

Meeting Agenda
City of Wyoming Community Development Committee

October 2, 2013, 6:30 p.m., Wyoming City Hall, West Conference Room

Agenda Topic

- A. Call to order of the Wyoming Community Development Committee
- B. Approval of Agenda
- C. Approval of Wyoming Community Development Committee Minutes of the September 4, 2013 meeting
- D. Public Comment on Agenda Items (limit to 3 minutes)
- E. Conflict of Interest
- F. HUD Monitoring Report
- G. Consolidated Plan Review with Kent County Outcome
- H. Letters of Intent, Presentations Requested/Invited
- I. 2013-2014 Action Plan/Grant Update
 - Pinery Park Restroom/Concession Project Update
 - Wyoming Senior Center Project Update
- J. Community Development Review Focus Group Update
- K. Committee Member Concerns and Suggestions
- L. Election of Officers
- M. Public Comment in General (limit to 3 minutes)
- N. Motion to Adjourn the Wyoming Community Development Committee Meeting

(Next meeting: November 6, 2013)

COMMUNITY DEVELOPMENT COMMITTEE
MEETING MINUTES OF SEPTEMBER 4, 2013
CITY HALL WEST CONFERENCE ROOM
CITY OF WYOMING, MICHIGAN

MEMBERS PRESENT: Hall, Krenz, Reeder, Wright, Ziemba

MEMBERS ABSENT: Jackson

STAFF PRESENT: Rynbrandt, Director of Community Services
Lucar, Administrative Aide

Call to Order

Chair Reeder called the meeting to order at 6:32 p.m. He welcomed new member Michael Wright and committee and staff members introduced themselves. Rynbrandt mentioned there are now three open positions on the committee.

Approval of Agenda

The agenda was approved as presented.

Approval of Prior Committee Minutes

Motion by Hall, supported by Krenz, to approve the prior meeting minutes of May 1, 2013. Motion carried unanimously.

FY 2012-2013 CAPER Review (Year End Reporting to HUD)

Rynbrandt highlighted some of the key items in the FY 2012-2013 Consolidated Annual Performance & Evaluation Report (CAPER) for the committee. Regarding the Code Enforcement activity, the amount spent was lower than anticipated because of the implementation of the BS&A software which ties code enforcement to actual time worked in low/moderate-income areas. In referencing the School Liaison Officer activity, she noted \$50,000 was budgeted but only \$38,225 spent. An internal recapture of CDBG funds related to the School Liaison Officer was necessary because documentation regarding billable time to low/moderate-income areas could not be provided during the annual City audit. The Police Department has since improved their system for tracking time. Regarding the General Administration activity, the amount spent is higher than originally anticipated due to the cost for consultant services to develop the Analysis of Impediments to Fair Housing Choice & Housing Needs Assessment.

Wright asked for further detail regarding the School Liaison Officer activity. Rynbrandt gave the background for this activity and noted that for FY 2013-2014 CDBG will help fund Community Resource Officers who are working in all low/moderate-income areas.

Wright asked if more funding can be used for Code Enforcement. Rynbrandt explained that Code Enforcement is done on a complaint basis. Any Code Enforcement activity that occurs in a low/moderate-income area is eligible and tracked. When HUD's 2010 low/moderate area data is released, the number of eligible areas in Wyoming will most likely increase.

Public Hearing on CAPER

Motion by Ziamba, supported by Wright, to open the public hearing. Motion carried unanimously.

Chair Reeder opened the public hearing at 7:00 p.m. There was no public present.

Motion by Ziamba, supported by Wright, to close the public hearing at 7:01 p.m. Motion carried unanimously.

Public Comment on Agenda Items

There was no public present.

Receipt of 2012-2013 Sub-Recipient Reports

Fair Housing Center of West Michigan – Rynbrandt referenced their annual report. She reminded the committee that their funding for FY 2013-2014 will be decreased from \$17,000 to \$15,000.

