Park Trax station is 0.58 miles north of the High Avenue/Paramount HRC.

Parking – On-site vehicle parking spaces will be provided. A covered and secured area for bicycle parking will be provided for use by staff and clients, commensurate with demonstrated need.

Employee Training – Employees housed within the facility will be required to complete a training program that includes instruction in code of guest conduct and HRC's policies and procedures to ensure employees are qualified to fulfill their job responsibilities and to promote awareness and sensitivity to cultural backgrounds and needs.

Neighborhood Outreach and Methods for Communication – The STH Board of Directors supports the creation of a standing Neighborhood-HRC Coordinating Council to serve as the primary vehicle for ongoing neighborhood-shelter communications. This group may include HRC staff and representatives from the surrounding neighborhood. The purpose of this committee will be to offer recommendations to the Collective Impact on Homelessness Steering Committee and/or to the neighborhood associations on how either can become better neighbors, develop options for engaging the neighborhood in HRC activities, and, if necessary, HRC-neighborhood dispute resolution. For more detailed information on this group, see the "Complaint Response Community Relations Programs" section below.

Complaint Response Community Relations Program

- 1.) There will be a representative from each HRC who will interact with and respond to neighbor's concerns or grievances. This staff person is required to have a background as a community outreach specialist or someone who has experience communicating with the public. The representative will be hired through STH. When the individual is hired, their contact information will be shared with neighborhood residents, businesses, schools, etc. Though not available at night, residents are free to contact the dedicated 24-hour response system and those concerns will be passed to the outreach representative the following morning.
- 2.) A dedicated 24-hour response system will be available for the community. Staff will be present at the HRC 24/7 to respond to emails and phone calls. Day staff will consist of approximately 40 staff including management, case managers, various service providers, HRC staff, and security. Overnight staff will have approximately 2-4 security personnel, 2-3 director/administration staff, 2-3 case managers, and 1 HRC staff member stationed at the front desk. The HRC operators will ultimately determine the number of staff working day and night shifts.
- 3.) Publicly advertised quarterly meetings with the Neighborhood-HRC Coordinating Council will be organized by either the resource center operator, STH, or the two organizations working in collaboration. Meetings will be advertised within the HRC, on the community council and operator's website and a sign posted on the public street at least ten (10) days in advance. Representatives from each of the following shall be included in the Neighborhood-HRC Coordinating Council:
 - i. A representative from the HRC;
 - ii. a business located within ¼ mile of the site;
 - iii. a resident who lives within ¼ mile of the site;
 - iv. a school, if any, within ¼ mile of the site;
 - v. chair of the community council (or designee) whose boundary encompasses the site;
 - vi. an individual who has previously received or is currently receiving services from the HRC; and
 - vii. a representative from STH.
- 4.) It is the responsibility of the HRC operator to present an annual report to the Neighborhood-HRC Coordinating Council on or before February 15th each year. This document must be provided to the city-planning director as well. The annual report shall include at least the following information:
 - a) List of individuals who have participated in the community coordinating group meeting;

- b) A summary of each community coordinating group meeting;
- c) A summary of complaints received from the community by the operator of the homeless resource center; and
- d) An explanation of how complaints have been addressed/resolved.

Dispute Resolution – Neighbors are encouraged to notify the on-duty HRC Manager for immediate problem resolution. If the staff person cannot sufficiently resolve the problem, the complaint will be elevated, in a timely manner, to the HRC Facilities Director. If the HRC Facilities Director and the neighbor cannot come to an agreement, the issue will be elevated to the Neighborhood-HRC Coordinating Council. If the Neighborhood-HRC Coordinating Council is unable to resolve the issue, the issue may be presented to the Shelter the Homeless Executive Director. If the Shelter the Homeless Executive Director and the neighborhood representative(s) cannot amicably resolve the issue, either party may request third party mediation and/or file a grievance with the appropriate City agency.

HRC's Responsibility as a Good Neighbor – As part of the HRC's commitment to be a good neighbor, the STH Board of Directors is committed to partnering with law enforcement, local businesses, residents, and other stakeholders to address and prevent problems and be responsive to their concerns. The HRC plans to design and maintain an aesthetically pleasing land/streetscape around the facility. Each HRC is willing to participate in a "Neighborhood Watch" program and host such meetings if asked. STH Board of Directors strongly encourages the creation of a neighborhood watch program and is prepared to collaborate with the Neighborhood-HRC Coordinating Council to establish the program. In order to implement a Neighborhood Watch program, at least the following steps must be taken:

- 1) Recruit neighbors, including HRC staff.
- 2) Contact and meet with local law enforcement.
- 3) Discuss concerns and create an action plan.
- 4) Organize recurring meetings.

Neighborhood Impacts/Mitigation

We understand that the addition of a HRC to any community can create perceived social anxiety and risks such as increased criminal activity, burden on the community, noise, cleanliness, decreasing property values, trespassing, increased traffic, loitering, pan-handling, and safety issues in the neighborhood and surrounding areas. We want to address each community concern regarding any perceived risks before the centers are fully operational.

Criminal behavior will not be tolerated on the property. Security can respond to off-site suspicious activity/complaints within specific boundaries:

- 700 S HRC – along 700 South, between State Street and 200 East.
- High Avenue HRC – along Paramount Avenue, High Avenue, and 300 West between High and Paramount Avenues.

If suspicious activities or complaints are reported to the HRC outside of these boundaries, security will contact and coordinate with local Police. The HRC will be a safe place for youth, staff, volunteers and community guests. As was stated in the previous section, there will be 24/7 on-site security. Staff will be on duty 24/7 and 24-hour active monitoring of the property will occur by staff and security personnel – facility/premises rounds and monitored security cameras. If at any point a neighbor, local business, or visitor feels unsafe or sees suspicious activity they can either call or email the 24/7 response center and a trained staff will respond and take the appropriate steps necessary to resolving the issue or concern.

The design/layout of the facility is meant to help clients, make the premises safe, and mitigate impacts to the neighborhood. The design of the client intake area and the scheduled day activities are both ways to mitigate loitering in the neighborhood. Each resource center has a secure inner courtyard that serves as the designated space for smoking outside in conformance with state laws.

In accordance with Chapter 9.28 of Salt Lake City code, the resource center will comply with the following:

- a) The resource center will not create unnecessary or unusually loud noises at unusual times of the day or that are a detriment to the public health, comfort, convenience, safety, welfare, prosperity, and peace of the residents of the city. This will be enforced by the operator of the resource center and through the implementation of strict quiet hours starting at 10pm and ending at 6am on weekdays or 7am on weekends.
- b) Sound levels will not exceed the standards for Salt Lake City.
- c) If a client or person associated with the resource center continuously creates or causes a noise disturbance, it is the responsibility of the resource center operator to mitigate the situation and take the appropriate steps to prevent continual noise disturbances. In addition, the specific prohibitions listed in Section 9.28.040 will not be tolerated at the resource center, except in the permitted hours of operation (i.e. waste collection between 7am and 9pm). During hours of operation, noises will not exceed the expected sound pressure level.