

# **CITY OF FLAGSTAFF**

## **Community Development Block Grant Proposals and Ranking Forms 2015/2016**



**March/April 2015**  
**City of Flagstaff, Housing Section**  
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# City of Flagstaff

## Community Development Block Grant Entitlement Funds

### Allocation Proposal Booklet with Ranking Forms

<u>Housing Activities</u>	<u>Proposal/Project</u>	<u>Request</u>	<u>Ranking</u>
Housing Solutions of Northern Arizona	Development of 3 Permanent Affordable Rentals	\$205,000.00	103
Northland Family Help Center	Shelter Renovations	\$25,408.70	88
The Guidance Center	ADA Improvement Project	\$69,051.29	82
Catholic Charities	Bridge House Rehabilitation	\$113,000.00	75
City of Flagstaff	Owner Occupied Housing Rehab	\$150,000.00	NR

<u>Public Service Activities</u>	<u>Proposal/Project</u>	<u>Request</u>	<u>Ranking</u>
DNA People's Legal Services	Legal Services for Unlawful Eviction Prevention	\$11,400.00	108
Catholic Charities	Homeless Outreach Operations	\$45,000.00	102
Flagstaff Shelter Services	Operational Assistance for Housing Services	\$50,000.00	94
Coconino County Community Services	Housing Stabilization	\$100,000.00	90
Northland Hospice Palliative Care	Medication Coverage for LMI Olivia White Patients	\$20,000.00	77

*The Housing Section is always interested in public input concerning the use of CDBG funds.  
Please feel free to contact us at any time with questions, concerns, or comments.*

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# CDBG Entitlement Funds Allocation 2015/2016 Budget Year

## Overview

Through a clearly defined public participation process outlined in the Citizen Participation Plan of the 2011-2015 Consolidated Plan (pg. 80), the City of Flagstaff seeks public input each year for the use of its CDBG Entitlement Grant funds.

The attached document is provided to City Council as supplemental information for the May 5, 2015 Council Meeting for consideration of the 2015/2016 grant allocations and Annual Action Plan. To gain public input on the use of funds, the City conducted a formal proposal submission process, a written comment process and public comment sessions during public meetings (see Public Process below). Input received during this process will be incorporated in the writing of the 2015/2016 Annual Action Plan.

The proposals included in this booklet are the eligible proposals received through the formal proposal process, and one internal request. The Owner Occupied Housing Rehabilitation internal request fills gaps that were not addressed by any of the external proposals in order to meet City Council CDBG Priorities and the community needs outlined in the Consolidated Plan. Proposal eligibility was determined by City staff according to the Federal Register requirements of 24 C.F.R. Part 570 and OMB Circular A-110.

The City uses subrecipients to carry out most of the activities undertaken with CDBG funds. Subrecipients can be private, non-profit agencies as well as other public agencies.

Activities undertaken with CDBG funds must meet the following objectives:

- 1) **Primary Objective** - Development of viable urban communities by providing decent housing, a suitable living environment, and expanding economic opportunities principally for persons of low- and moderate-income; and
- 2) **National Objective** - Benefit low- and moderate-income persons, aid in the elimination of slum and blight, and address urgent need; and
- 3) **Flagstaff City Council Priorities** – Neighborhood Revitalization, Housing, Homelessness, Mentally Ill and/or Serial Inebriate Populations

## Public Process

Public process requirements, as outlined in the FY 2011-2015 Consolidated Plan, were met in the following ways:

### First Public Meeting – February 3, 2015

- Display advertisement (January 18, 2015 and January 28, 2015 AZ Daily Sun)
- Meeting discussed the CDBG proposal process and the Annual Action Plan

### Second Public Meeting – March 19, 2015

- Display advertisement (February 27, 2015 and March 8, 2015 AZ Daily Sun)
- Meeting reviewed the submitted proposals and allowed public comment in preparation for making funding recommendations to City Council

Additionally, providers who had previously requested information and/or had been involved in the CDBG proposal process in prior years were sent personal invitations. With efforts to attract new interest and a diverse group of social service agencies, an invitation was sent to all members of Coconino County's Continuum of Care. The proposal format was provided at the first meeting and placed on the City website with a deadline of March 3, 2015. Ten external agency proposals were received along with one City of Flagstaff request.

The proposal ranking committee was held on March 23, 2015 at City Hall met to review the external proposals. The committee was comprised of three community representatives and three City staff members.

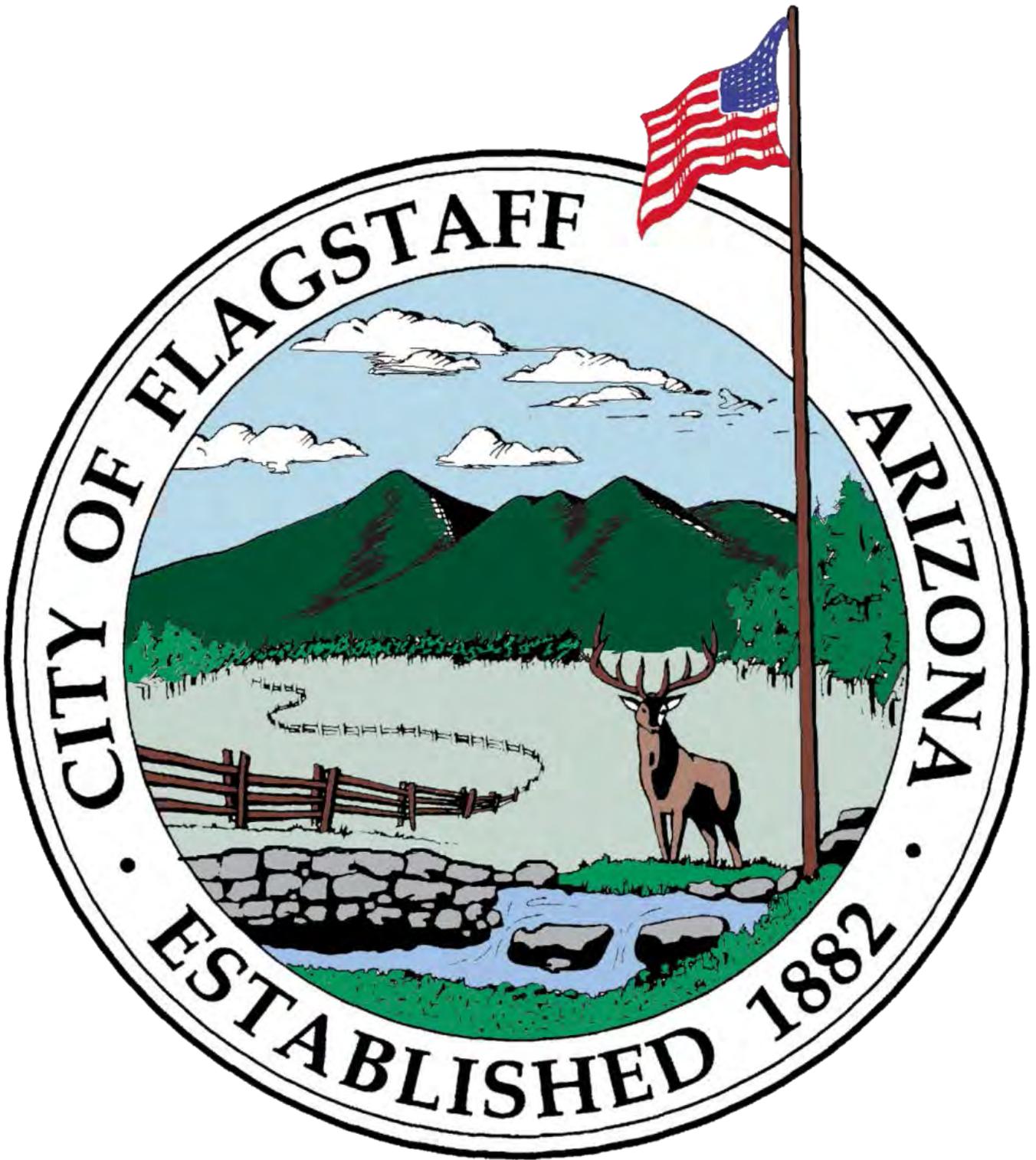
This committee is an example of public participation at the **collaboration** level, meeting Council's goal of public involvement. Rankings are created to primarily serve as a risk and benefit assessment and are a crucial part of the staff recommendations forwarded to City Council. Based on HUD criteria, public service proposals are only ranked against other public service proposals and housing proposals against housing proposals. CDBG guidelines allow a maximum of 15% of annual funding to be allocated for Public Services and a maximum of 20% for administration. Administration funding is critical this year, as the Five Year Consolidated Plan is due in May of 2016.

The 2015/2016 CDBG allocation is \$579,591, a minor increase from \$570,941 from last year. In addition there is \$215,484 in reallocated funds and program income, a \$171,000 increase from last year. Funding options will be presented to City Council at the April 14, 2015 Work Session.

Included in this packet for each external proposal are:

- executive summary
- narrative questions
- schedule and budget
- ranking form and comments.

For additional information or questions please contact Leah Bloom, Housing and Grants Administrator at (928) 213-2752 or [lbloom@flagstaffaz.gov](mailto:lbloom@flagstaffaz.gov).





# Housing Solutions of Northern Arizona, Inc.

City of Flagstaff  
CDBG Application  
Development of Permanent Affordable Rental  
Housing  
2015-2016  
March 3, 2015

## Executive Summary

**Agency requesting funding:** Housing Solutions of Northern Arizona, Inc.

**Amount of funds requested:** \$205,000.00

**Project name:** Financial Assistance and Housing Counseling for First-time Low-Income Homebuyers

**Please indicate the following for the agency representative that will be the primary contact person for this project:**

- Name Devonna McLaughlin
- Title Executive Director
- Mailing address PO Box 30134, Flag, 86003
- Fax number (928) 774-6937
- E-mail [devonnam@housingnaz.org](mailto:devonnam@housingnaz.org)
- Phone number (928) 214-7456

**Brief project description (2-3 sentences):**

Housing Solutions of Northern Arizona (HSNAZ) will provide low-income households with safe, decent and affordable permanent rental housing. Specifically, CDBG funding will be used to construct three affordable rental units in Sunnyside – a target neighborhood. We propose to construct two 2-bedroom units and one 3-bedroom unit. The units will be affordable to households earning no more than 80% of the area median income, based on household size, for a minimum of 30 years (as is required to utilize the Affordable Housing Incentive Policy).

**Total estimated number of persons to be assisted:** Initially: 3 households (7.83 people w/ estimated household size of 2.61). Over the 30-yr. life of the project, we will serve est. 60 households (est. length of client occupancy: 18 mos; 156.6 people served total).

**Council priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

**Will the activity take place in a target neighborhood:**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

**Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Homeless Persons
- Illiterate Adults

**Name of authorized representative:** Devonna McLaughlin

**Signature:** \_\_\_\_\_ **Date:** 3/3/2015

**Title:** Executive Director

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**Answer questions 1 - 3 for Public Service submissions only!**

**1. Mark the public service activity that best fits your proposed service.**

- Employment services (e.g., job training);
- Crime prevention and public safety;
- Child care;
- Health services;
- Substance abuse services (e.g., counseling and treatment);
- Fair housing counseling;
- Education programs;
- Energy conservation;
- Services for senior citizens;
- Services for homeless persons;
- Welfare services (excluding income payments);
- Recreational services.
- Other

Not Applicable as our project is not a public service activity.

**2. Clearly define how the proposed service is one of the following:**

1. A new service;
2. A quantifiable increase in the level of an existing service.

Not Applicable as our project is not a public service activity.

**3. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service be filling?)**

Not Applicable as our project is not a public service activity.

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**Answer question 4 for Economic Development submission only!**

**4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category.**

- Special economic development;

- Economic development undertaken by a community based development organization (CBDO);
- Technical assistance to businesses;
- Microenterprise development;
- Commercial rehabilitation;
- Public facilities and improvements;
- Job Training

Not Applicable as our project is not an economic development activity.

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**Answer the following questions for ALL submissions:**

**Proposed Activity:**

**5. Describe the proposed scope of the project, including:**

- An estimated number of persons who will receive assistance from the proposed activity. (There are an average of 2.61 people in a household).
- The current status of this project: (i.e. planning stage, resubmission from last year, feasibility study complete etc.)  
Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding.
- Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).

Community Development Block Grant Funding from the City of Flagstaff would enable Housing Solutions of Northern Arizona (HSNAZ), a Community Development Housing Organization (CHDO), to develop three permanent affordable housing rental units, which will be rented to low-income households, earning no more than 80% of the area median income, based on household size. CDBG funds will be used for construction costs and direct project costs, helping to lower the long-term carrying costs of the project and enabling HSNAZ to serve low-income households.

Initially, the project will serve three low-income households, resulting in 7.83 persons assisted (with the assumption that the average household size is 2.61 people). However, HSNAZ is committed to serving low-income households with the development project for a minimum of thirty (30) years. Over the 30-year life of the project we will assist an estimated 60 households (3 units x 30 years / 1.5 yrs occupancy per household), providing safe, decent and affordable housing to help families today and tomorrow.

New CDBG Submission

This is a new submission by Housing Solutions of N. Arizona, Inc. for CDBG funding. The project is in the planning/development stage. To date, we have accomplished the following to move the project forward for completion:

- Evaluated the parcel/property for development potential, determining that utilities were available to site and that the property is not in a flood plain.
- Consulted with an architect who created a proposed site plan for the project to determine the site's development potential given the size of the lot, city requirements, zoning, etc.
- Completed a Pre-Application Meeting with the City of Flagstaff Development Services Dept., who reviewed our proposed site plan and determined that the project was feasible. In addition, City Development staff informed us that we could do residential development in the

current commercial zoning without a Conditional Use Permit, if we were developing affordable housing, as was our intent.

- Worked with our architect on a re-design of the plans to create one unit with a ground floor bedroom to accommodate individuals with mobility challenges.
- Worked to secure funding for site acquisition. We are still finalizing grant requests with the Forest Highlands Foundation and working to fill funding gaps for construction through private grant sources.
- Determined a rough construction budget based on past development/construction experience.
- Completed a pro-forma for the property to determine estimated rents and to ensure the property would have positive cash flow in the future.
- Entered into a purchase contract with the seller of the property owners to establish site control.

Rough site plans are attached to this application. We are working with our architect (who has donated his services), to complete final construction drawings for the project by the summer. This will provide us with sufficient time to complete procurement processes to identify subcontractors, finalize our construction budget, and be ready to begin construction (if awarded funds) when we receive our Notice to Proceed in the fall of 2015.

Housing Solutions of N. Arizona, Inc. is self-performing general construction work for the project through our general construction company, AHC Construction, LLC. AHC Construction is a licensed general construction company, licensed to complete residential and small commercial construction projects.

We have attached a construction cost estimate for the project, which has been completed by Greg Pishkur, general contractor and licensed party for AHC Construction, LLC. The cost estimate is based on real costs incurred on our last rental development project, located at 2606 N. East St. That project was completed in May 2014.

HSNAZ has experience utilizing CDBG funding and other federal and private sources of funding to develop affordable rental and homeownership units for low-income households. Most recently, we leveraged CDBG funds with HOME funds to rehab one unit and construct a triplex (for a total of 4 units) on a property we own on East St. That project is now successfully serving four low-income households, providing decent, affordable housing opportunities to local households. As required by HOME funding, that project is serving low-income households earning no more than 60% of the area median income, by household size.

#### Rental/Financial Literacy Counseling

After successful construction, HSNAZ will be responsible for leasing the units developed to eligible low-income households earning no more than 80% of the area median income, based on household size (as determined annually by HUD). Our Housing Counseling staff is trained and has experience in working with low-income households to determine eligibility to rent our affordable rental homes. Specifically, counselors determine (1) household size; (2) household income; (3) if all members of the household are legal permanent residents of the United States or citizens of the United States; (4) housing and debt-to-income ratios; and (5) criminal backgrounds. Counselors also work with clients to develop a household budget, helping to ensure clients have the funds on a monthly basis to pay rent AND other household expenses such as child care, transportation, food, etc. We work with clients to ensure that they are not housing cost burdened and that they can be financially self-sufficient. The budget counseling clients receive is an important resource for clients as they work to ensure the housing we provide is sustainable for them. In addition, once clients secure stable, affordable rental housing, they are often able to begin to work on personal financial goals such as

paying off debt and increasing household savings. These strategies for financial stability are discussed with clients as part of the budget process. We offer support and resources to our housing clients, if they are interested in pursuing additional financial goals.

Housing Counseling services, including rental counseling, are made possible through ongoing grant funding through partners such as RCAC, Wells Fargo Housing Foundation, National Bank of Arizona and others.

Determining Affordable Rents

We are proposing to charge \$800/mo. in rent for the two 2-bedroom units and \$1,000/mo. for the one 3-bedroom unit. These monthly rental amounts are well below Fair Market Rents for Flagstaff and would be affordable to households earning less than 80% of the area median income. The income from rents would offset ongoing carrying costs for the project, as outlined below. Cost estimates are on a monthly basis and are based on our experience with costs on similar rental properties.

PI (principal & Interest) 6% for 25 yrs	\$1,772.00
Water/Sewer	\$ 175.00
Insurance	\$ 170.00
Repairs & Maintenance	\$ 75.00
Replacement Reserves	\$ 75.00
Property Management	\$ 150.00
Total Monthly Costs	\$2,417.00

Proposed rents = \$800 (2 bed) + \$800 (2bed) + \$975 = \$2,575.00  
\$2,575 x .95 (vacancy rate of 5%) = \$2,446.00

6. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:
- Providing decent housing
  - Providing a suitable living environment
  - Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

**Decent Housing**

This project achieves the CDBG Primary and National Objectives because it directly benefits low-income households earning no more than 80% of the area median income, helping them to secure affordable, decent housing. 100% of households assisted through this project will be low income, as defined by HUD. Through this project, initially 3 low-income households will access safe, decent and affordable housing; over the 30-year life of the project, we anticipate serving an estimated 60 households. HSNMZ staff will consistently utilize one of the HUD recognized methods provided in the "Technical Guide for Determining Income and Allowances for the HOME Program: Third Edition – January 2005" or its successor, to determine and verify household income, ensuring that all CDBG loan funds go to benefit households earning no more than 80% of the area median income.

Through this project, HSNMZ will be able to increase the supply of safe, decent and affordable rental opportunities for low-income households. Not only will the initial three households who rent one of the units built with CDBG funding benefit from the project, but the development of affordable rental units on this site will help revitalize the neighborhood – a target low-income neighborhood, as designated by the City of Flagstaff. Currently, the property is under-utilized and poses a safety issue for neighbors. The dilapidated house on the site is unsafe. We are proposing to purchase the property,

demolish the existing structure, and then utilize CDBG funding and private loans to build new, safe, decent affordable housing units. The revitalization of the property is a true neighborhood benefit.

The project would provide decent housing and a suitable living environment, as well as neighborhood revitalization of a target neighborhood.

7. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside, Sunnyside, Plaza Vieja, Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally ill and/or serial inebriate populations

This project will take place at 2113 N. Second St., Flagstaff, AZ 86004. The site is located in the Sunnyside Neighborhood of Flagstaff – a target neighborhood identified by the City.

This project meets the Council's identified priority to provide affordable Housing opportunities for low-income households in the Flagstaff community. The project would also provide neighborhood revitalization as it would result in the re-development of an under-utilized, unsafe property into an attractive property that meets community needs. We would be improving the neighborhood through the removal of the existing dilapidated structure.

8. Identify how the proposed project is consistent with the needs, priorities, goals and objectives identified in the City of Flagstaff FY 2011/2015 Consolidated Plan. **(Include Page # Citations)**.

This project is in line with the City's Consolidated Plan Goals and Activities to **INCREASE THE AVAILABILITY AND AFFORDABILITY OF QUALITY RENTAL HOUSING FOR LOW AND MODERATE INCOME RENTER HOUSEHOLD (pg. 70)**.

Specifically, this project will work to "through acquisition and rehabilitation or development, add permanently affordable rental housing to the stock." This project also utilizes two strategies under Goal 2, Objective B, Number 4: "Development of additional units, either directly or in partnership with the nonprofit and private sectors" and "infill development." (pg. 70)

9. Provide recent statistics or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.

There is a significant and ongoing need for affordable housing opportunities for low-income households in the greater Flagstaff area. According to HUD CHAS data, in 2008 there were an estimated 10,908 renter households in Flagstaff. The Consolidated plan states: "According to HUD CHAS data, 2,560 (82%) of extremely low income households rent and 1,848 (72%) are cost burdened ... 1,457 or 62% of low and moderate income renters experience cost burden as do 49% (2,025) middle and higher income renters." (City of Flagstaff Consolidated Plan, pg. 31).

Housing costs continue to challenge local families, especially those who are low-income. Housing costs in Flagstaff are 52% higher than the national average, according to the Chamber of Commerce Researchers' Association (Fourth Quarter of 2014).

Fair Market Rents, as determined annually by HUD, are \$1,021/mo. for a 2-bedroom unit in Coconino County and \$1,296/mo. for a 3-bedroom unit in Coconino County. Those rent numbers are for 2014 and should be updated soon for 2015. In addition, it is widely believed that those rent amounts are

under-reported and should be higher as the rural parts of Coconino County (with typically lower rents) are impacting the HUD Fair Market Rent numbers for Flagstaff.

Although there are affordable rental units in the Flagstaff area, their availability is very low. According to the City of Flagstaff Housing Authority, “ we currently have over 800 families on our public housing waiting list. We have less than 70 apartment vacancies a year; it would take us over 10 years to house everyone currently on our list. Clearly there is a very serious shortage of affordable housing in Flagstaff.” The waiting list for Section 8 Housing Choice Vouchers has been closed for the past 3 years and will open for the first time later this month. However, once households are able to apply to be on the waiting list, we know (based on past experience) that they are likely to wait 2+ years to secure a rental voucher.

On March 3, 2015, we contacted the following Low Income Housing Tax Credit properties in Flagstaff to determine availability of affordable units. Not one of the properties we were able to speak with had available rental units; all had waiting lists. For the list of properties contacted and details, please see below:

- Village @ Lake Mary 2-bedroom unit 2-3 mo. waiting list
- Village @ Lake Mary 3-bedroom unit 2-3 mo. waiting list
- Pinehurst 2-4 bedroom units Min. 5 families on each waiting list
- Timber Trails 2-bedroom unit 6 month waiting list
- Timber Trails 3-bedroom unit 4 month waiting list
- Flagstaff Senior Meadows Waiting list – not sure how long
- Mountainside Village 2-bedroom unit 3 families on waiting list
- Mountainside Village 3-bedroom unit 3 families on waiting list
- Sandstone Village 2-bedroom unit 6mo- 1yr waiting list
- High Country Estates 1-3 bedrooms 25 families on waiting list
- Oakwood Village 2-bedroom unit 6 families on waiting list
- Oakwood Village 3-bedroom unit 6 families on waiting list
- High Country Estates 1-3 bedroom 25 families on waiting list

At Housing Solutions of N. Arizona, we have been working to increase the supply of affordable rental units. We have six rental units available to low-income households. All six are rented and we currently have 32 households on our waiting list. Sharon Manor provides transitional housing to low-income families who have experienced domestic violence. We are at capacity at Sharon Manor with all 24 units rented or in the process of being rented to eligible households. We have more than 40 households on our waiting list for Sharon Manor.

In addition to the high housing costs we face as a community, our lower wages add another challenge to families who struggle to find decent, affordable housing. Incomes in our community are simply not sufficient for families to pay high housing costs. Because the need for safe, decent and affordable homeownership opportunities continues in our community, this project will help to address a growing need.

- 10.** Briefly describe the scope of the community collaboration surrounding the proposed project.
- a) Be specific, citing additional leverage<sup>1</sup> funding sources, agreements, staffing partnerships, etc.
  - b) If formal partnerships exist, please include documentation of all leveraged resources and identify leverage in budget.

c) Attach letters of community collaboration/support for the specific project.

In order to ensure the ongoing success of our programs, HSNAZ staff has worked to build strong partnerships in the community with local partner organizations to help meet the housing needs of low-income households. We have successfully worked with the following organizations to help house individuals/households in Flagstaff:

- Veterans Resource Center – provided permanent housing to VRC referred clients at our East St. Rental Development.
- Catholic Charities – worked with Catholic Charities to access rental assistance to Veteran rental clients living at our East St. Rental Development.
- Coconino Community Services – this agency has a strong history of working with our Sharon Manor clients to provide move-in and utility assistance. If appropriate, we would work to refer potential renters to Community Services for assistance in securing one of our affordable rental units.

#### Leverage:

The proposed project is the result of a collaboration of partners, who have come together to help us leverage resources to make the project financial feasible. Specifically, we have worked with the following organizations:

Forest Highlands Foundation – we are seeking acquisition funding from the Forest Highlands Foundation to purchase the property located at 2113 N. Second St. and to pay for demolition of the existing structure. Although a formal agreement is still pending, the Grants Committee is recommending to the Board of Directors that they provide us with \$30,000 in grant funding, which can be used toward the purchase of the property. The Board of Directors will officially meet March 17, 2015 to formalize their decision on the grant. HSNAZ has a long-standing and positive working relationship with the Forest Highlands Foundation. FHF has provided operational support for Sharon Manor Transitional Housing Program for the past 10+ years and is a key partner to our organization.

Arizona Community Foundation of Flagstaff – We have worked with ACF Flagstaff to secure the additional funding we need for acquisition and demolition. To date, we have commitment of \$10,000.00 in additional funding from ACF Flagstaff partners. Please see the attached email that documents this gift. We continue to work to identify the remaining \$10,000.00 needed for acquisition/demo.

Bike and Build – Bike & Build is a nonprofit organization that provides funding to nonprofit housing organizations. We received a \$3,300 grant from Bike & Build in the fall of 2014 to be used for the development and/or rehab of affordable housing. We have \$2,000.00 in Bike and Build funding available for use with this project. The \$2,000.00 will be used for demolition of the existing structure. Please see the attached documentation of our Bike & Build grant.

Maury Herman – Maury Herman, with Coast and Mountain Properties and a donor has generously offered HSNAZ a 0% interest loan for up to 2 years to help with property acquisition. The loan amount cannot exceed \$20,000.00. This loan would enable HSNAZ to purchase the property in question and give us the time necessary to identify grant funds to pay off the loan. Please see the attached documentation of this loan offer.

Rural Community Assistance Corporation – We receive HUD Housing Counseling funds through the Rural Community Assistance Corporation (RCAC). These Housing Counseling funds can be used for rental counseling. Funds are awarded on an annual basis. We have submitted our renewal application to RCAC for funding next year and have attached documentation for our current grant contract.

Sunwest Bank – We have successfully worked with Sunwest Bank in the past to finance construction costs as well as providing long-term mortgage financing for our rental projects. We have worked to secure a preliminary commitment of loan funding from Sunwest Bank for this project. Specifically, they are interested in working with us to provide \$275,000.00 in construction financing. That \$275,000.00 would convert to a long-term mortgage against the property once the project is completed and reaches full occupancy. Essentially, Sunwest Bank would be providing two loans – one for \$275,000 for construction financing and one for \$275,000 for long-term mortgage financing. Please see the attached documentation of loan funding from Sunwest Bank.

Community Support:

We also have received community support letters from the following organizations. These letters can be found in tab F:

- Catholic Charities
- City of Flagstaff Housing Authority
- Sylvie Stuart – Keller Williams Realty
- Continuum of Care
- Coconino County Community Services

**Agency Capacity:**

11. Briefly describe:

- a) The organization's history administering this or similar projects.
- b) The organization's realistic capacity for undertaking this project.
- c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
- d) Was the agency ever asked to return awarded funds for cause?
  - a) Housing Solutions of Northern Arizona (formerly BOTHANDS, Inc) has a long history of successfully administering CDBG projects in partnership with the City of Flagstaff. In the past, HSNAZ has successfully utilized CDBG funding for new construction as well as rehabilitation projects to increase homeownership and rental opportunities for low-income families. We have also successfully used CDBG funds to provide down payment and closing cost assistance programs, including our currently funded Housing Solutions of Northern Arizona Financial Assistance Program (BFAP), which utilizes CDBG funds for financial assistance to low-income households. Since 1999, Housing Solutions of Northern Arizona has partnered with the City of Flagstaff to administer its Community Homebuyer Assistance Program. (BOTHANDS did not administer the program for one year, as the contract was awarded to another agency.) Through our partnership with the City of Flagstaff, Housing Solutions of Northern Arizona successfully administered more than \$2.8 million in financial assistance (both CHAP and BFAP programs combined), leveraging \$36 million in private mortgages. We also provided homebuyer education and counseling to thousands of families preparing to purchase their first home. This project is similar to our most recent rental development project located at 2606 N. East St. At that site, we utilized CDBG and HOME funds from the Arizona Dept. of Housing to rehab one existing home and build a tri-plex to provide affordable rental housing opportunities. We successfully constructed the homes and leased the units to income-eligible households. Because of our experience in administering CDBG and federally funded projects, HSNAZ is aware of the administrative/reporting responsibilities associated with this grant and with how to ensure household eligibility.
  - b) Housing Solutions of Northern Arizona has the capacity for undertaking and completing this grant within the timeframe provided because existing staff have the expertise and experience to

administer the grant. Our Executive Director has extensive experience with development and construction projects, have completed several with HSNAZ utilizing federal funding. Our housing counselors are certified through *NeighborWorks* and our organization has adopted and follows the National Homebuyer Counseling Standards. Our Housing Counselors have experience screening eligible households to determine if they are able to rent one of our affordable units. They also have experience providing budget/credit counseling to help families meet their financial goals. In addition, HSNAZ is a HUD-approved counseling agency and, as such, follows HUD guidelines and regulations for file management, client tracking as well as client counseling standards. Finally, our construction company, AHC Construction, LLC, has experience constructing affordable and market-rate units. We self-perform construction-related duties through AHC Construction. Greg Pishkur serves as the general contractor for AHC Construction and is the licensing party for our residential and small commercial construction license. Greg has extensive experience working with regulators, architects and engineers, subcontractors and contract laborers to get projects completed. He is also familiar with the administrative requirements of construction projects that utilize federal grants.

- c) In addition to having extensive experience successfully administering and completing CDBG projects in partnership with the City of Flagstaff, Housing Solutions of Northern Arizona also has experience with other federal and state grants. We have successfully utilized HOME funding through the State of Arizona to construct homes in Sunnyside and West Village Estates that helped increase the supply of safe, decent and affordable homes available to low-income working families. Our West Village Estates project was recognized by the State of Arizona with an Innovative Partnership Housing Hero Award. In May 2014, we completed construction on three new-construction and one rehab rental unit in Sunnyside utilizing HOME funds. This project resulted in four affordable housing units in Flagstaff. We also receive ongoing Supportive Housing Program funds from the federal government passed through the State of Arizona to help with the operational and support services costs at Sharon Manor. In addition to these funds, HSNAZ receives HUD funds through the Rural Community Assistance Corporation for housing education and counseling services. Because we receive funding from HUD, we are obligated to follow HUD standards for homebuyer education and counseling, as well as file management and client tracking. We are audited by HUD and/or RCAC regularly so we can ensure that our procedures and processes are compliant with regulations. We are a sub-recipient of the Arizona Dept. of Housing for National Foreclosure Mitigation Counseling funds (NFMC). These federal funds also require significant program compliance and regular audits. We have also had financial support for homebuyer education and counseling from local banks including National Bank of Arizona, JPMorgan Chase and Bank of America.

Housing Solutions of Northern Arizona/BOTHANDS has worked closely with the City of Flagstaff to successfully administer CDBG grants since the City became a CDBG entitlement community. The staff is familiar with the administrative and reporting responsibilities associated with CDBG grants. As an organization, we have received the following CDBG grant awards from the City of Flagstaff.

<u>Date of funding</u>	<u>Award Amount</u>	<u>Project</u>
7/1/2003	\$ 58,141	New Home Construction (31C-03)
3/10/2006	\$100,000	Acq/Rehab (91C-05)
7/17/2006	\$ 30,000	Individual Development Accounts (101C-06)
7/9/2007	\$107,000	Acq/Rehab (90C-06)
10/5/2007	\$142,000	Housing Subsidy (101C-07)
10/15/2007	\$ 24,031	Minor Rehab at Sharon Manor (121C-07)
11/15/2008	\$150,000	Acq/Rehab (91C-08)

1/12/2010	\$160,000	Housing Subsidy (101C-09)
6/2010	\$150,000	Rehab (91C-10)
6/2010	\$200,000	Down payment Assistance (101C-10)
6/2011	\$100,000	Down payment Assistance (101C-11)
6/2012	\$120,000	Down payment Assistance (101C-12)
6/2012	\$60,000	Rehab (91C-12)
5/2013	\$138,404.79	Down payment Assistance (101C-13)
5/2013	\$70,336.86	Job Creation (201C-13)
11/2014	\$150,000.00	Down payment Assistance (101C-14)

- d) During the past 11 years, we have never been asked to return awarded CDBG funds for cause. In 2012, we returned CDBG funding for the AFI/IDA program when we were unable to spend the funds on eligible households; however this was not a reflection on the organization's competency. The program was challenged because of the income guidelines of a partner funder as well as the economic downturn.

**12. Divide the execution and administration of the project into areas of responsibility and provide the names, titles, and resumes of all staff involved with carrying out these areas of responsibility.**

- a) Names, titles and resumes of all staff involved with carrying out these areas of responsibilities.
- Devonna McLaughlin, Executive Director (in-house staff) – Devonna is the proposed project manager and would be responsible for overall program design and implementation. She is also responsible for ensuring the project is completed in accordance with grant funder guidelines and will provide reports as requested.
  - Kristine Pavlik, Business Manager (in-house staff) – Kristine is the business manager for HSNAZ and AHC Construction. In this role, she will be responsible for paying subcontractors, contract laborers and ensuring all financial policies and procedures are followed.
  - Greg Pishkur, General Contractor (in-house staff – AHC Construction employee) – Greg is responsible for the successful construction of the triplexes on Second St. He will identify subcontractors, following our procurement policies, work with architects, engineers and city staff to complete the project in a timely and workman like manner.
  - Marie Allen, HAP Manager (in-house staff) – Marie will work with potential renters to determine their eligibility to rent one of the units on Second St.
  - Angela Koder, Housing Counselor (in-house staff) – Angela works with Marie to determine client eligibility for renting affordable housing units owned by HSNAZ.

\*\*\*Resumes and Job Descriptions for all positions can be found at Tab B.

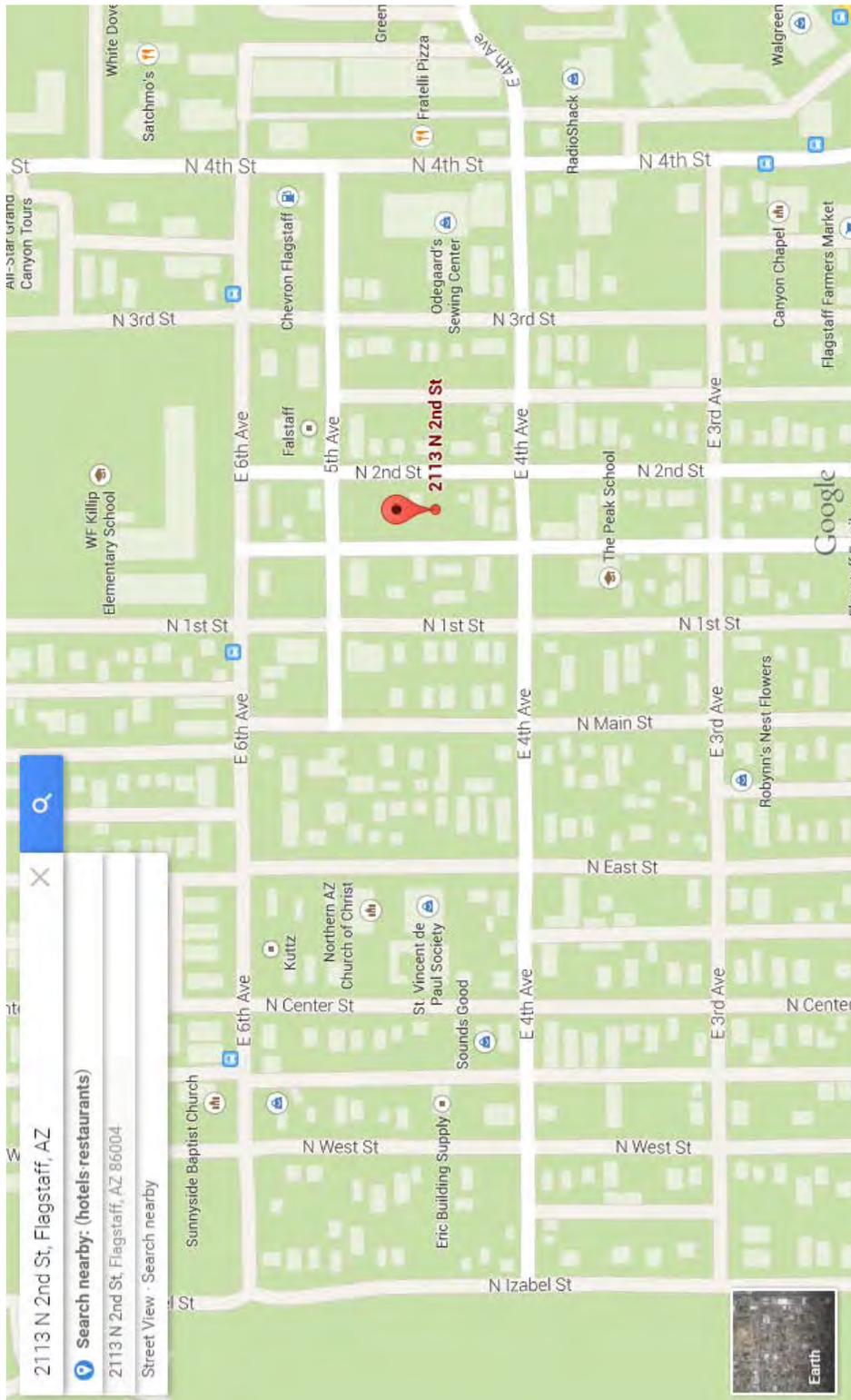
- b) Job descriptions for any new positions.
- We have attached job descriptions for all staff members working on the project. At this time, we are not proposing to hire new or additional staff members to implement this project.
- c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)
- Devonna McLaughlin, Housing Solutions of Northern Arizona Executive Director, is the project manager. Devonna is employed by the Housing Solutions of Northern Arizona, Inc., the applying agency.
- d) Distinguish between in-house agency staff and contracted assistance.
- That designation is indicated in Question 12a above.

- e) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.
  - a. The Organization Chart is attached on Tab G. However, the only CDBG funded position through this grant would be Greg Piskhur, general contractor, and contract laborers. CDBG funds would be used for construction and construction-related expenses.

**13.** Tab D of the checklist requires a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG funds will pay for.

Please see attached information as required in tabs D & E.

**Attachment A**  
**Map of Project Location**  
**Pictures of Project Location**



**Pictures of Project Location**  
**2113 N. Second St., Flagstaff, AZ 86004**



View looking at the front of the lot from the street.



View from the front of the lot.



View from the back of the lot.

