

APPENDIX C: Service Provider Interviews

The Sorenson Impact Project Team interviewed the following individuals to inform the Needs Assessment:

- **Comunidades Unidas**; Luis Garzas, Executive Director
- **Crossroads Urban Center**; Tim Funk, CHAP Director
- **Intermountain Healthcare**; Lisa Nichols, Community Benefit Director
- **International Rescue Committee**; Natalie El-Deiry, Acting Executive Director
- **Park City Community Foundation**; Ollie Wilder, Community Impact Director
- **Shelter the Homeless**; Preston Cochrane, Executive Director
- **United Way of Northern Utah**; Tim Jackson, President and CEO
- **United Way of Salt Lake**; Bill Crim, President and CEO
- **University Neighborhood Partners**; Sarah Munro, Director & Special Assistant to the President for Campus-Community Partnerships
- **Utah Community Action**; Joni Clark, Chief Development Officer

Comunidades Unidas

Luis Garzas | Executive Director

1. *What are the most pressing needs facing your low-income community members?*

- *“Health, education, housing, access to jobs that pay a living wage, all of those things are the most pressing. Which is a lot.”*
- Many of the most pressing needs are related to systemic concerns and community needs not being met. There is a big gap between the services and systems available and the community that is looking for those types of services. Sometimes the services are not available at all. For example, there is a lack of access to health care, health insurance, quality education, quality childcare, and preschool. So the main issue is that people do not have enough access to these services which would meet very essential needs. Usually, the systems are not set up to reach these communities and reach specific populations that face additional obstacles, such as the immigrant and Latinx communities that CU works with.
- This gap occurs because of social barriers like transportation, cultural and language barriers. There are also some barriers that are systemic like access to healthcare such as Medicaid/expansion. For many years, there was just no access to people because they decided to not expand Medicaid.
- Another example is that CU helps people get involved in the SNAP program so they can have access to healthy foods for their children and their families, but the barriers that the government places for that program are enormous. Clients have to reapply regularly, they have to provide documentation, they have to provide many different things. SNAP is moving all of their enrollment services online when some people may not have access to a computer.
- This makes it more difficult for a community to access these services because the people who are making these decisions are not connected or aware of the needs that are occurring on the ground, especially in communities of color.

2. Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.

- *“It is all about creating solutions which will allow the organization to gain more control over its financial future as a nonprofit. This is sometimes missing from CRA funds. They tend to be small grants that are distributed to hundreds of organizations throughout the state, and they are typically used for supporting services or programs that already exist, but if they were larger investments with the goal of the organization making its own money in the future, that would be life-changing.”*
- What would be most helpful would be to use loans or investments like that to launch social enterprises. These would be programs that are within nonprofit organizations that are focused on social impact. For example, about 4 years ago, CU launched an immigration clinic with the help of CFU. This investment came in the form of a grant, but a loan would also have worked. That investment allowed them to start the program initially, and then a revenue stream came from the program which would allow them to pay back the loan.
- If CRA loans were available CU would use the money to have their own space, including common spaces that they could rent out for meetings. That way communities could come together and have a safe space to organize and do community work or any type of work including entrepreneurial work. There are many workspace facilities available in downtown Salt Lake, but CU is located in West Valley. That is where a lot of communities and people of color live, and they don't have meeting spaces.
- Another use would be some type of workforce development program matching employers with employees. CU gets requests from both sides, so there are people wanting this kind of program, and CU has been considering that for a while, but many times it comes back to the initial investment and funding.

3. What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?

- *“I know there were some questions when I met with other executive directors of emerging nonprofits. They were not sure if payback was a personal guarantee from the executive director, and the entire process [is] confusing. I think that would be really helpful to understand. I feel it is a major barrier for some of us—we just might be scared to get into that area.”*
- The main barrier is interest rates. They need to be reasonable and there need to be opportunities to repay in a timely manner. Nonprofits do not want to be in debt for a very long period of time.
- Another barrier for many people who work in the nonprofit sector is awareness about the process for nonprofits to take out a loan, and why some debt might be beneficial. Many of them have never done that: they are just used to getting a grant, spending it out, and submitting a report.
- Some type of financial literacy 101 class which would explain that nonprofits can take out a loan would be helpful to nonprofit directors. Larger nonprofits do it often, but a growing nonprofit may not know that a loan is an option. Nonprofit personnel need to have a clear understanding of what the loan would be, how it would work, who is responsible.