Home Repair Services (includes HRS policy change) – Rynbrandt summarized their annual report related to services provided, including minor home repairs, accessibility modifications for persons with disabilities, foreclosure prevention and air sealing. She noted HRS has made a policy change regarding co-payments related to program income. The formula to calculate co-payments is based on client income.

Compassion This Way (Taft Adopt-a-Block) – Rynbrandt highlighted some of the activities accomplished in their annual report.

Rynbrandt had summarized the efforts made in both the School Liaison Program and Code Enforcement earlier in the meeting.

The Committee accepted the 2012-2013 Sub-Recipient Reports as presented.

HUD Monitoring (Audit Occurred August 19-22, 2013)

Rynbrandt noted the recent HUD monitoring visit went well, with favorable comments made in the exit interview regarding the administration of our program. We have not received the monitor's official report as yet. The monitor gave some recommendations for improvement, such as providing more opportunities for outreach in the procurement process to minority and women contractors.

Analysis of Impediments to Fair Housing Study

The Analysis of Impediments to Fair Housing Choice & Housing Needs Assessment has been adopted by the City Council. The study results are already being applied in the site plan review process and are referenced in overall community development discussions. She mentioned the City continues to develop tools to further economic development and affordable housing opportunities, such as expanding the PILOT ordinance and developing policies to work with the Kent County Land Bank.

2013-2014 Action Plan/Grant Update

Action Plan & Environmental Approval – HUD has approved our 2013-2014 Action Plan and Environmental Review. We have received our grant award notice for 2013-2014. The grant amount is \$529,825, which is a 13% increase from last year.

Pinery Park Restroom/Concession Project Update – The old building has been demolished and construction has begun on the new restroom/concession building. In addition to CDBG funding, funds will be provided from the Parks and Recreation millage and Pinery Park Little League Association.

Wyoming Senior Center Project Update – This project is in its final plan development phase and will be bid out in October/November. Construction will begin in January 2014. CDBG funds of \$100,000 will be spent on this project, with additional funding provided through the Parks and Recreation millage and Wyoming Senior Fellowship Club, the Center's non-profit organization.

Coalition to End Homelessness/HUD Continuum of Care Update

Essential Needs Task Force & PIT Data – Rynbrandt noted the 2013 point-in-time count was conducted in January. She is working to expand the count to twice per year, once in January and once in the summer. A summer count could more accurately reflect the homeless population numbers in Wyoming, since most of the homeless congregate in

downtown Grand Rapids at the shelters in the winter.

She mentioned the Police Department has been cracking down on panhandlers who misrepresent their circumstances and has been discovering cases of fraud. They have developed an educational flyer which provides resource information for persons who are experiencing homelessness or are at risk of being homeless. This piece is being distributed to businesses as well as those in need. It is an excellent resource for referral information.

Community Development Review Focus Group Update

Rynbrandt gave an update on the study being conducted by North Coast Community Consultants (NC3) on possible expanded service sharing, inter-agency contracting, or consolidation opportunities between Wyoming, Grand Rapids and Kent County Community Development Departments. She and Krenz are on this committee representing Wyoming. The study is not a qualitative analysis. The City of Grand Rapids has indicated they are interested in full consolidation; they have reached their maximum 20% cap on general administration. She encouraged the committee to review the Continuum of Collaboration scale provided in the agenda packet and express their thoughts in this regard. Krenz remarked that HUD will most likely cut Wyoming's entitlement grant if we consolidate. Rynbrandt affirmed that HUD has notified the consultants that a consolidation would result in a reduction in funding; however, the level of cut has not been determined. Also, no cost savings have yet been determined, so as to be able to ascertain if a consolidation, resulting in staff savings, would result in an increase of funds for services regardless of a HUD cut.

Committee Member Concerns and Suggestions

Rynbrandt mentioned at the next few meetings they will begin the process of building a new budget for 2014-2015. She asked them to be thinking of possible projects and activities they may wish to be considered for funding. Also, if there is a specific group they would like sent a Letter of Intent application, please let her know.