<b>Project Schedule</b>														
<b>City of Flagstaff</b>														
<b>Project Description: Sunnyside Rental Development</b>														
<b>Implementing Agency: Housing Solutions NAZ, Inc.</b>														
<b>Project No.:</b>														
<b>Date: 3.2.2015</b>														
<b>Households Served: 3</b>														
<b>Item No.</b>	<b>Item Description</b>		<b>YEAR 1st month begins with notice to proceed</b>											
		Prior to grant starting	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
1	Pre-Development: Complete Property Purchase, Complete Environmental Requirements, Demo Existing Structure, Architecture, Engineering, Site Plan Approval (no CDBG expenses)													
2	Finalize construction & permanent financing legal documents w/ bank partner													
3	Secure building permits													
5	Construct triplex & complete site improvements													
6	Market properties for rent													
7	Lease units to eligible households													
8	Report progress to City staff													
9	Close out report and file transfer													

<b>Project Budget</b>						
<b>City of Flagstaff</b>						
<b>Community Development Block Grant (CDBG) Program</b>						
<b>Project Description: Sunnyside Rental Development</b>						
<b>Implementing Agency: Housing Solutions of N. Arizona</b>						
<b>Project No.:</b>						
<b>Date: 3/2/15</b>						
<b>Households Served: 3</b>		<b>SOURCE 1</b>	<b>SOURCE 2</b>	<b>SOURCE 3</b>	<b>SOURCE 4</b>	
<b>Item and Activity</b>	<b>Item / Activity Description</b>	<b>CDBG</b>	<b>FINANCING</b>	<b>PUBLIC SEC-TOR</b>	<b>PRIVATE &amp; IN-KIND</b>	<b>PROJECT TO-TALS</b>
<b>1</b>	<b>Acquisition Costs</b>					\$41,500.00
A	Acquisition Costs				\$40,000.00	
B	Closing Costs				\$1,500.00	
<b>2</b>	<b>Direct Construction Costs</b>					\$476,394.00
A	Construction Costs	\$198,000.00	\$229,506.00		\$18,794.00	
B	Permits & Fees	\$5,000.00				
C	Sales Tax		\$25,094.00			
<b>3</b>	<b>Professional Fees &amp; Construction Loan Costs</b>					\$68,778.00
A	Architect				\$10,000.00	
A	Engineering				\$5,000.00	
B	Appraisal				\$400.00	
C	Accounting		\$400.00			
D	Connection Fees			\$29,878.00		
E	Construction Loan Costs & Interest	\$1,200.00			\$500.00	
F	Taxes				\$600.00	
G	Insurance During Construction	\$800.00				
H	Developer Fee		\$20,000.00			
<b>4</b>	<b>Leveraged Funds</b>					\$306,200.00
A	Long-term mortgage financing		\$275,000.00			
B	Rental Income - year 1				\$31,200.00	
C	Housing Counseling Funds			\$5,000.00		
	<b>Totals</b>	\$205,000.00	\$550,000.00	\$34,878.00	\$107,994.00	\$897,872.00

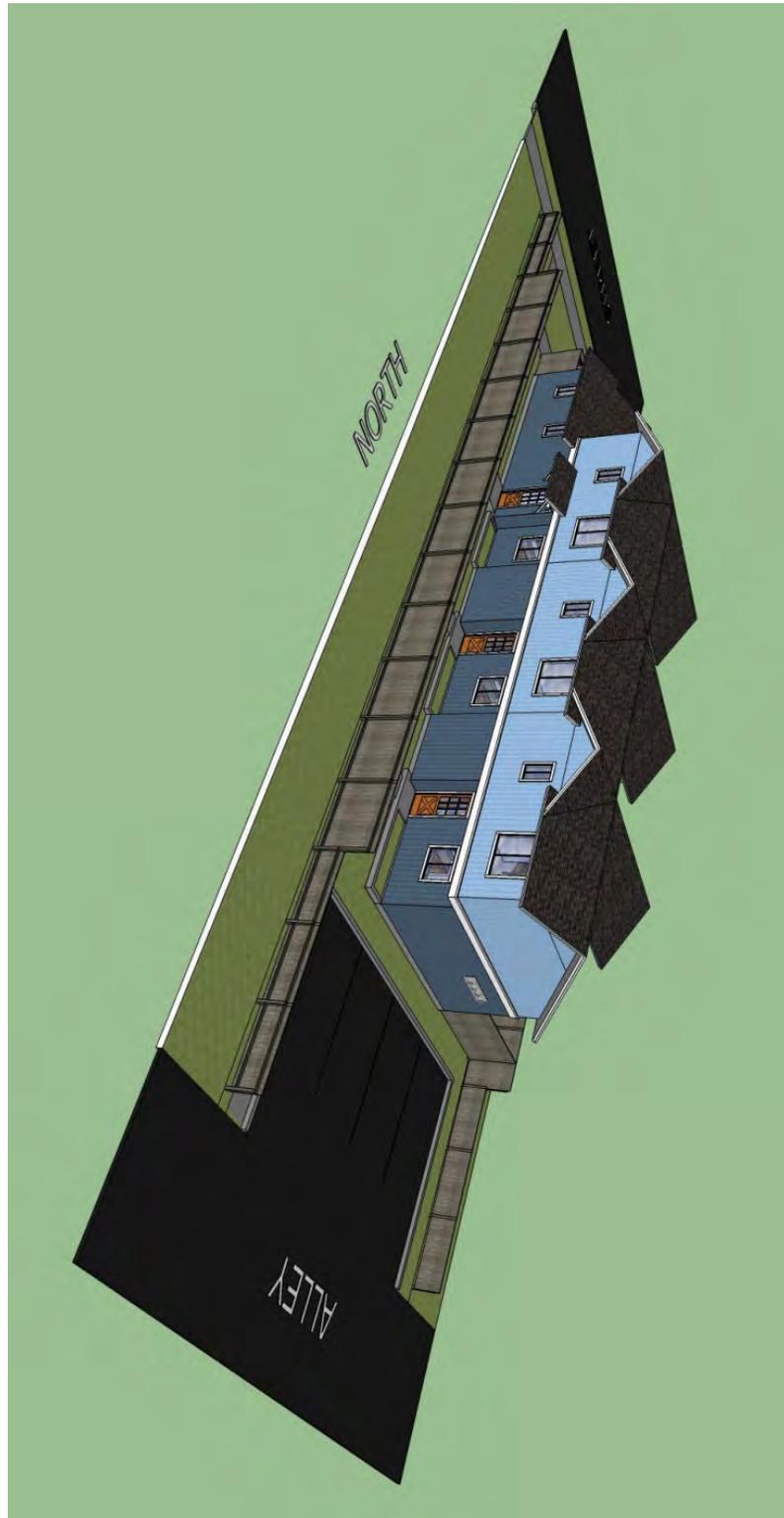
# SITE PLAN



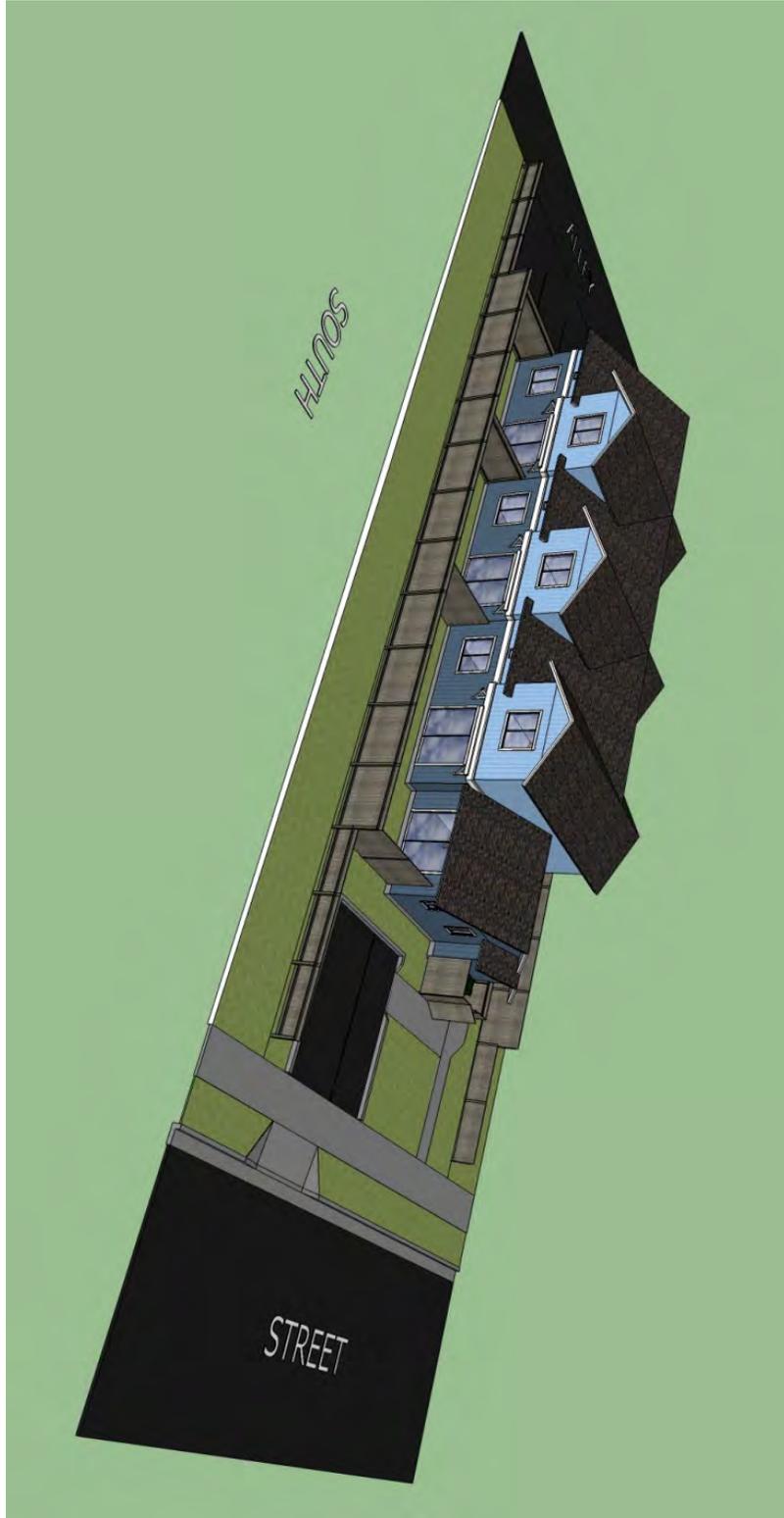
# FRONT (NORTH)



# REAR (NORTH)



# FRONT (SOUTH)



# FIRST FLOOR PLAN



# SECOND FLOOR PLAN



# STREET VIEW



## **Appendix B**

### **CDBG Project Ranking Form 2015/2016**

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name:        **Housing Solutions of Northern Arizona**

Amount of Funds Requested:        **\$205,000**

Name of Project:        **Development of 3 permanent affordable rentals**

Public Service

**Housing**

Economic Development

**103 points overall**

**Additional Considerations:**

**\$26,181**        Ratio of dollars per person benefitted by proposed project

**172%** – Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)

**Yes**        Past successful CDBG contract administration (yes or no)

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points) NA**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

---

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

No (0 points) Yes (1 point)

---

**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

---

**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 5 **10**

---

**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

0 1 2 3 **4** 5

---

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points)**

(None) 0 1 2 3 4 5 6 7 8 **9** 10 (Extensive)

---

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)  
➤ Pending commitments are concerns. Timeline is very tight

---

**11. How well does the question describe: (10 points)**

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)  
➤ Not much detail on past projects, construction, time frame

---

**12. Did the answer divide the organization's execution and administration of the project by the following:** (10 points)

- a) **Name, titles, and resumes** of the staff involved?
- b) Job descriptions for any new positions?
- c) Is project manager identified?
- d) Is a distinction made between in-house staff and contracted assistance?
- e) Does Tab G include all staff positions and CDBG proposed positions?

0 1 2 3 4 5 6 7 8 9 **10**

---

**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E?** (10 points)

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)  
➤ Level of detail got confusing on budget. Questioning \$5K

---

**General Criteria:**

**1. How realistic is this project in terms of probability of success within the community?** (10 points)

(Not at all) 0 1 2 3 4 5 6 7 8 **9** 10 (Very)

---

**2. How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?** (5 points)

(Not at all) 0 1 2 **3** 4 5 (Very)

---

**3. How realistic is the project budget? Was the correct format used? Does the budget include:** (15 points)

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 **9** 10 11 12 13 14 15

---

4. **Has the applicant exhibited competence in preparing this proposal?**

(10 points)

- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 5 6 **7** 8 9 10 (Very Much)

---

**Notes:**

**General Criteria:**

- Concern with procurement process
- Difficult to match up leverage for in-kind donations. Leverage letters didn't reflect the budget
- Procurement process?

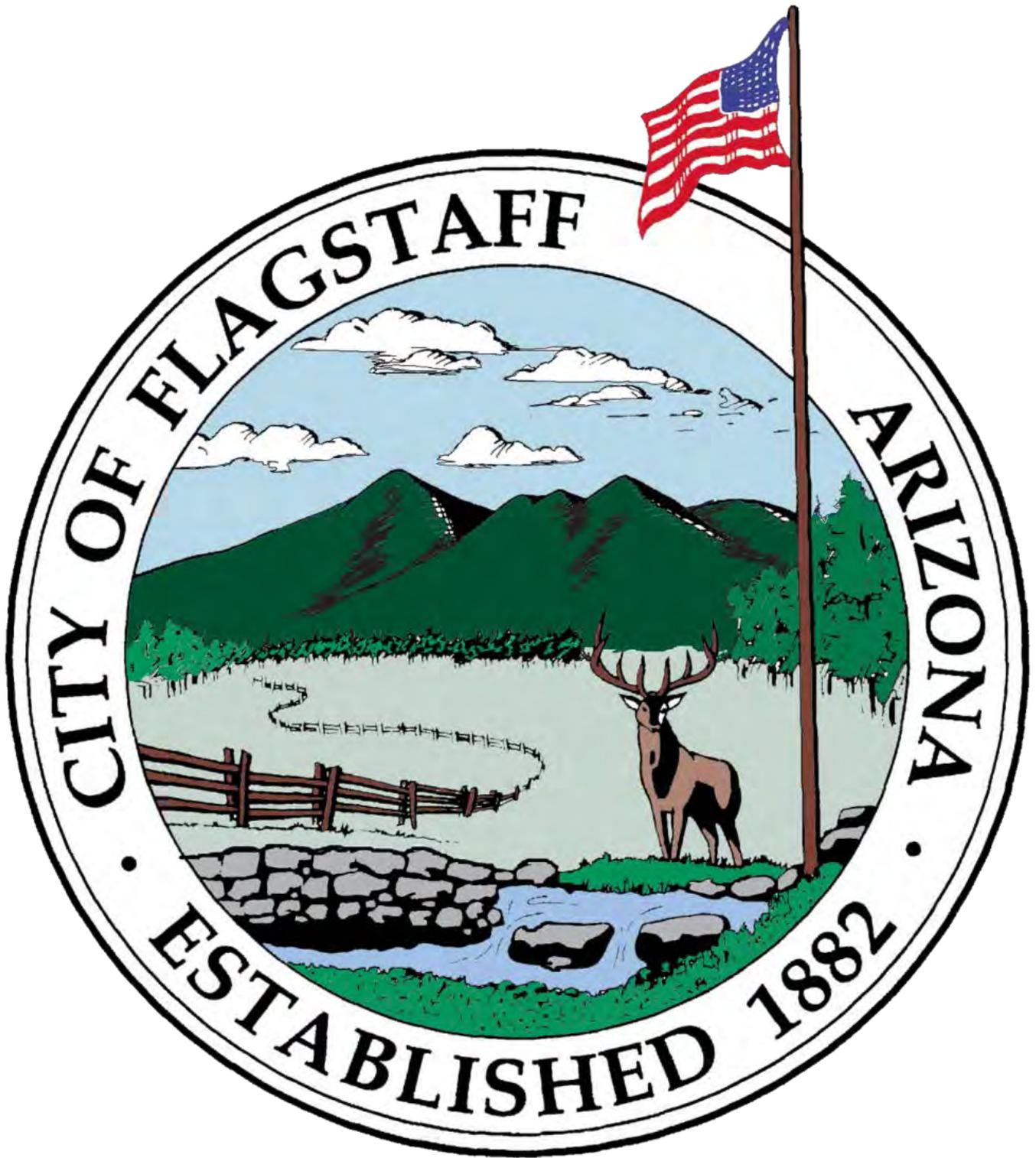
**General Comments:**

Flagstaff Housing Authority possibly already provides this service

Is the rental income paying off the loan?

What happens after the 30-year mortgage is paid?

What happens to the rental income after the loan is paid off?





**2015/2016 Grant Application**  
**City of Flagstaff Community Development Block Grant**  
**Northland Family Help Center Shelter Renovations**

## Executive Summary

**Agency requesting funding: Northland Family Help Center**

**Amount of funds requested: \$25,408.70**

**Project name: Northland Family Help Center Shelter Renovations**

**Please indicate the following agency representative that will be the primary contact person for this project:**

- Name Aileen Fitz
- Title Executive Director
- Mailing address 2532 N. 4th St. #506, Flagstaff, AZ 86004
- Fax number 928-774-5809
- E-mail afitz@northlandfamily.org
- Phone number 928-233-4310

### **Brief project description (2-3 sentences):**

With this proposal, we are requesting funding to install new kitchen cabinets and counter tops in the kitchens that serve Northland Family Help Center's (NFHC's) Women's Shelter for female domestic violence survivors and their children and NFHC's Youth Shelter for youth under age 18 who are abused, runaway, homeless, or need respite from their families. The proposed project will directly improve the quality and of shelter space for vulnerable women and children in this community who are Low-Moderate Income (LMI)/homeless survivors of domestic violence and abuse.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household) 385**

### **Council CDBG priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

### **Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside (NFHC is not located in an identified neighborhood but is closest to Sunnyside and lower Greenlaw)
- La Plaza Vieja
- Pine Knoll

### **Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Persons experiencing homelessness
- Illiterate Adults

**Name of authorized representative: Aileen Fitz**

**Signature: \_\_\_\_\_ Date: 2/26/15**

**Title: Executive Director**

**Please respond to the following questions in the order listed. Reformat as necessary. Make sure to include the entire question in your response.**

---

**Answer questions 1 - 3 for Public Service submissions only**

(To find out if your activity is categorized as a Public Service activity please contact [LBloom@Flagstaffaz.gov](mailto:LBloom@Flagstaffaz.gov))

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1. Mark the public service activity that best fits your proposed service. - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-7-Public-Services.pdf>

- Employment services (e.g., job training)
- Crime prevention and public safety
- Child care
- Health services
- Substance abuse services (e.g., counseling and treatment)
- Fair housing counseling
- Education programs
- Energy conservation
- Services for senior citizens
- Services for homeless persons
- Welfare services (excluding income payments)
- Recreational services
- Other - Services for domestic violence victims and unaccompanied minor youth

2. Clearly define how the proposed service is one of the following:

1. A new service.
2. A quantifiable increase in the level of an existing service.

The proposed service is a quantifiable increase in the level of an existing service. While the new kitchen cabinets and counters will not increase the number of clients NFHC is able to serve, it will increase the quality of life for all of our shelter clients in 2015-16 and additional residents for at least 15 years to come. The shelters are not provided by or on behalf of the local government and the funds requested will not replace local or state monies to fund essential services. Funds for shelter repairs and renovations come from agency reserves; help with these expenses from City CDBG funds will help Northland Family Help Center (NFHC) to ensure that essential shelter services will be available in a decent, homelike living environment at the current or increased levels without depleting agency reserves.

3. Discuss similar services that are offered in Flagstaff and how the proposed

service is different than what is already offered to the community, (e.g. what gap will the service fill?)

Flagstaff Shelter Services offers overnight emergency services during the harshest winter months: October-April. Hope Cottage, a faith-based shelter for homeless women is a frequent referral for women NFHC cannot house in our shelter for reasons of no space, active inebriation, or non-domestic violence homelessness. Neither offers shelter specifically for domestic violence survivors. Bothands' Sharon Manor assists survivors of domestic violence with transitional housing but does not offer emergency shelter or shelter for unaccompanied minor youth. NFHC operates the only domestic violence shelter in Flagstaff and provides the only emergency shelter in Coconino County for youth under the age of 18. Both shelters are accessible 24 hours a day, 7 days a week, year-round. NFHC is also the only agency in Arizona that offers a Women's Shelter, Youth Shelter, and Counseling Department in one secure location. The emergency shelter and services at NFHC are unduplicated in Flagstaff and are critical to ensuring that victims of domestic violence and youth under 18 who are homeless, runaway, abused, in crisis, or in need of respite are able to access safe emergency shelter and trauma-informed care.

---

**Answer question 4 for Economic Development submission only. NA**

(To find out if your activity is categorized as an Economic Development activity please contact [LBloom@Flagstaffaz.gov](mailto:LBloom@Flagstaffaz.gov))

---

4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-8-Section-108.pdf>
- Special economic development
  - Economic development undertaken by a Community Based Development Organization (CBDO)
  - Technical assistance to businesses
  - Microenterprise development
  - Commercial rehabilitation
  - Public facilities and improvements
  - Job Training

---

**Answer the following questions for ALL submissions:**

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5. Describe the proposed scope of the project, including:
- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).  
Yearly, our shelters house 365-400 woman and children. Based on the most recent agency numbers, we expect that the number of women and children who will be housed with us will be approximately 385 in 2015-16. The kitchen cabinet and counter top replacements for which we are requesting CDBG funds and the other renovations NFHC is implementing with agency funds will benefit all 385 shelter residents in 2015-16, and approximately 5,390 residents in the following 15 years by increasing the quality of the shelter environments.
  - The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.)  
Renovations and repairs for the Women's and Youth Shelter are ongoing. The kitchen cabinet and counter top project is currently in the pre-bid stage. The Executive Director has developed a project description that includes long-lasting materials approved by the Health Inspector, and has received one estimate, which is attached under tab M (multiple estimates were requested of local businesses, but only one was received by the grant deadline). If funds are awarded, NFHC will hire a contractor through a competitive bid process and will also hire a contractor to ensure Davis Bacon compliance with federal labor standards (see attached letter from Gary Robertson under tab N). Completion will result in new cabinets and counter tops installed in the kitchens of the Women's Shelter and Youth Shelter.
  - Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable).  
No new construction is planned. The work for which we are applying involves replacing the worn and damaged kitchen cabinets and counter tops in the kitchens of the Women's Shelter and Youth Shelter. The work will include removal of the existing cabinets and counter tops and delivery and installation of new cabinets and counter tops, with multiple installations to reduce disruption of daily shelter activities.
  - Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).  
A price estimate was obtained and is attached under tab M. The estimated costs was \$23,345.87.

6. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:
- Providing decent housing
  - Providing a suitable living environment
  - Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

This proposed project will address the provision of decent housing and a suitable living environment and meets two of three National objectives. It will benefit low

and moderate income persons; all NFHC shelter clients are low-moderate income according to HUD guidelines and the majority are low-income. It will also help NFHC continue to meet a need having particular urgency, specifically the need for emergency shelter for women, children, and youth in crisis. The shelters serve all of Flagstaff and are located closest to the Sunnyside and lower Greenlaw neighborhoods.

7. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside; Sunnyside; Plaza Vieja; Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:
  - a) Neighborhood Revitalization
  - b) Housing
  - c) Homelessness
  - d) Mentally Ill and/or Serial Inebriate Populations

NFHC's Women's and Youth Shelters are located in the Rickey Industrial park area just south of the railroad tracks and accessible from the north by Fourth Street or Steve's Boulevard-the neighborhoods closest to it are Sunnyside and Lower Greenlaw. See *attached Flagstaff neighborhood map from City of Flagstaff website*.

Because this project is to improve the quality of the Women's Shelter and Youth Shelter, it meets the Homelessness priority. The shelters house women and children who are homeless due to domestic violence and have special needs related to their circumstances, and house youth under the age of 18 who are homeless because they are runaways, homeless, abused, or in need of respite.

8. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. (Include Page # Citations). The plan is available at <http://www.flagstaff.az.gov/index.aspx?NID=2876>

This project is consistent with goal three on page 6 in the City of Flagstaff 2011/2015 Consolidated plan, "Invest in housing, public and supportive services for vulnerable populations." Page 46 of the Consolidated plan lists victims of domestic violence and unaccompanied youth under 18 as homeless and special needs populations, and page 47 states that Non-homeless "Special Populations as defined by HUD and the City include Victims of Domestic Violence."

On page 38 of the City of Flagstaff HUD FY 2011 – 2015 HUD Consolidated Plan, homelessness is defined "According to the Stewart B. McKinney Act, a person is homeless who "lacks a fixed, regular, and adequate night-time residence and... has a primary night time residency that is: A supervised publicly or privately operated shelter designed to provide temporary living accommodations; ...".

On page 67, assisting low and moderate income households throughout the City is identified as an key element of strategies for meeting the City's goals. On pages five and six of the Consolidated Plan "Support efforts for safe and adequate homes" is identified as one of four key elements of the mission statement. The goals on pages 6

and 69 of the Consolidated Plan include: “Invest in housing, public and supportive services for vulnerable populations.”

Under this goal, Objective C, on page 71, is: “Invest the maximum possible resources (15% of CDBG funding) in human services activities for poverty-level and special populations.” Priorities for this objective include “Provide operating support for facilities that serve persons who are homeless and/or non-homeless special populations.” Also on page 71, Objective D is: “Develop, expand and rehabilitate public facilities. HUD Outcome SL1.

1. Support facilities and services for persons who are homeless, persons with AIDS, victims of domestic violence, persons over the age of 65, persons with disabilities, and persons with mental illness.

b. Provide operating support for service and shelter providers leveraging additional resources.”

Because this project serves unaccompanied youth under age 18 and victims of domestic violence who are in need of emergency shelter due to abuse and homelessness, and requests support for improvements to the emergency shelter NFHC provides for those vulnerable and homeless populations, it is consistent with goal three and its objectives and priorities listed above.

**9. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.**

Northland Family Help Center (NFHC) is a 501(c)(3) non-profit organization that has provided shelter and services to women and children victims of domestic violence and unaccompanied minor youth since 1978. Safe shelter and healing services remain essential for northern Arizona adults and children who are victims of domestic violence (DV) and other abuse. In 2014, the Flagstaff Police Department recorded 1667 DV incidents and 773 arrests, as well as 70 child abuse incidents. NFHC responded to 1,948 crisis calls in FY 2014, provided 9,364 safe bed nights for 347 women domestic violence survivors and children displaced from their homes, and provided professional counseling for 129 adults and children. From May 2012 through April 2013, NFHC Runaway Homeless Youth (RHY) outreach staff made street outreach contacts in Flagstaff with 931 youth under the age of 18. NFHC’s shelters see a great deal of use, which makes maintenance and renovations an ongoing need.

The City of Flagstaff Consolidated Plan 2011/2015 acknowledges both the need for these services and NFHC’s history of providing them. Pages 52-53 state “From 2005 through August 2010, there were 9,363 domestic violence incidence reports leading to 4,096 arrests in Flagstaff. The incidence of domestic violence has increased annually since 2005, with the exception of 2008, when fewer incidences were reported than in 2007. The relationship of economic stress and domestic violence is well documented. According to recent studies funded by the US Department of Justice (DOJ), domestic violence increases under economic stress. DOJ reports indicate that:

- There is a strong relationship between couples worried about finances and the likelihood of intimate partner violence. The violence for couples experiencing low levels of subjective financial strain was 2.7% compared to 9.5% for couples experiencing high levels of subjective financial strain. Repeat victimization of women is also more frequent in couples feeling financial strain.

- Unstable employment increases the risk of intimate partner violence. For couples where the male was always employed, the rate of intimate partner violence was 4.7%. When men experienced one period of unemployment the rate rose to 7.5% and when men experienced two or more periods of unemployment the rate of intimate partner violence rose to 12.3%.
- Violence against women in intimate relationships occurred more often, was more severe and was more likely to be repeated in economically disadvantaged neighborhoods. The rate of intimate partner violence in economically disadvantaged neighborhoods is 8.7% compared with 4.3% in more economically advantaged neighborhoods.

While not all victims of domestic violence require shelter services, many do seek both shelter and services. Emergency shelter for domestic violence victims is available at The Haven for Advocacy and Learning Opportunities (HALO House) operated by the Northland Family Help Center (NFHC). A 38-bed shelter facility for women and children who are victims of domestic violence, HALO House provides a comprehensive continuum of services both for those that stay in the shelter and those simply needing assistance with domestic violence-related issues. ....”

Shelter design and appearance have an enormous impact on victims residing in the shelter and administrative staff who work there. The design, space planning and functionality of the shelter affect victims psychologically, as well as physically and emotionally impacting them (Baker, Cook, & Norris, 2003<sup>1</sup>). These women have left nearly everything behind in an attempt to escape an abusive situation; they would not be living in shelter if other options were available to them. Human beings develop feelings of place attachment to spaces that they have inhabited for years or where there is a particularly strong emotional bond (Kopec, 2006<sup>2</sup>). Suffering from domestic violence is an example of an emotional bond, even though it is a negative experience for the victim. Kopec (2006) explained that there are often negative outcomes when place attachment is lost, especially when the bond is forcibly severed as in the case of a domestic violence victim fleeing the home.

After the victim leaves an abusive situation it becomes vital to give them the opportunity to develop a sense of place within the shelter environment. When a level of comfort and feelings of safety are associated with a space, a sense of place develops for that individual (Kopec, 2006). Relocating to a shelter environment that promotes these ideals gives victims a feeling of belonging and security, which encourages healing and independence. This is further proof of the notion that housing is much more than just protection from the elements; inhabitants must find a sense of dignity and pride in their home in order to truly connect with the space (Davis, 2004<sup>3</sup>).

As with most homes, the shelter kitchens are the center of activity and the true hearts of the shelter’s communal living areas. Frequent use by thousands of shelter residents have left the kitchen cabinets and counter tops in both the Women’s and the Youth

<sup>1</sup> Baker, C. K., Cook, S. L., & Norris, F. H. (2003). Domestic violence and housing problems. *Violence Against Women*, 9(7), 754-783. doi: 10.1177/1077801203253402

<sup>2</sup> Kopec, D. A. (2006). *Environmental psychology for design*. New York, NY: Fairchild Publications, Inc.

<sup>3</sup> Davis, S. (2004). *Designing for the homeless*. Berkeley, CA: University of California Press.

shelter in bad shape, which impacts not only their functionality, but also the feel of the shelter kitchens as a safe, dependable, homelike space. Renovations are necessary to the residents' sense of well-being as well as to the ongoing function of the kitchens, which provide residents with healthy food, social opportunities and life skills learning.

When women and children survivors of domestic violence and abuse come into shelter, they are at the end of their ropes. They are deeply traumatized by the abuse they have fled, and they desperately need to feel and be safe and secure in their surroundings, and those surroundings need to be as welcoming, homelike, and attractive as possible to reduce the likelihood that survivors will feel institutionalized and insecure.

Victims of domestic violence and abuse can only begin to heal and attain self-sufficiency to become productive, contributing community members once their basic needs for safety, shelter, and support are met. As the only domestic violence shelter and youth shelter in Flagstaff and the only full service provider in northern Arizona, NFHC's shelter programs and the services we provide are a critical piece of our community's continuum of care to women and children in need.

For several years, the economic downturn has hit service providers, including NFHC, with a double whammy of increased demand and decreased funding. NFHC has maintained positive relationships with all funders but has also had to weather over \$200,000 in budget cuts over the past few years, mostly in the form of contracts with Child Protective Services being underutilized well below the maximum and state budget cuts, and we're not out of the woods yet. The result is, that while NFHC has innovated ways to maintain and even improve and expand access to service provision in the face of significant budget cuts, we are not able to also cover the costs of all needed repairs, maintenance, and renovations. And the budget cuts have made us a more than ever essential resource to other service providers in the community as well, as they struggle with the same challenges.

**10. Briefly describe the scope of the community collaboration surrounding the proposed project.**

- a) Be specific, citing additional leverage<sup>4</sup> funding sources, agreements, staffing partnerships, etc.

Services provided to shelter residents are facilitated via partnerships with other community and governmental agencies. On behalf of clients, NFHC staff regularly work with County and City Law Enforcement agencies, Coconino County Community Services, DNA People's Legal Services, Coconino County Victim/Witness Services, Hope Cottage, Catholic Charities, Northern AZ Center Against Sexual Assault, and Bothands' Sharon Manor.

Community civic groups continue to provide resources towards shelter upkeep in the form of paying for supplies like paint and providing volunteer labor through our Adopt-A-Room program. The Exchange Club, Kiwanis, and Soroptimists International have at various times adopted rooms in the shelter to help with

<sup>4</sup> Leveraged funds are specific non City, non Federal (unless specifically allowed) funds committed towards this project.

repairs and maintenance, and Soroptimists' members and local restaurant owners have prepared special meals for residents in our shelter kitchens.

Through the foresight and planning of previous NFHC leadership, the agency maintains a designated depreciation fund for the purpose of building repair and maintenance. This fund has proven absolutely necessary in completing several building related projects. Unfortunately, this fund does not cover the expense of projects resulting from gaps in the original building construction, as identified through years of actual use. NFHC funds designated for repair and maintenance will be appropriately leveraged against CDBG funds. As time goes by, our repair and maintenance fund is more often depleted as components of HALO House and its equipment break down or wear out. Because this is the only agency fund that is available for any kind of building expenses, its use is restricted to critical projects related to immediate need. These funds will be available to maintain CDBG funded projects after their completion.

NFHC is conserving funds as much as possible to ensure we can continue to provide essential services in the face of continuing budget cuts. We spend 84.8 percent of our funds on our programs; our administration and fundraising rate is only 15.2 percent. It is neither prudent nor desirable to let needed repairs and renovations go, and it is also not responsible to spend all agency reserves when they may be needed to continue basic service provision. As the attached letter and budget show, we are leveraging \$27,451 of our agency repair and maintenance funds for additional renovations and repairs in the shelter. We are grateful for the consideration of this proposal for Flagstaff CDBG funding.

b) If formal partnerships<sup>5</sup> exist, please include documentation of all leveraged resources and identify leverage in budget.

Agency repair and maintenance funds will be leveraged in support of this project. Please see attached letter under tab E.

c) Attach letters of community collaboration/support for the specific project.

Please see attached letters under tab F.

**11. Briefly describe:**

a) The organization's history administering this or similar projects.

Northland Family Help Center has operated successfully as a local non-profit since 1978. In the mid-1990's a group of community members and NFHC staff embarked on a capital campaign to build a one of a kind shelter and counseling facility, to be named HALO House (Haven for Advocacy and Learning Opportunities). Northland Family was able to secure financial support from many sources, including private donors, foundations, businesses, and government entities.

In 1998-99, the agency was awarded \$293,450 in City CDBG funds for land acquisition for the shelter. HALO House was also built with a grant award from

<sup>5</sup> Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

AZ Department of Housing – Housing Trust Funds. In 2007, NFHC was awarded \$93,000 in CDBG funds to remodel HALO house and consolidate all agency operations - Women's and Youth Shelters, Counseling, Legal Advocacy, Community Education, and Administration - in one secure location. This was a significant, \$120,000 undertaking that resulted in better coordination of services and greatly increased efficiency, including an approximate \$30,000 reduction in overhead costs annually.

These funds were awarded November 2007. In January 2008 the Board of Directors chose a contractor from 6 competitive bids obtained by NFHC staff. Construction began February 2008. Construction was completed early April 2008. NFHC moved all of its operations into HALO House April 18, 2008. All project funds were expended by August 2008. At this time, the kitchen sinks were replaced but the kitchen cabinets and counter tops were not and, while they remain functional, after 15 years of hard use, they are starting to fall apart.

There were and continue to be no issues with the administration of these funds. NFHC receives a positive monitoring visit from AZ Department of Housing every year, stating that NFHC/HALO House is in full compliance of our original award requirements. On May 26, 2009, NFHC received a close-out letter from City Staff that thanked us for fulfilling the requirements of our contract for CDBG.

b) The organization's realistic capacity for undertaking this project.

The proposed project is relatively small in scale and simple to carry out. NFHC will contract with a local contractor to install the kitchen cabinets and countertops under supervision by NFHC's Facilities Specialist and oversight by the Executive Director. NFHC is able to provide the insurance required by the City of Flagstaff.

c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.

NFHC administers approximately 23 awards each year, including federal Victims of Crime Act (VOCA), and U.S. Department of Health and Human Services Runaway and Homeless Youth (RHY) Basic Center Program grants, which we have received for decades. NFHC has also been funded for years by Arizona Department of Economic Security, Arizona Department of Health Services, and the Navajo Nation. Financial and program reports are completed on time and are tracked by the use of a Reporting Calendar. NFHC's major funders conduct site visits and require financial and program reports on a regular basis (monthly, quarterly or annually). Monitoring summaries from site visits generally meet or exceed grant requirements.

We comply with all provisions of OMB Circular A-133 and are fully insured with commercial general, automobile and professional liability coverage and worker's compensation. NFHC uses QuickBooks Accounting-Nonprofit System and employs the expertise of a non-profit financial consultant. Hardcopy of backup documentation is maintained in the Finance Coordinator's office.

Original invoices are filed by vendor with copies of checks and authorization for payment. Expenses are distributed according to allocations pre-programmed in QuickBooks, ensuring that each expense is tied to the appropriate funding based on contract terms and conditions.

As described more fully above, in 1998-99, the agency was awarded \$293,450 in City CDBG funds for land acquisition for the shelter. On November 26, 2007, NFHC was awarded \$93,000 in CDBG funds to remodel HALO house and consolidate all agency operations - Women's and Youth Shelters, Counseling, Legal Advocacy, Community Education, and Administration - in one secure location. There were and continue to be no issues with the administration of these funds.

- d) Was the agency ever asked to return awarded funds for cause?  
NFHC has never been asked to return awarded funds for cause.

12. Divide the execution and administration of the project into areas of responsibility by providing the following:

- a) Names, titles, and resumes of all staff involved with carrying out these areas of responsibility  
Aileen Fitz, Executive Director, will provide oversight for the project, while Jeff Niece, Facilities Specialist, will be the day to day point of contact to assist the contractor with issues related to the sensitive nature of the facility and residents. (Please see job descriptions and resumes under tab B.)
- b) Job descriptions for any new positions  
No new positions will be hired for this project
- c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)  
The project manager will be NFHC employee Facilities Specialist Jeff Niece who will be directly supported by the Executive Director.
- d) Distinguish between in-house agency staff and contracted assistance  
Contractors will be hired to obtain and install the kitchen cabinets and counter tops and to ensure Davis Bacon compliance. The NFHC Executive Director will be responsible for administration and oversight. The NFHC Facilities Specialist, in consultation with the Director of Residences and the Executive Director, will be responsible for supervising and scheduling contracted work.

Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G. *Organization Chart attached.*

13. Tab D of the check list requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG Funds will pay for. Please see attached budget and narrative summary

<b>Project Schedule</b>																
<b>City of Flagstaff</b>																
<b>Project Description:</b>	<b>Northland Family Help Center Shelter Renovations</b>															
<b>Implementing Agency:</b>	<b>Northland Family Help Center</b>															
<b>Project No.:</b>																
<b>Persons Served:</b>	<b>385 per year</b>															
<b>Date submitted:</b>	<b>3/3/2015</b>															
<b>Action Items</b>	<b>Item Description</b>															
		1st	2nd	3rd	YEAR	1st month begins with the Notice To Proceed										
		5th	6th	7th	8th	9th	10th	11th	12th	13th						
	<b>Technical assistance meeting with City CDBG administrative staff</b>		completed													
1	Obtain a minimum of 3 new project bids and submit to City															
2	Choose a project contractor and agree on a timeline															
3	Contract with Davis Bacon Administration															
4	Provide insurance required by City of Flagstaff															
	Facilities Specialist consult and coordinates with contractors and shelter staff on work schedule to minimize disruption															
5	Complete project and project final walk through with contractor															
	Complete final project reports															
	Submit for reimbursement in compliance with CDBG and agency reporting requirements															
	Schedule final walk through CDBG staff															

## Appendix E Budget

Project Budget  
 City of Flagstaff  
 Community Development Block Grant (CDBG) Program

Project Description: Northland Family Help Center Shelter Renovations

Implementing Agency: Northland Family Help Center

Project No.:

Date: 03/03/2015

Persons served: 385 per year

Item and Activity	Item/Activity Description	CDBG	NFHC Building Maintenance Reserve Fund	other grant	Project Total
1	Kitchen Cabinets				<b>23,345.87</b>
A	Construction cost	23,345.87			
2	Staff Salaries and ERE's				<b>3,925.66</b>
A	Facilities Specialist 5% of Total Salary	1,649.44		1,649.44	
B	5% of total ERE's	313.39		313.39	
3	Program Related Expenses				<b>100.00</b>
A	Davis Bacon compliance administration - consultant	100.00			
4	Professional Services				<b>4,500.00</b>
	Finance/Audit 3% of total audit cost			4,500.00	
5	Administration				<b>5,247.90</b>
A	Executive Director 3%			4410.00	
B	3% of total ERE's			837.9	
6	Leveraged funding sources				<b>27,451.00</b>
A	Northland Family Help Center repairs and maintenance fund used for shelter renovations		27,451.00		
	<b>CDBG Totals</b>	25,408.70			
	<b>Totals</b>		27,451.00	11,710.73	<b>64,570.43</b>

### Budget Justification

#### Staff Salaries and ERE's

Facilities Specialist: 5% percent of total salary and employee related expenses spent on shelter renovations project, including kitchen cabinets and countertops.

#### Program Related Expenses

\$100.00 is the fee for a contractor to ensure project is compliant with Davis Bacon requirements

#### Professional Services

The total renovations cost is 3% of the total agency expense budget is 3%. This item represents 3% of the total cost of NFHC's annual audit.

#### Administration

3% of the Executive Director's salary and ERE's are included to reflect the 3% of her time that will be spent in oversight and administration for the shelter renovations, including kitchen cabinets and counter tops.

## Appendix E Budget

### **Leveraged funding sources**

\$27,451.39 is the amount from agency repair and maintenance funds for carpets, furniture, curtains, and alarms in the Women's Shelter and Youth Shelter.

### **CDBG Totals**

CDBG funds requested are \$25,000 for the cost of replacing the kitchen cabinets and counters, half of the Facilities Specialist's time and ERE's for project management and \$100 for a contractor to ensure Davis Bacon compliance.



Photo shows stainless steel sink installed in Women's Shelter with 2007-08 CDBG funds.

Kitchen counter top and cabinets in Women's Shelter kitchen

Funds requested are for replacement of these counters and cabinets.



**Defensa #1**

**Contra**

**Las Enfer**

**Transmi**

**Los Alim**



ISO

**Plat**

**Misc. Utensils**

**Knives/Baby**

**Pots/Pans**

**Pots/Pans**



Photo shows stainless steel sink installed in Youth Shelter with CDBG 2007-08 funds.