4. Please share 1–2 brief public-private partnership success stories from your work or your community.

- *“We have another project that we're starting with Discover, and we're really excited about it because I think it's been a great process for us: very transparent and very clear as to where we're heading so hopefully that's how it works for others as well.”*
- The immigration clinic is a great example for CU. It started about four years ago with the Social Investors Forum of the CFU. For the forum, the nonprofit does a pitch in front of the investors and they decide whether to invest in the organization or not. The investors gave CU \$40,000-\$45,000

in seed funding to allow them to get the training and certifications they needed in order to get the program started.

- The clinic is not to the point of sustainability yet because of the political ups and downs of the immigration issue and administration changes, but the last few years have been generally successful overall. Last year and the year before, the immigration clinic was still able to generate revenue, which it invested in staff and in improving training. The community is now aware of the clinic's services, and they are willing to pay because it is still more affordable than other options. This is a fee for service program, the first that CU has ever done, and it was difficult to start charging for services, but it has contributed greatly to the sustainability of the program, enabling it to move away from dependency on grants.
- In terms of the CRA relationship, CU has had a lot of contact with different banks, and it has been essential to sit down and discuss community needs. It is helpful to come together to develop a project from the beginning so the CRA officers understand what the nonprofit is doing so they're invested.
- It is critical for CRA representatives and banks to get to know the organizations and communities and what their impact will be on a more direct level. This will help programs succeed and get more buy-in from the banks and also from their employees.

Crossroads Urban Center

Tim Funk | CHAP Director

1. *What are the most pressing needs facing your low-to-moderate-income (LMI) community members?*

- The greatest need facing the LMI community is affordable housing—Salt Lake City in particular, which has an enormous gap in LMI housing cost. For residents at 50% AMI, there is a shortfall of 55,000 units. At 30% AMI, residents are struggling to find between 42,000-43,000 dwellings.
 - The State Housing Commission was created to address this issue directly, such that state and local action has become more effective than federal action.

2. *Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment—not a grant—from a bank, what would you use the money for? Please feel free to describe any and all ideas.*

- Advocating for LMI needs is extraordinarily difficult without outside capital. Many providers, including Urban Crossroads, do not deal with direct financing for advocacy.
- Access to no-cost or low-cost loans is a similar issue.
 - For example, there was a mobile home park in 2012 ([Cottonwood Coves](#)) that was struggling against being razed by a development project.
 - Residents in the mobile home managed to get a no interest loan from the Salt Lake County Housing Authority for \$250,000 over 2 years, alongside a loan from the State Housing Loan Fund.

3. *What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?*

- Several barriers include:
 - Stable income for low-to-no income communities;
 - Programmatic support for nonprofit partners. Often, staff members are stretched so thin that developing a financing program is an overly-stressful proposition;
 - Volunteer support and moral support for professional nonprofit administrators; and
 - Advice from CRA officers.

4. *Please share 1–2 brief public-private partnership success stories from your work or your community.*

- The mobile home park (see: Cottonwood Coves)
- Refugee loan program (Patrick Poulen is the director of IRC)
 - Programmatic support in native language; and
 - Stable income for participants.
- Land trusts with low-to-no interest-bearing loans

5. *Other notes:*

- There is a new model mean to improve CRA results, including LISC, LIIF, and OSAH
 - The growing effort by LIIF in San Francisco, California recognizes “success” on a long-term timeline, providing for comprehensive services which include:
 - i. healthcare;
 - ii. childcare;
 - iii. schooling or workforce training; and
 - iv. civil rights protections.
- Another example includes “Opportunity Starts at Home”
 - The model brings together New Market Tax Credits and CRA loans to support projects. Includes an emphasis on the 4 aspects listed above as well. Believes that it “will be the model of the future.”
 - The Salt Lake Chamber of Commerce is looking at similar projects.

Intermountain Healthcare

Lisa Nichols | Community Benefit Director

- Dental needs are not covered with Medicaid (unless pregnant or a child). Free dental clinics are usually backed up.
- Affordable housing needs:
 - People might qualify for a voucher but often housing is costlier than what the voucher will cover. There is a gap in that area.
 - Families have more resources, but single adults are on huge waiting lists.
 - Affordable housing is not necessarily for low-income people: college-educated professionals cannot be accommodated either because salaries won’t keep up with housing prices.
 - Quality of the available housing can be low. There is not a lot of investment in these properties.
 - There are concerns regarding the safety of affordable housing. People have complained about having no locks on their doors. These houses are sometimes located in high crime neighborhoods.
 - There is also neighborhood pushback as people mistake affordable housing for low-income housing.
- Transportation:
 - Public transit is ineffective. Doesn’t cover all areas and takes a lot of time.
 - Wendover specifically has issues because there is no longer a bus service from Wendover to Salt Lake. But the closest major medical center for the residents of Wendover is still in Salt Lake.
 - It is difficult to wait at bus stops in Winter.

