

**CITY OF LOGAN
RESOLUTION NO. 12-60**

A RESOLUTION OF THE CITY OF LOGAN APPROVING THE PROGRAM YEAR 2011 CONSOLIDATED ANNUAL PERFORMANCE AND EVALUATION REPORT (CAPER) IN ACCORDANCE WITH THE ENTITLEMENT COMMUNITY REQUIREMENTS OF THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) FOR THE RECEIPT OF COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUNDS.

WHEREAS, Logan City is a municipal corporation, duly organized and existing under the laws of the State of Utah;

WHEREAS, the City of Logan was designated as a Metropolitan Statistical Area and an entitlement community relating to the receipt of HUD CDBG funds in May 2003;

WHEREAS, 24 CFR 91.520 requires each entitlement community to complete a CAPER after the close of each program year;

WHEREAS, Logan Municipal Council desires to comply with the applicable requirements of HUD and approve its 2011 CAPER, notice of which has been duly published and which report has been available for public comment in accordance with the Citizen Participation Plan;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF LOGAN, UTAH THAT:

1. The PY2011 CAPER, attached hereto, is hereby adopted by the City of Logan and approved to be submitted to HUD.
2. This Resolution is effective immediately upon passage.

PASSED AND ADOPTED by the Logan Municipal Council this 4 day of September 2012, by the following vote:

Ayes: *Ward, Squires, Quayle, Jensen, Olson*
Nays: *none*
Absent: *none*


Dean Quayle, Chair

ATTEST:


Teresa Harris, City Recorder

Consolidated Annual Performance and Evaluation Report

(PY2011, Third Program Year)

Executive Summary

Submitted to:

US Department of Housing and Urban Development

Prepared by:

City of Logan, Utah



Activities for which both progress was made *and* funds were drawn during PY2011:

| IDIS | Program Year | Activity Name |
|------|--------------|-----------------------------------------------------------------------------------------------|
| 106 | 2009 | Community Tool Shed (aka Neighborhood Matching Grant) |
| 108 | 2009 | Urban Walkability Project (CDBG-R) |
| 109 | 2009 | Cache Valley Branding Plan |
| 111 | 2010 | Neighborhood Revitalization Plan |
| 114 | 2010 | Child & Family Support Center |
| 115 | 2010 | Main Street ADA - Phase 2 |
| 116 | 2010 | Park Strip Reclamation MFZ |
| 117 | 2010 | Sunshine Terrace Foundation |
| 121 | 2010 | CAPSA - Emergency Assistance |
| 124 | 2010 | Multicultural Center of Cache Valley (MCCV) |
| 128 | 2011 | Housing Rehab Assistance |
| 129 | 2011 | Construction of 300 South Walkway – City of Logan – Parks & Recreation |
| 130 | 2011 | Park Strip Reclamation – Phase 3 – City of Logan – Neighborhood Improvement |
| 132 | 2011 | Citizenship Preparation Technology Teaching – English Language Center of Cache Valley Inc. |
| 133 | 2011 | Smoke & CO Detector Distribution – City of Logan – Fire |
| 134 | 2011 | Housing Rehabilitation Assistance – City of Logan – Building Safety |
| 135 | 2011 | "Welcome Home - Own in Logan" Homeownership Assistance - Neighborhood Nonprofit Housing Corp. |
| 137 | 2011 | CDBG Program Administration |
| 138 | 2011 | Neighborhood Revitalization Plan |
| 140 | 2012 | Safe Routes to School - Neighborhood Sidewalk & ADA Initiative / Logan Community Development |

Activities for which only progress was made during PY2011:

| IDIS | Program Year | Activity Name |
|------|--------------|----------------------------------------------------|
| 68 | 2008 | NNHC/CVVA – Veterans Rental Housing |
| 86 | 2008 | Iron Gate Grill |
| 97 | 2010 | American Red Cross |
| 112 | 2010 | Cache Community Food Pantry – property acquisition |