Photos below show damage to Youth Shelter kitchen cabinets and counter-tops that we are proposing to replace with 2015-16 CDBG funds.









# Appendix B

## CDBG Project Ranking Form 2015/2016

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Northland Family Help Center**

Amount of Funds Requested: **\$25,408.70**

Name of Project: **Shelter Renovations**

Public Service

**Housing**

Economic Development

**88 points overall**

**Additional Considerations:**

**\$66** Ratio of dollars per person benefitted by proposed project

**108%** Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)

**Yes** Past successful CDBG contract administration (yes or no)

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points) NA**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

---

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

No (0 points) Yes (1 point)

---

**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

---

**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

➤ Needed to explain how the objectives relate to the project.

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 **5** 10

---

**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

0 1 2 3 **4** 5

---

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points)**

(None) 0 1 2 3 4 **5** 6 7 8 9 10 (Extensive)

- Why is this project not ongoing maintenance? Should be on maintenance schedule not a remodel
  - Focused on national needs, not local. Should be an operational/ ongoing maintenance project.
- 

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

- Not enough letters of leverage. No external leverage –only 1 letter which was internal.

---

**11. How well does the question describe:** (10 points)

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0    1    2    3    4    5    6    7    8    **9**    10 (Extensive)

---

**12. Did the answer divide the organization's execution and administration of the project by the following:** (10 points)

- a) **Name, titles, and resumes** of the staff involved?
- b) Job descriptions for any new positions?
- c) Is project manager identified?
- d) Is a distinction made between in-house staff and contracted assistance?
- e) Does Tab G include all staff positions and CDBG proposed positions?

0    1    2    3    4    5    6    7    8    **9**    10

---

**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E?** (10 points)

(None) 0    1    2    3    4    5    6    7    8    **9**    10 (Extensive)

---

**General Criteria:**

- 1. How realistic is this project in terms of probability of success within the community?** (10 points)

(Not at all) 0    1    2    3    4    5    6    7    **8**    9    10 (Very)

---

- 2. How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?** (5 points)

(Not at all) 0    1    2    3    4    **5** (Very)

---

**3. How realistic is the project budget? Was the correct format used? Does the budget include:** (15 points)

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 **9** 10 11 12 13 14 15

---

**4. Has the applicant exhibited competence in preparing this proposal?** (10 points)

- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 **5** 6 7 8 9 10 (Very Much)

---

**Notes:**

General Criteria:

Not a compelling project for housing.

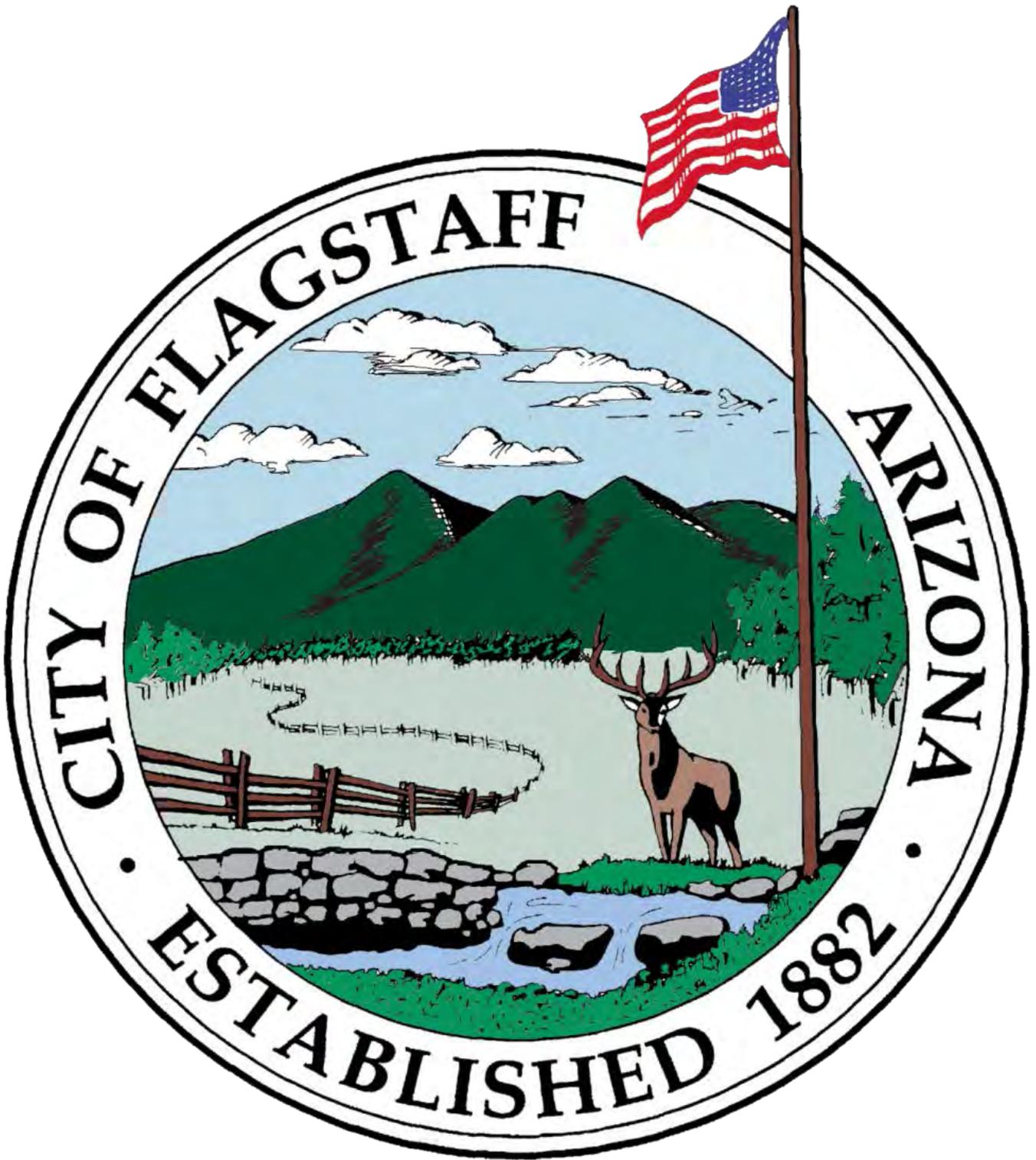
General Comments:

Will new countertops help more people within the community?

#9 explained why this remodel is important to the shelter. It provided solid statistics, which prompted me to change my mind regarding this request.

Sub-recipient would spend money fast. Did a fast spend-down in the past

Not really leveraging any funds because they are using other funds to pay for different renovations not related to the countertops.



THE  
**Guidance**  
CENTER

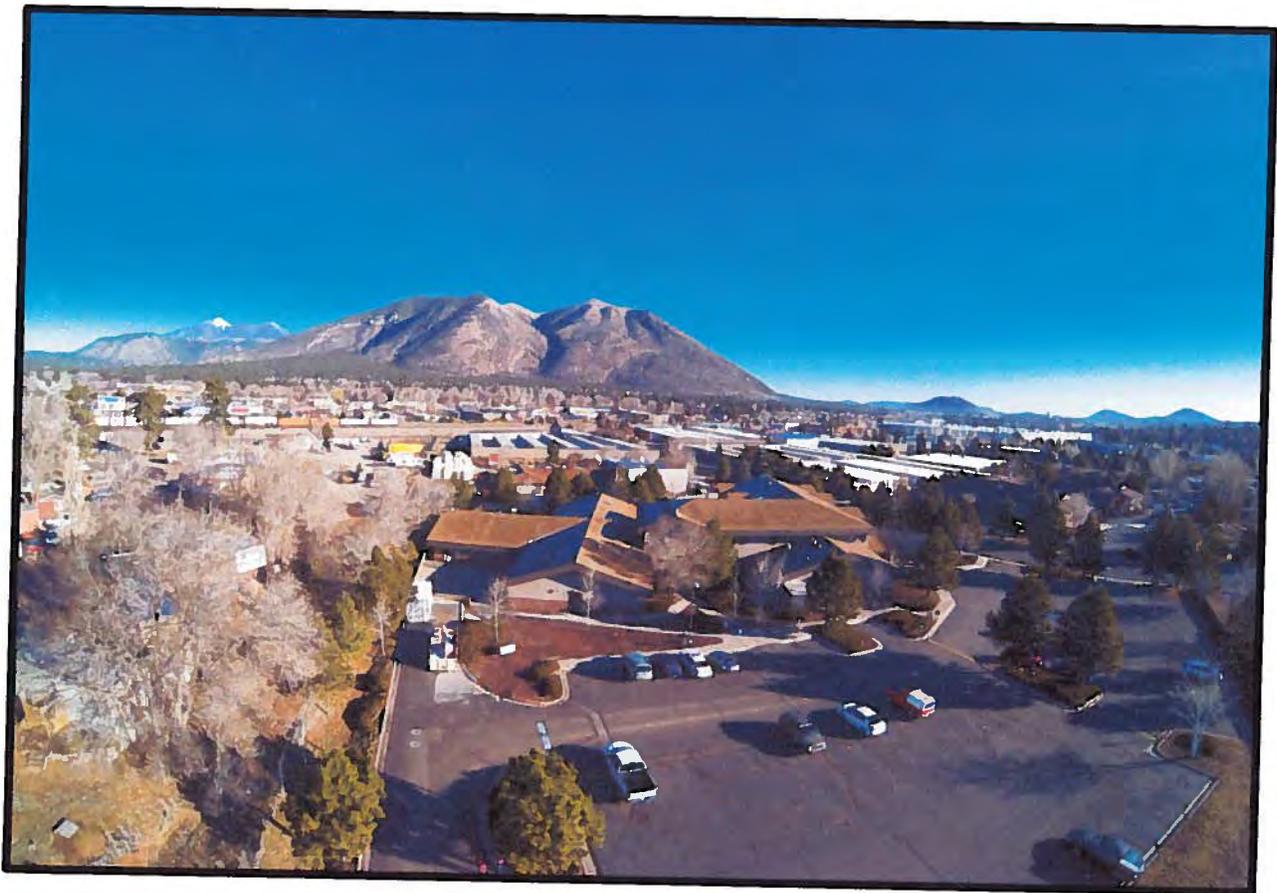
**Community Development Block Grant  
City of Flagstaff  
2015/2016  
Grant Application**



**The Guidance Center ADA Improvement Project**



**Community Development Block Grant  
City of Flagstaff  
Grant Application  
2015/2016**



**The Guidance Center ADA Improvement Project**

## Executive Summary

**Agency requesting funding:** The Guidance Center, Inc.

**Amount of funds requested:** \$69,051.29

**Project name:** The Guidance Center ADA Improvement Project

**Please indicate the following agency representative that will be the primary contact person for this project:**

- **Name:** Kate Yenik
- **Title:** Marketing Specialist
- **Mailing address:** 2187 N. Vickey Street  
Flagstaff, AZ 86004
- **Fax number:** (928) 714-6480
- **E-mail:** [kyenik@tgcaz.org](mailto:kyenik@tgcaz.org)
- **Phone number:** (928) 714-5244

**Brief project description (2-3 sentences):** The Guidance Center is a not-for-profit behavioral health center that offers mental health, substance abuse, and primary care integrated services for adults, children, and families. Services are available 24 hours a day, seven days a week, at the main campus (2187 N. Vickey Street, Flagstaff). The main campus is in critical need of ADA improvements, which includes extending current sidewalks to connect separate treatment buildings, adding corresponding wheelchair ramps, and installing 11 ADA compliant automatic doors throughout the campus.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household)** 3,700 consumers receive services at The Guidance Center and there are 240 employees at The Guidance Center.

**Council CDBG priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

**Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

**Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Persons experiencing homelessness
- Illiterate Adults

**Name of authorized representative:** Jack Callaghan, Ph.D.

**Signature:** Jack Callaghan, Ph.D. **Date:** 3-2-15

**Title:** CEO

**Please respond to the following questions in the order listed. Reformat as necessary. Make sure to include the entire question in your response.**

---

**Answer questions 1 - 3 for Public Service submissions only**

**The Guidance Center ADA Improvement Project is not a public service project**

---

1. Mark the public service activity that best fits your proposed service. - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-7-Public-Services.pdf>
  - Employment services (e.g., job training)
  - Crime prevention and public safety
  - Child care
  - Health services
  - Substance abuse services (e.g., counseling and treatment)
  - Fair housing counseling
  - Education programs
  - Energy conservation
  - Services for senior citizens
  - Services for homeless persons
  - Welfare services (excluding income payments)
  - Recreational services
  - Other
2. Clearly define how the proposed service is one of the following:
  1. A new service.
  2. A quantifiable increase in the level of an existing service.
3. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service fill?)

---

**Answer question 4 for Economic Development submission only.**

**The Guidance Center ADA Improvement Project is Not an Economic Development Submission**

---

4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-8-Section-108.pdf>
- Special economic development
  - Economic development undertaken by a Community Based Development Organization (CBDO)
  - Technical assistance to businesses
  - Microenterprise development
  - Commercial rehabilitation
  - Public facilities and improvements
  - Job Training

---

**Answer the following questions for ALL submissions:**

5. Describe the proposed scope of the project, including:
- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
  - The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.)
  - Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable).
  - Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).

The Guidance Center (TGC) is a not-for-profit community mental health center that offers a full continuum of mental health and substance abuse programs and services to the greater Flagstaff, Williams, and surrounding communities. TGC offers behavioral health counseling for individuals, families, and children. TGC specializes in depressive disorders, anxiety disorders, serious mental illness, substance abuse, trauma, and childhood behavioral issues. TGC also offers psychiatric hospital services, residential substance abuse services, primary health care services through the HealthCare Connect primary care clinic, and crisis services which are available 24 hours a day, 7 days a week at the main TGC campus. Services provided by TGC are recovery-oriented and trauma-informed across our entire system of consumer care.

Additionally, TGC offers housing services for consumers who are seriously mentally ill. TGC has the largest supported housing availability within the Northern Arizona Regional Behavioral Health Authority (NARBHA) network, providing up to 64 individuals with a safe and secure living environment as they work toward recovery from mental illness.

The mission of The Guidance Center is to improve the behavioral health of the people of our community, offering a full range of high-quality, cost-effective services.

The purpose of this project is to improve The Guidance Center's campus to further meet the requirements set by the Americans with Disabilities Act (ADA) and to better serve individuals with disabilities. The campus has a comprehensive selection of wrap-around services for our consumers. Services on campus include: outpatient adult behavioral health services, outpatient substance abuse services, outpatient child and family behavioral health services, alcohol residential rehabilitation, alcohol stabilization unit, psychiatric acute care unit (psychiatric hospitalization), vocational rehabilitation, pharmaceutical services, and a primary care clinic.

In 2014, there were **approximately 3,700 consumers** visiting The Guidance Center's main campus and **240 employees**. Moreover, each month there are roughly 100 newly enrolled consumers at TGC. Of the 3,700 consumers, 73% are under the age of 50. Since the programs offered on The Guidance Center's campus are designed to be wrap-around services, clients need access between buildings to receive a wide array of services and to meet our mission of improving the behavioral health of the people of our community.

The campus, which is 396,646 square feet, has three central buildings: the main office/hospital building, outpatient services building, and substance abuse rehabilitation. Services at the main offices, located at 2187 N. Vickey Street, include administration, intake and evaluation services, outpatient substance abuse services, 24/7 crisis services, and intensive team case management called Assertive Community Treatment or ACT team. For a better understanding of the scope of services please see the agency map, located under **Tab A**.

The largest building, known as the Vickey Street Office (VSO), has a fully operating kitchen and cafeteria for our 24 hour units. The Psychiatric Acute Care Unit (PACU), also located in the VSO, is a 16-bed emergency psychiatric hospital. This unit offers support for adults who are in need of evaluation, medication stabilization, and/or emergency psychiatric care, including involuntary hospitalization, also known as Title 36. TGC is the only Title 36 contractor in Coconino County.

Additionally located at the VSO is the Alcohol Stabilization Unit (ASU), a 12-bed residential program whose goal is to provide immediate stabilization and transition services for adults in the Flagstaff and surrounding communities. It works in close partnership with Flagstaff Medical Center, City of Flagstaff Police Department, Guardian Medical Transport, Coconino County Sheriff's Office, and area shelters. The ASU offers nutrition, a safe place to rest and establish sobriety, self-care assistance, educational groups, and case management services. The goal is to

transfer consumers to substance abuse rehabilitation services and eventually outpatient substance abuse services. There were 752 admissions to the ASU in 2014.

The North Country HealthCare Connect primary care clinic is also connected to the VSO. This department provides primary health care services to TGC consumers, families, and employees. The purpose of integrated care on campus is to close the gap between mental health and primary care and provide a holistic approach to those with behavioral health issues. HealthCare Connect provides easy access to primary care services on-site for anyone that is receiving mental health and/or substance abuse services at TGC.

The outpatient services (OPS) building, located at 2695 E. Industrial Drive, contains child and family outpatient services and adult outpatient services. The adult services department offers general mental health services and specialized services for individuals experiencing a serious mental illness. Services offered through the adult program include: individual, group, and family counseling, health promotion, living skills training, case management, vocational rehabilitation, personal assistance and peer support services, and veteran-specific services.

The Child and Family Services (CFS) department provides programs for children, teens, and young adults, aged birth to 24. The unique Birth to Five program offers services to some of the highest-needs individuals in our community. The services provided for these children and their families are unique to the community and are tailored to meet early childhood developmental needs. In addition, the child and family services team offers services for pre-adolescent aged children, offering a wide variety of skill groups. Moreover, parent-child therapy is offered, which provides supportive counseling and intervention to reduce the negative impact of difficult life circumstances that children and their families have experienced. Finally, a program called Youth in Transition offers case management services for young adults between the ages of 18 and 24.

The Substance Abuse Rehabilitation (SAR) building, located at 2697 E. Industrial Drive, is a 16-bed residential substance abuse treatment program. The program serves men and women with a significant and recent history of substance abuse or dependence. Individuals experiencing a co-occurring mental illness and substance abuse problems are also treated. The goals for the Substance Abuse Rehabilitation program are to assist consumers in developing motivation for sobriety and establish goals for their future, and provide an opportunity for consumers to begin practicing newly acquired coping skills, communication skills, and refusal skills. SAR provides group, individual and family counseling, psychiatric and psychological evaluations, and individual and group education.

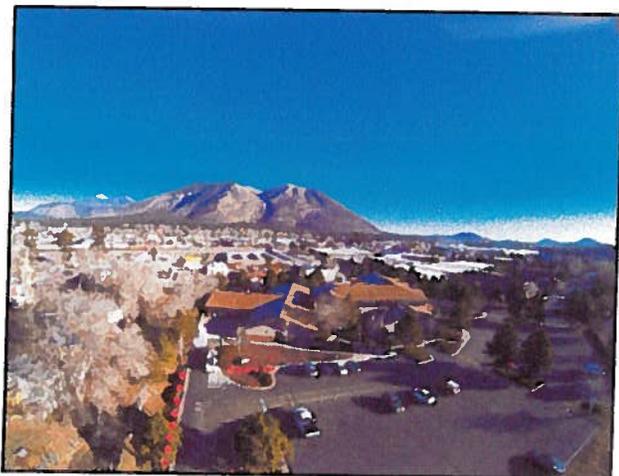


Figure 1: Planned sidewalk additions at TGC

The first priority of the TGC campus ADA improvement project is to expand the sidewalk on the TGC campus. The maps, located under Tab A (pages 21 and 22), demonstrates the campus size and the distance between buildings, indicating the need for full connection by sidewalk and ADA ramps throughout the campus. The first expansion is on the west side of the campus and will include an additional 117 linear feet of sidewalk.



Figure 3: Planned 117 linear feet of sidewalk addition with crosswalk and two ramps



Figure 2: Planned 27 linear feet of sidewalk addition by HealthCare Connect Signage

Currently, the existing transition sidewalk from the Outpatient Services Building (2695 E. Industrial Avenue) to the Vickey Street Office (2187 N. Vickey Street) ends without any ADA accessible pad or ramp. This forces those with mobility disabilities to cross the large parking lot in order to go from building to building. This exposes clients and staff to moving vehicles in the lot.

The proposed project will expand that sidewalk to the HealthCare Connect Primary Care Clinic, Alcohol Stabilization Unit, Psychiatric Acute Care Unit, and the main offices. The additional sidewalk will also include two new ADA accessible ramps. This connectivity will allow all clients to travel safely and efficiently to wrap-around services.



Figure 4: Current ramp by the PACU.

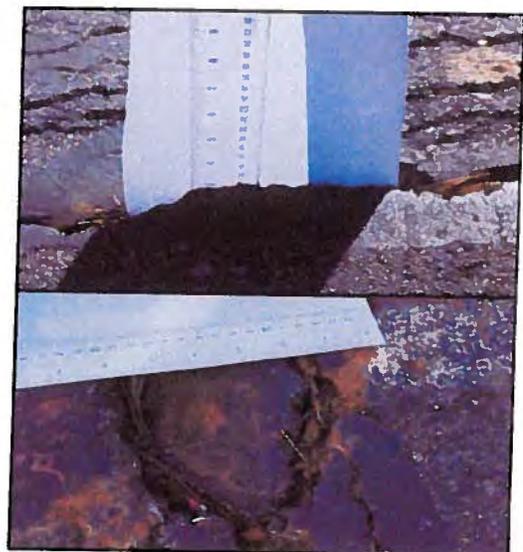


Figure 5: Width and depth of damage on ADA accessible ramp.

The sidewalk will continue an additional 27 linear feet in front of the HealthCare Connect signage. Figure 1 displays the addition of 117 linear feet of sidewalk along the drive from the OPS building towards the HealthCare Connect building. Figure 2 and 3 displays the additional sidewalk in front of the HealthCare Connect signage and a section of the sidewalk addition along the drive. The dotted line indicates the added sidewalk or crosswalk. The red ovals indicate the additional ADA accessible ramps.

In addition to adding the ramps to the new sidewalk, this project will also entail adding two ADA accessible ramps to give access to the shade trellis and picnic tables. The ramps will include an additional concrete crosswalk to give unimpeded access to the picnic area. The picnic/shade area is used for group supervision of consumers.

Figure 3 displays the locations where the ramps and walkway will be added.

Figure 4 displays a photo of an existing asphalt ramp, which gives access to all of the services offered at the Vickey Street Office building. This ramp is badly damaged with a crack, which is larger than 3 inches in depth and 6 inches in width in some places. This crack is a trip hazard. According to Americans with Disabilities Act Standards for Accessible Design (28 CFR Part 36), a ramp is considered a trip hazard if damage causes a vertical height discrepancy of ¼ inch or more. Figure 5 presents the measurements of the cracks on the existing asphalt ramp. The TGC ADA Improvement Project will correct the current issue by removing the existing, non-compliant, asphalt ramp and replace it with a new egress/ingress concrete pad, allowing safer accessibility to the Vickey Street Office services.

**The second priority** of this project is to furnish and install 11 new low-energy automatic wheelchair accessible door operators. Each building will be affected by the door renovation. Table 1 displays the list of doors that we propose to upgrade. This improvement will move TGC forward in better serving individuals with physical disabilities.

Building	Doors Being Renovated	Total Low-Energy Automatic ADA Doors
Vickey Street Office	Main Office, Front Door	5
	Main Office, Inner Door	
	Main Office, Internal Secure Door	
	ASU, Front Door	
	HealthCare Connect, Front Door	
Outpatient Services Building	Child and Family Services (CFS), Front Door	4
	CFS, Inner Door	
	CFS, Internal Secure Door	
	Adult Services Side, Internal Secure Door	
Substance Abuse Rehabilitation	Front Door	2
	Inner Door	
<b>Total Renovated Doors</b>		<b>11</b>

Table 1: Description of replacement doors



Figure 6: Front doors at VSO

The Vickey Street Office requires the total installation of five doors. The front entrance is currently not wheelchair accessible and is in need of two doors. Figure 6 displays the current front doors at the VSO. In addition, there are three inner secure doors that need to be rehabilitated throughout the campus to ensure accessibility for staff and consumers. Figure 7 shows the inner secure doors at OPS. There are three inner secure doors that need be replaced throughout the campus.



Figure 7: Inner Secure doors at OPS

The Alcohol Stabilization Unit and the HealthCare Connect clinic each also need an ADA accessible door. In addition, the Child and Family Services side of the Outpatient Services building needs two accessible front doors. The Adult Services side of OPS already has two ADA accessible automatic exterior doors. Finally, the Substance Abuse Rehabilitation has a total of two doors, which include the front door and inner door, both locked at all times. Consumers and employees alike will benefit from the enhancement of automatic doors. This change will give ease of entry and accessibility for all consumers, staff, and visitors.

Currently, TGC is in the **planning stages** of this project. TGC has acquired the estimates for the work needed to complete the sidewalk expansion, ramp repair and installation, and the door enhancements. The services offered at The Guidance Center are on-going and will continue throughout the construction phase. Tab C is the planned schedule of completion.

6. **Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:**
  - **Providing decent housing**
  - **Providing a suitable living environment**
  - **Expanding economic opportunities principally for low-moderate income persons or neighborhoods.**

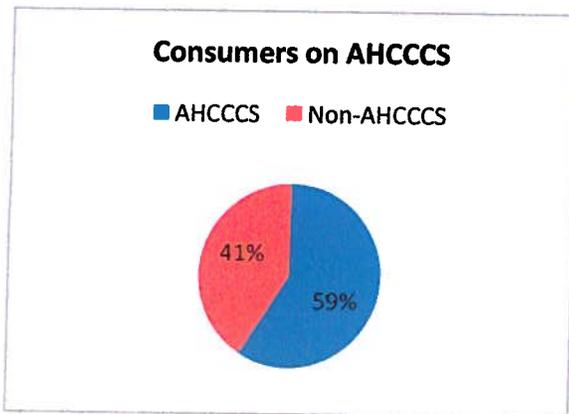


Table 2: Consumers enrolled in AHCCCS in 2014

The Guidance Center campus ADA Project achieves the CDBG National objective to **benefit low-moderate income persons**. More than half of the TGC consumers are on Arizona Health Care Cost Containment System or AHCCCS. The chart to the left (Table 2) displays that 59% of the TGC consumers are on AHCCCS and 41% are on private pay or other insurance throughout the year. In order to qualify for AHCCCS an individual must have limited income. For example, in order to meet the eligibility criteria for AHCCCS, a single individual must make a maximum of \$1,294

monthly. If that individual is on Medicare, then they are allowed a maximum of \$930 monthly in income. According to the HUD Area Median Income (AMI) guidelines, to be 80% AMI one individual must make up to \$2,779.17 monthly. Moreover, according to CDBG, a low-moderate income person is "defined as a member of a family having an income equal to or less than the Section 8 Housing Assistance Payments Program low-income limits established by HUD applicable to the size of a person's family."

According to the **area benefit activities** from the CDBG National Objectives, the criteria is met if an activity is undertaken in a service area where at least 51% of residents have income at or below 80% of the AMI. The CDBG National Objectives indicate that an area benefit as improvements that provide a benefit to all the residents of an area.

TGC services include programs for individuals who are chronically homeless, as defined by the Arizona Department of Housing and Urban Development (HUD). For example, the housing program at TGC requires potential residents to provide documentation exhibiting homelessness in the last 12 months or have had periods of homelessness. Individuals in our housing program are also required to seek services at TGC through outpatient counseling, nursing, HealthCare Connect, or any additional services offered on the main campus as part of their treatment plans.

Another national objective the TGC Campus ADA Project meets is **low-moderate income limited clientele activity**. According to the CDBG national objective, this objective "may benefit particular persons without regard to the area in which they reside, or may be an activity which provides benefit on an area basis but only to a specific group of persons who reside in the area." Of course, at least 51% of the beneficiaries must be low-moderate income persons. Again, 59% of TGC's consumers fall into that category throughout the year. This percentage has remained stable for several years.

Furthermore, TGC conducts activities that serve individuals who are **severely disabled**. According to the Bureau of the Census, severely disabled includes "mental or emotional condition that seriously interfered with everyday lives." Some of TGC's consumers also experience physical disabilities.

7. **If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside; Sunnyside; Plaza Vieja; Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:**
  - a) **Neighborhood Revitalization**
  - b) **Housing**
  - c) **Homelessness**
  - d) **Mentally Ill and/or Serial Inebriate Populations**

The Guidance Center is located at 2187 N. Vickey Street in the Fox Glen neighborhood. However, The Guidance Center assists consumers from Southside, Sunnyside, Plaza Vieja, and Pine Knoll neighborhoods. Additionally, several of the TGC housing units are located in these

target areas. The ADA improvement project meets two of the Council CDBG priorities: Mentally Ill and/or Serial Inebriate Populations and homelessness.

The first Council CDBG priority this proposal meets is the mentally ill and/or serial inebriate population. The Guidance Center provides comprehensive services for individuals in need of behavioral health and substance abuse treatment and services. The Guidance Center specializes in depressive disorders, anxiety disorders, serious mental illness, substance abuse, trauma, and childhood behavioral issues. TGC also offers psychiatric hospital services, residential and stabilization substance abuse services, primary health care services, and crisis services which are available 24 hours a day, 7 days a week. Behavioral health and substance abuse services offered at The Guidance Center are recovery-oriented and trauma-informed across our entire system of care.

In 2014, 23% of the consumers served at TGC were diagnosed with a serious mental illness. Approximately 28% were diagnosed with a general mental health condition. In addition, 25% of the consumers were enrolled in a substance abuse program at TGC. Table 3 is a breakdown of all services offered at TGC, including services for children and families. The Guidance Center's Alcohol Stabilization Unit (ASU) provides a sober, safe, and secure environment for adults who are in need of immediate stabilization and transition services. The unit addresses issues of chronic alcoholism by helping the most vulnerable and homeless of the community. In 2014, the ASU had 752 unique consumers. Table 4 is an analysis of the total adult services provided in 2014.

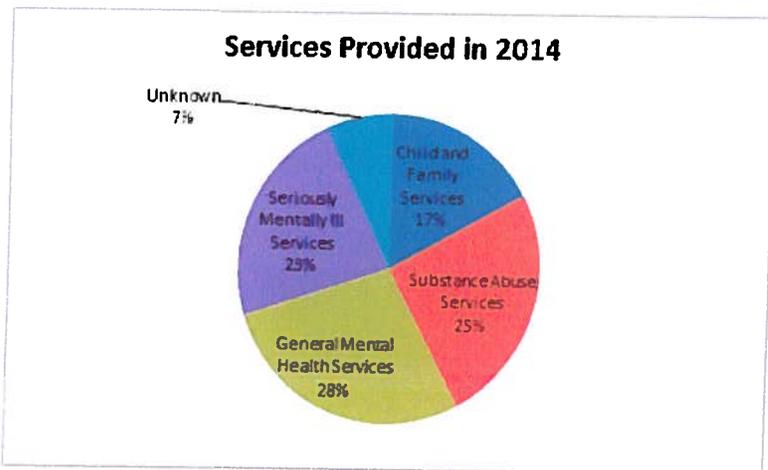


Table 3: Percentage of total services provided to all consumers enrolled at The Guidance Center

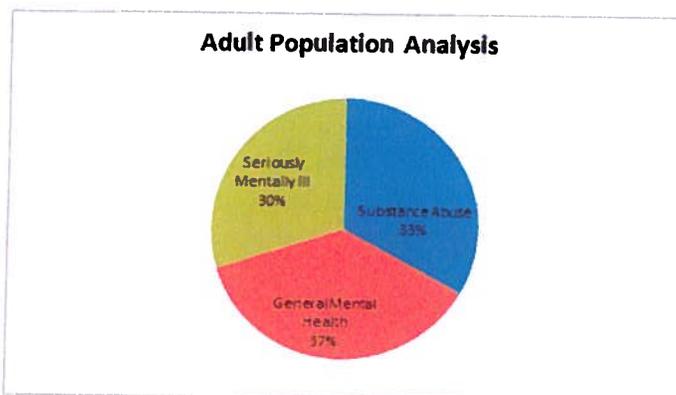


Table 4: Adult population analysis of services at TGC in 2014

The second Council CDBG priority this proposal meets is homelessness. In 2014, approximately 15% of the total consumers served at The Guidance Center were homeless. TGC provides clients with stability in their path to mental health or substance abuse recovery through a variety of services. In addition to mental health and substance abuse services, TGC offers individual vocational rehabilitation services, peer support services, and skills training. Within the scope of mental health treatment, case managers are able to monitor medications as well as assist clients in life-skills activities such as

support services, and skills training. Within the scope of mental health treatment, case managers are able to monitor medications as well as assist clients in life-skills activities such as

shopping, managing a budget, and cooking. A large component of this program is preventing consumers from living on the streets. TGC housing units also support individuals who have experienced homelessness.

8. **Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. (Include Page # Citations). The plan is available at <http://www.flagstaff.az.gov/index.aspx?NID=2876>**

The Guidance Center ADA Improvement Project is highly consistent with the needs, priorities, goals, and objectives identified in the FY 2011 – 2015 Consolidated Plan. Considering the six overarching goals of the Consolidated Plan, the ADA improvement project addresses goal (3) “Invest in housing, public and supportive services for vulnerable populations” [page 6]. Additionally, this application addresses Objective D to “Develop, expand and rehabilitate public facilities” [page 71]. The Guidance Center ADA Improvement Project is intended to “support facilities and services for persons who are homeless, persons with AIDS, victims of domestic violence, persons over the age of 65, persons with disabilities, and persons with mental illness” [page 71]. The target population for The Guidance Center is adults, families, and children who are experiencing a mental illness and/or individuals who may encounter issues with alcohol and drug abuse. In addition, many of our consumers may experience other physical chronic conditions.

The City of Flagstaff Consolidation Plan includes the following objective: “Support capital improvements that reduce facility operating costs or enhance function” [page 71]. The ADA improvements at The Guidance Center will enhance the campus by providing easier access for individuals with physical and mental disabilities. These improvements will allow for all consumers to access the wrap-around services at TGC safely and efficiently. The extended sidewalk will provide a smooth transition for consumers, staff, and visitors to walk from building to building. In addition, the automatic doors will allow clients, staff, and visitors to enter each building with comfort and ease.

The City of Flagstaff Consolidation Plan includes special populations as defined by HUD as persons with severe mental illness, persons with alcohol/other drug addictions, and person with physical disabilities [page 47]. Moreover, the US Census Bureau defines disability as: “A long-lasting physical mental or emotional condition. This condition can make it difficult for a person to do activities such as walking, climbing stairs, dressing, bathing, learning, or remembering. This condition can also impede a person from being able to go outside the home alone or to work at a job or business” [page 49]. This describes conditions experienced by many of The Guidance Center’s clients.

The second goal that the TGC ADA Improvement Project meets is goal (6) “Strengthen the coordination and delivery of resources” [page 6]. By allowing for easy and safe access to all the TGC buildings on the campus, The Guidance Center will meet this goal by strengthening our delivery of services. The Guidance Center actively participates in the Continuum of Care, which

is made up of “local stakeholders convened for the purpose of ensuring that homeless planning is coordinated among agencies” [page 40]. In addition, The Guidance Center works to “promote co-location of services in both existing and new public facilities” [page 72]. The TGC campus is designed to meet the needs of the consumers through wrap-around services.

Goal (6) also entails working with “community providers to continue to identify the gaps in services and to plan and implement methods and activities to address those gaps” [page 72]. The Closing the Gap Coalition Collaborative Committee meets monthly on the TGC campus to address gaps associated with the chronic alcoholic population. The Alcohol Stabilization Unit is part of the solution. The Closing the Gap Coalition is working to end the disruption caused by substance abused through a unified network of governmental agencies, non-profit organizations, and community members.

The Guidance Center is a direct benefit for those who need “services and funding to help people from becoming homeless” [page 40]. As previously mentioned, 15% of The Guidance Center’s consumers were considered homeless in 2014. In order to prevent homelessness, TGC offers services and programs that are on the path to stability and recovery. The Guidance Center provides consumers with information about all of the shelters in the area and offers assistance with housing applications. When appropriate, participants are also referred to medical, dental, or vision care. Other services TGC offers to prevent homelessness include employment assistance or vocational rehabilitation, clothing vouchers, skills building, case management, and housing assistance.

In addition to case management and counseling services, The Guidance Center staff encourages clients to work or volunteer in order to stimulate communication and strengthen support systems. These are considered “additional creative effort[s]....necessary to ensure the health and safety of homeless, special needs and at-risk populations” [page 43]. Examples of volunteerism include a vocational rehabilitation group that visits Second Chance Center for Animals in Flagstaff as well as volunteering at The Guidance Center Community Garden, located on the TGC campus.

The Guidance Center provides for structure and supervision for adults with serious mental illness and/or substance abuse issues and creates an opportunity for clients to receive adequate support and stability. The Guidance Center contracts through NARBHA to create services and programs to provide the needed mental health and substance abuse care in Flagstaff and surrounding communities [page 51].

Clearly, The Guidance Center ADA Improvement Project is consistent with the needs of the City of Flagstaff by providing supportive services for vulnerable populations.

**9. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.**

A significant number of homeless individuals in Flagstaff are diagnosed with serious mental illness. According to the City of Flagstaff Consolidation Plan, 14% of the homeless in Flagstaff are persons with serious mental illness and 17% are persons with chronic substance abuse problems (City of Flagstaff Consolidation Plan, 2011-2015, p. 41). According to the Coconino County Summer Count of Homeless Families and Individuals (2014), 47% of those who responded believe they have or have been diagnosed with one or more of the following conditions: serious mental illness (or PTSD), drug or alcohol abuse, developmental disability, chronic physical illness, or disability (p. 15).

The Guidance Center aids in the prevention of homelessness by providing housing services, emergency crisis services, psychiatric hospitalization, independent living and life skills training, transportation, primary health care, and a full continuum of care for substance abuse treatment and mental health services. The following services are available 24/7 on the TGC campus: crisis treatment and stabilization, alcohol stabilization, substance abuse rehabilitation, and psychiatric hospitalization.

According to the Arizona Coalition to End Homelessness, chronically homeless people expend more than 50% of the services in the community. The Coconino County Continuum of Care estimates that there are 407 homeless individuals in Flagstaff and 201 remain unsheltered (City of Flagstaff Consolidation Plan, 2011-2015, page 41). In fact, of those who responded to the Coconino County summer count, 30% were chronically homeless (Coconino County Summer Count of Homeless Families and Individuals: Preliminary Findings, 2014, p. 16). This is higher than the national average of 18% as reported by the National Alliance to End Homelessness (Coconino County Summer Count, 2014, p. 16-17). The City of Flagstaff Consolidation Plan notes the risks of homelessness: "Without adequate support, people with serious mental illnesses often stop taking medication needed to remain stable. For those who do not remain stable, homelessness can become a serious issue" (2011-2015, p. 51).

Furthermore, as previously stated, TGC serves individuals who are severely disabled. According to the Bureau of the Census, severely disabled includes "mental or emotional condition that seriously interfered with everyday lives." In fact, 23% of all services provided are for individuals diagnosed with a serious mental illness. Some of TGC's consumers and staff also experience physical disabilities.

The Guidance Center supports consumers by providing the services they need and connects them with opportunities for vocational and healthy development. The Guidance Center is an important service to the Flagstaff community. TGC will continue to provide high-quality, consumer-driven behavioral health and substance abuse services, by enhancing the campus to better meet the needs of consumers, staff, and visitors.

- 10. Briefly describe the scope of the community collaboration surrounding the proposed project.**
- a) Be specific, citing additional leverage funding sources, agreements, staffing partnerships, etc.**
  - b) If formal partnerships exist, please include documentation of all leveraged resources and identify leverage in budget.**
  - c) Attach letters of community collaboration/support for the specific project.**

As a local community behavioral health center, The Guidance Center is involved with cooperative outreach. Through this outreach, TGC is involved with many partnerships throughout the community. The Guidance Center has support from Northern Arizona Regional Behavioral Health Authority, Flagstaff Shelter Services, Catholic Charities, Northern Arizona Healthcare, and North Country HealthCare. These agencies have expressed their full support of The Guidance Center ADA Improvement Project [see Tab F].

The Guidance Center has committed an additional \$12,277.39 out of its own budget for the ADA improvement project. TGC executive team acknowledges the time and effort it takes for reporting and the management of the Community Development Block Grant. For this effort, TGC has dedicated \$6,277.39 for administration costs associated with grant reporting and project management. This allocation is 10% of the total project cost of \$69,051.29. The Guidance Center, also, allocated \$6,000.00 for curb landscaping around the sidewalks. This landscaping is for concrete curbs that will border the sidewalks at VSO. This barrier will prevent landscaping rocks from falling onto the sidewalks, causing trip hazards.

Additionally, The Guidance Center received estimates from a number of local companies for the ADA improvements. 4M Concrete, Inc. submitted their estimate to expand a total of 144 feet of sidewalk on the TGC campus. 4M Concrete, Inc. also included the development of four new ADA accessible ramps and replacement of one existing ramp. DH PACE Door Services supplied TGC with an estimate on 11 new automatic doors for three different buildings..