- There are programs available for seniors, but there is a gap in resources for low-income people.
 - Public transit in Washington County only goes to the St. George geography and not in the rural areas. Their access is really sparse and they are in remote areas so there is a lot of difficulties there. Individual cab cars do not have finances to get repairs or to buy a new car.
 - Difficult for healthcare organizations to intervene in transport because of the violation of inducements with their resources, so this is a good area for other partners to focus on.
 - Employment opportunities
 - Income is the most commonly searched as per their 211 data.
 - There is a need to for alternative pathways to improve economic situations (like WSU providing jobs for their neighborhood)
 - Job skill development is essential to get more people employed. This will also help connect people to the right jobs (especially for people with special requirements).
 - Need to tackle food deserts
 - A lack of transportation in these communities leads to people eating out of convenience stores which can be unhealthy.
 - The ability for people to get microloans and financial advisement.
 - Financial education can be provided in grocery stores. Organizations like Cottages of Hope provide similar assistance.
 - Affordable child care and early childhood development centers to support low-income families.
2. *Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.*
- Towards organizations that provide housing for recovery support.
 - Housing to reduce recidivism for those that are released from the criminal justice system.
 - Substance use treatment facilities are doing similar things.
 - Domestic violence agencies: would like transitional housing.
4. *Please share 1–2 brief public-private partnership success stories from your work or your community.*
- No specific examples
 - They did mention that organizations like Odyssey House & Other Side Academy would benefit from public-private partnership.

International Rescue Committee

Natalie El-Diery | Acting Executive Director

1. *What are the most pressing needs facing your low to moderate-income community members?*

- The International Rescue Committee is focused primarily on refugee communities and other new Americans. In Salt Lake City, the IRC has lots of different programs which offer opportunities for upward mobility during the re-settlement experience (5-7 years) of refugees.
- One of the most pressing needs that they see right now is in asset development, specifically opportunities to build wealth. This is an important need for all low- to moderate-income families, but especially for refugees who come to the US with little knowledge of the US banking system, skepticism about the system, or a lack of understanding of how credit works in the US. Many people get themselves into trouble, but the IRC offers credit counseling to help get them on a better path.

- One solution they have seen for this is the Individual Development Account program, which has a long history in US systems to help low-income communities build wealth. In the last few years, the IDA programs have been losing funding. The IDA program has been important in helping refugees purchase assets, including a vehicle that would help them get to a better job, a home, a small business, or education. It's a match savings program, so the IRC works with clients to set up a financial plan; they save a certain amount and then the IDA programs match the amount saved so that the person can purchase the needed asset.

"[The IDA program] is a real game-changer in a low-income person's life, is the ability to learn to save, to learn to build credit, and to purchase an asset--that has the opportunity to put their whole family on a different trajectory."

Affordable Housing

- There is a critical lack of housing options available for refugees, especially for refugees who are from countries where large families are common. When there are 6-8 people in a household, the apartments that are available often don't accommodate that size of a family. This is more critical for those families who have recently arrived. To help change this, the IRC has been working on a task force to help create change around affordable housing, the CRA plays a critical role in helping create access to affordable housing, especially when elected officials may not be changing things as quickly as people require.

Pathway to Citizenship

- This is for their own protection and may include the representation necessary to attain citizenship and prevent issues of deportation. It also helps them to be engaged in civic life. Those who are lawful permanent residents are often not applying towards citizenship, and when they are, there are more and more hurdles preventing their citizenship because of the current administration.
- When they do become citizens, many of them have no idea how to vote or how to exercise their civic duty as voters. The IRC is working to move them from being citizens to being people who are actively engaged civically. Research shows that once people become citizens, they tend to have higher incomes, they become more invested in their community, they purchase homes at a higher rate, and more. It is important for economic development and overall community vibrancy.

