

# CITY OF FLAGSTAFF

## Community Development Block Grant Proposals and Ranking Forms 2019



April 2019  
City of Flagstaff, Housing Section  
211 W. Aspen Avenue, Flagstaff, Arizona  
(928) 213-2752 (phone)





**City of Flagstaff**  
**Community Development Block Grant Entitlement Funds**  
**Allocation Proposal Booklet with Ranking Forms**

<b><u>Housing Activities</u></b>	<b><u>Proposal/Project</u></b>	<b><u>Request</u></b>	<b><u>Ranking</u></b>
Housing Solutions of Northern Arizona	Transitional Housing - Sharon Manor Expansion	\$300,000	142
Flagstaff Family Food Center	Food Center & Kitchen Rehabilitation	\$175,000	108
City of Flagstaff	Owner Occupied Housing Rehabilitation Program	\$250,000	Internal

<b><u>Public Service Activities</u></b>	<b><u>Proposal/Project</u></b>	<b><u>Request</u></b>	<b><u>Ranking</u></b>
Flagstaff Shelter Services	Employment Navigation Services	\$100,000	131

*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.*

*Leah Bloom  
Housing and Grants Manager  
(928) 213-2752  
lbloom@flagstaffaz.gov  
211 W. Aspen Ave.  
Flagstaff, AZ 86001*

# CDBG Entitlement Funds Allocation 2019 Budget Year

## Overview

Through a clearly defined public participation process outlined in the Citizen Participation Plan of the 2016-2020 Consolidated Plan, the City of Flagstaff seeks public input each year for the use of its CDBG Entitlement Grant funds.

The following documents are provided to City Council as supplemental information for the April 9, 2019 Council Meeting for consideration of the 2019 grant allocations and approval of the 2019 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 2019 Annual Action Plan.

The proposals included in this booklet are eligible proposals received through the formal proposal process, as well as one internal request. Proposal eligibility was determined by City staff according to the Federal Register requirements of 24 C.F.R. Part 570 and OMB Circular 200.

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, or a suitable living environment, or expanding economic opportunities principally for persons of low- and moderate-income; and
- 2) **National Objective** - Benefit low- and moderate-income persons, or aid in the elimination of slum and blight, or address urgent need; and
- 3) **Flagstaff City Council Priorities** –Housing (Rental and Ownership), Homelessness, Neighborhood Revitalization, Workforce Job Training, and Education/ Early Childhood Development.

## **Public Process**

Public process requirements for the Annual Action Plan include:

### First Public Meeting – January 29 and 31, 2019

- Display advertisement (January 6 and 13, 2019 – AZ Daily Sun)
- Council meeting to establish 2019 City Council CDBG Priorities
- Meeting to discuss the CDBG proposal process and the Annual Action Plan

### Second Public Meeting – February 28, 2019

- Display advertisement (February 10 and 17, 2019 – AZ Daily Sun)
- Meeting to review the submitted proposals and allowed public comment in preparation for making funding recommendations to City Council

With efforts to attract a diverse group of social service agencies, emails were distributed to all members of Coconino County's Continuum of Care (300 members). Additionally, agencies that had previously requested information and/or had been involved in the CDBG proposal process in prior years received personal invitations. The proposal format was provided at the first public meeting and placed on the City website with a deadline of February 22, 2019. Three external agency proposals were received along with one internal, City of Flagstaff request.

The proposal ranking committee met on March 14, 2019 at City Hall to review and rank the external proposals. The committee was comprised of three community representatives and three City staff.

This committee is an example of public participation at the collaborative level, meeting Council's goal of public involvement. Rankings are created to serve primarily as a risk and benefit assessment and are a crucial part of the staff recommendations forwarded to City Council. Based on U.S. Department of Housing (HUD) criteria, public service proposals are only ranked against other public service proposals, housing proposals against housing proposals, etc. CDBG guidelines allow a maximum of 15% of annual funding to be allocated for Public Services and a maximum of 20% for administration.

Although HUD has not yet released the 2019 CDBG allocation amounts, the City is estimating an allocation of \$621,718 per HUD's guidance.