- 11. Briefly describe:**
- a) The organization's history administering this or similar projects.**
  - b) The organization's realistic capacity for undertaking this project.**
  - c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.**
  - d) Was the agency ever asked to return awarded funds for cause?**

The Guidance Center has successfully accomplished other improvement projects in the past. In 2006, TGC successfully partnered with a Kinney Construction Services to design and build the Outpatient Services building and the Substance Abuse Rehabilitation building. This consisted of building a new two-story building on an undeveloped site. The OPS building consisted of 27,000 square feet and the SAR building is 6,000 square feet.

In 2009, TGC received supplementary funds from NARBHA to renovate two town houses. These units are used for adults who are seriously mentally ill. TGC received a total of \$111,102.00 for this project which consisted of reroofing one of the apartment buildings, reconstructing the deck and siding, and replacement of the windows, among other safety repairs. In 2013, TGC renovated the Williams Clinic roof. In 2013, TGC constructed firewalls throughout the administrative and psychiatric unit. In addition, in February of 2014, TGC renovated the clinical records department. This consisted of remodeling the room and moving several years of clinical record documents to lockable, fire, and water resistant storage units.

The VSO building has had significant renovations recently, including a new crisis unit and crisis and stabilization unit, ADA improvements as well as other renovations to the Alcohol Stabilization Unit, which just finalized in February 2015. Finally, with financial support from NARBHA, TGC constructed the community garden. The TGC Community Garden, located on the TGC campus, was designed with aesthetics and accessibility in mind. The fine packed gravel throughout the garden is designed for easy wheelchair access and it has 11 raised beds for low mobility and wheelchair access.

TGC has significant experience administering Federal and State funding sources, including: Northern Arizona Regional Behavioral Health Authority (NARBHA), State of Arizona, Medicaid (AHCCCS) capitated funds, as well as Substance Abuse Prevention and Treatment Federal Block Grant funds. The Substance Abuse and Mental Health Services Administration awarded TGC \$275,000 for prevention services in 2013. Additionally, TGC has been awarded the Arizona Department of Transportation capital funds since 2011.

The Guidance Center was recently awarded \$32,651 for the Inverrary House Rehabilitation Project. The Facilities Director is currently working on getting up-to-date estimates for roof rehabilitation, carpet replacement, and repaint and repair the exterior of the home. This project will begin in March with funding from the City of Flagstaff CDBG.

Table 5, on page 18, depicts The Guidance Center's funding history with federal and state grantees. TGC is a contract provider through NARBHA and the State of Arizona. Through this contract TGC receives operational funding for behavioral health and substance abuse services. TGC remains compliant with the State Office of Behavioral Health license regulations. Additionally, TGC is an accredited agency through the Joint Commission.

TGC has full capacity to undertake this project. The TGC ADA Improvement Project is minor in scope of work and preparation. The expansion of the sidewalk, addition of the four new wheelchair ramps, the concrete walkway, and replacement of one ramp will take **two weeks** with the assistance from a contractor. The 11 door installations will be completed within **20-25 days**. This project will not disrupt our residents or counseling services offered on the campus. The short time frame of the project provides TGC staff with leverage to decide as to when the project will be completed. Finally, the contractors assigned to this project will perform the bulk of the work, while the Facilities Director will oversee the completion of the project.

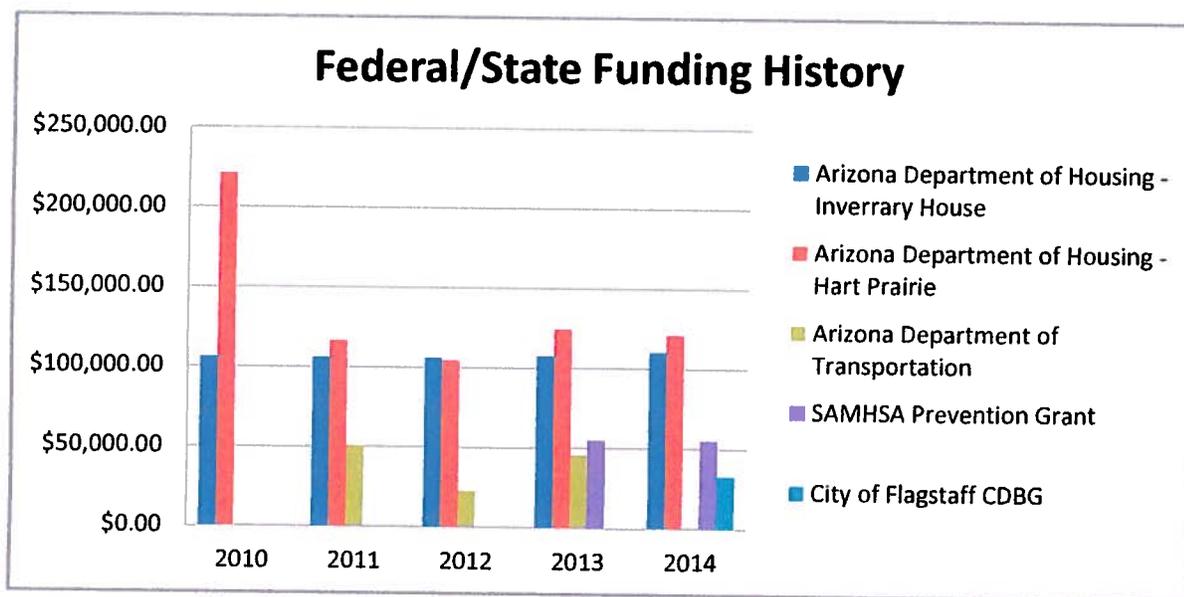


Table 5: Federal and State funding history 2010 through 2014

In prior years, TGC has had difficulty administering the CDBG funding. Reorganization in 2013 and 2014 of TGC administration and staffing has led to the replacement of contracted grant managers, which had been a cause of communication and compliance problems. A highly qualified and full-time Development and Accounting team, who report directly to The Guidance Center’s CEO, now administers and complies with the awarded CDBG funds.

In 2002, TGC was asked to return CDBG funding. The current staff is unaware of why CDBG funding was returned. In 2009, TGC had to return its CDBG funding award for the 1<sup>st</sup> Street apartments. The award of \$80,000 was declined because the renovation was already completed before funding was given and the notice to proceed had not been granted. Finally, The Guidance Center was awarded in 2012 for the Street to Home Partnership (StoHP). TGC declined the \$27,825 award due to the status of the program and staffing changes. Due to these programmatic changes, TGC was unable to utilize the CDBG funds as required.

Throughout the year, TGC and the City of Flagstaff Housing have fostered a relationship that has improved the communication. The issues have now been resolved, as evidenced by our current CDBG contract.

12. **Divide the execution and administration of the project into areas of responsibility by providing the following:**
- a) **Names, titles, and resumes of all staff involved with carrying out these areas of responsibility**
  - b) **Job descriptions for any new positions**
  - c) **Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)**
  - d) **Distinguish between in-house agency staff and contracted assistance**
  - e) **Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.**

The project manager for The Guidance Center ADA Improvement Project is **Jeremiah Minter**, in-house Facilities Director for The Guidance Center. Mr. Minter is also TGC's Safety Officer, and he will create an interim safety plan. The renovation services will be primarily completed by contractors. TGC received estimates from **4M Concrete, Inc.** to complete the sidewalk extension and ramp additions and repair. In addition, **DH Pace Door Services** provided TGC with estimates for 11 automatic ADA accessible doors. Resumes are located under **Tab B** and estimates are found under **Tab D**.

The contractors will be selected utilizing TGC's standard procurement procedure and the City of Flagstaff's procurement policies. The project manager, Jeremiah Minter, identifies the job-related needs (i.e. more than one contractor) and utilizes his professional experience of more than 15 years in the construction trade in Flagstaff to choose among three suitable contractors. Contractors are also chosen by price, availability, and Davis-Bacon regulations. An on-site walk-through and inspection of the job is performed, and the project manager evaluates each line item for job requirements, work quality, and price. All bids are reviewed by the Finance Director and Chief Executive Officer. The Board of Directors approves any purchase of over \$10,000 prior to the purchase of the item.



### Map of Specific Project Areas



	ADA Ramps
	Sidewalk Construction



## Appendix E

### The Guidance Center ADA Improvement Budget

**Project Budget**  
**City of Flagstaff**  
**Community Development Block Grant (CDBG) Program**

**Project Description:** TGC Campus ADA Improvements  
**Implementing Agency:** The Guidance Center, Inc.  
**Date:** February 24, 2015  
**Persons Served:** 3,700 Consumers and 240 employees

Item and Activity	SOURCE 1 CDBG	SOURCE 2	SOURCE 3 TGC Leverage	SOURCE 4	Project Totals
1. 11 Low Energy Door Operators with Wireless Actuator Kits	\$37,094.40				\$37,094.40
2. Apprx 117 Inr ft of Sidewalk w/ADA Ramp along Drive	\$8,382.00				\$8,382.00
3. Apprx 27 Inr ft of Sidewalk w/ADA Ramp along Parking	\$3,553.00				\$3,553.00
4. New Ramp at Main ADA Parking Spaces; Apprx 330 sq ft Sidewalk	\$6,649.50				\$6,649.50
5. 2 New ADA Ramps and Concrete Crosswalk at Picnic Tables	\$7,095.00				\$7,095.00
6. Administration Costs	\$6,277.39		\$6,277.39		\$12,554.78
7. Landscape Curb			\$6,000.00		\$6,000.00
<b>Funding Sources</b>					
Leveraged Funding Sources			\$12,277.39		\$12,277.39
Other Grants		\$0.00			\$0.00
CDBG Total	\$69,051.29				\$69,051.29
<b>Totals</b>	<b>\$69,051.29</b>	<b>\$0.00</b>	<b>\$12,277.39</b>	<b>\$0.00</b>	<b>\$81,328.68</b>

28

**Narrative:**

1. Contractor One proposes to furnish and install 11 new low energy door operators with wireless actuators. The door operators will be dark bronze and the unit will span the entire width of the door opening. Actuating buttons will communicate wirelessly as per ADA guidelines.
  
- 2 - 5. Contractor Two proposes to furnish materials and labor for the completions of new sidewalks, ADA ramps, and landscape curbs. Contractor Two also agreed to remove and dispose of old concrete
  
- 6a. 10% of Contractor Proposals allowed for Administrative Costs to be included in CDBG Grant
  
- 6b. 10% of Contractor Proposals allowed for Administrative Costs to be Leveraged
  
7. TGC agrees to leverage funds for curbs along VSO sidewalk

## Appendix B

### CDBG Project Ranking Form 2015/2016

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **The Guidance Center**

Amount of Funds Requested: **\$69,051.29**

Name of Project: **ADA improvement project**

Public Service

**Housing**

Economic Development

**82 points overall**

**Additional Considerations:**

**\$18.66** Ratio of dollars per person benefitted by proposed project

**18%** Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)

**No** Past successful CDBG contract administration (yes or no)

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points) NA**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

---

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

**No (0 points) Yes (1 point)**

---

**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

➤ Projects seems like a routine maintenance project, instead of an afterthought.

---

**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

➤ The second part of the question was not addressed. Covered Primary Objectives but not the National Objectives

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 **5** 10

➤ How will an ADA ramp assist the target neighborhoods directly?

---

**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

0 1 2 3 4 **5**

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points)**

(None) 0 1 2 3 **4** 5 6 7 8 9 10 (Extensive)

➤ Should have shown what staff goes through to get to offices. Did not justify the need for the money.

---

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

➤ Only leveraged support is \$12K of own money.

---

**11. How well does the question describe:** (10 points)

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0 1 2 3 4 5 **6** 7 8 9 10 (Extensive)

- Sub-recipient had to return money twice. Past CDBG admin costs are a concern.

---

**12. Did the answer divide the organization's execution and administration of the project by the following:** (10 points)

- a) **Name, titles, and resumes** of the staff involved?
- b) Job descriptions for any new positions?
- c) Is project manager identified?
- d) Is a distinction made between in-house staff and contracted assistance?
- e) Does Tab G include all staff positions and CDBG proposed positions?

0 1 2 3 4 5 **6** 7 8 9 10

- Concern for grant administration. Resumes were not included.
- Kate's resume

---

**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E?** (10 points)

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

- Admin costs (\$12+K) are too high. Project is only two months long.

---

**General Criteria:**

1. **How realistic is this project in terms of probability of success within the community?** (10 points)

(Not at all) 0 1 2 3 4 5 6 7 8 **9** 10 (Very)

2. **How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?** (5 points)

(Not at all) 0 1 **2** 3 4 5 (Very)

**3. How realistic is the project budget? Was the correct format used? Does the budget include:** (15 points)

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 9 10 11 12 **13** 14 15

---

**4. Has the applicant exhibited competence in preparing this proposal?** (10 points)

- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 5 6 7 **8** 9 10 (Very Much)

---

**Notes:**

**General Criteria:**

Project timelines is questioned as being realistic

**General Comments:**

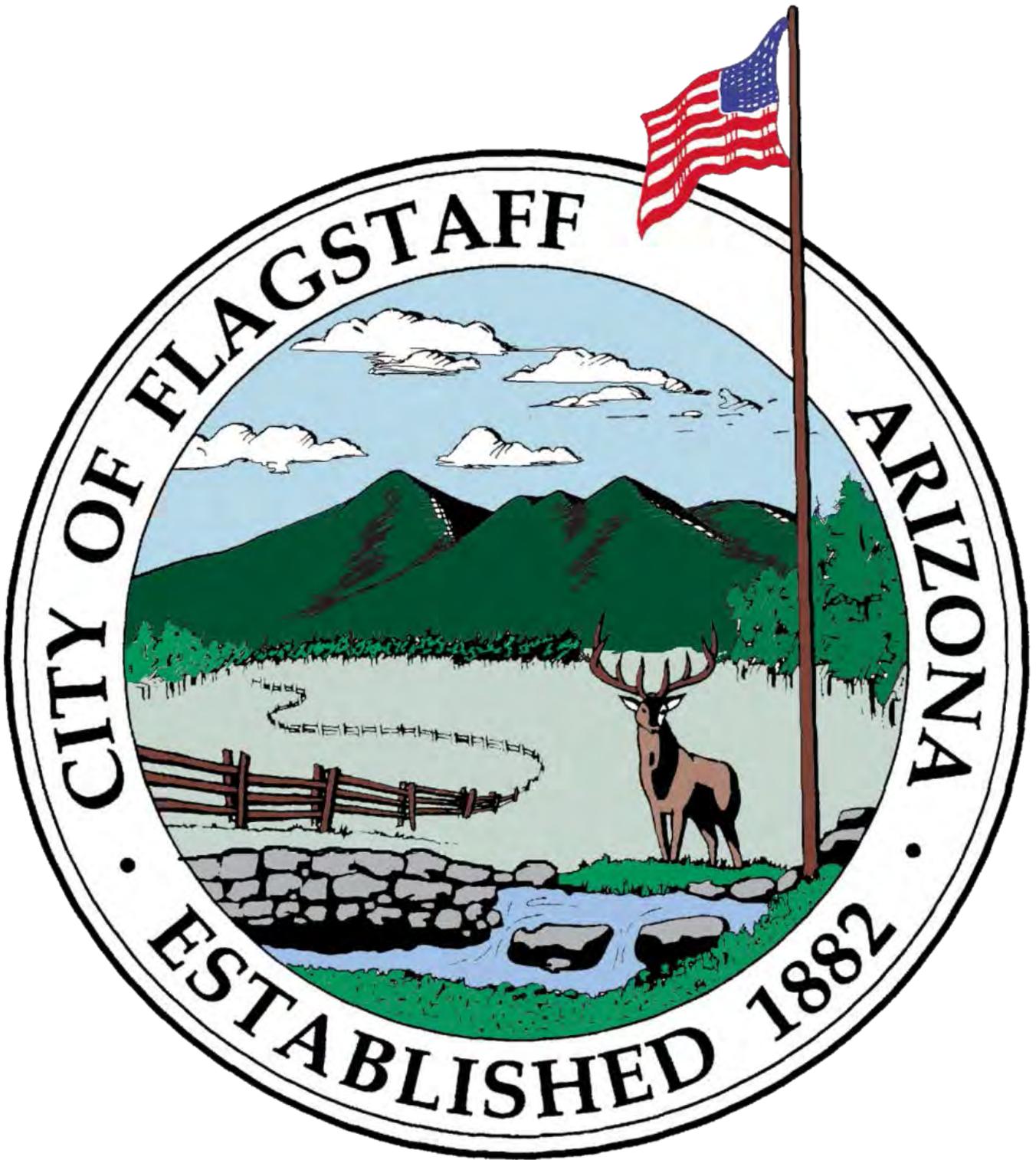
Project is worthy but concerned about the admin costs being billed to the grant, since most of the work is being done by contractors.

Concern how this directly helps the community and target neighborhoods.

Was not a compelling ask for housing

Needed more specifics about the problem they are trying to address.

Project should be covered in capital budget.



**Executive Summary**  
(Not to exceed one page)

**Agency requesting funding:** Catholic Charities Community Services, Inc.

**Amount of funds requested:** \$113,000

**Project name:** Bridge House

**Please indicate the following agency representative that will be the primary contact person for this project:**

- Name Sandi Flores
- Title Sr. Program Director
- Mailing address 460 N Switzer Canyon Dr
- Fax number (928)774-0697
- E-mail [SFlores@cc-az.org](mailto:SFlores@cc-az.org)
- Phone number (928)699-2289

**Brief project description (2-3 sentences):** The Bridge House will serve individuals who are chronically homeless and chronic substance abusers. A single point of entry to the permanent supportive housing property will discourage drinking while encouraging participation in Alcoholics Anonymous, behavioral health services, life skills development and financial foundations education.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household)** 12

**Council CDBG priority (mark all that apply):**

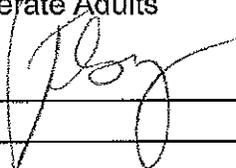
- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

**Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

**Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Persons experiencing homelessness
- Illiterate Adults

**Name of authorized representative:** 

**Signature:** Paul S. Mulligan

**Date:** 3/2/2015

**Title:** Pres & CEO

**Please respond to the following questions in the order listed. Reformat as necessary. Make sure to include the entire question in your response.**

---

**Answer questions 1 - 3 for Public Service submissions only**

(To find out if your activity is categorized as a Public Service activity please contact [LBloom@Flagstaffaz.gov](mailto:LBloom@Flagstaffaz.gov))

---

**1. Mark the public service activity that best fits your proposed service. - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-7-Public-Services.pdf>**

- Employment services (e.g., job training)
- Crime prevention and public safety
- Child care
- Health services
- Substance abuse services (e.g., counseling and treatment)
- Fair housing counseling
- Education programs
- Energy conservation
- Services for senior citizens
- Services for homeless persons
- Welfare services (excluding income payments)
- Recreational services
- Other Permanent Affordable Housing

**2. Clearly define how the proposed service is one of the following:**

- 1. A new service.**
- 2. A quantifiable increase in the level of an existing service.**

Bridge House is a new service designed to house persons who are chronic substance abusers and chronically homeless while providing support services which lead to independent living.

**3. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service fill?)**

A permanent supportive housing property for chronic homeless, chronic substance abusers does not exist in Flagstaff. Human service organizations came together in

creation of the 'Closing the Gap' initiative to address this vulnerable population that is difficult to serve. The goal is to move residents toward self-sufficiency while decreasing expenses for city services such as police and emergency medical care.

---

**Answer question 4 for Economic Development submission only.**

(To find out if your activity is categorized as an Economic Development activity please contact [LBloom@Flagstaffaz.gov](mailto:LBloom@Flagstaffaz.gov))

---

4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-8-Section-108.pdf>
- o Special economic development
  - o Economic development undertaken by a Community Based Development Organization (CBDO)
  - o Technical assistance to businesses
  - o Microenterprise development
  - o Commercial rehabilitation
  - o Public facilities and improvements
  - o Job Training

---

**Answer the following questions for ALL submissions:**

---

5. Describe the proposed scope of the project, including:
- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
  - The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.)
  - Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable).
  - Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).

The Southside home on O'Leary Street, known as Bridge House, will provide permanent supportive housing for 8-12 individuals who are chronic substance users and chronically homeless. Scattered site housing has not been successful in impacting this population because they are often tempted to drink by visiting friends and parties. A permanent supportive housing model will discourage the cycle of abuse. The property will be staffed overnight with a single point of entry. Residents will not be permitted to drink on site or

bring alcohol onto the property. Parties and friends who are negative influences will not be permitted. Positive behaviors which lead to long-term self-sufficiency will be encouraged. Supportive services such as Alcoholics Anonymous, behavioral health treatment, life skills development and financial foundations classes will be offered on site.

Currently, the house is being utilized as transitional housing for individuals and families experiencing homelessness. The residents will continue to receive case management and housing services, if necessary, while Catholic Charities transforms the property to target chronic substance abusers who are chronically homeless. Service providers came together in the 'Closing the Gap' initiative to develop solutions for this target population. Chronic substance users who are chronically homeless utilize a disproportionate level of emergency services, such as police and health care, which is costly to the City of Flagstaff and its residents. The Bridge House strives to make a permanent impact on clients so that they do not repeatedly fall prey to the vicious cycle of abuse.

In order to make the greatest community impact, improvements must be made to the Bridge House and surrounding property. A sprinkler system needs to be installed that complies with federal guidelines, as well as, an Americans with Disabilities Act (ADA) compliant bathroom. The parking area needs to be graded and paved with an entrance into the office that is ADA compliant.

- 6. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:**
- Providing decent housing
  - Providing a suitable living environment
  - Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

Bridge House will provide decent housing and a suitable living environment for individuals who are chronic substance users and chronically homeless. Residents have little income, if any, and no home.

- 7. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside; Sunnyside; Plaza Vieja; Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:**
- a) Neighborhood Revitalization
  - b) Housing
  - c) Homelessness
  - d) Mentally Ill and/or Serial Inebriate Populations

All Council CDBG priorities are met through the Bridge House project which is located in the targeted neighborhood of Southside. Improvements made to the property are considered neighborhood revitalization strategies while housing the homeless who are serial inebriates.

- 8. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015**

**Consolidated Plan. (Include Page # Citations). The plan is available at <http://www.flagstaff.az.gov/index.aspx?NID=2876>**

Three of the six goals of the Consolidated Plan are consistent with the Bridge House: (1) Invest in housing, public and supportive services for vulnerable populations; (2) Enhance Flagstaff neighborhoods; and (3) Strengthen the coordination and delivery of resources. (p.6) Property improvements will be made to a property in the Southside neighborhood, a targeted neighborhood, to house and support the vulnerable population of chronic substance abusers who are chronically homeless. Coordination and delivery of project resources are accomplished through a collaboration of multiple human service providers.

The Consolidated Plan includes statewide strategies to address homelessness. Two of the three strategies are utilized through Bridge House: (1) Encourage a range of services to help people move from homelessness to permanent housing and maintain independent living; and (2) Increase the number of transitional and permanent supportive housing units for the homeless. (p.40) Bridge House will offer many supportive services designed to lead to self-sufficiency onsite of the permanent housing property.

**9. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.**

The 2014 Annual Street and Shelter Count reported over 900 people experiencing homelessness in Coconino and Yavapai Counties. Of those, approximately 37% were living with physical or mental disabilities. Homeless individuals experience a greater risk for safety due to a generalized lack of access to healthcare, mental health services, hygiene supplies and bathing facilities, and they are at a greater risk to be victimized by robbery, assault and rape. Simultaneous to their homelessness, many are also experiencing disabilities and health concerns to such a degree that finding and maintaining stable housing is difficult. (DES 2014)

Coconino County Continuum of Care estimates that 17% of the homeless population is persons with chronic substance abuse problems (Consolidated Plan, p.41). Bridge House will target this population to receive housing and support services tailored to their needs in order to make the greatest, permanent impact and break the cycle of abuse. Through the efforts of the Closing the Gap Coalition, top users of City Services (police, fire, jail, ER) have been identified and will be the focus of this project. The impact on cost reductions to the City will be identified through data collection during the individuals stay in the Bridge House and will be made available to show the effectiveness of the project.

**10. Briefly describe the scope of the community collaboration surrounding the proposed project.**

- a) **Be specific, citing additional leverage<sup>1</sup> funding sources, agreements, staffing partnerships, etc.**
- b) **If formal partnerships<sup>2</sup> exist, please include documentation of all leveraged resources and identify leverage in budget.**

---

<sup>1</sup> Leveraged funds are specific non City, non Federal (unless specifically allowed) funds committed towards this project.

**c) Attach letters of community collaboration/support for the specific project.**

Human service providers collaborated to establish the 'Closing the Gap' initiative in response to the need for targeted services for individuals who are chronically homeless and chronic substance abusers. This Coalition currently has over 30 agencies participating. Historically the population has been difficult to serve and is the cause of high utilization of expensive emergency services provided by the City of Flagstaff. It was decided that permanent supportive housing with a single point of entry is the best strategy to impact individuals who are chronic substance abusers and chronically homeless. Catholic Charities Community Services supplied the property where the program will take place, and Southwest Behavioral Health Services will staff the site. A myriad of agencies will provide support services on the Bridge House property including life skills trainings, financial foundations education, behavioral health services, etc.

**11. Briefly describe:**

- a) The organization's history administering this or similar projects.**
- b) The organization's realistic capacity for undertaking this project.**
- c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.**
- d) Was the agency ever asked to return awarded funds for cause?**

During fiscal year 2014, Catholic Charities impacted 107,282 lives while celebrating 81 years of service. The organization embraces a personalized, integrated service delivery model designed to move individuals and families out of crisis and at-risk situations and into stable living conditions where they can thrive. It leverages partner agencies and resources to create the greatest impact possible in an effective manner. Catholic Charities is proud to be held to the highest standard of service through the Council on Accreditation. It has a long history of providing services to homeless and low-income individuals and families throughout the state. The following programs are offered in Northern Arizona:

- Homeless Outreach – Outreach teams search streets and forests for persons experiencing homeless and connect them with life-sustaining supplies, health care, other services and ultimately housing.
- Emergency Shelter – A 3-unit facility serves as emergency shelter for up to four months in Coconino County. Case management and referrals are also offered.
- Permanent Supportive Housing – Over 100 apartment units in Flagstaff, Winslow and Page are available for families and individuals with a HUD qualifying disability. Many of these clients are chronically homeless.
- Families FIRST/In Home Programs – Provides services to families referred by the Arizona Department of Child Safety (formerly Child Protective Services) for help with substance use and family support.
- Foster Care/Adoption – Training for proposed foster parents and counseling services for pregnancy, parenting and adoption.

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<sup>2</sup> Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

Funded by a variety of federal, state and local sources, Catholic Charities is capable of administering CDBG funds by complying with Federal Statutes associated with the contract. The agency has never been asked to return awarded funds.

Timeframe	Fund Source	Project/Program	Award
2014-2015	NARBHA	Bridge House	\$40,000
2014-2015	City of Flagstaff	Homeless Outreach	\$30,000
2013-2014	City of Flagstaff	Homeless Outreach	\$30,000
2013-2014	City of Flagstaff	Emergency Shelter	\$43,000
2012-2013	City of Flagstaff	Housing Rehab	\$40,000
2011-2012	City of Flagstaff	Aspen House	\$28,000

12. **Divide the execution and administration of the project into areas of responsibility by providing the following:**
- a) **Names, titles, and resumes of all staff involved with carrying out these areas of responsibility**
  - b) **Job descriptions for any new positions**
  - c) **Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)**
  - d) **Distinguish between in-house agency staff and contracted assistance**
  - e) **Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.**

Sandi Flores, BSW Program Manager (in-house staff): Sandi is the program coordinator for the PATH Homeless Outreach Program as well as the Housing programs including Emergency Shelter/Transitional Housing programs as well as the Permanent Supportive Housing and is responsible for the day to day operations. The job includes supervising Outreach and Housing staff, as well as the administrative duties of maintaining contracts, seeking additional funding opportunities, and compiling monthly, quarterly and annual reports as required. Sandi has been with these programs since inception in June of 2006 in her current capacity. Sandi will be the project manager for these funds.

Camie Rasband , Case Coordinator-Team Lead (In House Staff) Camie is just shy of a degree in recreation and has been working with the housing programs for 4 years. Camie works with many partners in the community to provide additional resources to clients and ensure success in housing.

Mariah Peters, BS, Case Coordinator (In House Staff) – Mariah has been with Catholic Charities just over 1year and joined the housing staff coming from Sequelcare working with mentally ill adults. She brings knowledge of working with clients with mental illness as well as property management. Mariah's focus is working with clients.

Liz Lees, Case Coordinator (In House Staff) recently joined the housing programs from the Supportive Services for Veteran Families Program. Liz is a Navy veteran and has expertise working in the field of substance use and mental illness.

13. **Tab D of the check list requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG Funds will pay for.**



**Project Budget**  
**City of Flagstaff**  
**Community Development Block Grant (CDBG) Program**  
**Project : Housing Rehab 306 S. O'Leary st.**  
**Implementing Agency: Catholic Charities Community Services**  
**Project No.:**  
**Date: 2015-2016**

Persons Served: 12-20 per year		SOURCE 1	SOURCE 2	SOURCE 3	SOURCE 4	PROJECT
Item and			PUBLIC	PRIVATE	IN-KIND	TOTALS
Activity	Item / Activity Description	CDBG	FUNDING	FINANCING		
<b>1</b>	<b>Construction item</b>					\$ 107,000.00
A						
B	Internal Sprinkler System - Code Compliant	60,000				
C	Paving/grading of parking lot to correct drainage/ice issues	37,000				
D	Convert 2 bathrooms to 1 ADA Compliant BR	10,000				
E						
F						
G						
<b>2</b>	<b>Program Related Expenses</b>					\$ 675.00
A	Office Supplies		400			
B	Telephone		250			
C	Postage		25			
D						
<b>3</b>	<b>Administration</b>					\$ 14,000.00
A	Facilities Manager Oversight (rehab project only)			6,000		
B	Davis Bacon Oversight	\$ 6,000.00				
	Billing/Admin			2,000		
<b>4</b>	<b>Leveraged Funding Sources</b>					
	<b>CDBG TOTALS</b>	\$ 113,000.00				
	<b>Totals</b>	\$ 113,000.00	\$ 675.00	\$ 8,000.00		\$ 121,675.00

## Appendix B

### CDBG Project Ranking Form 2015/2016

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Catholic Charities**

Amount of Funds Requested: **\$113,000**

Name of Project: **Bridge House rehabilitation**

Public Service

**Housing**

Economic Development

**75 points overall**

**Additional Considerations:**

**\$942** Ratio of dollars per person benefitted by proposed project

**Leverage letters don't tie to budget. No additional explanation in budget narrative:** Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in t

**Yes** Past successful CDBG contract administration (yes or no)

---

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points) NA**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

---

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

**No (0 points) Yes (1 point)**

---

**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

- Current status of home not specified. Does anyone live in it now? Ranking committee had concerns with relocation. Why convert the home to “Closing the Gap” now? Not explained. Would have liked more detail about “Closing the Gap” Why choose this neighborhood? Need more detail on initiative.
-

---

**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will:** (10 points)

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

(Not at all) 0 1 2 3 **4** 5 6 7 8 9 10 (Very Much)

➤ Weak answer. How is it providing decent housing and a suitable living environment? Very short answer for a high valued question.

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods?** (10 points)

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 5 **10**

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**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included?** (5 points)

0 1 2 **3** 4 5

➤ Did not explain specific services and their relation to the Con Plan. Too broad.

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**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached?** (10 points)

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)

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**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following:** (10 points)

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.

c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 **4** 5 6 7 8 9 10 (Extensive)

➤ Did not list the 30 agencies. Questionable leverage amounts, did the hospital commit? Too vague. Poorly written and represented.

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11. How well does the question describe: (10 points)

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0 1 2 3 4 5 **6** 7 8 9 10 (Extensive)

➤ Did not address Catholic Charities capacity to administer the grant. Lacks detail on capacity to successfully administer the specific project. Only provided national data, no local data. Answer felt rushed and thrown together

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12. Did the answer divide the organization's execution and administration of the project by the following: (10 points)

- d) Name, titles, and resumes of the staff involved?
- e) Job descriptions for any new positions?
- f) Is project manager identified?
- g) Is a distinction made between in-house staff and contracted assistance?
- h) Does Tab G include all staff positions and CDBG proposed positions?

0 1 2 3 4 **5** 6 7 8 9 10

➤ No resumes for anyone and no project manager identified.

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13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E? (10 points)

(None) 0 1 2 3 4 **5** 6 7 8 9 10 (Extensive)

➤ \$6K for Davis/Bacon seemed too high. No quote for construction for a construction project

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### General Criteria:

5. How realistic is this project in terms of probability of success within the community? (10 points)

(Not at all) 0 1 2 3 4 5 6 **7** 8 9 10 (Very)

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6. How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule? (5 points)

(Not at all) 0 1 2 **3** 4 5 (Very)

---

**8. How realistic is the project budget? Was the correct format used? Does the budget include:** (15 points)

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 **8** 9 10 11 12 13 14 15

---

**9. Has the applicant exhibited competence in preparing this proposal?** (10 points)

- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 5 6 **7** 8 9 10 (Very Much)

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**Notes:**

Please refer to comments under the ranking numbers

**General Criteria:**

- 1. Hard to predict success based on this proposal. How will they maintain this service?
- 3 Leverage stated is for operations and not rehab funds.

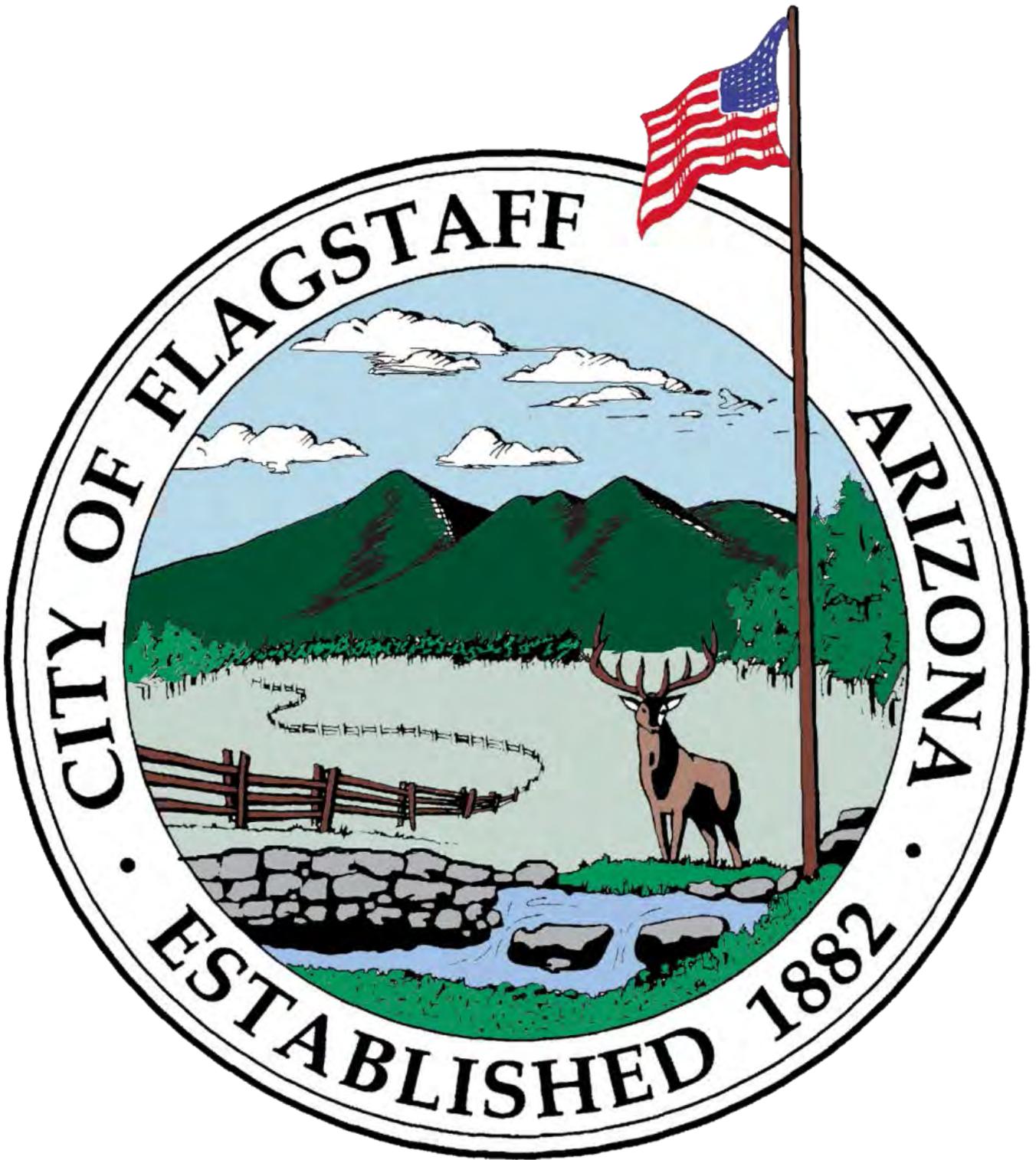
General Comments: What happens to the people who are currently in the Bridge House – where do they go?

Why this population and not others?

Concerns with budget reflecting true cost of project. Missing quotes.

How many times have they received CDBG funds for the improvement on the house?

Limited detail about Closing the Gap



**Executive Summary**  
**(Not to exceed one page)**

**Agency requesting funding:** City of Flagstaff – Housing Section

**Amount of funds requested:** \$150,000

**Project name:** Owner Occupied Housing Rehabilitation (OOHR) Program

**Please indicate the following agency representative that will be the primary contact person for this project:**

- |                                  |   |
|----------------------------------|---|
| - Name Sarah Darr                | - Fax number (928) 779-7684   |
| - Title Housing Manager          | - E-mail <a href="mailto:sdarr@flagstaffaz.gov">sdarr@flagstaffaz.gov</a> |
| - Mailing address 211 West Aspen | - Phone number (928) 213-2745   |

**Brief project description (2-3 sentences):**

The Owner Occupied Housing Rehabilitation (OOHR) program has been administered by the City of Flagstaff since the mid 1990's. This program often serves Flagstaff's most vulnerable individuals (ie. seniors and disabled) and is one of the only programs that can keep people living in housing that is safe and free of hazards while helping them age in place.

The goal of the program is to preserve existing affordable housing stock and benefit low income home owners of Flagstaff.

The objectives of the program include: 1) elimination of health and safety hazards in the home; 2) facilitation of ADA accessibility and aging in place; 3) financial stabilization of low income households through the reduction of home repair and utility costs; 4) increased building performance through weatherization and performance enhancing measures; 5) revitalization of low income neighborhoods; 6) preservation of the entry level housing stock.