2. *Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.*

- As an organization, the IRC does not seek or take out loans. They don't see loans as a viable option for the sustainability of an organization because there is no guarantee that funds will be raised or generated to cover the terms of a loan on a year-to-year basis. In addition, from a donor-stewardship standpoint, that is not why people give to your organization. Donors don't give to your organization to help you pay back the debt; they give to your organization to help you carry out the work that your mission statement says that you're doing.
- There are lots of arguments about whether the loan helps you carry out that work, and then you are able to pay it back. However, as a nonprofit organization, the fiduciary responsibility is different: the responsibility is to make sure that those dollars go to work directly for the people that they are providing service to. It is especially too risky when it comes to programming or service delivery seem highly inappropriate except for little purchases. The IRC strategy is to always make sure that they are able to raise that capital ahead of time and that they are staying within the limits of what they can actually afford at that time.
- The IRC has a very fiscally sound, strong organization, so they have the privilege of not having to worry about cash flow. For smaller organizations, it could be helpful or beneficial to have a loan

or a line of credit that can help with some of the ins and outs of cash flow, especially for contracts that are on reimbursement.

- Loans could be useful to fortify the infrastructure in Utah, especially to provide affordable housing units, but that would be a larger scale project. In the infrastructure itself, loans would be extremely helpful to increase the availability of affordable housing in the community.

Investment

- *“When I think of impact investment, I naturally gravitate towards a social enterprise that has the opportunity to grow revenue for the program that can help make it self-sufficient over the long run.”*
- The IRC has had great success with that model with the Spice Kitchen. They won the Social Investors Forum with the Community Foundation, and that was essentially an impact investment that helped them get that program off the ground because they were able to demonstrate a revenue forecast that would allow them to generate 40% of their budget from earned revenue. That business model was a real game-changer.
- In so many cases, nonprofits are cobbling together different funding sources to make sure that they can cover their budgets deliver on the different programs that they have. So much of their time is spent putting the money together that if you can get a large-scale investment, that has the opportunity to make real measurable change for an organization or a program. When all of the resources come together at a time, like with an investment that gets the job done, that has a greater level of impact than a loan.
- IRC has received larger scale grants from CRA for programs that had the opportunity to have a better return on investment. The Spice Kitchen was a game changer by setting the IRC up to be able to apply for larger scale grants that they wouldn't have been able to apply for, as well as figuring out the revenue streams for those programs.
- Investments in the \$100,000 range were the most helpful.

3. What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?

- *“The types of businesses that we're helping people start are not your 'sexy' businesses per se (except food). A lot of times it's a vehicle for Uber and Lyft, it's a tow-truck company, it's an automotive shop, it's an eyebrow threading boutique. It's types of businesses that, just to be frank, aren't really attractive to an investor.”*
- Refugees and new Americans start these types of businesses because they are familiar with these industries, and the risk that they personally have to assume is pretty low for that type of business. Different people from the community have considered making an investment in some of the refugee-owned businesses, but they want to expand them—the American standard of business-mindedness doesn't always match up with the needs of the IRC clients. An investor typically wants to add technology or make more money, but that is not the type of investment that is needed here.
- At a program level, that is where it is necessary to think bigger, to innovate, to utilize technology, and to have more of a business-minded approach.
- Another option is an investment in the organization so that the organization can develop its own revolving loan fund or asset development fund. That would then be distributed out to refugees or low- to moderate-income populations who are essentially un-bankable. The funds could be passed along through a loan as well, but with the organization taking on the loan, it could be riskier. The IRC has had some of its best fundraising years over the last 3-5 years and has a solid donor base, but it is still risky for organizations to take on debt since nonprofit revenue is based on donations.

4. Please share 1–2 brief public-private partnership success stories from your work or your community.

- *“To have a measurable change in clients’ lives, you also need strong organizational capacity.”*
- One public-private partnership that the IRC has been pleased with on multiple levels is Morgan Stanley, and they work really closely with Susan Akerlow. Their approach to investment, which has come in the form of grants, has been two-fold. They have been willing to invest in IRC programming and have been one of the strongest donors for the Spice Kitchen incubator. On a second level, they have invested in the organizational capacity-building. Those two things in tandem are critically important. Many times, not only with CRA but with other funding opportunities such as foundations and other corporations, they just want the sexy programming because it looks good, but without investing in the organization itself.
- Morgan Stanley is impressive is because they are interested in investing in organizational capacity-building through a fellowship program they established with the university. They have this fellowship program in New York as well. The program has been running for two years, they have been able to focus on operational areas that needed improvement. The areas they have focused on so far are IT infrastructure and financial operations including internal controls to ensure good stewardship of funding, and improvements in these areas have strengthened the programming.
- Morgan Stanley has also been leading out on affordable housing discussions for refugees specifically. They’ve invested in the toolkit to identify the barriers to accessing affordable housing that the Salt Lake County Housing Authority has put together. This toolkit also included some strategies that organizations could use to overcome those barriers. Morgan Stanley has been able to bring investors and power players together on this issue in order to have a wider, system-wide impact beyond just investments in the IRC and other organizations.
- Morgan Stanley is unique in the broad approach to CRA that they’ve taken in terms of what they can do with their money, by investing in programs, investing in organizational capacity-building, and investing in system-wide change. Other banks often limit their potential by focusing on only one of these areas.
- Every bank has a different budget, and it is important from an organizational perspective to understand the scale and reach of each bank and what they can invest in. That way banks and organizations can work together so that they feel like their investments are being maximized and the organization is able to put them to good use.
- IRC has worked with the local Morgan Stanley office for about seven of the twenty-five years since IRC was started in Salt Lake, so it’s still a relatively new relationship.