Activities funded with PY2011 funds:

| PY2011 Activity | Allocation | Activity Category |
|-----------------------------------------------------------------|-------------------|--------------------------------------------|
| Program Administration | \$73,866 | Program Administration |
| Neighborhood Revitalization Plan | \$33,134 | Planning & Capacity Building |
| Construction of 300 South Walkway | \$187,500 | Public Facilities & Improvements |
| Park Strip Reclamation - Phase 3 | \$73,000 | Public Facilities & Improvements |
| "Welcome Home-Own in Logan" Homeownership Assistance Program | \$89,000 | Homeownership Assistance |
| Housing Rehabilitation Assistance | \$4,500 | Rehabilitation |
| Smoke & Carbon Monoxide Detector Program | \$1,800 | Public Services |
| Logan Downtown Business Development Fund | \$45,000 | Special Economic Development Activities |
| Citizenship Preparation Technology Teaching | \$27,700 | Public Services |
| TOTAL HUD ALLOCATION TO LOGAN, UTAH | \$535,500 | |

Assessment of five-year goals and objectives

Though faced with a reduced CDBG allocation for PY2011, the City of Logan made significant progress towards achieving its strategic plan by evolving its focus in three ways:

1. Seven strategic objectives were reduced to four. The three objectives were not eliminated or ignored, but were labeled as 'partner objectives', meaning they were subordinate considerations when considering the four primary objectives. For example, when considering the primary objective of "Improve Neighborhoods", the Council was careful to consider the partnering objective to "Support City Infrastructure Improvements", which narrowed the focus.
2. The City Council and CDBG Steering Committee acted on the mantra of "fewer, bigger, better" by allocating funds to only seven activities. By comparison, 17 activities were funded in PY2010, 19 were funded in PY2009, and 16 activities were funded in PY2008.
3. Activities that might result in ongoing dependence on CDBG funds were eliminated from funding. In previous years, it was very common to have many calls on funds for the purpose of maintaining the cost of ongoing programs, from applicants both within and outside of the City of Logan. Many times the City Council was reminded that if a given program did not receive funding, staff would be cut and/or the program or entire agency would no longer be available.

Measuring the self-sustainability of an activity became a priority. Programs to be funded could not be tied to supporting the cost of staff or ongoing maintenance. For example, the Logan Fire Marshal's job is not tied to the necessity to acquire funding for the Smoke and Carbon Monoxide Detector Distribution program. Outside of housing programs, a greater emphasis was placed on providing one-time facility improvements.

In PY2011, an additional significant shift occurred: 83% of the funds were allocated to neighborhood housing programs and infrastructure. By contrast, in PY2010, the same total was 47%. This is not to say that the activities funded in PY2010 were not ultimately beneficial to residents of neighborhoods in various forms. It does, however, speak to the increased focus on neighborhood housing programs and infrastructure aimed to benefit low/moderate income residents.

PY2011 was the first year that it is apparent that the City of Logan created prescribed annual performance measures (objectives and outcomes) as a basis for comparison at the end of the program year. The Consolidated Plan created in conjunction with PY2009 did not have clear five-year projections as a basis for measuring progress made towards each of the strategic objective. The strategic objectives were well-defined, but measurable outcomes that would help the City to know if a given objective was fulfilled were not projected. The first attempt at the exercise to create performance measures yielded moderately measurable projections and provided a basis for comparison. When repeated in PY2012, the exercise yielded a better base for year-end comparison.

Until the City is again required to prepare a Consolidated Plan as part of PY2014, each year the City Council will approve annual performance measures that capture the spirit of the well-defined strategic objectives found in the current Consolidated Plan. The practice of subordinating some objectives as "partner objectives" will continue, as it lends to tightening the focus.

| Strategic Objectives | Logan Performance Objective | Logan Performance Outcome |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Support Identified Human Service Needs for Low- and Moderate-Income People <i>Partner Objective:</i> Support Continuum of Care Program | A. To fund only a new service (or program) or the quantifiable increase in the level of a service (or program) that demonstrates long-term sustainability. | a. Funding goes to programs that demonstrate the resources to more likely succeed without repeated CDBG funding year after year. b. Generally, different organizations will receive the funding that supports services each year. |

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| 132 | 2011 | Citizenship Preparation Technology Teaching - English Language Center of Cache Valley Inc. |
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This activity involved the purchase of SMART Boards and supporting technology for classrooms at the English Language Center. Since the installation of the new equipment, the capacity of the Center to provide low-cost education to low/moderate income students has increased. The students have enjoyed the enhanced learning experience, and the volunteers and instructors have experienced a broadening of resources. While the number of students being served has remained approximately the same, the quality of the education has increased dramatically.