Historically, the City has leveraged Community Development Block Grant (CDBG) funding awarded by City Council with approximately \$300,000 in competitive HOME funding from the AZ Department of Housing (ADOH). As of the October 17, 2014 with the release of ADOH's 2014-2015 State Housing Fund Program Summary and Application Guide, the City of Flagstaff became ineligible to compete for HOME funding due to being a CDBG entitlement community. Funding this request will ensure that this valuable OOHR program continues to benefit City of Flagstaff residents.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household) - a minimum of 5 households**

**Council CDBG priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

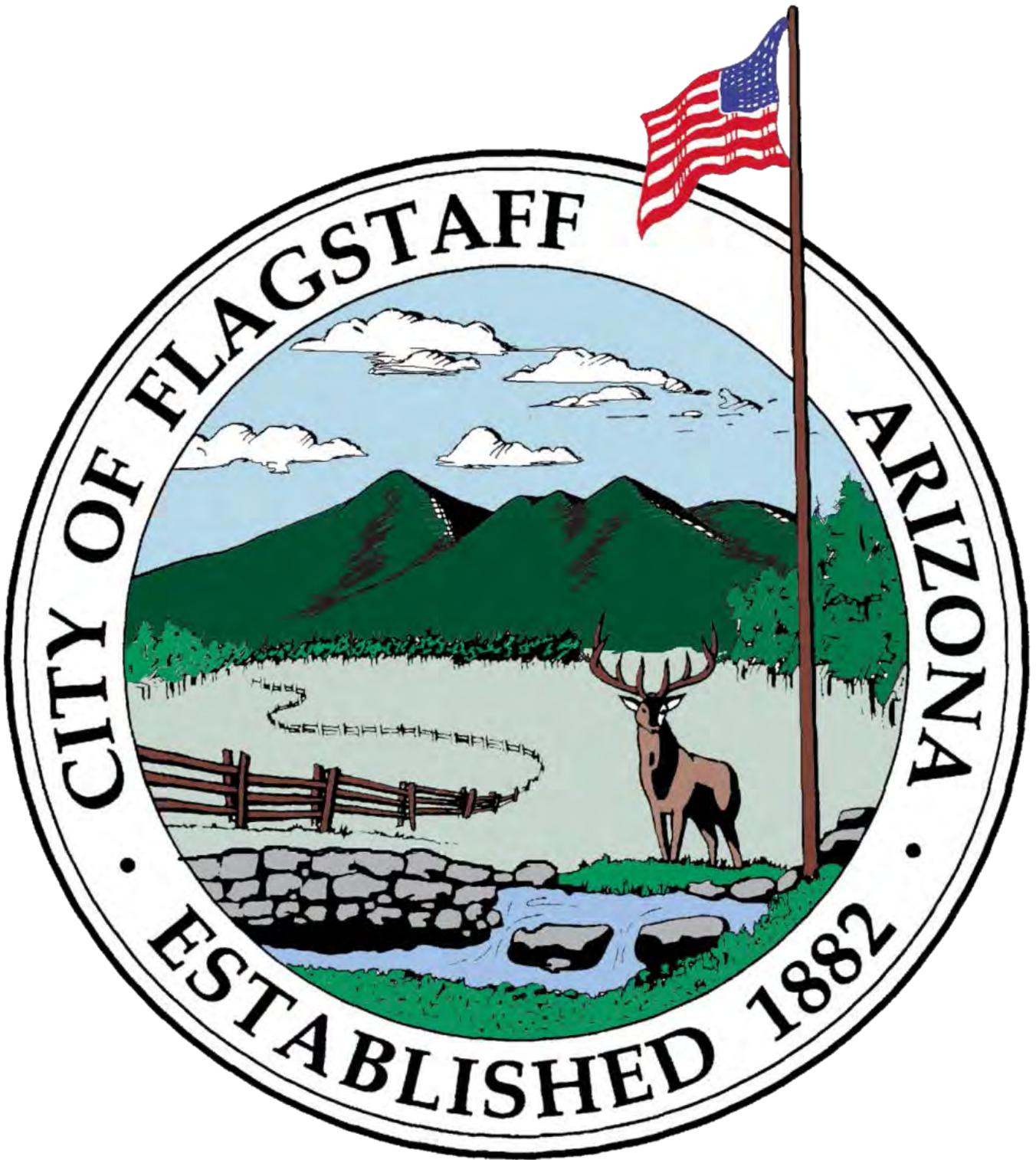
**Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

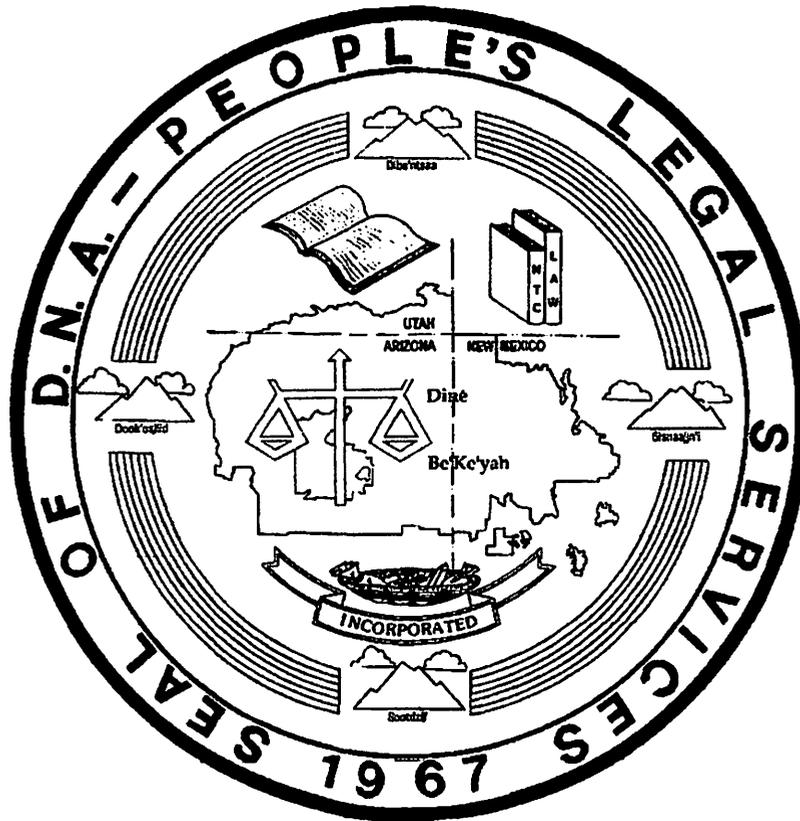
**Priority is given to homes in target neighborhoods.**

**Special population (if any) to be assisted:**

- |   |  |
|---|--|
| <input type="checkbox"/> Abused Children                      | <input type="checkbox"/> Persons with HIV/AIDS |
| <input checked="" type="checkbox"/> Elderly Persons           | <input type="checkbox"/> Migrant Farm Workers  |
| <input checked="" type="checkbox"/> Severely Disabled Persons | <input type="checkbox"/> Homeless Persons      |
| <input type="checkbox"/> Victims of Domestic Violence         | <input type="checkbox"/> Illiterate Adults     |



# DNA People's Legal Services Housing Legal Assistance Project



**Housing Legal Assistance Project  
Proposal Request for CDBG Funding to Provide  
Eviction Prevention Services to  
Low-Income Flagstaff Residents  
2015-2016**

## Executive Summary

**Agency requesting funding: DNA People's Legal Services**

**Amount of funds requested: \$11,400**

**Project name: Eviction Prevention**

**Please indicate the following agency representative that will be the primary contact person for this project:**

- Name: Sylvia Struss
- Title: Administrative Director
- Mailing address:
  - 2323 E Greenlaw Lane #1
  - Flagstaff, AZ 86004
- Fax number (928) 774-9452
- E-mail sstruss@dnalegalservices.org
- Phone number (928) 774-0653, x 4803

**Brief project description (2-3 sentences):**

This project ensures access to justice for low-income Flagstaff residents facing unlawful evictions, who need the judicial system to protect their rights. We provide licensed attorneys experienced in housing law to help tenants fight unlawful evictions, and thus avoid homelessness and unnecessary financial instability. Services include full legal representation and are free to qualifying individuals.

**Total estimated number of persons to be assisted: 104**

**Council CDBG priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

**Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

**Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Persons experiencing homelessness
- Illiterate Adults

**Name of authorized representative: TJ Holgate**

**Signature:**



**Date:**

2/27/15

**Title: Executive Director**

# DNA People's Legal Services CITY OF FLAGSTAFF Community Development Block Grant Grant Application - 2015/2016

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Answer questions 1 - 3 for Public Service submissions only

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1. Mark the public service activity that best fits your proposed service. - for a definition of the below categories visit

<https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-7-Public-Services.pdf>

- Employment services (e.g., job training)
- Crime prevention and public safety
- Child care
- Health services
- Substance abuse services (e.g., counseling and treatment)
- Fair housing counseling
- Education programs
- Energy conservation
- Services for senior citizens
- Services for homeless persons
- Welfare services (excluding income payments)
- Recreational services
- Other: legal services to prevent homelessness

2. Clearly define how the proposed service is one of the following:

1. A new service.
2. A quantifiable increase in the level of an existing service.

DNA's proposed project represents an increase in our current level of services. The project is an ongoing service that aligns with our primary mission, which is to address the causes and symptoms of poverty.

CDBG funding will provide eviction prevention services from a licensed attorney to protect the rights of 40 residents who are facing unlawful evictions. DNA does not have the resources to accept clients who don't have a strong legal case, and so it is likely most of the people helped through the project will not lose their housing and will not become homeless.

3. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service fill?)

Attachment 1 of the Consolidated Plan includes the comment that "DNA People's Legal Services is the only current referral source for landlord tenant issues" which is especially true for low-income residents. Extremely low-income residents threatened with an unlawful eviction notice need to pursue legal action to protect their rights, and DNA is the only organization in Flagstaff that provides free legal assistance by attorneys experienced in legal issues that commonly impact people in poverty.

No other community entity provides this type of specialized legal assistance for free to low-income Flagstaff tenants. DNA's project attorneys know landlord-tenant law, are well-versed in court procedure, have relationships with many local landlords (both individual and corporate), and are very familiar with laws, policies and regulations that govern public housing agencies. This specialized knowledge and the license to practice law uniquely qualify DNA to provide assistance to low-income Flagstaff residents faced with illegal eviction notices and proceedings. Dozens of local attorneys provide pro bono legal assistance through DNA's Volunteer Lawyers Program, helping hundreds of people that DNA cannot due to limited resources. Each year, 10-15 of these cases involve housing matters.

The Flagstaff Justice Court and the Coconino Law Library provide some legal information, but they coordinate with us to do so and allow us to present an informational clinic once a week for people dealing with eviction issues. Northland Family provides a non-attorney advocate who can assist victims of domestic violence with a narrow scope of issues, but they refer people who need legal assistance to DNA. The same is true for residents staying at the various shelters in Flagstaff. When they have any legal issues, including issues related to housing, they are referred to DNA.

Many people in poverty simply don't have the money when rent is due. We conduct intake on these applications when they seek our help, but the law is clear that tenants must pay rent and so in these situations there is not much an attorney can do to help. We may help tenants negotiate a later date for the eviction, or a later payment due date. Usually we refer these applicants to Coconino County Community Services, which has a program that provides one-time emergency cash assistance to help low-income people pay their rent.

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**Answer question 4 for Economic Development submission only.**

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4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category - for a definition of the below categories visit

<https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-8-Section-108.pdf>

- Special economic development
- Economic development undertaken by a Community Based Development Organization (CBDO)
- Technical assistance to businesses
- Microenterprise development
- Commercial rehabilitation
- Public facilities and improvements
- Job Training

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**Answer the following questions for ALL submissions:**

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5. Describe the proposed scope of the project, including:
- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
  - The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.)
  - Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable).
  - Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).

DNA estimates our eviction prevention project will serve 40 families, for a total of 104 persons served. We track and can report actual number of persons per household served at the end of the project period.

Every year, scores of low-income Flagstaff tenants are evicted and turn to DNA for legal help. When a tenant can't afford rent, there isn't much we can do. In these situations, we refer people to a Coconino County Community Services program that provides one-time cash assistance to help people with rent. But, when an eviction is unlawful, whether intentional or not, a tenant deserves the protection afforded them by law. In these cases,

DNA attorneys represent tenants through the justice process to fight the eviction and stay in their homes. Many tenants want to stay in their homes, an unlikely outcome without the help of an attorney with knowledge of landlord-tenant law and the justice system. Sometimes landlords try to evict illegally simply because they don't know the law. When DNA fights the eviction, landlords and tenants alike learn more about their rights and responsibilities under the law. Some tenants don't want to stay, but have nowhere else to go. DNA can negotiate with landlords on behalf of tenants to develop mutually agreeable terms for tenants to leave that gives them time to find new housing. And, sometimes it is a public housing agency that tries to evict tenants without following their own procedures. These issues aren't resolved in court. Instead, DNA attorneys represent tenants before an administrative housing judge.

Our project is part of our ongoing suite of housing stability legal assistance, which also includes an array of legal assistance beyond eviction prevention that keeps people in their homes. For example, grandparents living in public housing almost lost their housing while caring for their grandchildren because public housing requires legal guardianship to allow the grandchildren to live there. The grandparents had power of attorney, but not guardianship. DNA assisted the grandparents to acquire legal guardianship of the grandchildren *before they were given an eviction notice*, so technically this case was not eviction prevention, although that was the ultimate outcome. In many instances, DNA's legal assistance secures or preserves financial support, for example employment, child support payments, food stamps and other public benefits, healthcare, or SSI/SSDI. Simply put, securing financial support makes it easier for low-income individuals to pay their rent.

DNA surveys residents periodically to assess legal needs and how well those needs are being met. Results indicate that almost half of low-income people with legal needs do not get the full level of legal assistance they need to address or resolve their issues. Unable to pay for an attorney, the next best option for people in poverty is to represent themselves in the judicial process, including representing themselves in court. Without knowledge of the law or the court process, many self-represented litigants are not successful even when the law is on their side. Or, they give up before even filing documents with the court because the process is so daunting for those with poor reading skills or limited English comprehension, or other barriers that keep them meeting deadlines.

With CDBG funding, DNA's project will provide licensed attorneys to assist and represent tenants who need to take legal action to fight unlawful evictions. (DNA does not have the resources to accept clients who do not have legal issues.) Project attorneys know landlord-tenant law, are well-versed in court procedure, have relationships with many local landlords (both individual and corporate), and are very familiar with laws, policies and regulations that govern public housing agencies. This specialized knowledge and the license to practice law uniquely qualify DNA to provide assistance to low-income Flagstaff residents faced with illegal eviction notices and proceedings. In Flagstaff, we can provide translation for Spanish and Navajo speakers, and have access to dozens of other language translators if needed. With leveraged funds, non-CDBG funds, DNA's housing stability project provides additional services, including foreclosure prevention assistance, conducts weekly sessions at the court, and provides information sessions to community groups about housing issues, foreclosure matters and landlord/tenant rights and responsibilities.

Flagstaff residents apply for CDBG-funded services through DNA's regular intake process, which must abide by federal law and the rules of professional ethics for attorneys. Unfortunately, the ethical rules mean we sometimes have to turn away people who otherwise qualify for our services and who need legal help. The standards are a requirement of the profession, however, and attorneys can lose their licenses to practice law if we accept clients who pose a conflict of interest for DNA and our attorneys. To uphold this ethical standard means we sometimes turn away people who are income-eligible for our services. This is never easy, but is necessary. Generally we can accept applicants with incomes at or below 125% of the federal poverty level, and we consider a number of other factors, such as household size, assets, medical obligations, tax obligations and several others filtered through a rigorous eligibility matrix. We can make exceptions to our income restrictions for victims of domestic violence, and some people who have tax controversies with the IRS. In fact, nearly all of DNA's clients have incomes well below the poverty level and are considered "extremely low-income" according to the 2008 HUD figures in the Consolidated Plan. In 2014, the average annual income for DNA client households with 3 members was \$14,850, nearly \$5,000 lower than the federal poverty level for the same year and same household size.

Eviction cases are considered emergencies, since there is a very short window of time between the eviction notice and the date the tenant is expected to vacate the home. Residents who come to DNA with an eviction notice are screened immediately for eligibility, and if eligible (no conflict of interest and income-eligible), they are interviewed right away by an attorney. Other applicants, those with non-emergency legal issues are seen one day a week. The attorney assesses the facts to determine if the eviction is unlawful, and if so advises the client of their rights and their legal options. As mentioned earlier, how to proceed can vary depending on each client's situation. Some want to leave and some want to stay. Very few can afford to lose their money, such as security deposits.

In addition to direct, one-to-one legal assistance for low-income Flagstaff residents, DNA's housing project conducts outreach and education, which supports City of Flagstaff actions to address the 6 impediments to fair housing choice (Consolidated Plan, page 56). This outreach is NOT supported with CDBG funds, but is paid for with DNA's LSC funding. Housing attorneys give weekly "eviction" presentations at the Flagstaff Justice Court. Anyone who is interested can attend, regardless of income or whether they are a tenant or a landlord. The content in these presentations helps landlords and tenants alike to better understand their rights and responsibilities under the law. This activity addresses one of the impediments stated in the Plan, namely that "Members of the community appear perplexed about the nuances between landlord/tenant law and fair housing law, which may lead to unwitting or deliberate abuse of landlord/tenant law."

Furthermore, the Plan states on page 56 that "Landlord-Tenant referral sources are extremely limited". Community presentations by a legal aid attorney are an inexpensive way to reach hundreds of Flagstaff residents. Although DNA's community education and outreach (funded by leveraged sources, not CDBG funds) doesn't carry income eligibility criteria, DNA's housing project target groups of residents most likely to benefit from a better understanding of rights/responsibilities under landlord/tenant and fair housing law. In addition to weekly sessions at Flagstaff Justice Court, which are well attended currently by landlords, DNA housing attorneys give periodic presentations about housing law, including

information about programs available that help prevent foreclosure, options homeowners have for making their mortgage payments more affordable, fair housing generally, mortgage lending and eviction, including the rights and responsibilities of individuals under landlord/tenant laws. This outreach is NOT supported with CDBG funds, but is paid for with funding from the Arizona attorney General's office. One reason we don't use CDBG funds for this activity is that we don't collect information from attendees because this could create an attorney-client relationship, something we cannot do without first checking for a conflict of interest.

6. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:
  - Providing decent housing
  - Providing a suitable living environment
  - Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

DNA's Housing project directly addresses these two CDBG Primary and National Objectives: 1) providing decent housing and; 2) providing a suitable living environment.

Legal assistance is an effective resource for ensuring safe, habitable housing because it helps raise awareness of and enforce the laws that protect both landlords and tenants. DNA attorneys provide critical assistance that prevents unlawful evictions, addresses landlord/tenant conflicts related to property conditions, and connects low-income people with financial supports that improve their economic stability and help pay the bills. They are well-versed in court procedure, have relationships with many local landlords (both individual and corporate), and are very familiar with laws, policies and regulations that govern public housing agencies. And DNA's services are free, ensuring access to "justice for all", regardless of social-economic status.

Flagstaff tenants who are unlawfully evicted have rights and protections under the law, but, the cost and burden to achieve these protections usually lies with the tenants. Without money to hire an attorney who can represent them through the legal process, most low-income people have no choice but to leave when they have been given an eviction notice, even if the notice is unlawful. And so those who are most vulnerable are forced to deal with the bigger challenge of being homeless. Not only is the cost of care much higher when a family becomes homeless, but the family's dependence on other social services is prolonged while they struggle to become stable again.

Housing project attorneys can provide legal advice and representation in court, and often are the only resource/service that can prevent an eviction for a person in poverty. In 2013, DNA attorneys represented 73 Flagstaff residents in eviction cases. In 2014, we represented 100. According to the Consolidated Plan, "Homeless prevention is an important and cost effective part of the Continuum of Care" and "It is cheaper to place someone in housing and provide them with the services they need to stay housed than for them to remain homeless on the streets or in the shelter system" (p. 39).

Evictions are not the only challenges facing low-income tenants. Attaining a suitable living environment can be difficult for low-income tenants whose landlords do not understand their rights and responsibilities. Flagstaff tenants frequently seek DNA's help when their landlords fail to address serious safety and health concerns in their rental units. Many landlords tell the client to "deal with it" instead of taking care of the issue themselves. Telling a tenant to "deal with" a rodent infestation, a caving in roof, failed plumbing, lack of heat, water, gas, or proper weather proofing is not only unconscionable, it is illegal under Arizona law. Tenants have the right to habitable housing in Arizona, but without the guidance of an attorney they usually don't have the capacity to exercise their rights. Many tenants are successfully evicted in court because they believe they do not have to pay rent when the landlord fails to make necessary repairs. Without an attorney, these tenants are left with five days to get out of an uninhabitable home, a money judgment on their name, and an eviction on their record. This makes finding an affordable rental in the future that much harder. When DNA intervenes, we have a high success rate of holding the landlord to the law or getting the tenant off of the lease and into habitable housing.

DNA's housing project provides other types of legal assistance that are even more effective in preventing eviction. Because these services were deemed not eligible for CDBG funding, they are paid for with leveraged funds, but we mention them here to explain their role in our overall project. Very often, timely legal assistance with *non-housing* legal issues stabilizes a family financially, so they can better afford their rent payments and aren't living with the threat of eviction or homelessness every month. Situations where legal assistance helps secure financial support includes assistance with securing Food Stamps, unemployment insurance, child support, disability or healthcare benefits. Other legal problems can significantly impact a family's economic stability, such as employment, predatory lending, or tax controversies with the IRS. Domestic violence disrupts living conditions and victims need assistance finding and paying for new housing. While other agencies can provide some measure of assistance with these types of situations, often legal aid is the only type of assistance that secures the long-term financial support that families need to stay in their homes. This project component/service is paid with leveraged LSC and Attorney General Foreclosure funds.

Our housing project also provides legal information to the entire community, regardless of income. Again, this activity though discussed in the Consolidated Plan was deemed not eligible for CDBG funding, but is a critical component of our housing project paid for with leveraged funds so we mention it. Laws can be confusing, and often people want legal information but don't need to hire an attorney. Participants in a public forum held by the City of Flagstaff voiced a sentiment shared by many non-attorneys, that laws can be complicated and confusing. The sentiment is reflected on page 56 of the Consolidated Plan, in the statement, "State laws (SB 1070 among them) create confusion among both the private and public sectors." The Plan also identifies 6 impediments to fair housing choice, noting that "Members of the community appear perplexed about the nuances between landlord/tenant law and fair housing law, which may lead to unwitting or deliberate abuse of landlord/tenant law." Outreach and education through the Housing Legal Assistance Project informs both landlords and tenants of their rights and responsibilities under the law, and clarifies some of the confusing overlap between landlord/tenant law and the Fair Housing Act. This project component/service is paid with leveraged LSC funds.

7. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside; Sunnyside; Plaza Vieja; Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:
- a) Neighborhood Revitalization
  - b) Housing
  - c) Homelessness
  - d) Mentally Ill and/or Serial Inebriate Populations

It is highly likely that DNA will provide legal assistance to residents of Southside, Sunnyside, Plaza Vieja and Pine Knoll, however due to the nature of our project we cannot prioritize any applicants/clients over another due to location. Income and legal issue are the two qualifying criteria. Our project addresses the Council CDBG priority of homelessness, by providing a service that can prevent it from happening.

8. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. (Include Page # Citations).

The legal services and community education/outreach provided through DNA's Housing project helps accomplish two of the goals listed on page 66 of the Consolidated Plan: 1) "Invest in housing, public and supportive services for vulnerable populations, and: 2) "Strengthen the coordination and delivery of resources."

Goal #3, Objective C of the Consolidated Plan (p.68) recommends investing the maximum possible resources in "human services activities for poverty level and special populations." Objective C, #1 suggests "Continue to support a housing stabilization program that provides eviction and foreclosure prevention and move-in assistance." DNA's housing stability project provides eviction and foreclosure prevention services by licensed attorneys who can give legal advice and represent clients in court.

Objective C, #3 suggests "Support Fair Housing Activities". Housing Solutions of Northern Arizona does an enormous amount of Fair Housing counseling, assistance, education and outreach. DNA's housing stability project increases awareness simply through incorporating information about the Fair Housing Act into our community presentations, an inexpensive way to inform hundreds of community members about their legal rights and responsibilities.

Objective C, #4 suggests "sponsor education for landlords and tenants on City codes and landlord/tenant rights to prevent illegal evictions. DNA provides weekly information sessions for landlords and tenants at Flagstaff Justice Court.

DNA serves extremely low-income individuals, and prioritizes emergency services for those facing imminent evictions and for victims of domestic violence. We can make exceptions to our income eligibility restrictions for victims of domestic violence, thus allowing us to serve any victim regardless of income. We provide community outreach and education on specific housing laws, aimed at those who need a good understanding of their rights and responsibilities. Within this framework, DNA's project aligns directly with

the needs of the community and the priorities, goals, objectives of the City of Flagstaff Consolidated Plan to address these needs.

9. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.

The Consolidated Plan itself clearly documents that low-income people need direct legal assistance that helps them become or remain financially stable to afford housing. It also documents the need for legal assistance that helps low-income people avoid evictions and the general public's need for legal information to better understand housing laws and the rights and responsibilities they confer. The Plan acknowledges that there is a "limited supply of housing for low-income and moderate-income families and individuals" (p. 5) and the fact that in Flagstaff, "Housing is not affordable to people with low incomes" (p. 38). It states, "With little income for necessities, many families are in imminent danger of becoming homeless" (p.38), and explains that community members need additional information on housing laws to better understand the nuance between landlord/tenant law and fair housing law (p. 56). The Plan shows that victims of domestic violence comprise a large percentage homeless subpopulation and non-homeless special population (pages 43 and 44) and that poverty level households and Public Housing Residents, who tend to be renters rather homeowners, are a priority population since they comprise such a large percentage of Flagstaff residents (15%). The Plan states that the Continuum of Care statewide strategy suggests to "offer services and funding to help prevent people from becoming homeless" (p. 38). DNA's proposed project aligns with this strategy. And, the Plan acknowledges that "DNA People's Legal Services is the only current referral source for landlord tenant issues".

The most recent national studies conducted by the Legal Service Corporation (LSC), in 2005 and 2009, document the legal needs of low-income Americans and our nation's capacity to meet those needs. DNA participated in these studies to assess how much of the local need we were meeting. Nationally and locally, studies found that legal aid programs were meeting only about half of the legal needs experienced by low-income residents. Survey findings were reported by LSC in a report titled "Documenting the Justice Gap in America, The Current Unmet Legal Needs of Low-Income Americans". The report gives a comprehensive overview of how many low-income Americans go without legal help, and identifies which issues most frequently impact people in poverty.

Realistically, the gap between legal needs and the available attorney resources is even wider than reported. Considering HUD's income level definitions in the context of poverty level, which is the benchmark DNA uses to assess eligibility, about 5,500 households in Flagstaff are income eligible for DNA's assistance. Nationwide, every household that qualifies for legal aid experiences between 1.3 and 3 legal needs *each year*, meaning there are at least 5,500 legal needs every year among Flagstaff's low income residents, but probably more. DNA provides the only attorneys to help meet these legal needs, and in a year the Flagstaff office address the legal needs of about 1,200 individuals. This means more than 4,000 legal needs go unmet, ignored or are addressed by a person representing him or herself in court.

The LSC study also documented the types of legal needs that low-income people experience. It's no surprise that legal issues related to housing represent one of the most pressing needs facing low-income people. Other common issues reflect those that DNA proposes to assist with under this project, in order to keep people financially stable and better able to meet their housing expenses. Below is a description of the most widely reported legal needs among low-income Americans, which coincides with DNA's own case data and anecdotal experience in Flagstaff.

"The most common types of problems reported in the seven studies were in the areas of housing (such as evictions, foreclosure, utility issues, unsafe housing conditions and homelessness), consumer (such as abusive debt collection, oppressive contract terms, bankruptcy, and consumer scams), family (such as divorce, domestic violence, child custody, visitation, and support), employment (such as wage claims, unemployment, discrimination), health care (such as disputes over charges, access to services, and nursing home problems), and government benefits (such as difficulty in applying and denials). Although the distribution of problem types varied somewhat from state to state, these problem types appeared in all seven states. Other problem types reported at relatively high levels in at least one of the studies (but not a majority) were education, municipal services, and disability."

As outlined by the Plan, there is a need for the legal services and information that DNA proposes with this project. DNA's proposed services align closely with the strategy, goals and objectives that the Plan proposes for addressing the needs of the community.

10. Briefly describe the scope of the community collaboration surrounding the proposed project.
  - a) Be specific, citing additional leverage<sup>1</sup> funding sources, agreements, staffing partnerships, etc.
  - b) If formal partnerships<sup>2</sup> exist, please include documentation of all leveraged resources and identify leverage in budget.
  - c) Attach letters of community collaboration/support for the specific project.

Legal services under this project are provided by licensed attorneys. Understanding the law and using it to pursue and protect people's rights requires specialized education, licensing and training. This limits the level of collaboration that can happen to accomplish the goals of this project. When people have legal barriers, they need attorneys and DNA is the primary organization in Flagstaff that provides attorneys to help low-income people.

To provide our clients with the multitude of services they usually need in addition to legal assistance, we work closely with a number of social service providers in Flagstaff, Coconino County and surrounding communities. Attorneys participate in Project Connect

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<sup>1</sup> Leveraged funds are specific non City, non Federal (unless specifically allowed) funds committed towards this project.

<sup>2</sup> Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

and Stand Down for veterans, annual or bi-annual events that assist homeless persons. It is important to note that attorneys must be extremely careful to avoid conflicts of interest, and cannot simply provide legal advice to specific people about their specific situations without first checking to see if we have a conflict of interest. This means we need to get information from an applicant and learn who there are having a problem with. Before we learn too much about their specific situation, we have to check our database to see if we have represented the adverse party in some way. If we have, our attorneys cannot talk about an applicant's problem or it would create an ethical conflict. So, our collaborations and partnerships come with some strings that are unique to the legal profession.

Because DNA's clients are so low-income, our staff has a thorough understanding of the network of social services available to help our clients. We refer people regularly to many of the organizations mentioned in the City of Flagstaff Consolidated Plan, including Housing Solutions of Northern Arizona (formerly BOTHHANDS), Sharon Manor which is part of Housing Solutions, HALO House, Flagstaff Shelter Services, Northland Family, Coconino County Community Services, The Guidance Center, Catholic Charities, North Country HealthCare, Northland Cares, local food banks, the Alternatives Center, the Salvation Army, NACOG, Sunshine Rescue Mission, and Native Americans for Community Action. Most of these agencies have a place for our brochures, which staff drops off regularly.

Following our holistic approach to client services, DNA attorneys consult by phone with Housing Solutions staff regarding clients who might need or benefit from their counseling services. Our office is located next door to the building where Coconino County Community Services is located, making it easy to direct clients to their office when appropriate. A DNA attorney works closely with NorthCountry Health Care to assist patients with legal issues that are causing barriers to improved health, including matters of housing habitability. For example, mold triggers asthma, and DNA can help a tenant work with their landlord to remediate a mold problem in their home, thus reducing asthma attacks and trips to the hospital. Nurses, social workers and doctors call our attorney to get help with identifying potential legal problems. DNA is also located next door to NorthCountry, making it easy to direct client patients to our services.

DNA coordinates a robust local Volunteer Lawyers Program (VLP) that secures pro bono assistance for scores of low-income people who we cannot help due to limited resources or legal matters outside our scope of expertise. We don't include this resource as a specific budget item or contribution since it is impossible to know beforehand how many attorneys will take a case that is applicable under this project or how long they will spend on any case(s) they take. DNA screens and interviews applicants to ensure they are low-income and to understand their legal issues. If the legal issue is one that a local attorney has volunteered to help with, and the issue won't take too long to resolve, we ask the attorney to take the case on a pro bono basis. We refer only the types of cases that local attorneys are willing to take, and we only refer cases that can be resolved fairly quickly. Private attorneys cannot afford to take non-paying cases that drag on for years or take hundreds of hours to resolve. Annually at least 50 local attorneys take a pro bono case through the VLP.

**11. Briefly describe:**

**a) The organization's history administering this or similar projects.**

DNA has more than 45 years' experience providing the services that we are proposing with this project. At its core, the project provides licensed attorneys who are qualified to give legal advice and provide legal representation – an activity that only an attorney can do according to the ethical standards and rules of professional conduct that govern the legal profession. Laws are complex, and understanding how they impact an individual situation takes a thorough understanding of an individual's circumstances AND a thorough understanding of the law. It also requires knowledge of the judicial system, which has its own strict set of ethics, rules and processes.

DNA has the organizational structure and capacity of a law firm as well as a non-profit. We know how to hire, train and supervise attorneys and legal work. We require attorneys to be licensed and maintain bar membership. We maintain malpractice insurance, and we follow established procedures, such as regular case reviews by managing attorneys, to ensure clients receive quality legal assistance. Experienced support staff follows written protocols when interacting with clients and the public. They understand the importance of court procedures, filing deadlines and timely communication. All employees, including those who are not attorneys and those who never have direct client contact, follow strict standards and protocols that are in place to ensure client confidentiality.

DNA uses a case management system to record and monitor all client data and related legal work. Staff keeps time in the system and can code activities/work to different funding sources.

In 2010 and 2011 DNA received a HUD Fair Housing Counseling grant to do work throughout our service area (which includes portions on New Mexico and Utah). The grant and legal work was administered locally by the Managing Attorney in our Flagstaff office. Through that project our Administrative Director and Grants Manager Sylvia Struss became familiar with HUD as a funder, reporting timelines and requirements, and the nuances how HUD Housing Counseling funding could be used for some, but not all, of DNA's legal work relate to housing issues experienced by people in poverty. During the two years that DNA received HUD Housing Counseling funding, DNA assisted more than 250 clients directly plus an additional 495 household members. Ms. Struss is the point of contact for our proposed CDBG project.

**b) The organization's realistic capacity for undertaking this project.**

This project expands an existing service whose activities are part of our regular scope of work. They are specialized services in that they require a licensed attorney and all of the professional standards of conduct for attorneys. We have decades of experience in training and supervising attorneys who specialize in poverty law. It is common for DNA to receive funding to work on a defined set of issues that related to an issue, housing for example. When we implement new projects or scale up existing ones, we go through a careful review process to ensure that everyone involved in managing the project or performing work under the project understands their roles, the project goals and activities, the timeline, any deadlines, the evaluation process, reporting requirements and any

additional information or requirements that we need to understand, such as the HUD definition of "homeless".

DNA serves low-income individuals only. By law we are required to serve only those people with an income/asset level below 125% of the federal poverty level. We can make exceptions to the income requirements for victims of domestic violence, a few situations involving tax controversies with the IRS, and some homeowners facing foreclosure. Our income eligibility guidelines ensure that anyone we serve under this project will be under 50% of AMI according to the 2014 HUD Income Guidelines, and most will be under 30%.

DNA's case management system tracks information to report on the number of individual clients plus to total number of persons helped. In addition, we can track other information that is helpful when assessing the broader impact of the project, such as whether a tenant won or lost their case, time spent on each case, the type of legal service given (e.g. advice or full representation), if the tenant has been a client previously, whether the tenant is a veteran or is a victim of domestic violence, and a full range of demographic information such as race, language spoken, gender, etc.

**c) Experience administering federal grants and complying with federal statutes.**

DNA has received and administered federal grants for more than 45 years. Currently we manage 12 federal contracts, including our existing CDBG contract with the City of Flagstaff. Some, like CDBG, are subgrants from government agencies or other nonprofits and 6 are grants made directly to DNA by the federal agency. Our current slate of federal grants comes from: Legal Services Corporation (4 direct grants); Department of Justice (4 subgrants, 1 direct grant); Department of the Treasury through the Internal Revenue Service (1 direct grant); Department of Health and Human services (1 subgrant); and Department of Housing and Urban Development (1 subgrant). There is a list of DNA's recent federal grants attached at Appendix B. Significantly, DNA's lead administrative staff and 14 of 21 board members are attorneys, so there is a deep-rooted, heightened awareness within our organization of the need to seek out and understand federal regulations, as well as to comply with them.

Our administrative and program staff are well-versed in all types of grant requirements, including those mandated under federal funding, including changes under the new OMB Super Circular. Administrative, accounting and program staff coordinate on submitting funding requests, reporting on funded activities, supervision of work performed and budget oversight. When DNA receives any grant award, we carefully review the grant components (scope of work, budget, reporting and compliance/funder requirements) with everyone who is involved in the project. DNA's Administrative Director also holds the title of Grants Manager, which is the position at DNA responsible for ensuring DNA meets all funder requirements. We are subject to the federal OMB Super Circular and undergo an independent audit every year. We updated our accounting manual and procedures significantly in 2012, in order to strengthen some of our internal controls and to amend some of our fund accounting procedures. At that time we created a new Finance Director position to oversee our accounting department and hired a well-qualified accounting professional for the position.

DNA's case management system allows staff to assign a funding code to work performed, and this assists with compliance and reporting. Client's cases are assigned to a problem code that corresponds to a particular legal issue, and issues are lumped together by substantive area. We track the type of legal work as well, whether advice only, full representation in court proceedings or something in between (e.g. a negotiation).

DNA's accounting department follows generally accepted accounting principles, and assigns different account numbers to each grant that DNA receives so we can track budgets and report on every grant. Project directors review and approve timesheets before they go to payroll/accounting. Project directors also review and approve all other budget expenditures before they are submitted to accounting, although under this project the only budget items are for personnel.

**d) Experience administering CDBG grants. Provide funding dates and award amounts. Was the agency ever asked to return awarded funds for cause?**

DNA was awarded CDBG funding in 2013, and received our Notice to Proceed on November 4<sup>th</sup>. It took longer than expected to identify, in conjunction with CDBG staff, the specific legal services allowable under our contract. Although much of our work prevents eviction by securing financial support that allows people to pay their rent, the project scope was narrowed to include only housing and eviction cases. We began the project much later than our anticipated start date, and received an extension to expend funds through October 31, 2015. Our project's goal is to serve 75 clients, and we ahead of schedule to meet that goal. In December 2014, DNA closed 12 housing case funded by Flagstaff CDBG. Our total so far is 13. We continued to work on 9 previously-open housing cases for Flagstaff residents, and we opened 5 new cases.

We have not been asked to return awarded funds for cause.

**12. Divide the execution and administration of the project into areas of responsibility by providing the following:**

**a) Names, titles, and resumes of all staff involved with carrying out these areas of responsibility**

Please see Appendix A for resumes of the following attorneys, any of whom may provide legal assistance under this project:

- Branden Cote, Foreclosure Project Director
- Kristin Fitzharris, Domestic Violence Attorney
- Bethany Palmer, Medical-Legal Partnership Attorney
- Brian Webb, Staff Attorney
- Lauren Winkler, Managing Attorney

Please see Appendix A for resumes of the following administrative staff that will provide administrative support under this project:

- Sylvia Struss, Administrative Director
- Vernon Laughlin, Finance Director

**b) Job descriptions for any new positions**

**Not applicable.**

**c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)**

**Sylvia Struss and Lauren Winkler**

**d) Distinguish between in-house agency staff and contracted assistance**

**All project staff are DNA employees.**

**e) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.**

**Included at Tab G.**

**13. Tab D of the check list requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG Funds will pay for.**

**Included at Tab D.**

DNA People's Legal Services



<b>Project Schedule</b>	
<b>City of Flagstaff</b>	
<b>Project Description:</b>	<b>Housing Legal Assistance</b>
<b>Implementing Agency:</b>	<b>DNA People's Legal Services</b>
<b>Project No.:</b>	
<b>Persons to be Served:</b>	<b>40 households, 104 people</b>
<b>Date Submitted:</b>	<b>3/3/2015</b>

Item No.	Item Description	YEAR (1st months begin with Notice to Proceed)												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	Legal advice/representation													
2	CDBG Reporting													
3	Contract Monitoring/Close Out													

DNA People's Legal Services



Project Budget  
 City of Flagstaff  
 Community Development Block Grant (CDBG) Program  
**Project Description:** Eviction Prevention Project  
**Implementing Agency:** DNA - People's Legal Services, Inc.  
**Project No.:**  
**Date:** 3/6/2015

Persons Served: 40 households/104 people (with CDBG funding)		Source 1	Source 2	Source 3	
Item and			Legal Services	AZ Attorney	Project
Activity	Item/Activity Description	CDBG	Corporation	General	Totals
<b>1</b>	<b>Legal advice/representation</b>				
A	Attorney bundled rate (CDBG) or salary+benefits	\$11,400.00	\$41,267.05	\$65,640.29	\$118,307.35
<b>2</b>	<b>Courthouse Clinics</b>				
A	Attorney salary and benefits	\$0.00	\$1,289.60	\$0.00	\$1,289.60
<b>3</b>	<b>Community Presentations</b>				
A	Attorney salary and benefits	\$0.00	\$0.00	\$8,279.29	\$8,279.29
<b>4</b>	<b>Administration</b>				
A	Continuing Legal training	\$0.00	\$2,000.00	\$2,395.00	\$4,395.00
B	Professional dues	\$0.00	\$3,000.00	\$0.00	\$3,000.00
C	Equipment	\$0.00	\$500.00	\$502.00	\$1,002.00
D	Litigation	\$0.00	\$500.00	\$3,250.00	\$3,750.00
E	Space	\$0.00	\$7,080.00	\$10,260.00	\$17,340.00
F	Utilities	\$0.00	\$800.00	\$0.00	\$800.00
G	Telephone/Internet/Legal Research	\$0.00	\$2,250.00	\$2,250.00	\$4,500.00
H	Supplies	\$0.00	\$500.00	\$780.00	\$1,280.00
I	Postage/Printing	\$0.00	\$300.00	\$0.00	\$300.00
J	Insurance	\$0.00	\$1,800.00	\$0.00	\$1,800.00
K	Travel	\$0.00	\$3,000.00	\$3,356.00	\$6,356.00
L	Other operating	\$0.00	\$5,000.00	\$24,415.00	\$29,415.00
M	Indirect at 23% of project costs	\$0.00	\$46,417.27		\$46,417.27
<b>6</b>	<b>Leveraged Funding Sources</b>		\$114,414.33	\$121,127.59	
	<b>CDBG Totals</b>	<b>\$11,400.00</b>	<b>\$42,556.65</b>	<b>\$73,919.59</b>	<b>\$248,231.51</b>
	<b>Totals</b>	<b>\$11,400</b>	<b>\$114,414</b>	<b>\$121,128</b>	<b>\$248,232</b>

**Narrative:** CDBG funds support 120 hours of attorney time (approximately 3 hours per household/client) at DNA's current standard bundled rate of \$95/hour. We contract at this rate with another local government agency (NACOG) to provide legal services for elderly residents. The bundled rate includes all direct and indirect costs necessary to fully support a civil legal aid attorney in our Flagstaff office. Our attorneys are paid according to a board-approved salary scale. DNA benefits are 30.75% of salary. Note: Legal Services Funds are considered non-federal for the purpose of matching or leverage.

## Appendix B

### CDBG Project Ranking Form 2015/2016

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Catholic Charities - PATH**

Amount of Funds Requested: **\$45,000**

Name of Project: **Homeless outreach operations**

**Public Service**

Housing

Economic Development

**102 points overall**

**Additional Considerations:**

**\$77** Ratio of dollars per person benefitted by proposed project

**9,094%** -- Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)

**Yes** Past successful CDBG contract administration (yes or no)

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points)**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

---

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

No (0 points) Yes (1 point)

---

**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)  
➤ Numbers served was not provided

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**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 **5** 10

---

**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

0 1 2 3 **4** 5

---

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points)**

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)

---

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 7 8 **9** 10 (Extensive)

---

**11. How well does the question describe: (10 points)**

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)

---

**12. Did the answer divide the organization's execution and administration of the project by the following: (10 points)**

- a) **Name, titles, and resumes** of the staff involved?
- b) Job descriptions for any new positions?
- c) Is project manager identified?
- d) Is a distinction made between in-house staff and contracted assistance?
- e) Does Tab G include all staff positions and CDBG proposed positions?