Park City Community Foundation

Ollie Wilder | Community Impact Director

1. What are the most pressing needs facing your low-income community members?

- Thinking about low to moderate income in Summit County, first of all there are low wages. *“If we can fundamentally change how much they are earning that is what is most wanted.”*
- Because of low incomes, it’s difficult to find and secure affordable housing.
- *“I think healthcare is definitely an issue.”* A lot of people are inadequately insured and don’t have anywhere to go. If you have a high deductible, you cannot get healthcare.
- We’re really concerned about the 0-3 age early childhood education. The parents have to work and so they can’t stay home and take care of the kids. Then the kids get put into informal daycares.

- For school-age children, they have a partnership of organizations. There is an after-school program but it still costs some money and not every kid that needs it is able to go. *“There is still a gap in thinking ability and math at the grade level. Some of the kids may be immigrant kids who have been here less than a year and they are struggling both with language and with the subject matter. It’s hard to know when you’ve done all you can do.”* They come without the skills that the kids who have been here longer have.
- Legal services are a big deal for low-income communities. Sometimes that’s related to housing. It is also related to immigration factors such as undocumented people who aren’t legally a part of a community face a whole lot of other obstacles. There are some services available but not nearly enough.

2. *Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.*

- *“That’s a tough call because in general, it is not wise for a non-profit to take out a loan without a revenue stream to pay it back.”* This does not include raising more money to pay off the loan.
- *“The only nonprofit organization that can make good use of a loan is one that has an earned revenue stream that can be scaled with loan.”*
- Reference: Kendal Labs works with entrepreneurs both profit and non-profit. They work to get entrepreneurs through the valley of death. They look at scaling businesses and getting revenue once there is a prototype and an idea.
- Reference: TeethFirst advocates brushing and flossing for elementary students. They take a hybrid approach to non-profit and for-profit models. The model is both philanthropic and they sell their product.
- Mountainlands Housing Community Trust is a major affordable housing organization in the area. They are already good at getting CRA loans.
- The City of Park City has a goal of 800 affordable housing units in 2 years. They are open to creative financing ideas. They are protective of their bond rating but they use the Park City housing authority bond for rental units. They are redeveloping the Bonanza Arts and Culture District. The source of financing for this is unsure.

3. *What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?*

- Sometimes taking out a loan is just not practical.
- Other times, organizations don’t know how to take out the loan. There is an education and information gap. Many organizations probably haven’t thought of taking the loan or investment approach.
- People who are in the housing business as non-profits are already pretty clued into some of these mechanisms. People who are involved with poverty alleviation may think of banks or the CRA as being mostly housing oriented. *“There could be potentially the opportunity to just spread the word more about what is this funding, what kind of things can it do, and who do you talk to first to find out if it might work.”*

4. *Please share 1–2 brief public-private partnership success stories from your work or your community.*

- *“I think that the Bonanza Arts and Culture District is going to be one.”* The city-sponsored it but they are also selling parts to cultural institutions.
- On a smaller scale, the Summit County Drug Court helps to keep people out of jail when their real issue is drug abuse. To stay in drug court you have to meet certain requirements like attending meetings. The drug court helped start a nonprofit called Summit County Recovery Foundation.

The foundation raises money privately and supports the drug court participants in ways that the state can't.

- The Summit County Children's Justice Center deals with kids who are victims of abuse. The Children's Justice Center is a county-run institution. The model in Utah has a Friends of Nonprofit Forum. They raise money to help the Children's Justice Center to pay for things that the state or county funding can't cover. They are currently raising capital for a house where the children can stay.
- In Affordable housing MLCT partners very closely with Summit and Wasatch Counties to create more affordable housing.