Rynbrandt noted election of officers will be held at the October meeting.

Hall asked about the response to the 28th West campaign. Rynbrandt replied the response has been well-received. The form based code zoning text will be considered by the Planning Commission at its upcoming meeting of September 17th.

Chair Reeder announced he will be resigning from the committee because he is no longer a resident of Wyoming. He appreciated the opportunity to serve on the committee. The committee members thanked him for his service and wished him well.

Page 5

Public Comment in General

There was no public present.

Adjournment

Motion by Hall, supported by Wright, to adjourn the meeting. Motion carried unanimously.

The meeting was adjourned at 8:00 p.m.

(The next meeting is scheduled for October 2, 2013.)

A handwritten signature in cursive script, reading "Rebecca L. Rynbrandt". The signature is written in black ink and is positioned above a horizontal line.

Rebecca L. Rynbrandt
Director of Community Services



U.S. Department of Housing and Urban Development

Detroit Field Office
Office of Community Planning and Development
Patrick V. McNamara Federal Building
477 Michigan Avenue, Room 1710
Detroit, MI 48226-2592
Tel. (313) 226-7900 FAX (313) 226-6689

September 23, 2013

Rebecca L. Rynbrandt
Director of Community Services
City of Wyoming
1155 28th St SW
Wyoming, MI 49509

Dear Ms. Rynbrandt:

SUBJECT: Monitoring Report – City of Wyoming
Community Development Block Grant (CDBG)

The Detroit Office of Community Planning and Development conducted a review of the captioned grant pursuant to the regulations for the Community Development Block Grant (CDBG). The purpose of this review was to determine compliance with the applicable laws and regulations and to measure the City of Wyoming’s continuing capacity to carry out the program in a timely manner. Ms. Cynthia Vails, Financial Analyst, conducted a monitoring review on August 19 - 22, 2013. Ms. Vails met with several staff members from the Community Services and Finance departments.

During the visit, Ms. Vails observed that the overall program is being handled by the staff in a professional, thorough, and organized fashion. Most notable, the City of Wyoming instituted an electronic employee time and activity tracking system in order to properly associate personnel costs to the appropriate grant activities including CDBG administration and CDBG code enforcement. In general, the files were in good order; support documents were readily accessible; and the staff members demonstrated high levels of experience and expertise.

Ms. Vails noted a few areas where internal controls to ensure compliance need to be strengthened. Concerns reflect issues that we believe affect the implementation of the program that could develop into a finding if not properly addressed in a timely manner. Findings represent non-compliance with statutory or regulatory requirements. There was two findings and one concern cited from the review. The concern is as follows:

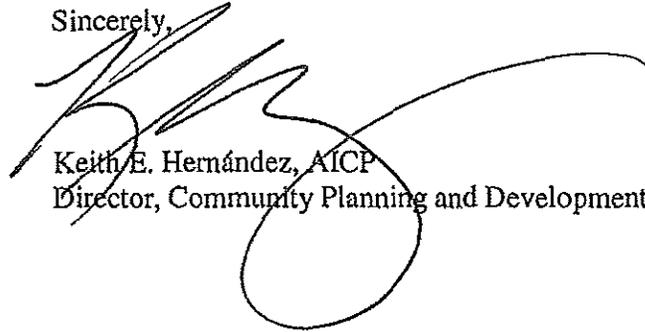
- 1. The CDBG housing rehabilitation program could improve in the areas of ensuring lead-safe work practices and occupancy protections are carried out by the contractors and that the proper permits are processed when required.

The findings are as follows:

- 1. There were insufficient controls in place to ensure compliance with CDBG code enforcement eligible activity regulations.
2. There were insufficient controls in place for managing procurement.