0 1 2 3 4 5 6 **7** 8 9 10

➤ No resumes and no project manager named

---

**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E? (10 points)**

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

---

**General Criteria:**

**1. How realistic is this project in terms of probability of success within the community? (10 points)**

(Not at all) 0 1 2 3 4 5 6 7 8 **9** 10 (Very)

---

**2. How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule? (5 points)**

(Not at all) 0 1 2 3 4 **5** (Very)

---

**3. How realistic is the project budget? Was the correct format used? Does the budget include: (15 points)**

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 9 10 **11** 12 13 14 15

---

**4. Has the applicant exhibited competence in preparing this proposal?**

(10 points)

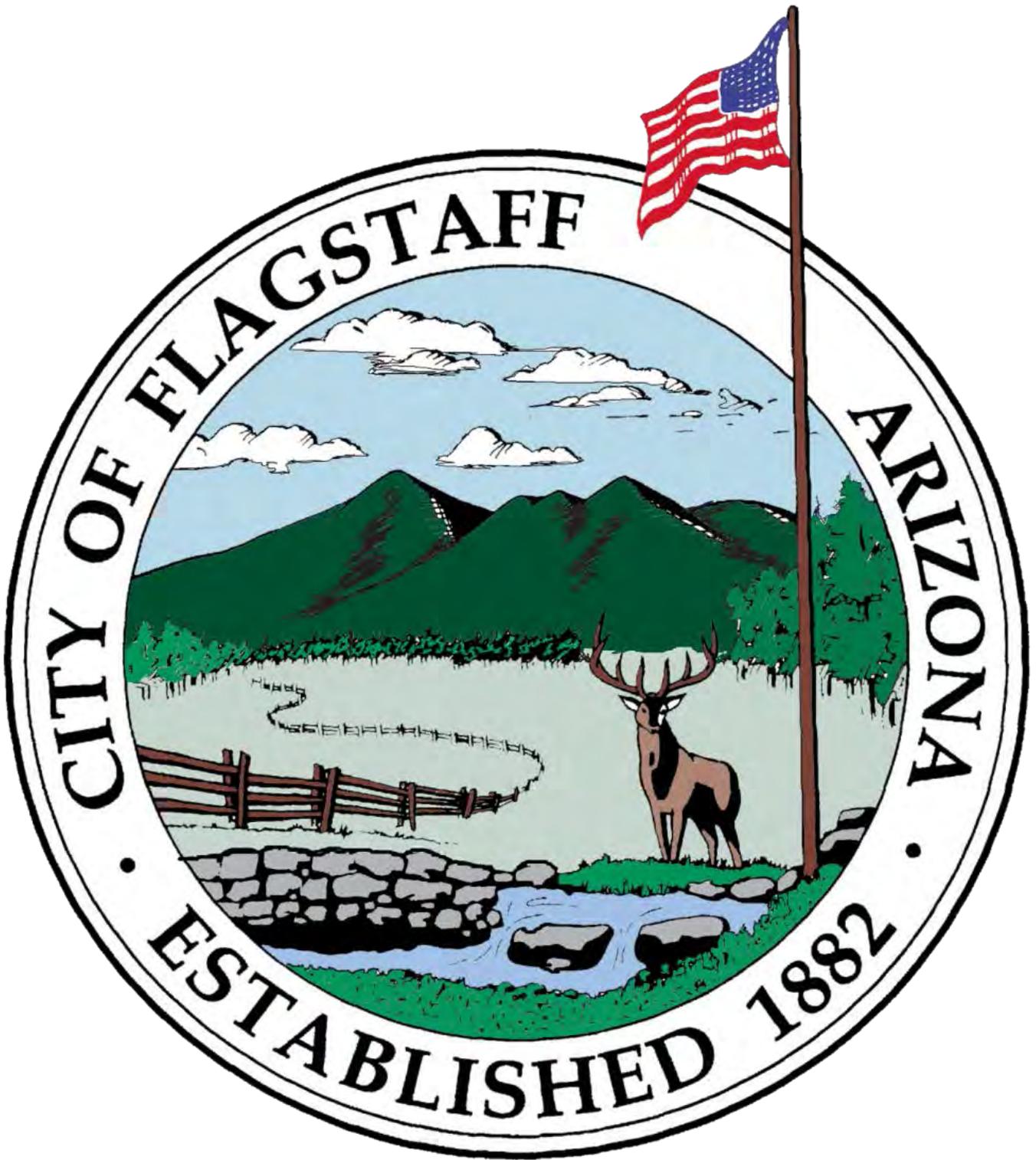
- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 5 6 7 **8** 9 10 (Very Much)

---

**Notes:**

Question 11 is the perfect opportunity to discuss the administrative strengths in Catholic Charities. Examples pay request and accounting.



**Executive Summary**  
(Not to exceed one page)

**Agency requesting funding:** Catholic Charities Community Services, Inc.

**Amount of funds requested:** \$45,000

**Project name:** Homeless Outreach

**Please indicate the following agency representative that will be the primary contact person for this project:**

- Name Sandi Flores
- Title Sr. Program Director
- Mailing address 460 N Switzer Canyon Dr
- Fax number (928)774-0697
- E-mail [SFlores@cc-az.org](mailto:SFlores@cc-az.org)
- Phone number (928)699-2289

**Brief project description (2-3 sentences):** The Catholic Charities Homeless Outreach Program identifies people with a serious mental illness and/or chronic substance use disorder who are experiencing homelessness and connects them with support and housing services. Outreach teams will: Distribute life-sustaining supplies; Provide regularly-updated handouts detailing available social services; Educate people on local camping rules and regulations; and Transport clients directly to detoxification centers, medical treatment, and psychiatric care.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household) 1,450**

**Council CDBG priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

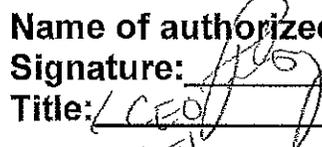
**Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

**Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Persons experiencing homelessness
- Illiterate Adults

**Name of authorized representative:** Paul S. Molligan

**Signature:**  **Date:** 3.2.15

**Title:** CEO  
President

**Please respond to the following questions in the order listed. Reformat as necessary. Make sure to include the entire question in your response.**

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**Answer questions 1 - 3 for Public Service submissions only**

(To find out if your activity is categorized as a Public Service activity please contact [LBloom@Flagstaffaz.gov](mailto:LBloom@Flagstaffaz.gov))

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**1. Mark the public service activity that best fits your proposed service. - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-7-Public-Services.pdf>**

- Employment services (e.g., job training)
- Crime prevention and public safety
- Child care
- Health services
- Substance abuse services (e.g., counseling and treatment)
- Fair housing counseling
- Education programs
- Energy conservation
- Services for senior citizens
- Services for homeless persons
- Welfare services (excluding income payments)
- Recreational services
- Other Services for the Seriously Mentally Ill

**2. Clearly define how the proposed service is one of the following:**

- 1. A new service.**
- 2. A quantifiable increase in the level of an existing service.**

The proposed Outreach to the Homeless service is a quantifiable increase in the level of an existing service. It will serve 1,450 unduplicated individuals during fiscal year 2016, an increase of 250 over fiscal year 2015.

**3. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service fill?)**

Catholic Charities Community Services, Inc. (Catholic Charities) operates the only Adult Homeless Outreach program in Northern Arizona. The program provides services to people experiencing homelessness in Coconino County through outreach on the street, in the forest, under bridges etc. Partner agencies in Flagstaff offer overnight shelter, food, and employment services, but Catholic

Charities is the only organization conducting outreach that engages individuals experiencing homelessness, connect them with services, and ultimately moves them into permanent housing. The program is particularly unique in that it targets persons with a serious mental illness, chronic substance use disorder, or both. Catholic Charities also participates in the local Continuum of Care as well as Project Connect and Veterans Stand Down events and works to develop new services where gaps exist in the homeless continuum of care.

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**Answer question 4 for Economic Development submission only.**

(To find out if your activity is categorized as an Economic Development activity please contact [LBloom@Flagstaffaz.gov](mailto:LBloom@Flagstaffaz.gov))

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4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category - for a definition of the below categories visit

<https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-8-Section-108.pdf>

- Special economic development
- Economic development undertaken by a Community Based Development Organization (CBDO)
- Technical assistance to businesses
- Microenterprise development
- Commercial rehabilitation
- Public facilities and improvements
- Job Training

---

**Answer the following questions for ALL submissions:**

---

**5. Describe the proposed scope of the project, including:**

- **An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).**
- **The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.)**
- **Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable).**
- **Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).**

The Catholic Charities Homeless Outreach Program is the only Adult outreach program in Northern Arizona. It provides teams that search local-area streets, alleys, dumpsters, under bridges, drainage tunnels, caves, river beds, forests, deserts, shelters, soup kitchens, other social service venues (drawing upon inter-agency partnerships) and anywhere else homeless individuals may camp or frequent in order to locate individuals who are homeless. In the course of outreach activities, the team will: Distribute life-sustaining supplies; Provide regularly-updated handouts detailing available social services; Educate people on local camping rules and regulations; and Transport clients directly to detoxification centers, medical treatment, and psychiatric care. The program service area covers Coconino and Yavapai Counties (Fredonia to Cottonwood) with the majority of efforts focused in Flagstaff and the surrounding forests. In the Flagstaff area, outreach is routinely conducted after hours and during inclement/dangerous weather events.

The Homeless Outreach Program serves all individuals experiencing homelessness and enrolls vulnerable subpopulations that have a serious mental illness, chronic substance use disorder, or both. These targets are established through two federally supported initiatives: (1) Projects for the Assistance in Transition from Homelessness (PATH); and (2) Cooperative Agreement to Benefit Homeless Individuals (CABHI). Enrolled clients have access to move-in assistance, bus passes, clothing vouchers, motel assistance, eviction prevention funds, etc. They are also connected to services including, but not limited to, counseling, financial education, and identification acquisition. Catholic Charities also offers a Housing Program which works closely with the Outreach for the Homeless Program to house homeless and formerly homeless individuals and families in over 80 scattered site housing units throughout Northern Arizona. Residents pay 30% of their income (if any) in rent and receive case management supportive services either through Catholic Charities or through a collaborative partner. The result is a full continuum of care where participants move from a crisis situation to a stable environment where they can thrive.

Specific benefits of Homeless Outreach include the following:

- Access to life-sustaining, emergency resources such as tents, sleeping bags, water, coats, gloves, etc.
- Education on locally available social services and treatment options, as well as, acceptable and safe camping practices

- Transportation in the form of client transport to behavioral health appointments and bus passes and tickets
- Case management designed to connect participants with mental health and substance abuse treatment and housing options. This often involves assisting with obtaining identification, applying for Medicaid and other public benefits, setting up appointments, guiding clients through crisis encounters, etc.
- Discharge planning for individuals exiting a medical or treatment center who need resources to avoid stressors which may lead back to inpatient care (such as lack of shelter)
- Coordination with emergency services when a client requires medical attention
- Hotel vouchers for medically fragile individuals, particularly during inclement weather

**6. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods.**

**Focus your response on:**

- **Providing decent housing**
- **Providing a suitable living environment**
- **Expanding economic opportunities principally for low-moderate income persons or neighborhoods.**

The Homeless Outreach Program achieves the CDBG Primary and National Objectives by providing services to low-moderate income persons, specifically persons experiencing homelessness, by moving them toward a suitable living environment and/or decent housing. Outreach teams meet individuals experiencing homelessness where they are – on the streets, in the forest, under bridges, etc. to distribute life-sustaining supplies, provide emergency assistance, and offer education and connection to other community services. Those encountered who have serious mental illness or substance use disorders are directed to behavioral health treatment and housing options. Funds requested in this proposal will be utilized as client assistance funds for outreach supplies, move-in assistance, etc. to help low-moderate income individuals experiencing homelessness in the Flagstaff community move to stable housing where they can thrive.

**7. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside; Sunnyside; Plaza Vieja; Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:**

- a) **Neighborhood Revitalization**
- b) **Housing**
- c) **Homelessness**
- d) **Mentally Ill and/or Serial Inebriate Populations**

Homeless Outreach takes place in all of the four target neighborhoods of Southside, Sunnyside, Plaza Vieja, and Pine Knoll. Team members regularly identify potential clients in all of the listed neighborhoods, as well as, in the forests surrounding Flagstaff. The program addresses three of the four Council CDBG Priorities: Housing; Homelessness; and Mentally Ill and/or Serial Inebriate Populations. Its purpose is to identify persons

experiencing homeless who have a serious mental illness and/or chronic substance use disorder, connect them with behavioral health treatment, and assist in accessing housing.

**8. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. (Include Page # Citations). The plan is available at <http://www.flagstaff.az.gov/index.aspx?NID=2876>**

The City of Flagstaff Program Year 2011/2015 Consolidated Plan states that "Homeless people in Flagstaff reflect the diversity, complex characteristics, and special needs of all homeless people in the United States...A lack of resources to care for basic needs – housing, food, clothing, health care – is common to all homeless people". (p. 40) In response to these needs, the Homeless Outreach Program strives to identify people experiencing homelessness, especially those with a serious mental illness and/or chronic substance use disorder, and eradicate their lack of resources so they can take steps toward acquiring and maintaining stable housing. On page 42, the Consolidated Plan notes that four primary themes emerged to address homelessness. The Homeless Outreach Program directly addresses Theme 2: Supportive Service Linkage. "Transportation, job training, child care, in-patient services, detox and sober-living facilities, employment and health-care services are all essential to the long-term stability of homeless people, those at-risk and special populations" (p.42). People experiencing homelessness identified by the Homeless Outreach Program are linked to these supportive services, particularly detox and sober-living facilities and health-care services.

Objective C: Invest the maximum possible resources (15% of CDBG funding) in human services activities for poverty-level and special populations. This includes "Providing operating support for facilities that serve persons who are homeless and/or non-homeless special populations" (p.71). Catholic Charities operates the only adult outreach program in Northern Arizona that engages individuals who are homeless with little or no income to ensure they are connected to support services vital to survival and eventually stable housing.

**9. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.**

The 2014 Annual Street and Shelter Count reported over 900 people experiencing homelessness in Coconino and Yavapai Counties. Of those, approximately 37% were living with physical or mental disabilities. Homeless individuals experience a greater risk for safety due to a generalized lack of access to healthcare, mental health services, hygiene supplies and bathing facilities, and they are at a greater risk to be victimized by robbery, assault and rape. Simultaneous to their homelessness, many are also experiencing disabilities and health concerns to such a degree that finding and maintaining stable housing is difficult. (DES 2014)

The Coconino County Continuum of Care estimates there are 407 homeless individuals at any point in time, and that 210 remain unsheltered. Among those in shelter, a significant portion (38%) is victims of domestic violence and are chronically

homeless (24%). An additional 14% are persons with serious mental illness and 17% are persons with chronic substance abuse problems. These populations are extremely vulnerable to victimization, lack of adequate health and mental health services, and utilize a greater proportion of service such as emergency room, jail, and crisis services. (Flagstaff Consolidated Plan, p.41)

Homelessness, in most cases, is a temporary circumstance and not a permanent condition, which makes homelessness difficult to quantify. The Catholic Charities Homeless Outreach Team served 1757 unduplicated individuals during fiscal year 2014 in Northern Arizona. Of those 1070 were identified within Flagstaff city limits.

**10. Briefly describe the scope of the community collaboration surrounding the proposed project.**

- a) **Be specific, citing additional leverage<sup>1</sup> funding sources, agreements, staffing partnerships, etc.**
- b) **If formal partnerships<sup>2</sup> exist, please include documentation of all leveraged resources and identify leverage in budget.**
- c) **Attach letters of community collaboration/support for the specific project.**

The Homeless Outreach Program relies heavily on collaborations community partners. Leverage funding is provided by Northern Arizona Regional Behavioral Health Authority through the Arizona Department of Health Services, Division of Behavioral Health Services for the PATH and CABHI initiatives. Evidence of these formal partnerships is documented in the budget and as attachments.

Additional collaborations are fostered through a variety of activities including: (1) The planning and implementation of bi-annual Homeless Counts involving over 20 agencies and businesses during the week-long event; (2) Continued partnership with Project Connect and Stand Down events which connect people experiencing homelessness with community services; and (3) Participation in 'Agency Visitations' where other service providers are examined in-depth to discover how their services are provided and accessed by clients. Members of the Homeless Outreach Team regularly attend the following community forums: Coconino County Continuum of Care; Flagstaff CIT (training police officers on community resources); and Page Community Resource Meeting. Participation in these collaborations has resulted in significant benefits for clients including heightened access to resources which may be difficult to reach otherwise because they are little-known or require advocacy to acquire.

Other collaborations:

- The Guidance Center and Southwest Behavioral Health Services – After engagement and encouragement, clients are transitioned into case

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<sup>1</sup> Leveraged funds are specific non City, non Federal (unless specifically allowed) funds committed towards this project.

<sup>2</sup> Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

management services at The Guidance Center or Southwest Behavioral Health Services.

- Flagstaff Shelter Services – Members of the Homeless Outreach Program spend two hours at the shelter each Friday morning to meet with clients who have a serious mental illness and/or chronic substance use disorder, and enroll them into the program for additional services and case management.
- Flagstaff Medical Center – Referrals are made by discharge planners to the Homeless Outreach Team to provide individuals with the resources they need to avoid stressors which could lead them back to inpatient care.
- Family Food Center – Food is picked up from the Family Food Center twice each month for distribution to individuals who cannot make it to the center for food boxes or travel back to campsites with full food boxes.
- Paw Placement/Purina/2<sup>nd</sup> Chance Animal Shelter – Clients with a serious mental illness often rely on their pets in times of crisis. The Homeless Outreach Team can access dog and cat food for distribution.
- Veterans Administration – Regular contact is made with the Veterans Administration Healthcare Worker, the Housing Voucher Case Manager and the Job Services Coordinator to assist clients who are veterans with additional resources.
- Goodwill Industries of Northern Arizona – Job skills training and workforce development activities are provided to Homeless Outreach clients through Goodwill Industries of Northern Arizona.

**11. Briefly describe:**

- a) The organization's history administering this or similar projects.**
- b) The organization's realistic capacity for undertaking this project.**
- c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.**
- d) Was the agency ever asked to return awarded funds for cause?**

During fiscal year 2014, Catholic Charities impacted 107,282 lives while celebrating 81 years of service. The organization embraces a personalized, integrated service delivery model designed to move individuals and families out of crisis and at-risk situations and into stable living conditions where they can thrive. It leverages partner agencies and resources to create the greatest impact possible in an effective manner. Catholic Charities is proud to be held to the highest standard of service through the Council on Accreditation. It has a long history of providing services to homeless and low-income individuals and families throughout the state. The following programs are offered in Northern Arizona in addition to the Homeless Outreach Program:

- Emergency Shelter – A 3-unit facility serves as emergency shelter for up to four months in Coconino County. Case management and referrals are also offered.
- Permanent Supportive Housing – Over 100 apartment units in Flagstaff, Winslow and Page are available for families and individuals with a HUD qualifying disability. Many of these clients are chronically homeless.

- Families FIRST/In Home Programs – Provides services to families referred by the Arizona Department of Child Safety (formerly Child Protective Services) for help with substance use and family support.
- Foster Care/Adoption – Training for proposed foster parents and counseling services for pregnancy, parenting and adoption.

Funded by a variety of federal, state and local sources, Catholic Charities is capable of administering CDBG funds by complying with Federal Statutes associated with the contract. Catholic Charities has successfully completed several federal and state grants in recent years as illustrated in the table below.

Timeframe	Fund Source	Project/Program	Award
2014-2015	NARBHA	Homeless Outreach	\$181,000
2014-2015	City of Flagstaff	Homeless Outreach	\$30,000
2013-2014	City of Flagstaff	Homeless Outreach	\$30,000
2013-2014	City of Flagstaff	Emergency Shelter	\$43,000
2012-2013	City of Flagstaff	Housing Rehab	\$40,000
2011-2012	City of Flagstaff	Aspen House	\$28,000

The agency has never been asked to return awarded funds.

- 12. Divide the execution and administration of the project into areas of responsibility by providing the following:**
- a) Names, titles, and resumes of all staff involved with carrying out these areas of responsibility**
  - b) Job descriptions for any new positions**
  - c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)**
  - d) Distinguish between in-house agency staff and contracted assistance**
  - e) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.**

Sandi Flores, BSW Program Manager (in-house staff): Sandi is The Program Manager for the Homeless Outreach Programs as well as the Housing programs including Emergency Shelter as well as the Permanent Supportive Housing and is responsible for the day to day operations. The job includes supervising Outreach and Housing staff, as well as the administrative duties of maintaining contracts, seeking additional funding opportunities, and compiling monthly, quarterly and annual reports as required. Sandi has been with these programs since inception in June of 2006 in her current capacity and will be the Project Manager of these funds.

Rick Brust – PATH Outreach Team Lead (in house): Rick, having worked in Flagstaff for 10 years as a warehouse manager, prior to joining Catholic Charities 5 years ago, has an excellent set of customer service and inventory/data tracking skills that are of great benefit to the PATH team. A former Eagle Scout and avid

outdoorsman Rick readily embraces the rigors of outdoor outreach and inspires the PATH team to seek-out new outreach locations where homeless people camp.

Jonathan Duncan – PATH Outreach Team Lead (in House): Jonathan is a Social Work student at Northern Arizona University and a member of the PATH Outreach team in Flagstaff. He has a particular interest in working the vulnerable populations and assisting them in connecting with local resources. He has been with Catholic Charities for a little over 1 year.

Austin Smith, BSW- Benefits Specialist (in house): Austin started as an outreach specialist with the P.A.T.H. Program in 2013 and recently moved into the Benefits Specialist Position. Austin's primary responsibility is to assist homeless individuals apply for SSI/SSDI benefits they may be eligible for, leading to income and stability in our community. Previously, Austin has worked as a pharmacy technician in Prescott, AZ and understands different types of medications and the effects they might have (especially psych meds).

Anthony Nelson – CABHI Peer Navigator (in house): Anthony recently joined Catholic Charities as a Peer Navigator, seeking to assist individuals experiencing a chronic substance use disorder and chronic homelessness into treatment and housing. Anthony, as a peer, has an increased insight into this population and is effective in engaging these individuals and connecting them with resources.

13. Tab D of the check list requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG Funds will pay for.

**Project Schedule**  
**Catholic Charities : Outreach Operations**  
**Project Description: Operations and Client Assistance**

**Implementing Agency: Catholic Charities Community Services, Inc.**

**Project No.:**

**Grant No:**

**Date: 2015-2016**

**Persons Served: 1450 per year**

Item No.	Item Description	YEAR												
		1st month begins with the Notice To Proceed												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
	Operations/Outreach													
	Close out and monitoring.													

**Project Budget**  
**City of Flagstaff**  
**Community Development Block Grant (CDBG) Program**

**Project Description:** Homeless Outreach (PATH)  
**Implementing Agency:** Catholic Charities Community Services, Inc.  
**Project No.:**  
**Grant No.:**  
**Date:** 2015-2016

Persons Served: 1450 Per year		SOURCE 1	SOURCE 2	Source 3	Source 4	Project Totals
Item and		NARBMA/		Flagstaff		
Activity	Item / Activity Description	CDBG	SAMHSA	Comm Found.	Donations	
	<b>Total Funding</b>	\$ 45,000.00	\$ 409,213.00	\$ 20,000.00	\$ 5,000.00	\$479,213.00
1	<b>Shelter Program Related Expenses</b>					
A	Programs and Activities(client assistance)	\$ 4,000.00	\$ 8,000.00	\$ 10,000.00	\$ 2,500.00	\$24,500.00
B	Materials and Supplies	\$ 4,254.00	\$ 8,000.00	\$ 10,000.00	\$ 2,500.00	\$24,754.00
C	Maintenance and Repairs		\$ 3,427.00			\$3,427.00
D	Occupancy(utilities, space costs, ins, dep)	\$ 10,449.00	\$ 20,054.00			\$30,503.00
E	Gas for Outreach	\$ 2,000.00	\$ 8,000.00			\$10,000.00
F						
G						
2	<b>Professional Services</b>					
A						
B						
3	<b>Administration</b>					
A	Salaries	\$ 15,000.00	\$ 213,550.00			\$228,550.00
B	Employee Related Expenses	\$ 4,500.00	\$ 64,065.00			\$68,565.00
C	Travel & Conference for training		\$ 6,000.00			\$6,000.00
D	Other (telephone, printing, adv., equipment)		\$ 9,824.00			\$9,824.00
F	Agency Indirect	\$ 4,797.00	\$ 68,293.00			\$73,090.00
	<b>TOTALS</b>	\$ 45,000.00	\$ 409,213.00	\$ 20,000.00	\$ 5,000.00	\$479,213.00

## Appendix B

### CDBG Project Ranking Form 2015/2016

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Catholic Charities - PATH**

Amount of Funds Requested: **\$45,000**

Name of Project: **Homeless outreach operations**

**Public Service**

Housing

Economic Development

**102 points overall**

**Additional Considerations:**

**\$77** Ratio of dollars per person benefitted by proposed project

**9,094%** -- Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)

**Yes** Past successful CDBG contract administration (yes or no)

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points)**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

(Not at all) 0 1 2 3 4 5 6 **7** 8 9 10 (Very Much)

---

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

No (0 points) Yes (1 point)

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**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

(Not at all) 0 1 2 3 4 5 **6** 7 8 9 10 (Very Much)  
➤ Numbers served was not provided

---

**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

(Not at all) 0 1 2 3 4 5 6 7 **8** 9 10 (Very Much)

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 **5** 10

---

**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

0 1 2 3 **4** 5

---

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points)**

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)

---

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 7 8 **9** 10 (Extensive)

---

**11. How well does the question describe: (10 points)**

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)

---

**12. Did the answer divide the organization's execution and administration of the project by the following: (10 points)**

- a) **Name, titles, and resumes** of the staff involved?
- b) Job descriptions for any new positions?
- c) Is project manager identified?
- d) Is a distinction made between in-house staff and contracted assistance?
- e) Does Tab G include all staff positions and CDBG proposed positions?

0 1 2 3 4 5 6 **7** 8 9 10

➤ No resumes and no project manager named

---

**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E? (10 points)**

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

---

**General Criteria:**

**1. How realistic is this project in terms of probability of success within the community? (10 points)**

(Not at all) 0 1 2 3 4 5 6 7 8 **9** 10 (Very)

---

**2. How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule? (5 points)**

(Not at all) 0 1 2 3 4 **5** (Very)

---

**3. How realistic is the project budget? Was the correct format used? Does the budget include: (15 points)**

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 9 10 **11** 12 13 14 15

---

**4. Has the applicant exhibited competence in preparing this proposal?**

(10 points)

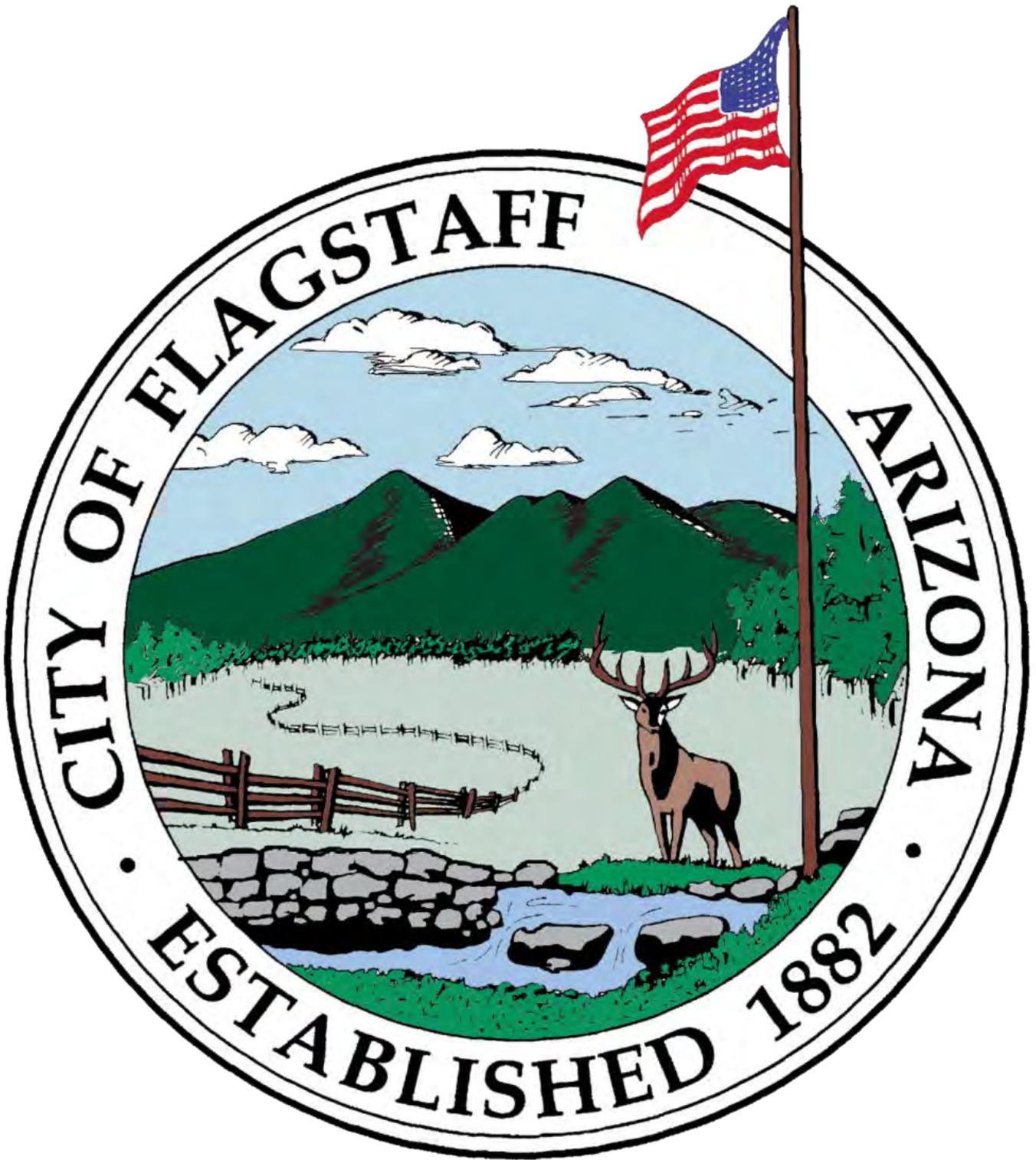
- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 5 6 7 **8** 9 10 (Very Much)

---

**Notes:**

Question 11 is the perfect opportunity to discuss the administrative strengths in Catholic Charities. Examples pay request and accounting.



## **2015 CDBG Proposal**

**Program Name: Flagstaff Shelter Services – Housing Services**

**Agency: Flagstaff Shelter Services**

**Contact: Ross S. Altenbaugh**

**ross@flagshelter.org**

**Executive Summary**

**Agency requesting funding:** Flagstaff Shelter Services

**Amount of funds requested:** 50,000

**Project name:** Flagstaff Shelter Services – Housing Services

- **Name:** Ross Altenbaugh
- **Title:** Executive Director
- **Mailing address:** PO Box 1808  
Flagstaff, AZ 86002
- **Fax number:** 928-255-5525
- **E-mail:** ross@flagshelter.org
- **Phone number:** 928-526-0581

**1. Brief project description (2-3 sentences):**

Flagstaff Shelter Services is proposing to utilize CDBG dollars to implement housing focused supportive services and case management staffing to help people in crisis obtain mainstream benefits and community services. Housing staff would develop and supervise the implementation of a comprehensive assessment of the person's social, health, emotional, and economic needs to move hundreds of people in crisis out of emergency and transitional shelters and into permanent housing.

**Total estimated number of persons to be assisted:**

120 people a day, 365 days a year = 43,800 points of service – each of these people experiencing homelessness.

**Council CDBG priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

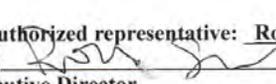
**Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

**Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Persons experiencing homelessness
- Illiterate Adults

**Name of authorized representative:** Ross S. Altenbaugh

**Signature:**  **Date:** 3/3/2015

**Title:** Executive Director

## Narrative Questions

**Mark the public service activity that best fits your proposed service.**

### Services for homeless persons

**1. Clearly define how the proposed service is one of the following:**

- 1. A new service.**
- 2. A quantifiable increase in the level of an existing service.**

The proposed service is a new element to Flagstaff Shelter Services. Our goal is to implement a Housing First approach at the shelter level to eliminate lengthy stays in homelessness, while continuing to serve those in immediate crisis with emergency shelter. Housing First is an approach used to bring individuals and families experiencing homelessness into housing as quickly as possible and then provide services to help those same people remain housed. Housing first is a proven, effective means of integrating chronically homeless and other highly vulnerable populations into housing. By addressing each individual's basic needs for housing and providing ongoing support, permanent housing is attainable. Supportive housing marries safe, affordable housing with support services aimed at helping individuals stay in their homes and live productive lives. Utilizing this approach will not only enable FSS to serve hundreds more each year, but also more importantly will create a housing plan for each person that has historically been dependent on the shelter system. CDBG funds would support a Housing Program Director and Housing Case Manager which would elevate current services provided to individuals experiencing homelessness and moves them towards housing permanency.

**2. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service fill?)**

Flagstaff has many capable service providers but none that address the population that FSS serves each day. FSS has consistently provided a solution to a gap in services. Each facet of our program addresses a need that would be unmet if not for our program. We provide important emergency shelter to people that would otherwise sleep on the street tonight, regardless of their circumstance. FSS is the community response to people in crisis when they have nowhere else to go each night. Because FSS believes that housing is a right for each person, our housing services will be made available to each and every person seeking resources in our program just as we have always done with our emergency shelter.

Flagstaff Shelter Services sets itself apart from other agencies by (1) providing access to shelter and basic human necessities for people in immediate crisis, regardless of faith, sobriety, or mental health (2) focusing case management on housing to move people out of the shelter and into housing stability (3) thus reducing shelter stays, in turn enabling our program to serve greater numbers of people and reducing the waiting time for shelter, (4) ensuring positive tenant/landlord/neighbor relationships through educational efforts and on-going client engagement, and (5) strengthening individual health and stability by ensuring each has the resources needed to maintain housing and prevent a return to homelessness.

**4. Describe the proposed scope of the project, including:**

- **An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).**
- **The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.)**

The first program component of FSS is ending an emergency crisis for an individual experiencing homelessness. FSS provides critical shelter and services to those most likely to die on the streets tonight. Men and women in crisis come to our shelter, and within moments have access to shelter, food, laundry, and the new element to our program: referral to our Housing Case Manager. Flagstaff Shelter Services sees over 120 people a day, or 43,000 points of service with shelter, food, and housing focused services annually.

A Housing First approach is currently being implemented in our program. Once all positions are in place, the following process will take place for each client.

Once referred to a Housing Case Manager, we are able to conduct an assessment with the client. Once we determine that our program is the appropriate placement, a Housing Action Plan will be developed. If a partner agency is deemed as more appropriate for a client, a referral is then made and a Housing Case Manager will continue to work with the client until a space has opened for the client to appropriately transition.

If the client is deemed most suitable for Flagstaff Shelter Services Housing program, then the case manager schedules a follow up meeting on the day of intake. The client will meet with his/her case manager within one to two business days of the initial intake and begin work on a Housing Action Plan that is updated weekly during his/her shelter stay. This typically occurs in the safety and security of Flagstaff Shelter Services where, if necessary, we can temporarily shelter up to 86 men and women. Depending on the time of year, we may be able to offer up to 50 additional options for people in a shelter crisis.

Case managers will coordinate services that address key barriers identified during the original comprehensive assessment. Primary barriers include mental illness, chronic health issues, HIV/AIDS, domestic and sexual violence, substance abuse, lack of education, financial literacy, a need for job training and any other issues that might face the individual and his or her family. The Housing Action Plan is composed of goals and objectives that address primary needs and barriers to securing housing. Clients who have been placed in housing are invited to attend these sessions.

Progressive Engagement is a tool that Housing Case Managers use to support clients with the lightest touch of services as possible. The goal is to only give people what they actually need instead of everything that is available. The National Alliance to End Homelessness states that “For most people experiencing homelessness intensive services are not necessary. The vast majority of homeless individuals and families fall into homelessness after a housing or personal crisis that led them to seek help from the homeless assistance system. For these families and individuals, the Housing First approach is ideal, as it provides them with assistance to find permanent housing quickly and without conditions. In turn, such clients of the homeless assistance networks need surprisingly little support or assistance to achieve independence, saving the system considerable costs ([www.naeh.org](http://www.naeh.org)).” While FSS realizes that some clients will require a deeper engagement with services, each client should receive only what they need to become stably housed.

Permanent housing is the third component. Case managers will tap their network of landlords to identify appropriate housing after the comprehensive assessment is complete. To help meet housing requirements

and remove one barrier, Flagstaff Shelter Services will strive to provide financial assistance on a case-by-case basis. Permanent housing is secured as soon as possible upon referral.

The fourth component is a Housing Stabilization Plan. When housed, participants complete a Housing Stabilization Plan with measurable goals that directly affect the man or woman's ability to remain stably housed. Participants prepare a full budget. The case manager refers the participant to community agencies based on their level of need and helps them obtain mainstream benefits. Case managers will regularly check on progress toward goals and identify obstacles to achieving goals to help ensure that this housing opportunity is successful and a return to homelessness less likely.

This is the process that will be put into place once Housing Case Managers are secured. The model employs placing individuals in homelessness in shelter to end an immediate crisis. Once stabilized this approach focuses on moving people to safe and affordable housing first, and then provides the support needed to stay in that housing. This benefits the community by ensuring that clients have access to the supportive services that reduce the cost of evictions, reduce utilization of community homeless services, and avoid the costs associated with job turnover.

**5. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:**

- **Providing decent housing**
- **Providing a suitable living environment**
- **Expanding economic opportunities principally for low-moderate income persons or neighborhoods.**

Flagstaff Shelter Services is proposing a project that achieves both the CDBG Primary and National Objectives. We will meet the National Objectives by providing Limited Clientele Activities to each person that presents at FSS in crisis. One hundred percent of all services provided under this project are geared to individuals experiencing homelessness. Not only does each of our clients meet the Federal definition determined by The Department of Housing and Urban Development, but many of our clients are also victims of domestic violence, severely disabled, illiterate, persons living with HIV/AIDS, and/or elderly. Our project proposes services to meet the housing needs of each of these people.

The housing project at FSS also achieves the CDBG Primary Objective by creating a system in Flagstaff's lowest barrier shelter program that moves people experiencing homelessness into safe, suitable, and affordable permanent housing. With the implementation of a Housing First approach, Flagstaff Shelter Services will deliver a strengthened response to the community crisis of homelessness. The same people that will be placed in permanent housing will also improve their income through employment and access to benefits. This program enables FSS to address two of the three CDBG Primary Objectives.

**6. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside; Sunnyside; Plaza Vieja; Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:**

- a) **Neighborhood Revitalization**
- b) **Housing**
- c) **Homelessness**
- d) **Mentally Ill and/or Serial Inebriate Populations**

The entire population served by the FSS Housing Program will qualify under the Department of Housing and Urban Development definition of homeless. Additionally, many of the clients served by this program

will have mental illness and/or qualify as “serial inebriate” population. While we are not proposing property development in any of the four target neighborhoods at this time, FSS recognizes that many clients served will inevitably be placed in affordable housing units in potentially one of the four target neighborhoods.

**7. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. (Include Page # Citations). The plan is available at <http://www.flagstaff.az.gov/index.aspx?NID=2876>**

The FSS Housing Project is consistent with the needs, priorities, goals and objectives of the City of Flagstaff 2011/2015 Consolidated Plan. The Plan calls for a focus on housing for low to moderate income individuals or people experiencing homelessness. The FSS Housing Project aims to address these direct goals by securing permanent housing for that same group of people and then helping that same group maintain that housing (Page 42 and 43). FSS Housing Program assumes that it will have to leverage support for this program to provide shallow rental subsidies to clients as they stabilize and receive wrap around services. Addressing rental affordability and providing a progressive style engagement with each client in need addresses one of the needs in the Consolidated Plan (page 36).

Flagstaff Shelter Services is primed to bring needed leadership and coordination to those in need of critical services and housing. We are the front door for those in crisis, and with this program we have the opportunity to be the exit to permanent housing. Our program will not only provide housing and resources to those in need, but potentially build neighbors that will help a neighborhood develop. Taking the same group of people out of shelter and moving them into housing is not only the best practice for a person in crisis, but it is the most cost effective solution a community can provide (Page 42-48).