Shelter the Homeless

Preston Cochrane | Executive Director

1. What are the most pressing needs facing your low- to moderate-income community members?

- *"We are in the process of constructing 3 new homeless resource centers."*
- *"There is this hard-to-serve homeless population, what I would call "service resistant" or "service adverse". They don't want anyone, they don't want case management, they are perfectly fine doing their own thing, sometimes even just camping or living in the mountains."*
- They did a focus group with people who meet that definition of hard to serve in order to figure out what the housing solutions are that they would be most interested in. More than half described a single-room occupancy, dorm-style housing. They were interested in having one bathroom for every 5 rooms, a communal kitchen, they could have roommates. There would be about 50 units per location.
- People have some income and can pay rent. The rent would be about 30% of their income, around \$200-300 a month. The size of the units would be no more than 175 square feet. The goal would be to provide alternative housing options for those with earned income or housing vouchers.
- They have been working with the city on zoning requirements that would help with the single occupancy room (SRO) concept. There are similar projects in place in Kearns, at the HomeInn, Kearns, and the Capitol Motel on State Street.
- There are currently 150 people on their housing waiting list. These people have money to cover rent but they are put on a waiting list. While they are waiting for housing, they spend their money so that when space opens up, they don't have the money anymore. So they are missing that population with an income.
- They are looking for locations close to public transport and employment opportunities.
- Part of the funding comes from traditional regional housing loan funds, etc. but there is some opportunity for CRA to step in and help with SRO projects. Funding would be very helpful for affordable housing. There is not enough affordable housing in Salt Lake.

2. Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.

- In an SRO type environment, there is a debt burden. *"If you have high debt, it delineates the ability to operate on a breakeven cash basis."* There needs to be an incentive built in that would work really well in this situation.

3. What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?
- *"I think it is more top of the ladder and a lack of understanding." If you have people on your board who understand how to use CRA funds and they make those arrangements it is helpful.*
 - *"A lot of nonprofits are conservative. They don't want to take on a huge debt or loan because they know they have to raise money to pay it. There are a lot of competing nonprofits competing for the same dollars, especially in the homeless services community. For example, we have three new resource centers coming up with all three potentially going to the same donors for funding."*
 - *"At Shelter the Homeless community we act as an intermediary where we can help those funders identify what are the real needs, and how do we fill those gaps and align the funding in a better way so that they aren't just throwing money out there without any performance measures that can be used to determine the ROI on an investment."*
4. Please share 1–2 brief public-private partnership success stories from your work or your community.
- Years ago financial literacy was at the forefront in Utah. We created a social marketing campaign called Utah Saves to help Utahns save more money and have some reserves so that they don't have to rely on credit or debt to offset the costs. One specific program was called Individual Development Accounts. We worked closely with Zion's Bank CRA department. We worked specifically with those individuals working to buy a home, go to school, or start a business. For every dollar they saved, we would match it with 3 dollars from CRA. They could save anywhere from \$15-\$70 a month. They could use their money to go to school or start a business moving forward.
 - One person started a field clearing business. He used his money to buy livestock to clear land in Morgan. That was an eligible purchase. This CRA funding is ongoing today.
 - It is a challenge for the CRA because you need to have the measurements and outcomes in place to show progress.
 - In terms of the population, transportation is a big issue. Temporary homeless can't afford public transport, they don't have a car, can't get to a job interview, live far from services, etc and it becomes a cycle that they can't get out of. Sometimes they bike, but that will get stolen. They don't have a phone to use the scooters or ridesharing.
 - *"We tried a program called Ways to Work 10 years ago. It was low-interest financing for people who qualify to purchase a reliable used vehicle and make payments."* This was going to be a fleet of cars similar to Rideshare.
 - This issue is more on the outskirts of Wasatch front because the rent is so high in the Salt Lake area. Affordable housing is further out of the urban areas which makes people further away from their work. *"You want to encourage them to use public transport but in many ways, it is not there for them."*

United Way of Northern Utah

Tim Jackson, President and CEO

1. What are the most pressing needs facing your low- to moderate-income community members?

- The top 3 needs for northern Utah (specifically Ogden) are housing, workforce development opportunities and early childhood education.

Education

- UW focuses primarily on education. But other issues, such as unemployment, safety and housing all have an impact on education and it is not an isolated case.