Full details on the concern and findings are provided in the enclosed report. Please review our conclusions and submit to our office the City of Wyoming's response to the finding and concern raised within 30 days of the date of this letter. If you need assistance you may contact your HUD representative, Cheryl Mathis at 313-234-7329 or Cynthia Vails at (313) 234-7335. The City of Wyoming has the right to question the validity of any finding based upon data available at the time of the monitoring review or based on a different interpretation of statutes and regulations. The cooperation and hospitality extended by your staff during our monitoring visit were greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read 'Keith E. Hernández', with a large, sweeping flourish extending to the right.

Keith E. Hernández, AICP
Director, Community Planning and Development

Enclosures

MONITORING REPORT
City of Wyoming, Michigan
Community Development Block Grant (CDBG)
August 19-22, 2013

Monitoring Overview

Ms. Cynthia Vails, Financial Analyst, was charged with monitoring the Community Development Block Grant (CDBG) Program for the City of Wyoming (the City) in accordance with 24 CFR Part 570. All responses are due to the Detroit Field Office within 30 days of the date of the monitoring letter unless a different deadline is provided for in this report. The CDBG activities monitored included:

1. IDIS ACT ID#341, Rehabilitation - Single Unit Residential
2. IDIS ACT ID#347, General Administration
3. IDIS ACT ID#345, Code Enforcement
4. IDIS ACT ID#335, Public Facility Improvements Senior Center

The areas of compliance that were reviewed included:

- Eligible Uses
- Procurement
- National Objectives
- Lead-Based Paint Compliance
- Housing Rehabilitation
- Financial Management

The areas of compliance that were not reviewed include but are not limited to:

- Low-to-Moderate Income Area-Wide Benefit National Objective
- Environmental Review
- Labor and Section 3 Compliance

Ms. Vails met with Rebecca Rynbrandt (Director of Community Services), Kim Lucar (Community Development), Ken Dalga (Rehabilitation Specialist), James DeLange (Chief Building Official), Tim Smith (Finance Director), Rosa Houtsma (Accountant), and Patty Goddard (Account Clerk III).

I. Program Progress

Ms. Vails assessed the City's oversight of the overall CDBG program as well as the individual activities. The City has good written procedures and outstanding personnel time and activity tracking systems. During the review there was one finding related to the City's CDBG procurement, one finding related to CDBG-funded code enforcement, and one concern for housing rehabilitation.

II. Eligible Uses

This review determined if the City met the CDBG eligible use requirements. After reviewing a sample of CDBG activities, one finding was cited for code enforcement activities.

Finding #1 - There were insufficient controls in place to ensure compliance with CDBG code enforcement eligible activity regulations.

Condition

In addition to salaries and expenses related to inspections for code violations, the City's code enforcement program uses CDBG funds to support costs related to correcting violations including waste and rubbish removal and cutting weeds, grass, and growth considered noxious.

Criteria

Per §570.202(c), CDBG-eligible code enforcement covers, "Costs incurred for inspection for code violations and enforcement of codes (e.g., salaries and related expenses of code enforcement inspectors and legal proceedings, but not including the cost of correcting the violations) in deteriorating or deteriorated areas when such enforcement together with public or private improvements, rehabilitation, or services to be provided may be expected to arrest the decline of the area."

Cause

The City improperly classified costs related to correcting code violations as code enforcement activities.

Effect

The City is operating the CDBG portion of its code enforcement program to correct code violations in a manner that is more appropriately classified as general government costs.

Corrective Action

The City can no longer classify the CDBG portion of its code enforcement program to correct code violations as a CDBG code enforcement activity. The City must submit a policy and procedures for how costs related to correcting code violations will be classified and funded.