**8. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.**

Flagstaff Shelter Services provides any adult experiencing homelessness with shelter, food, and support services, regardless of their faith, sobriety or mental health. Each day, FSS is able to support over 120 men and women with these important services (over 43,800 times each year). Over 20% of the people we serve each day report serving in our military. Over 90% of the women served in our shelter report experiencing domestic or sexual violence at some point in their lives. Additionally, on average 50% of the people served by FSS report having a chronic mental or physical health issue. We know that this number is generally higher than what is self-reported. These numbers only further support the vision of FSS - that housing is a right and that we need to end lengthy experiences in homelessness. In the July 2014 Coconino County Point in Time count, over 527 reported experiencing homelessness in Northern Arizona. Of those surveyed, 137 reported sleeping at FSS that night. Clearly, FSS is working to fill a very important gap in our community.

**9. Briefly describe the scope of the community collaboration surrounding the proposed project.**

In addition to aligning its program with best practices, which positions Flagstaff Shelter Services to receive funding for re-housing, FSS will continue to leverage dollars by building on its current relationships with foundations, corporations, civic organizations, congregations and individuals. Increasing the number of people in crisis served while reducing the average cost per person helps to ensure that FSS is well positioned for support from government and private sources, and it makes the operation more sustainable.

Partnerships are critical to the provision of services to men and women experiencing homelessness in our community. We would be unable to fulfill our mission if it were not for these important collaborators in our community. For instance, instead of building a professional grade kitchen, utilizing important

community resources to do so, FSS partnered with the Flagstaff Family Food Center to bring necessary food to over 120 clients each day, twice a day (1680 meals served each week, or 87,360 annually).

FSS works in conjunction with Goodwill Industries to help support the forward stability of clients by connecting them to employment services that will help them stabilize in housing. For mental health issues and crisis counseling, we use the resources of The Guidance Center and other community based counseling programs. Greater social and emotional stability increases our clients' ability to remain in permanent housing. FSS works with Certified Nurse Practitioners and Northern Arizona University nursing students to provide free clinic services to clients in need of medical attention. Because so many of our clients suffer from chronic mental and physical illness, this important clinic option is critical in providing immediate services to people that might otherwise call upon costly emergency room visits and first responder interventions that deplete community resources and time.

FSS is committed to working in a system of coordinated assessment. This system will include recognizing what resources already exist and leaning on those partners in order to be strong stewards of community resources. For instance, FSS will refer clients that are more appropriately served by another agency instead of trying to recreate service paths already made in our community. Flagstaff Shelter Services is an active member of the local Continuum of Care (CoC) in Northern Arizona, working in partnership with other homeless services providers to develop and implement a strategy to prevent and end homelessness in Northern Arizona. Additionally, the FSS Executive Director is an Executive Committee Member of the CoC and sits as a member of the Balance of State CoC run by the Arizona Department of Housing. Membership in this collaboration promotes sharing best practices, setting local priority for resources and coordinating services so as not to duplicate effort and waste valuable resources.

Our informal network of landlords and housing providers will be critical collaborative partners. They will help to ensure that safe, affordable and appropriate housing is available throughout Northern Arizona.

Our donors are also collaborative partners. Setting up a household is expensive. Without the donation of household items, furniture and clothing, establishing a home would be much more difficult.

FSS has experienced a substantial leadership transition over the past two years. Additionally, we have partnered with United Way of Northern Arizona and a convened committee that focuses on organizational capacity building and strategy. The plan put forth by the committee has been fully embraced by the FSS Board of Directors and executive leadership to ensure timely implementation and successful delivery. This plan helped stabilize our organization and begin a very exciting turnaround phase for FSS. These are just a few of the notable partnerships we utilize daily to deliver on our important mission.

**10. Briefly describe:**

- a) The organization's history administering this or similar projects.
- b) The organization's realistic capacity for undertaking this project.
- c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
- d) Was the agency ever asked to return awarded funds for cause?

In August 2014, Flagstaff Shelter Services was pleased to welcome Ross Altenbaugh, Executive Director to the team. Ms. Altenbaugh brings with her over a decade of experience working in homeless services, specifically in agency transformation leadership. In concert with the 2014 United Way Action Plan, Ms. Altenbaugh has been able to institute several committees that are working to develop a strategic plan that supports the year round operation and housing focus of the agency in a targeted way. Part of implementing vision at Flagstaff Shelter Services means strengthening the Organizational Chart both in staff and Board of Directors. Flagstaff Shelter Services is working with UWNA to cultivate a strengthened Board of Directors. Staff at UWNA are represented on a Nominating Committee for new

Board Members. They have also offered to facilitate a Board Retreat devoted to capacity building at the Board level.

Updated job descriptions will enable the agency to provide an elevated level of service as we move people in crisis towards self-sufficiency. Additionally, FSS has secured community and partner agency support to deliver on services in Northern Arizona. FSS has established its willingness to function as the “front door” for people experiencing homelessness so we have the opportunity to provide leadership in community conversations around best practices for adults in crisis. This voice can be used to strengthen community focus towards outcomes for people in crisis. Internally this vision guides leadership both at the staff and board level to remain focused on housing for people experiencing homelessness in Northern Arizona.

Agency transformation to a housing focused approach for the people served each day is imminent. Flagstaff Shelter Services has consistently proven that as an agency it has the ability to identify a community gap and then respond to fill that need. The original opening of the shelter was a direct response to the community’s cry for services for the most vulnerable, that every other agency in Northern Arizona consistently turned away for services. Despite many challenges over the years, FSS has continued to provide shelter and critical services to people in crisis, regardless of a person’s faith, mental health or sobriety. When the community demanded a shelter that was open year-round, executive leadership and the Board of Directors made the commitment to remain open 365 nights a year. Additionally, when 86 beds a night was not enough, FSS opened the first season of a successful overflow shelter in partnership with the faith-based community and The Refuge. This overflow shelter was a direct response to our agency and community’s mandate that not another person die from exposure as a result of homelessness. This season we served an additional 30 men and women every night during the ten coldest weeks of winter.

Flagstaff Shelter Services has successfully administered CDBG funding in the past (awarded \$38,911 in 2015 – current spend down, awarded dollars in 2014 and fully spent without issue), as well as Arizona Department of Housing Trust Fund monies (\$98,000 in 2015 and in 2014 and fully spent without issue). FSS has not had to return allocation at any point.

- 11. Divide the execution and administration of the project into areas of responsibility by providing the following:**
  - a) Names, titles, and resumes of all staff involved with carrying out these areas of responsibility**
  - b) Job descriptions for any new positions**
  - c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)**
  - d) Distinguish between in-house agency staff and contracted assistance**
  - e) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.**

As a result of the vision and strategy of the current executive leadership and Board of Directors, in partnership with United Way of Northern Arizona, Flagstaff Shelter Services is primed to initiate this new and effective approach in Flagstaff.

Ross Altenbaugh, the new Executive Director of FSS joined FSS in August 2014. Not only will Ms. Altenbaugh provide leadership and administration to this program, but she will provide experience and education as she has implemented Housing First in her previous work. Ms. Altenbaugh’s experience working with organizational change and program development will be instrumental as FSS moves people in crisis towards housing permanence (resume attached).

One of the most important components to service provision for Housing First is having qualified housing professionals in place. The position description goes beyond a typical case manager as Housing First

requires an understanding of fair housing, fair market rent, landlord partner cultivation, not to mention the ability to help someone find a job, enter counseling, and connect to vital resources. Comprehensive job descriptions are critical to ensure the highest quality service provision possible. FSS has developed these job descriptions (attached) based on best practice program implementation. Ms. Altenbaugh had the opportunity to create these positions in conjunction with the National Alliance to End Homelessness and the Virginia Coalition to End Homelessness. While these positions have not yet been filled, FSS feels confident that these descriptions will help guide the appropriate employment strategies to gain mission impactful employees.

Under the supervision of the Executive Director, the Housing Program Director (FSS seeks to fund a Housing Program Manager and partially fund a Housing Case Manager with CDBG funds) would oversee the FSS Housing program implementation. Ensuring that all clients have access to available resources and housing centered case management will be the number one focus of the Housing Program Director. Additionally, this position will help monitor the program for progress and continue to engage landlord recruitment and retention through an ongoing relationship with FSS. Housing Case Managers will provide direct client services and housing placement. Housing Case Managers will conduct housing inspections, create dialogue with landlords, provide resource referral, and help clients make community connections to resources so they gain independence.

FSS will continue to utilize donors and volunteers to support the ongoing needs associated with shelter operations, client needs in housing (supplies and household goods), and provide life skills where appropriate. FSS will continue to contract accounting services through a certified CPA (Johanna Klomann) and lean heavily on community support, foundations and corporate giving, and fundraising efforts to maintain the cost of the year-round emergency shelter (See Organizational Chart).

# Appendix D

## Flagstaff Shelter Services Schedule of Completion

<b>Project Schedule</b>	12 months
<b>City of Flagstaff</b>	
<b>Project Description:</b>	<b>FSS Housing Program</b>
<b>Implementing Agency:</b>	<b>Flagstaff Shelter Services</b>
<b>Project Number:</b>	
<b>Persons Served:</b>	127 a day
<b>Date Submitted:</b>	3/2/2015

Action Items:	Item Description	YEAR 1st month begins with the Notice To Proceed												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	List Job Description/conduct interviews	x												
2	hire Housing Program Director and Housing Case Manager	x												
3	Train in program model		x											
4	Cultivate Landlord Partnership	x	x	x	x	x	x	x	x	x	x	x	x	x
5	Begin program implementation			x	x	x	x	x	x	x	x	x	x	x
6	House first clients			x	x	x	x	x	x	x	x	x	x	x
7	Monthly CDBG Reporting	x	x	x	x	x	x	x	x	x	x	x	x	x
8	Conduct Biweekly/Monthly Housing Visits			x	x	x	x	x	x	x	x	x	x	x
9	Provide Community Based Tenant Workshops				x	x	x	x	x	x	x	x	x	x



# Appendix B

## CDBG Project Ranking Form 2015/2016

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Flagstaff Shelter Services**

Amount of Funds Requested: **\$50,000**

Name of Project: **Operational Assistance for Housing Services**

**Public Service**

Housing

Economic Development

**94 points overall**

**Additional Considerations:**

**\$1.41 (duplicated clients)**  
**proposed project**

**Ratio of dollars per person benefitted by**

**Zero – no leverage letters provided** – Percent of leverage toward proposed project  
**(must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)**

**Yes**

**Past successful CDBG contract administration (yes or no)**

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points)**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

- How housing is going to be achieved is not explained.
  - How will clients cover rent?
  - Housing stock resources?
- 

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

**No (0 points) Yes (1 point)**

---

**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

- Current status of the project is a concern. Number of people actually served is duplicated. How many clients will the Housing staff work with?
- 

**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 **5** 10

---

**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

0 1 2 3 **4** 5

---

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points)**

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

---

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 7 **8** 9 10 (Extensive)

- Missing leverage letters.-
  - What leverage will help with rent?
  - What community services will provide leverage?
- 

**11. How well does the question describe: (10 points)**

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

---

**12. Did the answer divide the organization's execution and administration of the project by the following:** (10 points)

- d) **Name, titles, and resumes** of the staff involved?
- e) Job descriptions for any new positions?
- f) Is project manager identified?
- g) Is a distinction made between in-house staff and contracted assistance?
- h) Does Tab G include all staff positions and CDBG proposed positions?

0 1 2 3 4 5 6 7 **8** 9 10

---

**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E?** (10 points)

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

---

**General Criteria:**

**1. How realistic is this project in terms of probability of success within the community?** (10 points)

- (Not at all) 0 1 2 3 4 5 6 **7** 8 9 10 (Very)
- Such an innovated idea. A service the community needs. The proposal should cove how the housing staff will work with landlords in the community and how rent paid.
- 

**2. How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?** (5 points)

(Not at all) 0 1 2 **3** 4 5 (Very)

---

**3. How realistic is the project budget? Was the correct format used? Does the budget include:** (15 points)

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 9 **10** 11 12 13 14 15

---

**4. Has the applicant exhibited competence in preparing this proposal?** (10 points)

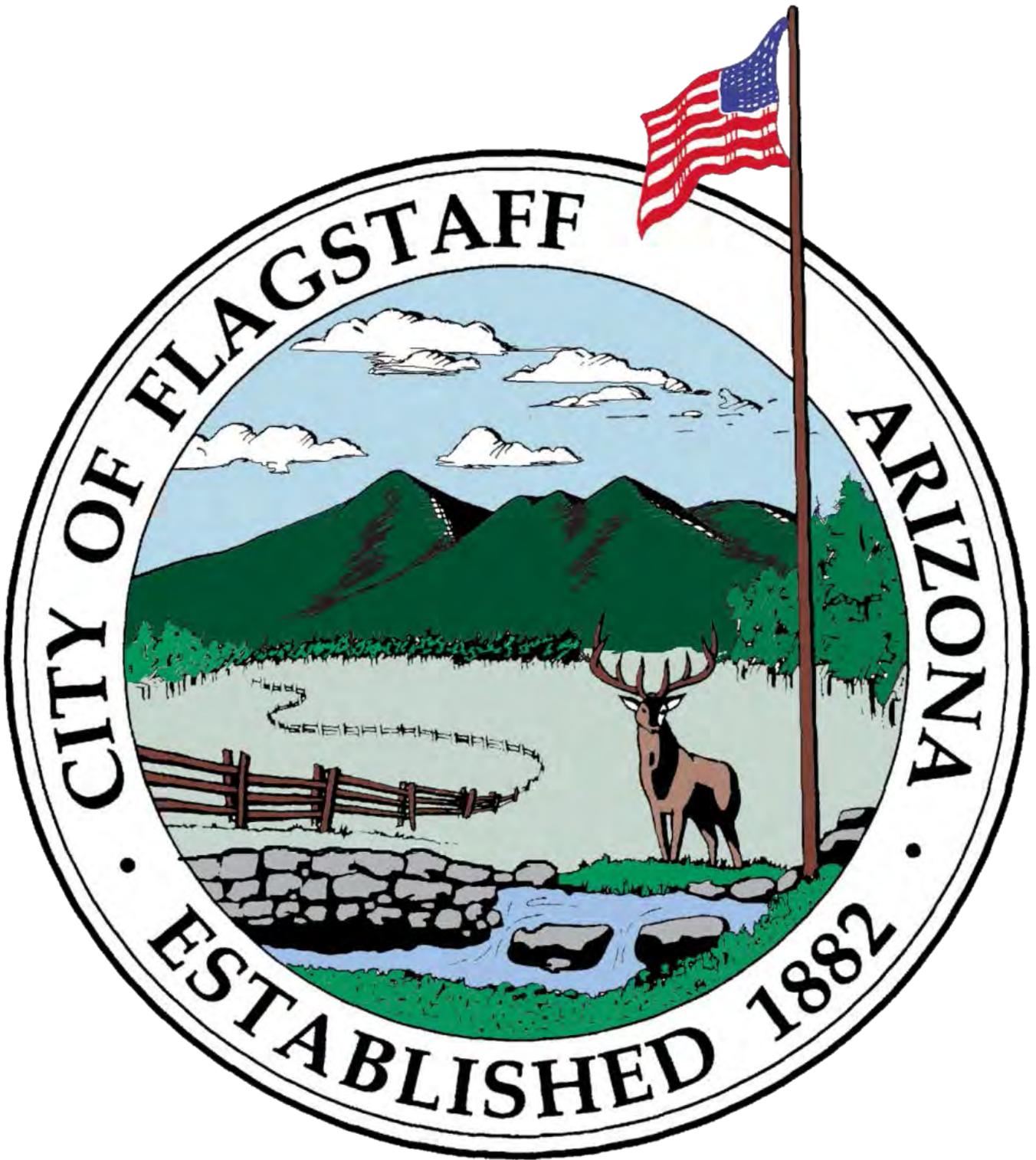
- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 5 **6** 7 8 9 10 (Very Much)

**Notes:**

General Comments:

Proposal not organized correctly. Answers are mis-numbered. How actual housing is going to be accomplished is not explained. No Master Plan of project and no leverage letters included.



**City of Flagstaff**  
**Community Development Block Grant**  
**RFA 2015/16**

**Coconino County Community Services**

**Proposed Activities:**

- **Services for homeless persons**
- **Other: Services for individuals at risk of being homeless**

## Executive Summary

Agency requesting funding: Coconino County Community Services, Social Services  
Amounts of funds requested: \$100,000.00  
Project Name: CDBG Flagstaff – Housing Stabilization

Please indicate the following agency representative that will be the primary contact person for this project:

-Name: Norma Gallegos

-Fax number: 928-679-7461

-Title: Assistant Director

-E-mail:ngallegos@coconino.az.gov

-Mailing address: 2625 N. King St.

-Phone number: 928-679-7430

Flagstaff, AZ 86004

Brief project description (2-3 sentences): Through case management, Social Services provides assistance to help residents maintain safe and stable housing through provision of housing and utility assistance. Through this program we will be able to continue and expand our housing assistance that serves low-income, elderly and disabled clients in crisis with financial assistance. This assistance will help clients maintain their housing who are facing eviction, foreclosure or move-in costs to prevent homelessness.

Total estimated number of persons to be assisted: (Average household size is 2.61 people per household). 229 individuals

Council CDBG priority (mark al that apply):

Neighborhood Revitalization

Housing

Homelessness

Mentally Ill and/or Serial Inebriate Populations

Will the activity take place in a target neighborhood? NO

Southside

Sunnyside

La Plaza Vieja

Pine Knoll

Special population (if any) to be assisted:

Abused Children

Persons with HIV/AIDS

Elderly Persons

Migrant Farm Workers

Severely Disabled Persons

Persons experiencing homelessness

Victims of Domestic Violence

Illiterate Adults

Name of authorized representative: Janet K. Regner

Signature: Janet K. Regner

Date: 3/3/15

Title: Director

Please respond to the following questions in the order listed. Reformat as necessary. Make sure to include the entire question in your response.

---

Answer questions 1-3 for Public Service submissions only

1. Mark the public service activity that best fits your proposed service.

- Employment services (e.g., job training)
- Crime prevention and public safety
- Child Care
- Health Services
- Substance Abuse services (e.g., counseling and treatment)
- Fair housing counseling
- Education programs
- Energy conservation
- Services for senior citizens
- Services for homeless persons **X**
- Welfare services (excluding income payments)
- Recreational services
- Other services for individuals at risk of being homeless **X**

2. Clearly define how the proposed service is one of the following:

1. A new service.
2. A quantifiable increase in the level of an existing service.

These services are a quantifiable increase in the level of existing services. Social Services already provides housing assistance and has a system in place through our case management to assess the needs of the client and provide financial assistance to stabilize housing or prevent homelessness. Through our case management services we not only provide stable housing and prevent homelessness but we work with the client to improve their situation and to move towards self-sufficiency. A case manager will assess the needs of the client, work with the client to create attainable goals, provide resources to support those goals and continue to follow up on their progress for 90 days. This program would be a natural extension of our services.

Funding is used to assist with rental and mortgage assistance, move-in assistance and eviction prevention.

In FY13 we provided 387 assists which helped 255 families or 743 Individuals using \$175,056.73.

- 178 families were single female Head of Households
- 89% renters, 5.10% home owner, 3.53% homeless

In FY14 we provided 374 assists which helped 351 families or 1070 individuals using \$193,626.

- 265 families were single female Head of Households
- 87.18% rent, 1.99% home owners, 3.99% homeless.

IN FY 15 for the first 7 months we have provided 304 assists which helped 271 families or 878 individuals using \$173,818.

-202 families were single female Head of Households

-85.24% rent, 3.32 are home owners, and 3.32% are homeless.

As affordable housing continues to be a challenge in Flagstaff and lack of employment that provides a “livable” wage gives us reason to believe that need for rental, mortgage, move-in assistance and eviction prevention will continue to rise. The 2014 Coconino County Community Assessment (in partnership with United Way of Northern Arizona, Goodwill of Northern Arizona and City of Flagstaff Housing Department) results showed “nearly half (42%) of low to moderate income respondents reported an annual income of less than \$10,000. When comparing all survey respondents, 52% reported an annual income of \$30,000 or less. With households earnings at these levels, households would not be self-sufficient and would likely rely on social supports to meet their needs.” “Survey results indicate that the area of immediate concern for low to moderate income households is livable wages.”

3. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service fill?)

St. Vincent De Paul is a major partner in our community providing a one-time crisis assistance to families for rent and mortgage to prevent homelessness. Catholic Charities, Flagstaff Homeless Shelter, Hope Cottage and Sunshine Rescue Mission offers shelter but provides no financial assistance to community residents. Coconino County Community Services (CCCS) is one if not the only local organizations that still provides financial assistance to keep people in their own homes while also providing case management over a 90 day period to assist residents to improve their situation and to move towards self-sufficiency. Our program includes financial literacy/coaching for every client, helping them to set obtainable goals for employment, education, child care, transportation, budgeting/savings and debt reduction. This is the reason CCCS is distinguishable from other community programs. We make it our business to help the client create a new future for themselves and to move out of poverty into self-sufficiency. We also leverage other funding sources to continue to assist the client out of crisis and stabilize them in their home.

Answer question 4 for Economic Development submission only.

4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category-

Special economic development

Economic development undertaken by a Community Based Development Organization (CBDO)

Technical assistance to businesses

Microenterprise development

Commercial rehabilitation  
Public facilities and improvements  
Job Training

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Answer the following questions for ALL submissions:

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5. Describe the proposed scope of the project, including:

-An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household). We estimate that 229 persons or 88 Families (with a maximum of \$900 per assist) can be assisted with this project. Because this program is so comprehensive our funding proposal includes a part-time case manager to be solely responsible for administering these funds.

-The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.) Coconino County Community Services will provide assistance to approximately 229 persons or 88 families. The amount of funding being requested is \$100,000, 79% being solely for direct housing services. Due to our experience with completing two years of CDBG funding, we have found that by including the financial coaching and 90 day follow-up assessments requires having a part-time case manager solely focused on coaching clients to complete their goals and moving towards self-sufficiency. The return of on investment (ROI) and success rate is much higher with such a methodology.

The client will provide an initial Self-Sufficiency Matrix with their Intake Application. At that time, the case manager will then assess the vulnerabilities and meet with the client to provide immediate housing assistance (\$900 maximum) either to prevent eviction or to provide move-in assistance. The case manager will work with the client to create goals and provide a financial coaching/literacy session and assess other needs CCCS can provide. In addition, the case manager will provide other referrals that will assist the client to complete their goals. Through our 90 day follow-up plan the case manager will be able to assess progress and if necessary utilize other funding sources to assist with stabilizing the client's housing situation.

Eligibility Criteria: The requested CDBG funds will be directed to City of Flagstaff resident households who either:

-Face the possibility of defaulting on their mortgage

-Have a pending eviction

-Have a move-in confirmation for a new residence, with all intended household members listed.

-Living in a motel for over 90 days and facing eviction. Client would provide proof of living in motel for a consistent 90 days or more.

The City of Flagstaff resident will also provide:

- Proof of ALL household income, for all household members of legal working age.
- Meet the income eligibility criteria of up to 80% AMI

Financial Coaching and setting goals is required for all applicants who receive CDBG funding. Having a solid budget where income covers basic expenses and then addressing increasing income or reducing debt are key factors. Money management tools are provided as well as discussion on savings and how to begin to implement such tools over a period of time. Another priority of this process is identify critical needs and applying resources and referrals to those needs. We collaborate and coordinate with other organizations in Flagstaff such as St. Vincent De Paul, Salvation Army, Coconino County Community College, Goodwill One-Stop, and Coconino County Career Center, to address the individual needs of the client. Case management time is a necessary part of this process. Through this process each family and individual applying for assistance will be assisted in the development of a client focused, results-orientated plan to help families to progress towards stability and self-sufficiency.

According to a report by Dr. Diana Pearce, PhD for the Women’s Foundation of Southern Arizona titled: “Self-Sufficiency Standards for Arizona 2012”, Coconino County has the fourth highest Self –Sufficiency standard in the state of Arizona (out of fifteen counties). For one adult and two children the adult must earn at least \$46,813 a year (\$22.17 per hour) to adequately meet their needs without any assistance. With the minimum wage even being increased to \$8.05 this year the gap is quite large. The need for housing assistance is not going to decrease but in fact will increase over time.

- Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable).

- Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).

6. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:

- Providing decent housing
- Providing a suitable living environment
- Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

The provision of housing assistance allows low-income Flagstaff individuals and families to stay in their homes. This enables families to maintain secure, suitable living environments and facilitates a more stable community. Many low income individuals work in jobs related to the tourist and service industry at a minimum wage which was increased as of January 1, 2015 to \$8.05 per hour. However, while the wage increase helps, it is still not enough for an individual and/or family to support themselves in the Flagstaff area because of the existing lack of affordable housing and utility costs that continue to increase. According to the The Self-

Sufficiency Standard for Arizona 2012, referenced above, in order for a family living in Coconino County to be able to meet their basic needs, an individual must earn \$10.60 per hour, a single parent with a preschooler must earn \$18.37, and for two adults with a preschooler and school-age child, they each must earn \$12.48 per hour. In regards to housing, for Coconino County 2012, monthly costs for housing for an adult was \$785.00, for an adult with a preschooler was \$887.00, and for two adults with a preschooler and school-age child was \$887.00 as well. Housing costs have continued to rise since 2012.

Flagstaff's low income residents are the first people effected by continued higher costs of living and economic down turns. They have the least capacity to sustain reduced employment over a long period of time. Providing assistance and support to one of our most vulnerable populations enables the County to assist in the prevention of homelessness. A stable population helps to create a more viable community, attract new businesses, which then provides new employment opportunities, and in turn stabilizes the tax base.

7. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside, Sunnyside, Plaza Vieja, Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

This proposal being submitted by CCCS meets the CDBG priority of Housing and Homelessness. This funding will provide case management and housing assistance to those families and individuals who are facing eviction from their home, foreclosure or homelessness. Clients will be assisted financially up to \$900 and participate in financial coaching through our case management as well as address other vulnerable areas and needs specific to each client. Referrals will be provided that will help facilitate the client in reaching their goals and progress to self-sufficiency.

8. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. **(Include Page # Citations)** The plan is available at <http://www.flagstaff.az.gov/index?NID=2876>

Our program is consistent with the below needs, priorities, goals and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. Many of our Flagstaff residents are below the 200% FPL and continually challenged to find housing that is affordable and employment sufficient to meet their basic needs so many are paying well over 30% of their income towards housing. Our program will specifically provide housing assistance while addressing their income, money management skills and a support system to help them reach their goals which will progressively move them towards self-sufficiency.

**Housing Affordability, page 23:** Government programs define housing cost burden as paying more than 30% of gross household income for total housing cost (rent or mortgage and utilities),

however this definition is more appropriate to moderate income households than to lower or higher income households. Simply stated, housing cost-burdened lower-income households may have little remaining to pay for the essentials – clothing, food, transportation and child care, while higher income households may choose to pay more for housing. Housing cost burden also has costs to the community. For example when housing costs are too high or the quality is poor, employers have difficulty attracting and retaining quality employees. For major employers, housing affordability is often a factor in location decisions.

According to HUD Comprehensive Housing Affordability Strategy (CHAS) data, there are an estimated 11,027 (48%) Flagstaff households – both renters and owners - paying more than 30% of their household income for housing costs. Among cost burdened households, one-half (5,538) are low or moderate income. Both owners and renters may choose to occupy housing that is disproportionately costly for any number of reasons – location, availability, access to public transportation, services or employment, anticipated income increases, and housing quality are just some of the complex factors that impact housing choice.

**Cost Burdened Owners page 24:** While owners at all income levels experience cost burden, the rate of cost burden (paying more than 30% of household income for housing costs) is highest among the lowest income households. According to HUD CHAS data, more than half (54% or 301) of extremely-low income owners (household income less than \$17,010 or 30% of AMI) are cost burdened, and the majority are severely cost burdened – paying more than 50% of household income for housing. Among very-low income owners (household income between \$17,010 and \$28,350 or 31% – 50% of AMI), four of ten (194 or 38%) are cost burdened. This rate is very similar to that experienced by middle and higher income households (income above \$45,360), 3,465 of whom are cost burdened.

**Foreclosure Risk page 30:** At present, the only resources available for households challenged to make mortgage payments and facing foreclosure are those available through credit counseling and nonprofit organizations, such as Housing Solutions of Northern Arizona which provides foreclosure counseling. The primary factors contributing to foreclosure in Flagstaff are loss of employment, high-cost and high leverage financing, and over-valuation. High cost and high leverage loans place the borrower at risk of foreclosure when property values decline. Owners who finance 100% or more of their home's value experience negative equity when values decline. This negative equity then combines with increasing payments as interest rates adjust, leaving the owner upside down in their mortgage. Those who purchased or refinanced between 2004 and 2006, when values were at their peak, are the most vulnerable as they have lost, on average, 24% of their property value. The Federal Reserve Bank of San Francisco estimates the Flagstaff foreclosure risk rate to be less than 3% during the coming two to three years. Assuming a conservative foreclosure rate of 1% to 1.5%, approximately 250 to 400 Flagstaff housing units will be foreclosed during the next several years. Job loss and underemployment will contribute to foreclosures.

**Cost Burdened Renters page 31:** Renting is most common among lower income households, whose housing choices are limited. In 2008, there were an estimated 10,908 renter households in Flagstaff. According to HUD CHAS data, 2,560 (82%) of extremely low income households rent and 1,848 (72%) are cost burdened (pay more than 30% of household income for housing costs),

with the majority experiencing severe cost burden (paying more than 50% of household income for housing costs). Among very-low income households 78% (1,813) rent and 1,316 (73%) are cost burdened.

**Overcrowded Renters page 32:** According to 2006/2008 ACS data, 651 (6%) renters live in overcrowded conditions. Overcrowding is more prevalent among the lowest income renters - nine of ten overcrowded renters are low or moderate income. Citing a significant number of two-family households seeking rental opportunities, and an overall increase in families who have doubled up since the economic downturn, participants in the Consolidated Plan Forums indicated that they believe the number of overcrowded renters is higher than that reported by the 2006/2008 ACS.

**Substandard Rental Units page 33:** With a relatively new multi-family housing stock, only 212 rental units are considered substandard by HUD's definition – units that lack complete plumbing or kitchen facilities. Still, two percent of renters occupy substandard housing units and the majority (71%) are low or moderate income. Community discussions over the past year have often included conversations regarding the number of individuals and families living in motels. Based on these discussions, it may be estimated that several hundred people are living in motels without complete kitchen facilities. Many of these individuals and families are transient, and while they may desire to live permanently in Flagstaff, the cost of living in a motel combined with the relatively high cost of renting makes saving for the necessary rental deposits a challenge, even if employment is found.

**Rental Assistance page 34:** Addressing rental affordability for low and moderate income households requires a variety of activities. Rental assistance is one method of increasing housing affordability among the lowest income households. Most rental assistance programs provide assistance that reduces the monthly rent outlay to 30% of household income for households earning less than 50% of the median income. The amount of rental assistance needed varies with such factors as household size and income, and the availability and cost of rental units. From 2000 to 2008, median income increased 25% while median rent increased 42%, indicating a decline in rental affordability. To afford the median rent unit in 2008, extremely low income renters required assistance of approximately \$512/month and very low-income renters required assistance of approximately \$228/month.

**Rental Housing Unit Needed page 34:** While rent subsidies and affordable rental units assist many of the lowest income renters, extremely low income renters are the most severely cost burdened. An affordable rent for this income category would not exceed \$425/month including utilities, and there are an estimated 415 units needed in this rent range. Considering that the monthly cost of maintaining a rental unit averages approximately \$250 to \$300, providing affordable rental units for extremely low-income households necessitates a deep subsidy as there is little cash flow to secure financing. In addition to units needed for extremely low income households, the Housing and Community Sustainability Nexus Study estimated that 790 additional affordable rental units for households earning between 30% and 60% of the AMI. These units would rent for not more than \$709/month including utilities.

**Public Housing Needs page 36:** While the City’s PHA has done much to address the needs of low-income households in Flagstaff, demand for assistance remains high. There are 832 families on the Public Housing waiting list and 620 on the Section 8 waiting list. Average waiting times for Public Housing vary depending on the bedroom size, with an average wait of 1 and ½ years for 1 and 2 bedroom units, and 3 to 12 months for 3 and 4 bedroom units. 1 and 2 bedroom units are in the greatest demand.

Both the waiting list for the Public Housing program and the waiting list for the Section 8 Housing Choice Voucher program are open or accepting applications. Among those already on the waiting list for Public Housing, 75% are extremely low income. For public housing, 7% of those waiting have disabilities, 90% are families with children, and the remaining 3% are elderly. Among those on the waiting list for a Section 8 Housing Choice Voucher, 74% are extremely low income. Ninety percent of those waiting for Section 8 assistance are families with children.

**Homeless Individuals and Families page 40:** Homeless people in Flagstaff reflect the diversity, complex characteristics, and special needs of all homeless people in the United States. Almost all homeless people are extremely poor. A lack of resources to care for basic needs - housing, food, clothing, health care - is common to all homeless people. According to the National Coalition for the Homeless, two trends are largely responsible for the rise in homelessness over the past 20-25 years: a growing shortage of affordable rental housing and a simultaneous increase in poverty. Some homeless people require limited assistance in order to regain permanent housing and self-sufficiency.

Housing is not affordable to people with low incomes. Because of low wages many families struggle to obtain childcare, medical care, food, and housing. With little income for the necessities, many families are in imminent danger of becoming homeless. Those earning the minimum wage, especially if they have children, cannot afford deposits and ongoing rental fees for market rate housing. Others have poor credit or a criminal record and cannot access appropriate housing due to credit or crime-free housing policies. While many low income households are able to save money with the assistance of government programs or transitional housing, the general cost of housing leaves little for the basic necessities; many continue to live paycheck to paycheck and one crisis can lead to homelessness.

**Consolidated Plan Goals and Activities page 69:** Goal 3: Invest in housing, public and supportive services for vulnerable populations.

9. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.
10. **Briefly describe** the scope of the community collaboration surrounding the proposed project.
  - a) Be specific, citing additional leverage funding sources, agreements, staffing partnerships, etc.
  - b) If formal partnerships exist, please include documentation of all leveraged resources and identify leverage in budget.
  - c) Attach letters of community collaboration/support for the specific project.

- a) CCCS has several additional leveraging funding sources to support this program as well as the client. Those funding sources include:
  - Community Services Block Grant (CSBG)-Arizona Department of Economic Security (DES) \$50,000
  - Low Income Home Energy Assistance Program (LIHEAP)-ADES \$357,206
  - Short Term Crisis Services (STCS)/TANF-ADES) \$50,000
  - Utility Repair Replacement & Deposit Program \$33,529
  - Emergency Assistance (EA) Coconino County General Funds \$33,000
- b) This funding can be used to continue the support of clients as they progress on their goals for additional assistance for housing and utilities. We also work in collaboration with other community partners such as St. Vincent DePaul, the Salvation Army, Housing Solutions of Northern Arizona, Sharon Manor and Catholic Charities.
- c) Community collaborators are DNA Legal Services, Continuum of Care Participants, and Catholic Charities (letters are attached in proposal)

11. Briefly describe:

- a) The organization's history administering this or similar projects.
- b) The organization's realistic capacity for undertaking this project.
- c) Experience administering federal and state grants and complying with federal statutes.

Please provide funding dates and award amounts.

- d) Was the agency ever asked to return awarded funds for cause?

a) Coconino County Community Services has been the designated Community Action Agency Program for over twenty-five (25) years and is a leading safety net agency providing case management services integrated with financial assistance for housing and utilities. Community Services provides coordination of services through referrals which may include, but is not limited to, case management, financial empowerment classes, housing rehabilitation and weatherization services. We are the largest provider of emergency assistance in the county. For FY13 CCCS provided \$175,056 in rental/move-in assistance and in FY 14 provided \$193,625 of same. During this time included in the funding for housing assistance was \$112,500 of CDBG funding which was successfully administered. We manage over \$500,000 in total emergency funds from the ADES and over \$60,000 from Arizona Community Action Association (ACAA).

b) CCCS has provided three (3) case managers to administer past CDBG grants. We have found through this experience that the amount of time to successfully provide services and provide follow-up support was very time consuming. With the addition of requiring financial coaching as part of case management we are requesting a part-time case manager to solely focus on the administering of the CDBG funds.

c) CCCS has successfully managed and administered Federal and State funding since the conception of it being a Community Action Agency in 1974. Our Federal Grants are Community Services Block Grant (CSBG), and Low Income Home Energy Assistance Program (LIHEAP). Our state grants are Short Term Crisis Services/Temporary Assistance for Needy Families (STCTS/TANF), APS Crisis, Neighbors Helping Neighbors (NHN), Home Energy Assistance Fund (HEAF) and HEAF/Tribal and Warm Spirits.

d) We have never returned awarded funds for cause.

12. Divide the execution and administration of the project into areas of responsibility by providing the following:

- a) Names, titles, and resumes of all staff involved with carrying out these areas of responsibility.
- b) Job descriptions for any new positions.
- c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency.)
- d) Distinguish between in-house agency staff and contracted assistance.
- e) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.

Program Manager II, Susan Harlos: Susan is responsible for oversight of the Social Service Division which includes program development, budget management, contract management and compliance, policy and procedure development and supervision of 5 case management staff and one Admin Support staff.

Case Management: Community Services will hire one part-time case manager (20 hours a week) that will be responsible for the case assessment, development of case plans designed to move families through crisis, financial literacy/coaching, setting of goals and 90 day follow up to record and assist with progress. The case manager will be well versed in community resources and use a network of social services to provide referrals for clients. They will be responsible for interpreting and applying funding rules and regulations in each individual case.

Admin Support II: The administrative support person will be responsible for providing information to all residents who are applying for assistance, provide referrals to other community resources, and help with the data collection for the Social Services programs. The ASII position is being filled as this proposal is being submitted.

13. Tab D of the check list requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG Funds will pay for.

See Appendix E.

## Appendix D Schedule of Completion Example

Project Schedule	
City of Flagstaff	
Project Description:	CDBG Flagstaff- Housing Stabilization
Implementing Agency:	Coconino County Community Services Department
Project Number:	
Persons Served:	229
Date Submitted:	3/2/2015

Action Items:	Item Description	YEAR												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	Provide financial assistance and case management	X	X	X	X	X	X	X	X	X	X	X	X	
2	case management follow up		X	X	X	X	X	X	X	X	X	X	X	
3	Monthly CDBG Reporting	X	X	X	X	X	X	X	X	X	X	X	X	
4														
5														
6														
7														
8														
9														

## Appendix E Budget Example

Project Budget City of Flagstaff Community Development Block Grant (CDBG) Program						
Project Description: CDBG Flagstaff-Housing Stabilization						
Implementing Agency: Coconino County Community Services						
Project No.:						
Date: 3/3/15						
Persons Served: 229		SOURCE 1	SOURCE 2	SOURCE 3	SOURCE 4	
Item and			Other Grant	PRIVATE	IN-KIND	PROJECT
Activity	Item / Activity Description	CDBG	FUNDING	FINANCING		TOTALS
<b>1</b>	<b>Down Payment and Closing Cost Loans</b>					\$ 78,500.00
A	Loan Principal	\$ 78,500.00				
<b>2</b>	<b>Homebuyer Assistance Services</b>					\$ 38,126.00
A	Housing Staff Salary	\$ 19,063.00	\$ 19,063.00			
<b>3</b>	<b>Program Related Expenses</b>					\$ 1,840.39
A	Office Supplies	\$ 400.00	\$ 600.00			
B	Telephone	\$ 140.39	\$ 300.00			
C	Postage	\$ 100.00	\$ 300.00			
<b>4</b>	<b>Professional Services</b>					\$ 700.00
A	Audit	\$ 100.00	\$ 600.00			
<b>5</b>	<b>Administration</b>					\$ 291,076.22
A	Community Services Management Oversight				\$ 287,683.00	
B	Agency Indirect (Per Health & Human Services approval of 8.9% salaries and ERE) (Includes accounting)	\$ 1,696.61	\$ 1,696.61			
<b>6</b>	<b>Leveraged Funding Sources</b>					537,180.60
A	EA-County General Fund		\$ 33,000.00			
	DES/LIHEAP		\$ 316,809.00			
	DES/CSBG		\$ 50,000.00			
	FEMA		\$ 10,000.00			
	DES/TANF		\$ 50,000.00			
	ACAA		\$ 35,261.00			
	URRD		\$ 33,529.00			
	Office Space, phone, electricity or 40%				\$ 8,581.60	
	<b>CDBG Totals</b>	\$ 100,000.00				
	<b>Totals</b>	\$ 100,000.00	\$ 551,158.61	\$ -	\$ 296,264.60	\$ 947,423.21

## Appendix B

### CDBG Project Ranking Form 2015/2016

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Coconino County Community Services**

Amount of Funds Requested: **\$100,000**

Name of Project: **Housing stabilization**

**Public Service**

Housing

Economic Development

**90 points overall**

**Additional Considerations:**

**\$436.68** Ratio of dollars per person benefitted by proposed project

**Zero documented leverage. No numbers provided in leverage letter** – Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)

**Yes** Past successful CDBG contract administration (yes or no)

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points)**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

(Not at all) 0 1 2 3 4 5 6 7 **8** 9 10 (Very Much)

---

**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

No (0 points) Yes (1 point)

---

**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

(Not at all) 0 1 2 3 4 5 6 7 **8** 9 10 (Very Much)

---

**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

(Not at all) 0 1 2 3 4 5 6 **7** 8 9 10 (Very Much)

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 **5** 10

---

**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

0 1 2 3 4 **5**

---

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points) Not answered**

(None) **0** 1 2 3 4 5 6 7 8 9 10 (Extensive)  
➤ [This question was not answered.](#)

---

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)  
➤ [Leverage letter was internal and did not include numbers for the funded amounts.](#)  
➤

---

**11. How well does the question describe: (10 points)**

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0 1 2 3 4 5 6 7 8 9 **10** (Extensive)

---

**12. Did the answer divide the organization's execution and administration of the project by the following:** (10 points)

- d) **Name, titles, and resumes** of the staff involved?
- e) Job descriptions for any new positions?
- f) Is project manager identified?
- g) Is a distinction made between in-house staff and contracted assistance?
- h) Does Tab G include all staff positions and CDBG proposed positions?