- Early childhood continues to be an area where there is so much need for support. Families need help and access to high-quality options for preschool but there is not sufficient funding to scale. Kids are falling through the cracks.

Workforce Development

- Youth are not in Central Ogden. They aren't getting a great education, don't have a good support system and not entering workforce pipeline. They graduate from high school but have no career paths because of lack of skills.
- *"If a family is struggling with employment or safety or good housing, those have huge impacts on education."*
- *"We just have a lot of families that are working 2+ jobs that are not able to support their kids because of how much it takes to keep food on the table and to pay the bills."*

Housing

- Costs have gone up. There is not enough affordable housing. There is also a lack of healthy housing. People are working 2+ jobs to be able to put food on the table.
- Additionally, there is also a need for adequate representation of the Hispanic population in various public offices, school boards, non-profits etc. This underrepresentation results in a lack of strong community ties to Ogden.

2. *Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.*

- Affordable housing
- Community Center with a lot of opportunities for swimming/recreation, art etc. and is family based.
 - YMCA of Northern Utah: in the process of looking to build a facility in Ogden for families to reach people from all levels of society (\$50M) access for low- and moderate-income families.
 - Boys and Girls Club tried to build a community center connected to a school but failed because finances did not come through. They have a similar community center in Roy.
- A few "supercenters," with co-location of service providers.
 - For non-profits that pay rent and can, therefore, move locations, supercenters would help with collaboration between organizations. United Way owns their building so moving would not be an option for them.
 - Since early childhood education is a huge need, an **early childhood supercenter** with preschool, parenting programs, home visitation programs, etc. would be useful.
- Transportation in collaboration with UTA.
 - To increase certain transportation corridors (dedicated lane for the bus which would run more regularly) that lead from Ogden to Harrison to Weber State. There are a number of schools in that route.

3. *What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?*

- Interest rates: Would like low-interest rates in general.
- Nonprofits generate their income every year and therefore do not have a lot of tolerance for risk/taking on debt. There is a risk of defaulting on the loan. Long-term would be less risky.
- The organization would appreciate more information regarding the application process and the decision-making process for the CRA loans.

4. *Please share 1–2 brief public-private partnership success stories from your work or your community.*

- Project with multiple stakeholders to integrate community initiatives.
 - In the last 5 years, there have been multiple community initiatives with the goal of gathering people to address community issues that no one can do on their own. Challenge was that this siloed initiatives doing similar things. There were inefficiencies and overlap.
 - In the past 6 months, there have been efforts to get the leadership from those initiatives on the same page to merge and combine these efforts.
 - Reached an Agreement in October with the goal to completely integrate: merge these different committees, workgroups, and implementation chains, figure out the communication structure, and combine different efforts.
 - 2 large efforts to completely integrate have been voted to move forward with lots of community stakeholders.
 - Currently, public entity partners with the city, where the city puts the infrastructure in place, gives control to the partner and then finances via the city doing a bond ballot. This can be risky. CRA banks can be a good alternative.
- In Ogden, for the most part, people are willing to put agendas aside to work in the best interest of the community, to align and think differently to move forward in partnership.

United Way of Salt Lake

Bill Crim | President and CEO

1. What are the most pressing needs facing your low-income community members?

- Addressing the mismatch between low-income families' income and their core expenses, including difficult access to affordable housing;
- Access to healthcare and affordable health insurance;
- Access to post-secondary education training, as well as preparing individuals for post-secondary education training;
- Access to affordable child care, particularly given the disparity between income and monthly expenses;

2. Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.

- Because of the significant barriers in place for nonprofit investment repayment, this was difficult to pin down. See question 3.

3. What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?

- A key barrier to taking on debt or investment funding for low-income community needs is the mismatch between the needs of the community and the revenue model behind the funding. Because loans and investments require repayment, it makes it a difficult model to fit within low-income communities given the inability to generate excess income for repayment;
- United Way has specifically experimented with a Pay for Success model as a way around this barrier to investment for affordable housing, healthcare, or childcare, but this model hasn't been fully embraced by Utah and the Legislature;
- There may be some potential to pair entrepreneurial business expertise with nonprofit social service providers to develop a revenue model that would make investment or lending possible in

not-for-profit settings, even despite low-income communities or nonprofits having excess funding available for repayment;

4. Please share 1–2 brief public-private partnership success stories from your work or your community.

- Other Side Academy - nonprofit that provides job training for formerly incarcerated individuals, but the services are based on a revenue model because the services offered are not free;
- Habitat for Humanity thrift store;
- Utah Community Action commercial catering kitchen - doesn't know what the revenue model actually looks like, however;