From Ronda Kingsford, Co-Director of the Center:

“The Smart Boards have been a wonderful addition to the English Language Center. They have opened the door to a world of learning and resources. With these interactive whiteboards, we are able to write and manipulate words, pictures, shapes, and graphs. We can show video clips and view online resources. We can also use the math and measuring tools to enhance math learning. We can play educational games and participate in other activities that involve the students and stimulate learning.”

This activity is a one-time investment in SMART Boards, just as CDBG funds were used to equip a computer lab in PY2010. Both of these infusions of funds will serve to equip the Center with tangible property, as opposed to helping with staffing support or ongoing maintenance. Moving forward, the Center will not be eligible for replacement SMART Boards or computers. If, for example, the Center made application for an addition to their building, which would increase their capacity to serve the low/moderate income public, that would be an eligible consideration.

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| 117 | 2010 | Sunshine Terrace Foundation |
| 114 | 2010 | Child & Family Support Center |
| 112 | 2010 | Cache Community Food Pantry – property acquisition |

The above group of activities from previous program years share similar sustainability characteristics to the English Language Center’s technology equipment purchase activity. In each case, one-time funds were provided for a specific public facility upgrades to assist in the expansion of their services to low/moderate income residents of Logan. The CDBG allocations were not tied to staffing or maintenance that would be at risk should no further CDBG funding be available in future years.

The Sunshine Terrace Foundation's patio concrete work enabled 100 residents access to a semi-private courtyard. The Foundation also allows and even encourages the public to access the area, making it a benefit to the collective low/moderate income neighborhood, though it is recorded as a limited clientele benefit activity.

The Child and Family Support Center recorded 851 beneficiaries of the Center's nursery/respice facility. PY2010 funds partially funded an addition to the nursery. When families are in various stages of crisis, children can be brought to it 24 hours a day, seven days a week.

Though final beneficiary figures for the entire year following the acquisition of additional warehousing space have not yet been reported, it is safe to estimate that the Cache Community Food Pantry has maintained its average of helping 140 families weekly (or 7,280 per year).

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| 124 | 2010 | Multicultural Center of Cache Valley (MCCV) |
| 121 | 2010 | CAPSA - Emergency Assistance |
| 97 | 2010 | American Red Cross |

The above group of activities, to varying degrees, is an example of the type of activities that the City eliminated for funding consideration in PY2011. These activities tended to come with understanding that funds may be sought year-in and year-out as an essential bridge over the financial gap.

The Multicultural Center of Cache Valley has continued to operate using different sources of grant funding and donations, continuing programs similar to those that assisted 357 beneficiaries during PY2010. Significant assistance was provided by the City to obtain beneficiary and expenditure data to close out this activity.

CAPSA went on to make application for a transitional housing project for PY2012, and was nearly successful. With PY2010 funds, the Emergency Assistance Program assisted 55 beneficiaries. Due to the fact that staff levels and viability of the organization are not tied to CDBG funding, funding of the Emergency Assistance Program is less of a concern than the other subrecipients grouped with this.

The local chapter of the American Red Cross has since closed, and the allocation of funds was rescinded and the funds were reallocated when they failed to properly document their beneficiaries.

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| 55 | 2007 | Boys and Girls Club of Cache Valley |
| 48 | 2006 | Boys & Girls Club of Cache Valley |

The above activities involved a property acquisition for the Boys and Girls Club of Cache Valley that closed during PY2007. A total of \$75,000 was allocated over two years. However, the Club sold the property and the organization folded within five years of the PY2007 allocation. \$35,000 was returned to the City's CDBG line of credit and was reallocated as part of the PY2012 Annual Action Plan process.

While the closing of this facility was disappointing, the City considered this funding recapture a win on many levels. Notably, it increased the assurance that the City's record-keeping, subrecipient agreement, and post-project closeout monitoring were all on target for protecting program dollars.