Included in this packet for each external proposal are:

- ranking forms and comments.
- executive summary
- narrative questions
- schedule and budget
- Project location maps

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 2019 CDBG Grant Application

## Transitional Housing for Victims of Domestic Violence – Expanding Sharon Manor



DUNS #: 799570114

SAM #: 46QB1

Primary Contact:

Devonna McLaughlin, Chief Executive Officer

Direct: (928) 440-6194

[devonnam@housingnaz.org](mailto:devonnam@housingnaz.org)

## Appendix E CDBG Project Ranking Form 2019/2020

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: **\$300,000**

Name of Project: **Transitional Housing for Victims of Domestic Violence – Expanding Sharon Manor**

Public Service

Housing/Rehabilitation

Economic Development

### Additional Considerations:

\$22,989 Ratio of dollars per person benefitted by proposed project

247% 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 one of the following: (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)**

- Not applicable.
- 

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

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

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

- Not applicable.
- 

**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)**

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**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities (10 points)**

Council's Priorities:

- a) Neighborhood Revitalization
- b) Housing – Rental and Ownership
- c) Homelessness
- d) Workforce Job Training
- e) Education/ Early Childhood Development

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

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**8. Does the proposed project take place in one of the target neighborhoods?**

Target Neighborhoods: (5 points)

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

0 **5**

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**9. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2016/2020 Consolidated Plan? Are page numbers included? (10 points)**

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

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**10. 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 for both questions 10 and 10a)**

**10a. How will you identify success?** Describe how your successes will be monitored beyond CDBG requirements

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

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**11. 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?

**11a. Are you using leveraged funding?** Keep in mind the leveraged dollars MUST tie to the project activity. Be specific, citing additional leverage<sup>1</sup> funding sources, agreements, staffing partnerships, etc

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

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**12. Is the agency participating in coordinated entry (Front Door)? Is a Memorandum of Understanding (MOU) or a letter from the Continuum of Care included?**

0    **10**

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**13. 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 and state grants and complying with federal statutes?
- d) Has the agency ever been asked to return awarded funds?
- e) Has the agency ever requested a budget amendment or contract extension? If yes, was reasoning provided?

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

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**14. 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 6 include all staff positions and CDBG proposed positions?

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

- There are questions concerning how the organization will ensure a fair and equitable bid process if/when the in-house contractor is one of the bidders and the CEO is the project manager. The organization is well educated in the local and federal procurement processes; this knowledge could have been better demonstrated in the grant application.
- Under page 22, Greg Pishkur is identified as the in-house general contractor. On the next page, it states he will be funded by CDBG funds. Greg Pishkur should not have been announced as the general contractor if the organization is going to do a competitive bid process. This is contradicting information and a critical ethical lapse.
- No mention of Davis Bacon.

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<sup>1</sup> Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project. Federal leverage dollars are allowed with CDBG funding.

- Steve Dorsett, as the architect, shall provide bid specs for open and competitive bids that align with all grant procurement provisions.

**15. Does Tab 7 (Schedule of Completion) include the following:** (10 points)

- a) A narrative summary describing the expenditure of CDBG Funds
- b) The rate of expenditure and the predicted progress of the proposed schedule
- c) An estimated completion of project.

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

**16. Does Tab 8 include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG funds will pay for found in Appendix D?** (10 points)

- a) For construction contracts, were bids and/or quotes provided?

(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

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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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## Executive Summary

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

**Agency DUNS Number:** 799570114

**Agency CAGE Number:** 46QB1

**Are you a participating member in the Coconino County Continuum of Care?** Yes

**Amount of funds requested:** \$300,000.00

**Project Name:** Transitional Housing for Victims of Violence-  
Expanding Sharon Manor

**Please indicate the following agency representative/primary contact person for this project:**

Name: Devonna McLaughlin

Fax Number: (928) 774-6937

Title: Executive Director

E-mail: [devonnam@housingnaz.org](mailto:devonnam@housingnaz.org)

Mailing Address: PO Box 30134, Flagstaff, AZ 86003

Phone Number: (928) 214-7456

**Brief project description (4 to 5 sentences):** HSNA is seeking City of Flagstaff CDBG funds to expand its Sharon Manor Transitional Housing facility, adding 5 units of transitional housing, as a second story to the Sharon Manor House – a building that currently contains 8 studio apartments, common kitchen and living space. The additional units would expand the Sharon Manor program, increasing the number of homeless victims of domestic violence who have resources to escape abuse, build self-sufficiency and identify decent, safe, permanent housing. Our community has a documented, ongoing need for additional transitional housing units to benefit victims of domestic violence. Not only will this project benefit the first 5 households who live on property, but an estimated 100 households will be assisted over the next 30 years (assuming an average length of stay of 18 months per household).