0 1 2 3 4 **5** 6 7 8 9 10

➤ Resumes were not included

---

**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E?** (10 points)

(None) 0 1 2 3 4 5 **6** 7 8 9 10 (Extensive)

➤ Budget narrative was not included

---

### General Criteria:

**1. How realistic is this project in terms of probability of success within the community?** (10 points)

(Not at all) 0 1 2 3 4 5 6 7 **8** 9 10 (Very)

---

**2. How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?** (5 points)

(Not at all) 0 1 2 3 **4** 5 (Very)

---

**3. How realistic is the project budget? Was the correct format used? Does the budget include:** (15 points)

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 9 **10** 11 12 13 14 15

---

4. **Has the applicant exhibited competence in preparing this proposal?**

(10 points)

- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 3 4 5 6 **7** 8 9 10 (Very Much)

---

**Notes:**

**General comments:**

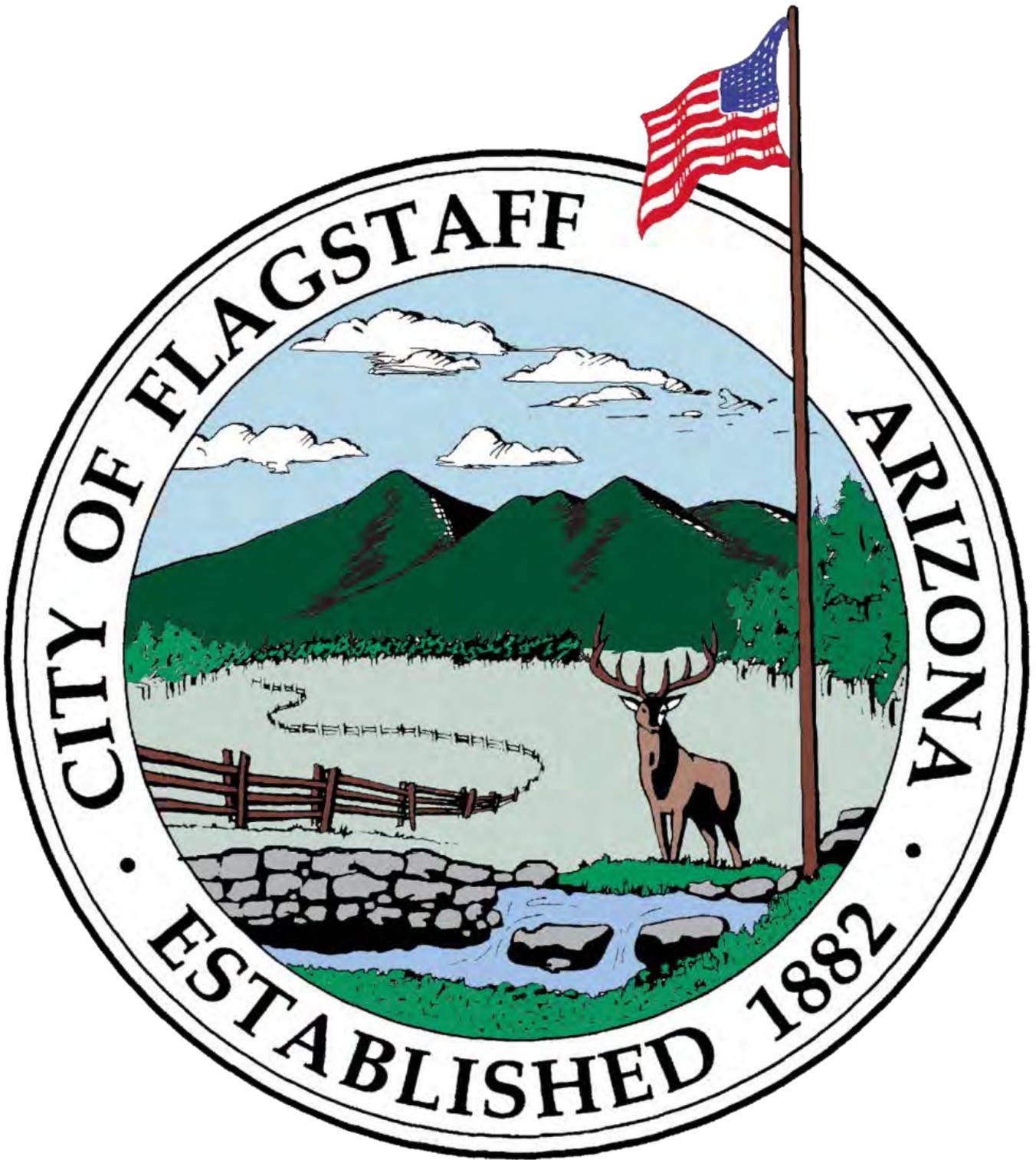
Missing answer to number 9

Good leverage for this project (\$532,735), but no leverage letters included

12-month schedule was question as possibly being unrealistic.

Sub-recipient just started spending 12/13 entitlement in this fiscal year but successfully spend funds with new staffing.

No single audit included



# **CITY OF FLAGSTAFF**

## **Community Development Block Grant Grant Application 2015/2016**

**Agency requesting funding:  
Northland Hospice and Palliative Care, Inc.**

**Project name:  
Hospice Assistance for LMI Assisted Living Patients**



**February 2015  
City of Flagstaff, Housing Section  
211 W. Aspen Avenue, Flagstaff, Arizona  
(928) 213-2752 (phone)  
(928) 779-7684 (fax) (928) 774-5281 (TDD)**



**Executive Summary**  
(Not to exceed one page)

**Agency requesting funding: Northland Hospice and Palliative Care, Inc.**

**Amount of funds requested: \$20,000**

**Project name: Hospice Assistance for LMI Assisted Living Patients**

**Please indicate the following agency representative that will be the primary contact person for this project:**

- Name Patricia Bartholomew
- Title CEO
- Mailing address 452 N. Switzer Canyon Dr. Ste. A
- Fax number 928/779-5884
- E-mail pbartholomew@northlandhospice.org
- Phone number 928/779-1227

**Brief project description (2-3 sentences):** For LMI Hospice Patients at the Olivia White Hospice Home, this request will provide funds for medications not otherwise covered by public benefits or insurance. This service takes place in the context of 24-hour assisted living housing, including comprehensive hospice care, for terminally ill patients who lack adequate resources in their homes.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household) 27**

**Council CDBG priority (mark all that apply):**

- Neighborhood Revitalization
- Housing
- Homelessness
- Mentally Ill and/or Serial Inebriate Populations

**Will the activity take place in a target neighborhood?**

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

**Special population (if any) to be assisted:**

- Abused Children
- Elderly Persons
- Severely Disabled Persons
- Victims of Domestic Violence
- Persons with HIV/AIDS
- Migrant Farm Workers
- Persons experiencing homelessness
- Illiterate Adults

**Name of authorized representative: Patricia Bartholomew**

**Signature:**  **Date:** 3-2-15

**Title:** CEO

## **NARRATIVE**

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1. Mark the public service activity that best fits your proposed service. - for a definition of the below categories visit

<https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-7-Public-Services.pdf>

- Employment services (e.g., job training)
- Crime prevention and public safety
- Child care
- Health services
- Substance abuse services (e.g., counseling and treatment)
- Fair housing counseling
- Education programs
- Energy conservation
- Services for senior citizens
- Services for homeless persons
- Welfare services (excluding income payments)
- Recreational services
- Other

2. Clearly define how the proposed service is one of the following:

1. A new service.
2. A quantifiable increase in the level of an existing service.
- 3.

This project represents a quantifiable increase in the level of a service that has existed for over a dozen years. Over the past four years, the number of terminally ill Flagstaff residents who require financial assistance to pay for hospice services has increased. It should be remembered that the services provided at Olivia White Hospice Home (OWHH) are *intensive services*. The LMI patients served by this project all have severe medical issues and extensive personal care needs. The raw number of individuals served in our program does not capture the *increasing amount of funds needed* to provide services to each individual, so many of whom have *no* other resources to rely on, due to increasing the increasing costs of so many items needed to provide hospice assisted living, such as utilities, food, and medications. In fact, agency-wide the demand for Uncompensated Care has *more than doubled* in the past two years.

As the *only* nonprofit hospice serving Flagstaff and the surrounding area, Northland Hospice and Palliative Care (NHPC) opened the Olivia White Hospice Home in 2002 to address the lack of any similar services. NHPC has offered Patient Assistance (financial aid) to qualifying low-to-moderate income (LMI)<sup>1</sup> patients to help them afford specialized hospice Housing since the

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<sup>1</sup> As defined by the CDBG Program as persons with incomes at or below 80% of area median household income.

inception of OWHH. *However*, in the past few years the challenges of the economy have caused an increasing number of Flagstaff area hospice Patients and their families to require help from our Patient Assistance Program. Additionally, our renewed efforts to reach out to LMI populations are generating an increased demand for Assistance projected to continue in 2015/16.

While local families continue to struggle with a still-recovering economy, rising costs of daily living, and repeated cuts to public and private benefits, NHPC strives to develop the funds needed to cover the costs of Uncompensated Care at OWHH. These include both Room and Board and also *that portion of hospice medical care costs which are not covered by existing public or private benefits*. It is perhaps not too surprising to note that not *all* hospice medical bills *are* covered by Medicare, Medicaid, and ALTCS, and indeed not all LMI patients qualify for these sources at any rate (some are too young for Medicare, for example). Those costs not covered by benefits include co-pays, deductibles, exceptions, and waiting periods, which leave many disadvantaged patients with unmet hospice costs. It should be noted that *no* public benefits cover assisted living (Room and Board). Typically, LMI patients lack the kind of high-end private insurance which could otherwise help to fill those gaps. We must cover anywhere from \$7,000 to \$10,000 *per month* in un-reimbursable medication fees for our LMI OWHH residents.

At NHPC, we are aware that there are “hidden” LMI patients in Flagstaff who are in need of assisted living housing and hospice care, but require special outreach to learn about our services and the financial aid available to them. Outreach to traditionally underserved families (LMI neighborhoods, Native American Indians, individuals for whom English is a second language, etc.) and organizations serving families (for LMI referrals) is our ongoing goal. By assisting with medication bills, this request will go far to providing the most basic human needs in an assisted living setting, to some of Flagstaff’s most vulnerable residents.

3. Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community, (e.g. what gap will the service fill?)

Olivia White Hospice Home is the *only* hospice assisted living facility in Flagstaff (and in fact, in all of northern Arizona, to date). Of course, there are several nursing home facilities in Flagstaff, *however*, OWHH differs from them in two important ways. First, the other facilities are *not* specialized to hospice care. Hospice is a unique approach to healthcare which wraps around the patient with approaches including not only *specialized* medical care (focused on symptom/pain management and the unique needs of patients with terminal illness), ongoing personal care, and also mental health and emotional support services. Second, other local assisted living homes are *for-profit* businesses and therefore do not accept patients who lack long-term care insurance and/or the resources for private pay to cover their fees. For Flagstaff residents with terminal illness *who do not have the caregiving resources they need at home, and cannot pay the costs of for-profit assisted living due to low income or lack of insurance, OWHH is their only viable resource.*

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**Answer question 4 for Economic Development submission only.**

(To find out if your activity is categorized as an Economic Development activity please contact [LBloom@Flagstaffaz.gov](mailto:LBloom@Flagstaffaz.gov))

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4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people. Please check one of these eligible activities if applying under the Economic Development category - for a definition of the below categories visit <https://www.hudexchange.info/resources/documents/Basically-CDBG-Chapter-8-Section-108.pdf>
- o Special economic development
  - o Economic development undertaken by a Community Based Development Organization (CBDO)
  - o Technical assistance to businesses
  - o Microenterprise development
  - o Commercial rehabilitation
  - o Public facilities and improvements
  - o Job Training

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**Answer the following questions for ALL submissions:**

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5. Describe the proposed scope of the project, including:
- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
  - The current status of this project (i.e. planning stage, resubmission from last year, feasibility study complete etc.)
  - Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable).
  - Attach price estimate or quote if applying for construction or rehabilitation funding (required if applicable).

An estimated 27 LMI patients with terminal illness will directly benefit from this project. Generally, those are persons with a prognosis of six months or less to live, whose illness is not responding to treatment. An estimated additional 43 community members (patient's immediate family members within the same household) will also benefit. While some OWHH patients have no family left, others have family who cannot fully care for them for a host of reasons, including: ill health or disability of the would-be caregiver; working full-time outside the home and thus unavailable to care for the patient throughout the day; or the home environment is physically unsuitable for the patient.

By contrast to the inadequate housing and caregiving resources faced by these patients were they to remain at home, the Olivia White Hospice Home offers a fully-staffed, comfortable, totally accessible, scrupulously-maintained facility set amid our award-winning volunteer-maintained Gardens in Switzer Canyon. The scope of service provided by this project at OWHH includes:

- Room and Board: With ten private bedrooms, common social spaces, a full kitchen, and outdoor patios, OWHH is an accessible, and home-like setting for patients to reside during a terminal illness. OWHH provides professional, on-site food service three meals per day, with all menus approved by a contracted Registered Dietitian. The Dietitian also provides individual consultation to patients with special medical dietary requirements.
- Personal Care: Caregiver staff, under direction of the OWHH Manager, meet the often intensive personal care needs of patients and promote patient safety 24 hours per day.
- Specialized Medical Care: OWHH shares a highly qualified medical Team with NHPC's community-based Hospice and Palliative Care services. NHPC's Clinical Director, in consultation with the Physician who acts as our contracted Medical Director, coordinates medical care needs with each patient's own personal physician, and also supervises our team of RNs and CNAs, who provide services on site as needed.
- Coordinated emotional support and mental health services: Qualified staff experienced and trained in end-of-life services provide individual and group counseling and case management. Our Counselors also link patients to other community resources beyond our scope, such as substance abuse or SMI treatments as needed, and coordinate spiritual care resources as requested. Beginning two years ago, NHPC has expanded our collaboration with Southwest Behavioral Health to include more integrated and coordinated services. Our staff works closely with SBH's staff to ensure that each patient is receiving the appropriate care.
- Social opportunities and patient activities: OWHH accommodates and encourages visits from patients' family and friends, and we organize myriad activities for patients. Our family of trained volunteers offer a variety of enrichment activities and companionship.

Within this context of quality assisted living housing and services, **CDBG funding is requested to pay costs associated with providing medication to LMI patients at OWHH, for which no other benefits or private pay is available.** After any patient benefits have been taken into account (e.g., Medicare, Medicaid, ALTCS, AHCCCS, etc.), these costs may be covered up to 100%, as needed, by NHPC's Patient Assistance program. Patients enrolled in this program have demonstrated their financial need and we have assigned them a sliding fee scale – up to and including 100% aid if needed. In fact, annually, an average of *one in ten* patients at OWHH receive full aid – they pay nothing out of pocket because they have demonstrated extreme financial need. NHPC pays a single point of contact vendor for medications in order to receive the best rates. After all reimbursable costs have been taken into account by our Vendor ("OnePoint Patient Care pharmacy"), NHPC is still covering at least \$72,000 annually in uncompensated medication expenses for our patients who cannot afford those critical medications on their own.

NHPC conducts a formal screening procedure to ensure that patients receive the appropriate level of financial assistance, if any, which they require. Our CEO and CFO work together to conduct intake and evaluation of Patient Assistance applicants. Using a uniform Sliding Fee Scale Application as the starting point, they assist patients and/or their families in filling out the forms as needed and collecting the necessary documentation to demonstrate need (tax returns, bank statements, SSI income statements, etc.). This form establishes income demographics for all patients who choose to apply. As the result of this process, NHPC offers financial assistance to an average of 70% of

OWHH patients annually. We would like to note here that each Patient's financial aid status is kept strictly confidential: Direct Service staff are *not* aware of any Patient's income or whether they receive Patient Assistance.

6. Identify how this proposed project achieves the CDBG Primary and National Objectives by addressing how the project will develop viable urban communities and benefit low-moderate income persons or neighborhoods. Focus your response on:
- Providing decent housing
  - Providing a suitable living environment
  - Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

This project provides decent housing and a suitable living environment for a special audience of LMI residents: persons with terminal illness. For this uniquely vulnerable group, the definition of "decent housing" and a "suitable living environment" takes on new meaning. It must include physical accessibility, scrupulous cleanliness, a built environment that is well-maintained and safe for people with physical limitations; access to nutritious food and safe cooking conditions; and offer quick accessibility to EMS. But, it also must offer access to the medications so desperately needed by terminally ill patients. We not only bring those medications right to the patient, our nursing staff monitors them, our Certified Caregiver staff administers them; and our Financial Aid program ensures that patients *never* have to go without meds simply because they have a low household income. Unfortunately, too many terminally ill patients' own households in Flagstaff do *not* meet even these modest criteria. It is those individuals whose housing in the community does *not* meet these criteria who qualify for OWHH residency.

OWHH benefits this special population of LMI individuals by offering a unique housing environment and healthcare that meets *all* of the above listed special needs. OWHH combines a comfortable, hygienic, accessible, and beautiful residential facility with: trained caregivers available 24 hours per day to meet the intensive personal care needs of patients; a professional staff offering specialized medical and mental health services (counseling, support, referrals); professional food service with menu approval and individual consultation provided by a Registered Dietitian; trained volunteers who offer enrichment and companionship; and medication monitoring, administration, and access. OWHH is licensed by the Arizona Department of Health Services as a ten-bed Assisted Living facility in good standing (License #NPI136607145), and was recently selected by Arizona Hospice and Palliative Care Organization as the winner of the "Excellence in End of Life Care."

7. If applicable, indicate whether the project takes place in one of the four target neighborhoods (Southside; Sunnyside; Plaza Vieja; Pine Knoll) and how the proposal meets one or more of the Council CDBG Priorities:
- a) Neighborhood Revitalization
  - b) Housing
  - c) Homelessness
  - d) Mentally Ill and/or Serial Inebriate Populations

Although the physical property of the Olivia White Hospice Home is not located in any of the target neighborhoods, OWHH does serve individuals from *all over* Flagstaff. Many residents who receive Patient Assistance and their families are from the four target neighborhoods. The primary Council CDBG Priority addressed by this proposal is that of **Housing**. Olivia White Hospice Home provides a *unique* form of affordable rental housing for a special population. In this case, suitable Housing necessarily includes not only the physical environment, but also meal services, personal care, specialized healthcare, and medication support, other special needs supports. *Affordability* of this

unique housing environment is made possible using our sliding scale fee structure. We anticipate 27 of the patients OWHH will serve in 2015/16 will qualify as LMI using HUD 2014 HUD Income Limits Guidelines as detailed by City of Flagstaff Housing Section at Appendix C.

8. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2011/2015 Consolidated Plan. **(Include Page # Citations)**. The plan is available at <http://www.flagstaff.az.gov/index.aspx?NID=2876>

**Need and Priorities:** As described on Page 47 of the Consolidated Plan, this project is consistent with the needs of two of the Non-Homeless Special Populations as defined by HUD and the City of Flagstaff: “1. Persons Age 65 and Older” and “4. Persons with Physical Disabilities”. The large majority of OWHH patients are elderly, and most are either designated Disabled by SSDI standards, or are debilitated by their illnesses to the extent that they may be considered severely disabled. Unlike other populations of people with disabilities, however, terminally ill patients’ needs are focused upon physical and emotional services, rather than the vocational or rehabilitative supports offered by other programs. All of our patients require continual daily living care and frequent medical supervision. For these reasons, we would consider many of them to be “frail elderly” due to their medical conditions, whether or not they have reached the age of 75 years.

OWHH patients have come to us because they have faced what the Consolidated Plan calls a “housing problem” (i.e., were unable to obtain the appropriate supports in their previous housing situation) and require “additional housing options including **congregate living and...supportive rental housing**” (49-50). “With limited and fixed incomes, many elderly owners need assistance with home repairs and modifications and **alternatives to owning, including affordable and supportive rental housing**” (47). OWHH provides a highly specialized form of supportive rental housing, and a particularly affordable and accessible one considering that the project provides up to 100% Patient Assistance for all living expenses while LMI patients reside at our hospice home.

Pages 48 and 49 of the Plan discuss Supportive Service Needs of the Elderly, including:

- Mental Health needs of the elderly: OWHH services include case management, counseling, and support groups free of charge. Medications prescribed for mental health needs by patient’s care team are part of the request for medications funding.
- Family Care-giver Support: “those who care for the elderly are also in need of support” states the plan on page 48, and goes on to detail study findings that most caregivers of the elderly face severe economic, health, vocational, and emotional strains that tax many families severely. Our hospice housing program provides the support and respite which help families avoid getting to a crisis point where those needs may overwhelm them.

**Plan Goals and Objectives addressed by this proposal:**

Consolidated Plan Goal 3 is directly addressed by this proposal: “3. Invest in housing, public and supportive services for vulnerable populations”. As mentioned, this project serves two special populations: Elderly/Frail Elderly and people with Disabilities.

**Objective C: “Invest the maximum possible resources (15% of CDBG funding) in human services activities for poverty-level and special populations” (71). Specifically, the Plan states that it is a priority to “Provide operating support for facilities that serve persons who are homeless and/or non-homeless special populations” (71).**

9. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within city limits.

Although the exact number of hospice patients in Flagstaff has not been quantified, NHPC alone serves an average of 170 - 180 terminally ill patients each year (including approximately 60 - 80 at Olivia White Hospice Home and the remainder in home-based settings and other assisted living facilities). Our own Financial Aid program records reveal that each year, an average of 70% of those patients require financial aid to cover at least a portion of the cost of their hospice home stay, including 10% who require full financial aid.

As the population of the nation ages, the need for hospice is growing – and hospice care facilities are in higher demand than ever before. According to the National Hospice and Palliative Care Organization, in approximately 44.6% of all deaths in the United States, those individuals at the end of life were served by Hospice care. Additionally, NHPCO reports that “26.1% of hospice decedents in 2011 received care at a hospice inpatient facility” – a jump of 4.2% in just one year.<sup>2</sup> In Arizona, our population is older than the national average, with 15.4% of citizens now ages 65 and above. As elsewhere, the population of Flagstaff is also “graying”: between 2000 and 2010, the Senior population (ages 65 and above) of Flagstaff increased by 66% according to the U.S. Census. Financial need among local elderly is also significant: 8.2% of Flagstaff’s Senior population live below the federal Poverty Level (U.S. Census 2009-2013 Community Survey Estimates) and the City of Flagstaff HUD FY 2011-2015 Consolidated Plan reports that 45% of elderly Renters (page 48) and 37% of elderly homeowners are cost-burdened (page 47).

10. Briefly describe the scope of the community collaboration surrounding the proposed project.
- Be specific, citing additional leverage<sup>3</sup> funding sources, agreements, staffing partnerships, etc.
  - If formal partnerships<sup>4</sup> exist, please include documentation of all leveraged resources and identify leverage in budget.
  - Attach letters of community collaboration/support for the specific project.

One of our primary collaborators is Flagstaff Medical Center, which is the main source of patient referrals to our program. We also receive referrals from private physicians, clinics, family members, community members, other medical centers, assisted living facilities, nursing facilities, adult day care, and cancer centers. For each patient, NHPC works closely with his/her personal physician and any social services providers with whom they may be working. NHPC also collaborates with Southwest Behavioral Healthcare and The Guidance Center to offer a continuum of care for mental as well as physical healthcare. NHPC Counselors link our patients and their families to these agencies for such needs as substance abuse counseling, SMI treatment, or other services beyond our Scope. Meanwhile, those agencies refer clients to NHPC for counseling and support surrounding end-of-life and bereavement issues.

<sup>2</sup> NHPCO Facts and Figures: Hospice Care in America (2012)

<sup>3</sup> Leveraged funds are specific non City, non Federal (unless specifically allowed) funds committed towards this project.

<sup>4</sup> Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

NHPC enjoys the support of dozens of local Flagstaff businesses, which generously help us by sponsoring our successful annual fundraisers (e.g., Run for Life 5/10K, Light-a-Life, Golf Classic, etc.), providing cash and in-kind donations, and being goodwill ambassadors for NHPC. To name just a few of those local business supporters: The Peaks Sr. Living, Envirosystems Management, Nackard-Pepsi, Findlay Toyota, Wildflower Bread Company, Xerographics of Flagstaff, Joy Cone Company, Peace Surplus, Flagstaff Community Market, Flagstaff Bike Revolution, Axiom Medical Billing, Stern's Produce, and Flag T Factory.

**Leverage funds for this project** (the project being defined as all expenses of hospice assisted living at OWHH which must be covered by Uncompensated Care, AKA "Charity Care") include Thrift Store and fundraising revenues (please see attached financial statements for typical annual proceeds) and private grants designated for Patient Assistance (please see attached award letters from current funding sources, including: United Way, Flagstaff Community Foundation/Forest Highlands/FMC, Arizona Diamondbacks, John F. Long Foundation, AZ Republic/12 News "Season for Sharing", William and Ruth Pendleton Memorial Fund, CVS Caremark Foundation, Sunwest Bank, and Safeway Foundation). The amounts of these grants for the current FY are detailed in the attached Budget. Note: A few of the current grants will expire during the project period, however, NHPC applies for these funds each year and anticipates renewal of all of these funds. Although it is not possible in most cases to secure a commitment for next year's grants prior to the deadline for this grant application, Northland is confident in its active grant-seeking program, which has succeeded in more than doubling our grant income for Patient Assistance since 2010. Please see attached Support Letters and Leverage documentation.

11. Briefly describe:

- a) The organization's history administering this or similar projects.
- b) The organization's realistic capacity for undertaking this project.
- c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
- d) Was the agency ever asked to return awarded funds for cause?

a) Northland Hospice & Palliative Care, Inc. began in 1983 as a partnership with the Coconino County Health Department and began providing Hospice care services in the community. By 1985, Northland Hospice gained its IRS 501(c)(3) status. During the following years, Northland's scope of service grew and diversified and in 2002, NHPC opened the Olivia White Hospice Home in Flagstaff to provide 24-hour per day assisted living services on a sliding scale basis to local Arizona hospice patients who lack adequate care-giving resources in their own homes. The Home was expanded to the current level of 10 private bedrooms shortly thereafter, in response to community need. NHPC has successfully administered this program, and a formal Patient Assistance process for its residents with financial need, since its inception. NHPC's current FY CDBG is and has been instrumental in assisting LMI patients over the past year.

b) In terms of both administrative and program execution, Northland Hospice and Palliative Care already possesses the capacity to undertake this project, including: staffing, facilities, financial systems, policies/procedures, and sustainability. Our administrative staff, as detailed below and in the attached Organizational Chart and resume (Trish Bartholomew), possess ample expertise in grants administration, evaluation, and reporting. A financial aid screening tool and procedures are in place to identify patients in need including establishing income levels which can be used to demonstrate HUD eligibility for CDBG programs. CEO Patricia Bartholomew will act as Project Manager, including grant and project administration, supervision of the financial eligibility process,

and evaluation responsibilities. Program directors, nursing staff, bereavement support counselors, the Hospice Home Manager, and Caregivers are also in place.

For 32 years, NHPC has operated a successful, fiscally sound nonprofit organization – the infrastructure is in place to track grants electronically, store data securely, keep patient files confidential, provide needed office support, outreach, and communication. We possess a state-of-the-art EMR (Electronic Medical Records) system, which is helping to increase efficiency and accuracy of patient records and quality of service. NHPC is governed by an active Board of prominent local citizens. Written policies and procedures guide the agency in best practices for human resources, fiscal transparency, administrative practices, and EEO among others.

For over twelve years now, the physical and programmatic infrastructure has been in place to provide quality assisted living and medical hospice services at the Olivia White Hospice Home on North Switzer Canyon Drive. Separate Administrative Offices are maintained in Flagstaff to segregate administrative functions from patient services.

c) NHPC is a current CDBG contractor, having been awarded \$20,000 for Hospice Assisted Living for LMI Patients through the City of Flagstaff in 2014 and \$23,561.64 in 2013 for the same purpose. Prior to that, the Applicant was awarded \$25,000 in CDBG funding by the City of Flagstaff in 2005. NHPC has also successfully administered a federal contract for a project funded by the Renewable Energy for Nonprofits grant (an American Recovery and Reinvestment Act grant), offered by the Arizona Department of Commerce, to add a PVC solar panel system to the Olivia White Hospice Home. Additionally, although not a grant per se, we work with Medicare and Medicaid on a continual basis to bill for reimbursements of certain medical services to qualifying patients, and hold a contract with the Veterans Administration to receive reimbursements for certain services to qualifying veterans.

d) No, NHPC has never been asked to return funds.

12. Divide the execution and administration of the project into areas of responsibility by providing the following:

- a) **Names, titles, and resumes** of all staff involved with carrying out these areas of responsibility
- b) Job descriptions for any new positions
- c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)
- d) Distinguish between in-house agency staff and contracted assistance
- e) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab G.

**a.) Administration of Project – In-house Staff**

Patricia Bartholomew, CEO (Project Manager)

Jody Seibert, Accountant (Fiscal administration of grant, Patient Assistance eligibility screening  
(Please note that our CFO Position is current open)

**Execution of Project – Olivia White Hospice Home In-House Staff**

Benjamin Cutter, OWHH Manager

Caregivers (2 FTEs)

**Execution of Project – Staff which serve both OWHH and community-based Clients**

Joan Joyce/Patricia Bartholomew, Chief Clinical Directors

Dr. Carrie Monroy, Medical Director\*

Clinical staff: RNs (three full-time and four part-time) and CNAs (two full-time and one part-time)

Certified Caregivers, (ten full-time and five part-time)

Dan Lepianka MSW, and Amy Taliaferro, Social Workers

Margaret Sheldon-Scurlock, Bereavement Counselor

Kathy Simmons, Volunteer Coordinator

**Contractors, as needed basis:**

Speech Pathologist\*

Registered Dietitian\*

Physical Therapists\*

Flagstaff Outpatient Services - Occupational Therapies\*

Please see attached for resumes of the key in-house staff members for this project: Project Manager, Chief Clinical Director(s), and Olivia White Hospice Home Manager.

b.) There are no new positions. This request for CDBG funding does not include salaries/wages.

c.) Patricia Bartholomew, CEO, is the Project Manager.

d.) Contracted staff are indicated in list above with an asterisk. All others are in-house staff.

e.) The Organizational Chart is attached, however, please note that no salaries are being requested as part of this CDBG application. All funds are requested to be expended for the medications of LMI patients.

**13.** Tab D of the check list requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG Funds will pay for.

Please see attached.

## Tab C Schedule of Completion

<b>Project Schedule</b>	
City of Flagstaff	
Project Description:	Hospice Assisted Living Housing for LMI Patients
Implementing Agency:	Northland Hospice and Palliative Care
Project Number:	
Persons Served:	27
Date Submitted:	3/2/2015

Action Items:	Item Description	2015/16 1st month begins with the Notice To Proceed												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	Conduct outreach to new LMI patients													
2	Offer Financial Aid, screen applicants													
3	Provide LMI patients with hospice assisted living care, including all needed medication													
4	Pay perscription meds vendor on behalf of LMI patients who cannot afford meds and whose meds are not covered by benefits													
5	Evaluate and continuously improve project													
6	Monthly CDBG Reporting													
7	Contract Monitoring and Close Out													

## Tab D Project Budget

Field Code Changed

Item and Activity	Item / Activity Description	CDBG	Private Grants FUNDING*	Fundraising Events	Thrift Store Revenues	PROJECT TOTALS
<b>1</b>	<b>Salaries and Wages</b>					\$ 72,746.00
A	Hospice Home Staff Salaries and Wages	\$ -	\$ 45,000.00	\$ 14,246.00	\$ 13,500.00	
<b>2</b>	<b>Employee Related Expenses</b>					\$ 8,045.00
A	Hospice Home Staff Payroll Taxes, Workers Comp	\$ -	\$ 4,060.00	\$ 956.00	\$ 1,550.00	
B	Hospice Home FT Staff Health Insurance Benefits	\$ -	\$ 915.00	\$ 350.00	\$ 214.00	
<b>3</b>	<b>Hospice Home Facility Operating Expenses</b>					\$ 6,262.00
A	Utilities - Electric, Gas, Water/Sewer/Trash Service	\$ -	\$ 1,500.00	\$ 837.00	\$ 600.00	
B	Maintenance and Ordinary Repairs	\$ -	\$ 500.00	\$ 800.00	\$ 812.00	
C	Landscaping/Grounds	\$ -	\$ 360.00	\$ -	\$ -	
D	Security Alarm and Satellite Services	\$ -	\$ 300.00	\$ -	\$ 553.00	
<b>4</b>	<b>Materials and Supplies</b>					\$ 81,626.00
A	Patient Medications - unreimbursed	\$ 20,000.00	\$ 17,000.00	\$ 11,000.00	\$ 24,000.00	
B	Patient Care Supplies	\$ -	\$ 4,680.00	\$ 1,936.00	\$ 3,000.00	
<b>5</b>	<b>Other Program Operating Expenses</b>					\$ 7,937.00
A	Food Service	\$ -	\$ 4,175.00	\$ 1,000.00	\$ 1,010.00	
B	Resident Activities	\$ -	\$ -	\$ -	\$ 288.00	
C	Liability Insurance	\$ -	\$ -	\$ -	\$ 1,003.00	
D	General/Misc	\$ -	\$ -	\$ -	\$ 461.00	
<b>6</b>	<b>Administrative &amp; Fundraising Expenses</b>					\$ 1,494.00
A	Telephone/Fax/Internet	\$ -	\$ -	\$ -	\$ 674.00	
B	Printing/Copying	\$ -	\$ -	\$ -	\$ 180.00	
C	Fundraising Expenses	\$ -	\$ -	\$ -	\$ 120.00	
D	Personnel Recruitment	\$ -	\$ -	\$ -	\$ 144.00	
E	Volunteer Training	\$ -	\$ -	\$ -	\$ 396.00	
<b>7</b>	<b>CDBG Totals</b>	\$ 20,000.00				
<b>Totals</b>			\$ 78,500.00	\$ 31,125.00	\$ 47,665.00	\$ 178,110.00

**\*Private Grant Sources Detail (Leverage Letters are Attached)**

John F. Long Foundation*	\$ 3,000.00
AZ Diamondbacks Foundation	\$ 5,000.00
CVS Caremark Foundation	\$ 4,500.00
Flagstaff Community Foundation/Forest Highlands/FMC	\$ 15,000.00
AZ Republic/12 News "Season for Sharing"	\$ 7,500.00
Southwest Bank	\$ 1,500.00
Pendleton Memorial Fund	\$ 5,000.00
Safeway Foundation	\$ 2,500.00
United Way	\$ 34,500.00
<b>TOTAL PRIVATE GRANT SOURCES</b>	<b>\$ 78,500.00</b>

**Narrative of CDBG Fund Use**

**NOTE:** The budget above reflects ONLY that portion of the Olivia White Hospice Home operating budget that is NOT covered by patient benefits and patient fees: In other words, these are the costs that must be covered by Financial Assistance for LMI Patients. Thus, ONLY patients who qualify for NHPC Financial Aid will benefit from the funds reflected in this budget. The costs of Patients who are able to pay their own Assisted Living Housing fees, whether through Private Pay or Long-term Care Insurance are NOT reflected in this budget.

## **Appendix B**

### **CDBG Project Ranking Form 2015/2016**

City staff will use this form to evaluate potential projects. Assessments are based on CDBG eligibility criteria and the needs of the citizens of Flagstaff as identified in the Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Northland Hospice Palliative Care**

Amount of Funds Requested: **\$20,000**

Name of Project: **Medication coverage for LMI hospice patients**

**Public Service**

Housing

Economic Development

**77 point overall**

**Additional Considerations:**

**\$740.74** Ratio of dollars per person benefitted by proposed project

**364%** Percent of leverage toward proposed project (must have letters of award for any leverage funds – these funds must also match and be outlined in the budget)

**Yes** Past successful CDBG contract administration (yes or no)

**1- 3. (For Public Service Submissions Only) How well does the answer define how the service is either: (10 points)**

- a) A new service?
- b) A quantifiable increase in the level of an existing service?
- c) To what extent does the answer explain how the proposed project will fulfill service gaps in Flagstaff?

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

➤ Covering operations cost. Is it supplanting? Not new or an increase in service. Not explained how they are filling the gaps not provided by other funding.

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**4. (For Economic Development Submissions Only) (1 point) NA**

- a) Did the agency check which economic development activity it was applying for?

**No (0 points) Yes (1 point)**

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**5. How well does the answer explain the proposed scope of the project? Does the answer include: (10 points)**

- a) Estimated number of persons to be served
- b) Current status of the project
- c) Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- d) Is a price estimate/quote attached for construction/rehabilitation projects (this is required if applicable)

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

➤ No current status identified

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**6. How well does the answer explain how the project will achieve the CDBG Primary and National objectives? How well does the response explain how the project will: (10 points)**

- a) Provide decent housing; or
- b) Provide a suitable living environment; or
- c) Expand economic development opportunities

**(Not at all) 0 1 2 3 4 5 6 7 8 9 10 (Very Much)**

➤ Did not address housing need. The proposal is only about meds.

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**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities and whether or not it takes place in one of the target neighborhoods? (10 points)**

Priorities: (5 points)

- a) Neighborhood Revitalization
- b) Housing
- c) Homelessness
- d) Mentally Ill and/or Serial Inebriate Populations

Target Neighborhoods: (5 points)

- a) Southside
- b) Sunnyside
- c) La Plaza Vieja
- d) Pine Knoll

0 **5** 10

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**8. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2011/2015 Consolidated Plan? Are page numbers included? (5 points)**

**0** 1 2 3 4 5

- Not related to housing. Does not meet the intent of the grant.
- 

**9. How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent data and/or supportive statistics attached? (10 points)**

(None) 0 1 2 3 4 **5** 6 7 8 9 10 (Extensive)

- Old statistics
- 

**10. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following: (10 points)**

- a) Additional leverage
- b) Agreements, staffing partnerships, etc.
- c) Are current letters of community collaboration/support attached?

(None) 0 1 2 3 4 5 6 **7** 8 9 10 (Extensive)

- Outdated info.- not all leverage matched letters

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**11. How well does the question describe:** (10 points)

- a) The organization's history administering this or similar projects?
- b) The organization's realistic capacity for undertaking this project?
- c) The organization's experience administering federal grants and complying with federal statutes?

(None) 0   1   2   3   4   **5**   6   7   8   9   10 (Extensive)

➤ Weak history of CDBG administration.

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**12. Did the answer divide the organization's execution and administration of the project by the following:** (10 points)

- a) **Name, titles, and resumes** of the staff involved?
- b) Job descriptions for any new positions?
- c) Is project manager identified?
- d) Is a distinction made between in-house staff and contracted assistance?
- e) Does Tab G include all staff positions and CDBG proposed positions?

0   1   2   3   4   5   6   7   **8**   9   10

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**13. Does Tab D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG Funds will pay for found in Appendix E?** (10 points)

(None) 0   1   2   3   4   5   6   **7**   8   9   10 (Extensive)

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**General Criteria:**

1. **How realistic is this project in terms of probability of success within the community?** (10 points)

(Not at all) 0   1   2   3   4   5   6   7   **8**   9   10 (Very)

- 
2. **How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?** (5 points)

(Not at all) 0   1   2   **3**   4   5 (Very)

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**3. How realistic is the project budget? Was the correct format used? Does the budget include:** (15 points)

- a. All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- b. Leverage numbers on budget match to leverage letters (3 points)
- c. Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- d. Overall Budget Evaluation: (10 points)  
Is the project cost effective? What percentage of the project budget is leveraged funding? What percentage of the budget is for administration? Is the budget logical? Etc.

0 1 2 3 4 5 6 7 8 **9** 10 11 12 13 14 15

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**4. Has the applicant exhibited competence in preparing this proposal?** (10 points)

- a. Thorough and complete answers, well written, correct grammar, easy to follow format, etc.

(Not at all) 0 1 2 **3** 4 5 6 7 8 9 10 (Very Much)

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**General Comments:**

Concern that \$20K for medication is a good use of CDBG funds.  
Does not help housing or any of CDBG's goals.  
Left track changes on – old proposal with slight updates.