In PY2006 and PY2007, 461 beneficiaries were served, not to mention the numbers that continued to benefit in the four subsequent years.

| Strategic Objectives | Logan Performance Objective | Logan Performance Outcome |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improve Neighborhoods <i>Partner Objective:</i> Support City Infrastructure Improvements | A. To create ADA-accessible intersections and continuous, connecting sidewalks to increase safe access from neighborhoods to jobs, recreation, schools, and public transportation. B. To plant sod and trees in the parkstrip areas only where sidewalks already exist in LMI neighborhoods. | a. Sidewalk replacement and repair projects will be dually-focused on walkability and promoting access to key destinations. b. People are safer from vehicles and unaccommodating and/or damaged infrastructure when getting around neighborhoods. c. Properties are beautified and parkstrips are reclaimed from illegal parking. d. Parkstrips are improved where most ready to be improved. |

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| 129 | 2011 | Construction of 300 South Walkway - City of Logan - Parks & Recreation |
| 130 | 2011 | Park Strip Reclamation - Phase 3 - City of Logan - Neighborhood Improvement |

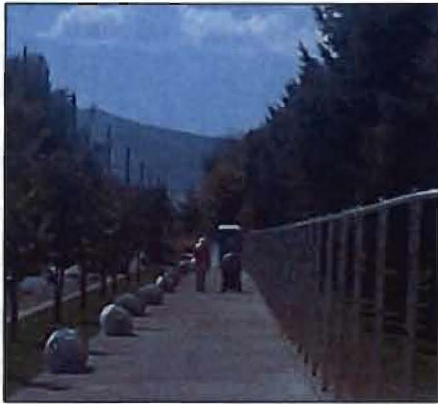
The two above neighborhood improvement activities above combined for \$260,000 or 49% of the total PY2011 allocation. Again, this is a testament to an increased focus on neighborhoodcentric activities. The service areas combined to include 16,937 residents, 9,625 (or 57%) of which are of low/moderate income.

Due to delays caused by weather and scheduling with the adjacent school, construction of 300 South Walkway project was not completed until the early part of PY2012. The impact has been both immediate and positive.



300 South service area:

- 5.03, 04;
- 9.02, 03;
- 10.01, 02, 03, 04, 05



It was originally anticipated that the new 1340' long, 10' wide 300 South sidewalk would likely not see much activity until the school year began (two schools are within the service area of this new stretch of sidewalk), but that assumption was wrong. Since its installation, use of the sidewalk has been adopted by a frequent stream of pedestrians, wheelchair users, parents with strollers, and cyclists.

One pedestrian even came into City Hall specifically to find out who to thank for the new sidewalk. She is visually-impaired and was not previously able to traverse that stretch of road without great risk.

Staff from the Cache Employment and Training Center, which is an employment training center for persons with disabilities located within the service area, reported that many of the people served by their Center do take walks in the neighborhood at lunch and that the improved section of 300 South would not have been a safe option previously. The same could be said for area residents walking to connect to transit, schools, Logan's downtown, or recreation.

The two block stretch was the missing link to a continually improved sidewalk network in the area and has consequently helped to make the section of Woodruff neighborhood (and adjacent Ellis neighborhood) more walkable.



Park Strip Reclamation - Phase 3 was a continuation of the multi-year effort to remove illegal parking pads that has spread through much of Logan, particularly in the core neighborhoods. This phase spread through the Town Center zone.



The service area included:

- 5.03
- 8.02, 03, 04
- 9.03
- 10.01

In total, 49 concrete pads were removed, replaced by grass and trees, curb and gutter. Approximately 700 feet of ADA-accessible sidewalk was installed. Additionally, a number of curb and gutter and driveway approaches were improved.

The result of this initiative is the increased ability to walk, wheel, run, and bike in Logan's neighborhoods. Multiple Logan residents have reported 'how nice it is to be able to wheel my stroller around the block and not have cars up to or over the sidewalk.'

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| 116 | 2010 | Park Strip Reclamation MFZ |
| 115 | 2010 | Main Street ADA - Phase 2 |
| 108 | 2009 | Urban Walkability Project (CDBG-R) |

Similar infrastructure activities which serve primarily low/moderate income neighborhoods from previous program years were also finalized.

The now-adopted PY2012 Annual Action Plan introduced the practice of a default reallocation of any recaptured funds to an ongoing neighborhood sidewalk and ADA initiative. This practice has allowed recaptured funds to be put to work without delay. Again, making this initiative the default demonstrates the increased focus to neighborhood infrastructure activities.



The sum since the passing of the PY2012 Annual Action Plan has been \$8,477.09, or the approximate cost of two installed ADA corners.