**Total estimated # of persons to be assisted:** 5 Households = 13.05 persons estimated served.

Council CDBG priority (mark all that apply):

- Neighborhood Revitalization
- Housing – Rental and Ownership
- Homelessness
- Workforce Job Training
- Education/Early Childhood Development

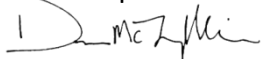
Will the activity take place in a target neighborhood?

- 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: Devonna McLaughlin Title: Executive Director

Signature:  Date: February 21, 2019

Tab 4 – Narrative Questions

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

- **Employment services (e.g. job training)**
- **Crime prevention and public safety**
- **Child care**
- **Health services**
- **Substance abuse services (e.g. counseling & 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 we are not applying for a Public Service.

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

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

Not applicable, as we are not applying for Public 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?)**

Not applicable, as we are not applying for Public Service.

**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 we are not applying for Economic Development.

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 completed, 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).**

HSNA has owned and operated Sharon Manor, a transitional housing facility serving homeless victims of domestic violence, since 1999 (20 years). Sharon Manor consists of two parcels of property which were donated to HSNA by the City of Flagstaff. HSNA leveraged the donated land to secure HOME funding from the Arizona Dept. of Housing, which enabled us to construct an 8-unit communal living facility on the 1.05-acre parcel of land closest to the street. We then secured additional HOME funding and Low Income Housing Tax Credits from the Arizona Dept. of Housing to build a 16-unit apartment complex on the adjacent parcel of land. The apartments were completed in 2001. All 24 units of housing have been used since their original construction to provide transitional housing to homeless victims of domestic violence. 100% of residents at Sharon Manor are low-income, earning no more than 60% of the area median income, based on household size.

In 2017, HSNA met its ongoing compliance requirements for the original HOME funding that the Arizona Dept. of Housing provided to construct the 8-unit communal living facility. At that time, the lien on the property was forgiven; HSNA now owns the “house” (communal living facility) outright with no liens against the property and no ongoing program compliance requirements. Despite the elimination of restrictions, HSNA has continued to operate the “house” as transitional housing, benefitting low-income, homeless victims of domestic violence. It is our intention, and commitment to the community, to continue Sharon Manor to serve this target population.

Sharon Manor is the ONLY transitional housing program in northern Arizona, serving victims of domestic violence.

Because HSNA owns the Sharon Manor “house” property free and clear of liens and restrictions, we are able to leverage the property to increase the number of transitional housing units on site. It is our proposal to utilize City of Flagstaff CDBG funding to construct a second story on the “house,” creating 5 additional transitional housing units.

We propose constructing four 2-bedroom units and one 1-bedroom unit; this is the maximum number of units we can construct on the existing building, utilizing the

existing foundation/footings. The new units will increase the number of households served at Sharon Manor by 21% - increasing from 24 units to 29 units of transitional housing. Based on City averages for household size, the proposed project would serve 13.05 individuals (5 households x 2.61 people = 13.05). However, this calculation only accounts for the initial households served in the new transitional housing units. We are proposing for the project to be affordable for 30 years and are willing to record a restriction on the property, or record a lien against the property to secure the CDBG funding, to guarantee low-income benefit for that time period.

We estimate that 100 households (261 individuals) will be served over that 30-year timeline, as the average length of stay in transitional housing is 18 months per household.

This is a new submission by HSNA for CDBG funding from the City of Flagstaff. We are currently in the planning stages for this project. To date, we have accomplished the following to move the project forward for completion in a timely fashion:

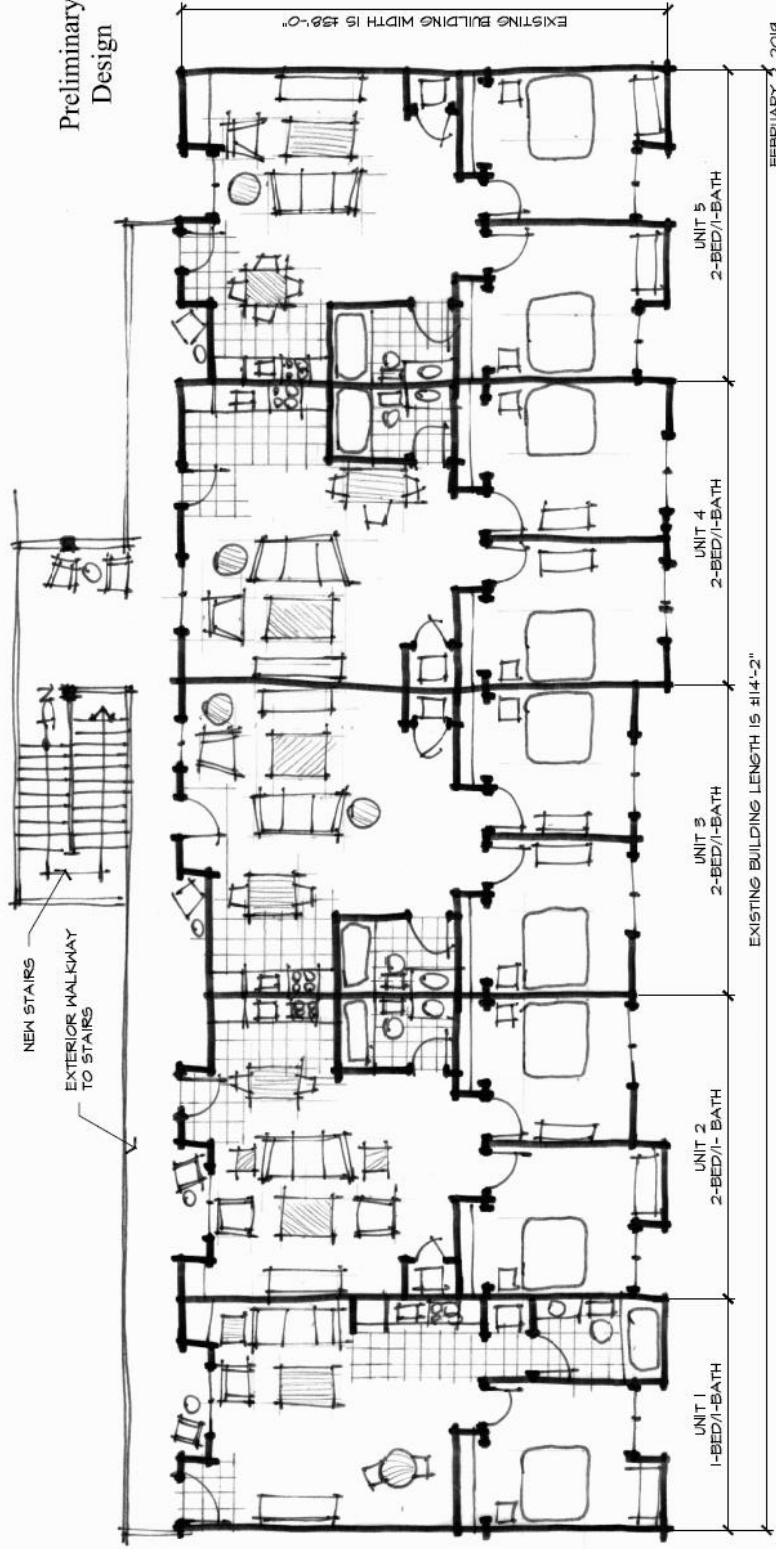
- Approval by Board of Directors to determine feasibility of Sharon Manor addition, seek CDBG funding for the project and move forward with preliminary design and pre-development work.
- Consulted with a local, respected architect (Steve Dorsett of Shapes and Forms Architecture) who has created a proposed floor plan for the second story addition.
- In consultation with Steve Dorsett and Robert Hubbard, engineer, we have determined the existing footings and foundation for the Sharon Manor building will support a second story addition, meeting current building code requirements. This enables us to construct the second story without doing additional footing/foundation work to the building.
- Completed a pre-application meeting with the City of Flagstaff Community Development staff. At this meeting, it was determined that the proposed project is feasible. There is sufficient water supply with the existing 1" water line to the building. The fire department is supportive of the second-story addition, as long as the second story (like the first) is sprinklered. Storm Water staff have indicated they are supportive of the addition as long as it doesn't encroach into the drainage area behind the building (it won't). Engineering staff have indicated we will need to re-pour the existing driveway to meet engineering standards. The zoning of the property is high-density residential. We will be increasing density on the property and will be okay with the proposed new density. Staff has indicated we can use the affordable housing parking reductions and shared parking with the adjacent property (Sharon Manor apartments) and will not need to add additional parking spaces for the proposed additional units. This eliminates any need for additional site work on the property. Essentially, the proposed addition is feasible. When we move forward, we will need to file for

concept and site plan approval. This can be accomplished after City Council determines funding in April and before the Notice to Proceed is issued by the Housing Department in fall/winter 2019.