In terms of revising CDBG code enforcement policies and procedures, please note that there is also a possibility that the City was unaware that in addition to meeting a national objective by operating in low-to-moderate income areas, CDBG-eligible code enforcement activities must also take place in designated deteriorating or deteriorated areas when such enforcement together with public or private improvements, rehabilitation, or services may be expected to arrest the decline of the area. Therefore, we are also requiring the City verify that its CDBG code enforcement policies and procedures address this requirement. In order to do so, the City must document the following:

- The City's definition of deterioration;
- The specific boundaries of the areas designated for CDBG code enforcement;
- A description of the conditions in each area to support a determination that the area qualifies as deteriorating or deteriorated under the City's definition;
- A description of the City's strategy to use code enforcement together with other

activities and programs to arrest the decline and deterioration in each specific service area; and

- The methodology and data used to assess whether code enforcement and other activities are actually arresting the decline within each service area during the period that CDBG funds are being used to carry out code enforcement.

III. National Objectives

This review determined if the program participant met the requirements for CDBG national objectives for the housing rehabilitation program. The CDBG national objective for housing rehabilitation requires that funds must be used for households whose incomes do not exceed 80% of area median income (AMI). The review resulted in no concerns or findings.

Please note that the review did not cover national objective compliance of other CDBG activities including public services, code enforcement, and senior center improvements. It is worth noting that in order for activities to meet the CDBG national objective for a low-to-moderate income elderly limited clientele per §570.208(2)(i)(A), the minimum age for the beneficiaries must be 62 years. In the case of the senior center CDBG improvements, to sufficiently support compliance, documenting that the activity is used by a population with an average age of 62 years is insufficient. To demonstrate compliance with the national objective for a low-to-moderate income elderly limited clientele, the City must maintain records showing that the activity is designed for and used by a segment of the population with a minimum age (not average age) of 62 years.

IV. Procurement

This review determined if the program participant met the procurement regulations. The basic requirements are covered by §570.502(a)(11) and (12) which refer to §85.35, and §85.36. The grantee must follow a free and open competitive process, properly document purchasing activities, observe the rules for the different types of purchases (small purchase, competitive sealed bids, competitive proposals, and sole source procurement), properly bond and insure work for construction contracts, and solicit bids or proposals from small minority or women-owned businesses to the maximum extent feasible. Due to insufficient time during the visit, the bond requirements were not monitored. The review resulted in no concerns and one finding.

Finding #2 – There were inadequate controls for managing procurement.

Condition

There are two parts to this finding. Part one, the City does not clear all subcontractors through the HUD listing for debarred and suspended participants. Part two, the City does not have procedures for reaching out to minority firms, women's business enterprises, and labor surplus area firms (W/MBE's) to participate in its CDBG-funded procurements.

Criteria

For part one of the finding, when dealing with procured transaction, according to §85.35, "Grantees and subgrantees must not make any award or permit any award (subgrant or contract)

at any tier to any party that is debarred or suspended or is otherwise excluded from or ineligible for participation in federal assistance programs subject to 2 CFR part 2424." For part two of the finding, §85.36(e)(1) requires that "The grantee and subgrantee will take all necessary affirmative steps to assure that minority firms, women's business enterprises, and labor surplus area firms are used when possible."

Cause

The grantee had the proper procedures in place for checking the debarred list for tier one contractors but did not have them in place for subcontractors. In addition, the City did not have procedures for documenting procurement outreach to W/MBE's.

Effect

Without clearing the subcontractors through the HUD listing for debarred and suspended participants, the grantee cannot be certain of whether or not federal funds are being awarded to disqualified entities. By not taking steps to document outreach to W/MBE's, the regulations are not satisfied and there might be potentially competitive sectors of the marketplace that are being overlooked.

Corrective Action

Within 30 days of the date of the HUD monitoring letter, the City must submit its procedures to verify and record that subcontractors are not debarred or suspended or otherwise excluded from or ineligible for participation in federal assistance programs. For procurement outreach to W/MBE's, the City must submit its policies and procedures for recording affirmative steps listed in §85.36(e)(2).