Preschool social impact bond, which is currently in the repayment stage;

Beyond Pay for Success financing, the entire industry is built around public/private partnerships in order to achieve long-term, significant results. This model has been very successful when applied to public/private partnerships specifically in the education sector;

- For banks that are looking to make an impact and are deciding how to deploy their investment funds, they should be aware that—even if there are dozens of CRA eligible causes—unless the causes are part of a broader public/private partnership, no amount of investment funding will actually solve the problem targeted

University Neighborhood Partners

Sarah Munro | Director & Special Assistant to the President for Campus-Community Partnerships

1. What are the most pressing needs facing your low-to-moderate-income (LMI) community members?

- West Salt Lake:
 - The priority has become affordable housing, which is in a state of crisis.
 - Individuals—including UNP staff—are being forced to move or choose to spend less than 30% of their income.
- Community needs:
 - Housing, which is key to keeping families stable and ensuring educational opportunities.
 - Job training that provides real, effective pathways to employment. The LMI residents do not have the financial resources needed to take time off work for training.
 - Mental health resources, including services and education.

2. Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment—not a grant—from a bank, what would you use the money for? Please feel free to describe any and all ideas.

- UNP has never received loans, though the organization is aware of PFS. The UNP would not know enough to effectively utilize this form of financing. Fee structuring for loans does not work well for UNP programs.
- However, when it comes to affordable housing, the development around North Temple is something to be considered.
 - The development brought together resources right to the residents living there and has been a powerful way of addressing the barrier people face.
 - There exists a huge opening for more of that in the Westside. The GivGroup builds by reducing the cost of construction, thereby making federal subsidies unnecessary.

3. What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?

- Employment pathways; the ISA model for college affordability being piloted at the University of Utah could be related to job training.
 - Ought to be a way to invest in a fund that is paid back in perpetuity.
 - SLCC West Point indicates that this is the biggest barrier. For those who cannot take time off of work, perhaps allow them to invest in the next step up and then pay.
- Another barrier is to change institutions such that they create outcomes that work on a much longer timeline than a traditional investment timeline (perhaps 10-15 years)—at least for the LMI community
 - Recommends that CRA investors and evaluators think beyond one term and move on scales of community change; maybe it’s possible to determine intermediate outcomes for annual grading.
 - UNP is considering a startup “incubator” for local institutions—specifically nonprofits—to get them off the ground. The amount of time for an organization to get off the ground and sustainable is long-term, such that 5 years is perhaps too short.

4. Please share 1–2 brief public-private partnership success stories from your work or your community.

Creating a culture that values college matriculation in Westside schools.

- Google Fiber was working with them on “digital inclusion” to create college lounges;
- Microlending through small, revolving loan funds.

Utah Community Action

Joni Clark | Chief Development Officer

1. What are the most pressing needs facing your low to moderate-income community members?

- Affordable housing;
- Low-paying jobs, as well as not being able to get a job because of barriers to entry in the workplace, including lack of a high school diploma;
- Health care, and particularly lack of access to mental health care;
- Early childhood education;
- Access to affordable food;
- Transportation, particularly access to public transportation due to high prices and inability to fund vouchers for all applicable community members;
- Opioid crisis;

2. Thinking about either your own agency or ones you serve, if you were able to receive a loan or investment – not a grant – from a bank, what would you use the money for? Please feel free to describe any and all ideas.

- Facilities are old and in need of a remodeling, and the facilities are also being outgrown and are in need of larger/more space;
- Pilot services;
- Expansion of housing and wrap-around services to eliminate some of the transportation barriers currently in place;

3. What are the barriers to taking on a loan or investment for either your nonprofit or those ones you serve?

- Size is the primary barrier, and the smaller the nonprofit, the more difficult taking on a loan or investment would likely be because of a lack of overall bandwidth and resources for juggling multiple roles/management;

- Lack of education regarding how to successfully take on the debt or utilize investment is another barrier;
 - For example, UCA used new market tax credits previously, which proved to be highly complicated;

4. *Please share 1–2 brief public-private partnership success stories from your work or your community.*

- 2015 - UCA used a new market tax credit for the South Salt Lake UCA building;
- 2018 - in the process of utilizing another new market tax credit to finish UCA's new building in Kearns;
- BOHDI complex - slice housing authority with onsite UCA services, which is being headed up by an out-of-state developer.