- Site control is already completed. HSNA currently owns the property. There are no liens on the property and no restrictions on the use of the property.
- We have secured a construction bid, based off preliminary architectural plans, from AHC Construction. That bid is included with this application.
- We have completed a development budget for the project, including construction costs, pre-development expenses and soft costs.
- We have completed a pro-forma for the rehabilitated project, which reflects sufficient cash flow to support a mortgage on the property and cover monthly operating expenses. Proposed monthly rents are based on the 50% AMI rents for our area published by the Arizona Dept. of Housing for use in HOME-funded projects. Rents will include utilities, which will be paid by HSNA. Although we are not required to use these rents amounts, the lower HOME rents represent affordable housing costs for projects utilizing federal funds.
- We have secured a letter of interest from National Bank of Arizona to provide construction/gap financing for the project. The construction financing will convert to a secured mortgage on the project, which will be paid off over time through the rental income charged on the new and existing units in the “house.”
- We have approached existing funders (Arizona Community Foundation and United Way of N. Arizona) for our Sharon Manor program to let them know about our plans to add units to the “house,” ensuring they are informed of the long-term plans for expansion. Their response to the proposed project has been positive.
- We have started a Tenant Impact Plan to address the housing needs of existing tenants in the “house.” When rehab on the building begins, we will not be able to have tenants living in the “house.” Because there is lag time between Council award and the Notice to Proceed, we will have sufficient time to work with existing tenants to secure permanent housing – the goal of transitional housing! If tenants are unable to secure permanent housing during the timeframe provided, we will house them in an apartment at Sharon Manor or in one of our HSNA permanent rental units.

A rough floor plan for the proposed second story is included on the following page. We will complete the City’s development approval process (concept plan and site plan approval) over the next six months. We know that the CDBG Notice to Proceed for this grant application won’t be issued until the winter of 2019/20. Given that timeline, we will be ready to pull building permits when we have our Notice to Proceed. Estimated construction timeline is 5 months from the start of construction. The project should be completed by August 2020 with lease-up by October 2020.

Preliminary  
Design



**Shapes & Forms**  
ARCHITECTS, INC.

1823 West Heavenly Court  
Flagstaff, Arizona 86001  
(928) 213-9626  
(928) 255-5537 FAX  
www.shapes-forms.com

**Sharon Manor Addition**  
2303 North Izabel Street  
Flagstaff, Arizona

**Schematic Floor Plan**  
1/8" = 1'-0"

Structural Engineering Report Re: Existing Foundation:



1623 N First Street, Ste 201  
Flagstaff, Arizona 86004

Office: (928) 526-6174

February 15, 2019

Shapes & Forms Architects, Inc.  
1823 West Heavenly Court  
Flagstaff, Arizona 86001

Re: Izabel Transitional Housing Complex  
2303 North Izabel Street  
Flagstaff, Arizona 86004

Dear Mr. Dorsett,

**Objective:**

Hubbard Merrell Engineering was hired to perform a preliminary analysis to determine the feasibility of constructing an additional floor level at the Izabel Transitional Housing Complex in Flagstaff, AZ. This document serves as our professional opinion based on our analysis of information provided by the client.

**Evaluation:**

A gravity analysis was performed based on loading provided in the original structural drawings and new loading to current codes. Preliminary analysis of the interior floor beam, interior footings, and exterior footings was performed to determine if the structural elements had capacity to one carry additional floor and wall loading without the need of significant renovations. A lateral analysis was not completed at this time.