V. Rehabilitation Standards and Lead-Based Paint Compliance

This review determined if the program participants met the rehabilitation standards (§570.202) and lead-based paint regulations (§570.608) for CDBG. Lead-based paint regulations cited at §570.608 reference part 35, subparts A, B, J, K, and R for compliance. Homes visited during the monitoring review included 4902 Urban Ave, SW, 1060 DenHertog St, SW, and 3143 Jefferson Ave, SE. The review resulted in one concern and no findings.

Concern #1 - The CDBG housing rehabilitation program could improve in the areas of ensuring lead-safe work practices and occupancy protections are carried out by the contractors and that the proper permits are processed when required.

Condition

The City does not have procedures for performing routine site visits to ensure that lead-safe work practices (§35.1350) and occupancy protections (§35.1345) are carried out by contractors. Also, there is inconsistent compliance with local ordinances that require permits be issued before work is started. For example, at 3143 Jefferson Ave, SE, there wasn't a permit issued for the siding work. During the monitoring visit, the City made the correction by contacting the contractor and issuing the permit.

Cause

The City's *Rehabilitation Manual* doesn't include procedures to address compliance with 24 CFR Part 35; *Lead-Based Paint Poisoning Prevention in Certain Residential Structures*. In practice, the City performs lead risk assessments and clearances but it does not regularly test to be sure contractors use lead-safe work practices and that the occupancy protections (§35.1345) are properly carried out. In terms of local code compliance, the City has procedures to require permits and final permit inspections but there isn't a check at the beginning of the project to confirm that the contractors obtained all the required permits.

Effect

The lead safe work practices and occupancy protections are safeguards designed to reduce the risk of lead-based paint poisoning. Without routine compliance testing, complacency could turn to lax implementation which could diminish the effectiveness of the safeguards. In terms of local permit requirements, inconsistent compliance diminishes the integrity of the City's ordinances and increases the risks that construction, alterations and equipment installations are unsafe or not properly completed.

Recommendation

The City should amend its *Rehabilitation Manual* to address compliance with 24 CFR Part 35: *Lead-Based Paint Poisoning Prevention in Certain Residential Structures* and improve its procedures for carrying out oversight of lead-safe work practices (§35.1350) and occupancy protections (§35.1345) and compliance with local building permit ordinances.

VI. Financial Management

This review determined compliance with applicable financial management requirements. After reviewing a sample of CDBG activities, no concerns or findings were noted. On a related matter, the City is congratulated for proactively increasing its resources and capacity to manage CDBG by engaging in partnerships such as the one with Kent County to conduct the City's CDBG subrecipient monitoring. The review did not include monitoring Kent County's use of the City's CDBG funds. Just the same, please note that grantees and subrecipients are held to the same regulations to document and support the use of CDBG funds. While the City entered into an agreement to pay a flat fee for monitoring services, the City is responsible for its subrecipient, Kent County, to maintain records to properly support the use of the City's CDBG dollars for eligible costs in accordance with §570.502.

Letter of Intent COVER PAGE

AGENCY NAME: _____

2014 Letter of Intent

To Provide Services Under The
Community Development Block Grant Program

administered by

The City of Wyoming

DEADLINE FOR SUBMISSION

5:00 p.m. Thursday, October 24, 2013

Deliver one (1) signed original and ten (10) three hole punched copies for a total of eleven (11) ***and*** submit an electronic copy to Plan_info@wyomingmi.gov by the deadline to the City of Wyoming, Community Development Office, 1155 – 28th St SW, Wyoming, MI 49509

Hard Copies of Letters of Intent will **not** be accepted after the deadline.

AUTHORIZED SIGNATURE PAGE

I certify that all information contained in this Proposal is accurate and complete to the best of my knowledge.

Signature

Date

Printed Name

Title

Must be signature of person authorized to sign contracts*

The City reserves the right to accept or reject any/all funding requests. The City also reserves the right to request additional information, as determined necessary to review any application. All information submitted through this solicitation becomes the property of the City.