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| \$5,000 | Recaptured from Red Cross (2010) |
| \$165.35 | Recaptured from miscellaneous sources (past program years) |
| \$2,962.18 | Recaptured from program admin (2011) |
| \$349.56 | Recaptured from Parkstrip Reclamation - Phase 3 (2011) |

| Strategic Objectives | Logan Performance Objective | Logan Performance Outcome |
|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Encourage Affordable Housing | A. To offset the rehabilitation expense of 10 LMI-occupied homes. B. To provide homeownership assistance to 15 LMI homebuyers through the "Welcome Home" or comparable program. | a. Investment in LMI-occupied properties is promoted. b. Owners of LMI-occupied homes improve the safety of properties. c. More houses in LMI neighborhoods become owner-occupied, not rentals. |

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| 133 | 2011 | Smoke & CO Detector Distribution - City of Logan - Fire |
| 134 | 2011 | Housing Rehabilitation Assistance - City of Logan - Building Safety |
| 135 | 2011 | "Welcome Home - Own in Logan" Homeownership Assistance - Neighborhood Nonprofit Housing Corp. |

Results from housing-related programs were impressive despite collectively limited funding:

- \$1,800 – City of Logan's Smoke and Carbon Monoxide Detector Program resulted in the purchase and distribution of 100 carbon monoxide and 81 smoke detectors to low/moderate income households in Logan.
- \$4,500 – City of Logan's Housing Rehabilitation Assistance Program facilitated the replacement of two roofs for low/moderate income households in the Hillcrest neighborhood. The story of these projects is that the program paid only for materials (\$5,228) and all the labor was donated by skilled neighbors and building permits were donated by the City. Consequently, the leveraging was impressive, but the bigger story in the City's mind was the community building and collaboration.

This program received an additional \$20,000 from Redevelopment Agency funds during the program year, but the funds have not yet been expended. CDBG-related regulations will be followed in the allocation of the RDA funds.

The HRA program also received a makeover, which included a new application, as well as application and program guides. The new materials were designed to strengthen the program's ties to CDBG-related federal regulations and City CDBG policies, including the Requirements related to lead paint, income verification, and occupancy eligibility (among others) were enhanced.

- \$89,000 – Neighborhood Nonprofit Housing Corporation's "Welcome Home – Own in Logan" homeownership assistance program facilitated homeownership for 14 households.

An unprecedented result was that four (or 29%) of the successful applicants were Hispanic/Latino, which approaches the combined total of all Hispanic/Latino program participants since the program's inception in PY2004 (six total). Two successful applicants were female heads of household, which is above the program average of 1.62 per year. Successful participant AMI ranged from 34% - 76%, averaging 64%.

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| 128 | 2010 | Housing Rehab Assistance |
| 106 | 2009 | Community Tool Shed (aka Neighborhood Matching Grant) |

Additional programs finalized during PY2011. The inception of a Community Tool Shed was the recipient of the Neighborhood Matching Grant that was made available in PY2009. The Cache Valley Volunteer Center operates the library of tools. They are reporting a continued long, slow build to adoption by neighborhood and volunteer groups. It is anticipated that enhanced marketing through the OneHome initiative will bolster attention and use.

| Strategic Objectives | Logan Performance Objective | Logan Performance Outcome |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengthen Economic Development Efforts <i>Partner Objective:</i> Revitalization and Preservation of Historic Downtown Area | A. Incentivize 1 to 5 downtown business owners to physically improve their buildings to facilitate: <ul style="list-style-type: none"> (i) the expansion of their business (such that LMI jobs would be created or retained) and/or (ii) the addition of affordable housing units. B. Fund the type of activities outlined in the Downtown Logan Specific Plan. | a. Investment in downtown buildings is promoted. b. LMI jobs are created or retained. c. Downtown Logan is further beautified and developed; the Downtown Specific Plan begins to be implemented. d. Affordable housing comes to downtown. |

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| 131 | 2011 | Downtown Business Development Fund – Materials for the Bluebird expansion |
| 125 | 2010 | |

The historical Bluebird restaurant will receive a \$95,000 infusion of CDBG funds from two years of the City's Economic Development department's Downtown Business Development Fund. The funds are slated to go towards substantial improvements that will facilitate the expansion of the building, the most notable being the installation of an elevator that will open the third floor of the restaurant for increased business. Employment will be created for at least five fulltime equivalent jobs, each of which will be made available to low/moderate income individuals.

At the close of PY2011, contractual arrangements were still pending, design work was in process, and construction work had not yet commenced. The selection of this project was by the City's Economic Development Committee, who cited various reasons why this was a deserving project. The most repeated pertained to the history of the restaurant and how an improvement to the high-profile Bluebird may be a catalyst for surrounding businesses.