**Community Development Block Grant
2014 Letter of Intent
City of Wyoming**

A. General Information

Agency Name:		Phone:
Website (if applicable):		Fax:
		E-mail:
Address:		
Executive Director Name:	Phone:	E-mail:
Letter of Intent Contact Name:	Phone:	E-mail:
Fiscal (Accounting) Contact Name:	Phone:	E-mail:
Proposing Agency Board Chair Name: ¹		Board Chair Mailing Address:
Phone:		City, State, Zip:
Email:		
Board Chair's term expires:		
Tax ID #:	Year Incorporated:	Is proposing agency a minority agency? ² Yes: <input type="checkbox"/> No: <input type="checkbox"/>
Legal Status of proposing agency:		
<input type="checkbox"/> Public Agency <input type="checkbox"/> Private Non-Profit Agency <input type="checkbox"/> For-Profit Agency <input type="checkbox"/> Other (Describe):		

¹ A for-profit agency should list Company President contact information.

² **Minority Agency** is a nonprofit minority organization having a board comprised of at least 51% minority individuals or a business concern that is at least 51% owned by one or more individuals who are either African American, of Hispanic origin, American Indian/Native Alaskan/Native Hawaiian, Asian American/Pacific Islander minority. A minority agency is also a publicly owned business having at least 51 percent of its stock owned by one or more minority individuals and having its management and daily business controlled by one or more minority individuals.

List Each Proposed Service, Activity, or Program you wish to fund with CDBG dollars	CDBG Funding request in Whole Dollars	Is This a New Service, Activity, or Program for the Agency? (Yes or No)	If not new, list number of years provided.

B. Service Questions **Service:** _____

Complete a copy of this page for every item listed in Section A.

The primary purpose of CDBG funding is to benefit low- and moderate-income persons and to revitalize low- and moderate-income neighborhoods. Types of eligible activities include but are not limited to, housing rehabilitation, public infrastructure and facility improvements, code enforcement, programs that reduce crime and improve neighborhoods, and fair housing.

Please make answers brief and concise with no more than one (1) page total per question.

1. Describe the project, program or service you wish to seek funding for:

2. How do you know there is a need for this activity in the City of Wyoming? (E.g. census data, your own agency data, etc.)

3. Where do you propose to provide this activity? Area wide or CDBG eligible targeted area?

4. What impact will this service have on its recipients? Include specific, quantifiable outcomes.

5. Briefly describe your agency, including any major changes (negative or positive) over the past year.

6. What are the advantages to the community for your organization to provide this service?

7. Do you currently receive CDBG funding from another source? If so, whom and how many years have you been funded?

D. Service Budget **Service/Activity/Program:** _____

Complete a copy of this page for every item listed in Section A. The item budget should include all sources of funding for the activity, program, or service. This helps show the scope of the whole activity, program, or service, not just the portion that may be funded from CDBG.

Budget Period (July 1, 2014 – June 30, 2015)

1. Total CDBG Funds Requested:	\$
2. Number of outputs/units to be funded:	
3. Output/unit cost:	\$

A unit is of the total value of an individual output. E.g. Cost per individual housing complaint case from referral, investigation, to closure; cost per attendee of educational seminar; cost per code enforcement action.

Define unit: _____

Is the funding request for this service (check one)

_____ One-time? _____ Short-term? (Time frame: _____) _____ Ongoing?

Current or Projected Service Revenue (Include all funding sources)

Grants & Other Revenue	Total Budget	Funding Period Timeframe *
CDBG – City of Wyoming	\$	
CDBG – City of Grand Rapids	\$	
CDBG – Kent County	\$	
Older Americans Act	\$	
United Way	\$	
Community Foundations	\$	
Agency Fundraisers	\$	
Other Government Sources (List):	\$	
	\$	
	\$	
Program Income(Client Contributions)	\$	
Cost Sharing	\$	
Private Pay	\$	
Other: (List)	\$	
	\$	
Total	\$	

* List the timeframe of each particular grant, for example CDBG – City of Wyoming would be July 1, 2014 to 6/30/15.