**Conclusion:**

After preliminary analysis, it was determined that the interior floor beams, interior footings, and exterior footings can carry the additional floor and wall load without the need of any renovations to meet code requirements. The headers and shear walls at the first floor have yet to be evaluated and may therefore require additional renovations after a preliminary analysis. Considering the interior floor beams, interior footings, and exterior footings do not appear to require any modifications it is our professional opinion that the remodel/addition appears to be structurally feasible with some reasonable, yet-to-be-determined, structural reinforcements. The comments, conclusions, and recommendations in this report are based on the preliminary analysis of structural information provided by the client and do not include any final calculations or determinations.

This letter is for preliminary purposes only, and is not for design submittal or construction. If you have any questions or concerns, please do not hesitate to contact me at (928) 526-6174 x17 or by email at [Erika@hubbardmerrell.com](mailto:Erika@hubbardmerrell.com).

Sincerely,

Erika A. Davis  
Structural Designer, EIT

Reviewed by:

Robert A. Hubbard  
Principal, PE, SE

Registered Professional Engineers: Robert A. Hubbard, P.E., S.E.; David S. Merrell, P.E., S.E.; Jaclyn N. Zibrat, P.E.

HSNA will follow existing procurement guidelines to identify the project architect and general contractor. Although we have our own general construction company, AHC Construction, we will put the project out to bid to identify a general contractor for the project. AHC Construction, a licensed residential and small commercial general contractor, may submit a bid to perform general construction duties for the project.

We've included the cost estimate for the project, completed by Greg Pishkur, general contractor for AHC Construction, LLC. The cost estimate provided is based on recently built residential projects in Sunnyside (West St. Cottages – Fall 2017 and Second St. affordable housing – Spring 2016). We've also included a bid for architectural and engineering services from Steve Dorsett, architect. If awarded CDBG funds, we will go out to bid to identify an architect/engineering team for the addition. Cost estimates can be found in Tab 8 with the proposed budget.

Funding from CDBG will offset construction costs and will be leveraged with construction financing that will convert to a permanent mortgage. We have communicated with National Bank of Arizona, who has expressed an interest in financing the remaining construction costs, estimated at \$325,000. We are proposing to charge rent for the 5 new transitional housing units, based on the 50% AMI rental guidelines provided by the Arizona Dept. of Housing. These proposed rents will include utilities, which will be paid by Housing Solutions.

Proposed Operating Proforma (Monthly):

Income:	
Studio rents – current (\$350 x 8 units)	\$2,800.00
1-bedroom rent (\$656 x 1 unit)	\$656.00
2-bedroom rents (\$787 x 4 units)	\$3,148.00
Subtotal	\$6,604.00
Less 6% vacancy rate	-\$396.24
Total Income	\$6,207.76
Expense	
Principal & Interest (\$325,000 @ 6%; 20-yr term)	\$2,328.40
Taxes (exempt)	\$0.00
Utilities (based off current cost x 2)	\$817.00
Insurance (based off current per unit x 13 units)	\$519.42
Repairs & Maintenance (\$75 per unit/month)	\$975.00
Replacement Reserves (\$50 per unit/month)	\$650.00
Total Expense	\$5,289.82
Net Monthly Income	\$917.94

Net monthly income as identified in the proforma above will meet lender debt coverage ratio requirements. It can also be used to off-set case management and children's program costs. Net income can be used to lower proposed rents and/or pay for unexpected maintenance expenses on the property throughout the life of the loan.

che  
HSNA has extensive experience utilizing CDBG, other federal funding sources and private grants/financing to develop affordable rental units in our Flagstaff community. Most recently, we demolished a dilapidated structure in Sunnyside and constructed a triplex on the property. Units are now rented to low-income households. The project is serving two formerly homeless households. We also utilized CDBG and HOME funds to rehab an existing home on East St. and construct a triplex on the property. As required by HOME funding, that project is serving low-income households earning no more than 60% of the area median income.

HSNA is a Community Housing Development Organization (CHDO), certified by the Arizona Dept. of Housing. A CHDO has a primary mission focus to create housing units to benefit low- and moderate-income households. Our Board of Directors is representative of the communities we serve. 1/3 of our board consists of low-income individuals or individuals who live in targeted, low-income neighborhoods. Currently, three board members are past clients who have received down-payment/closing cost assistance. A fourth board member is a former Sharon Manor client.

#### Sharon Manor Transitional Housing Services

After successful construction, the rental units will be part of our Sharon Manor Transitional Housing program. Sharon Manor combines safe, decent, affordable housing with client-centered support services, helping homeless victims of domestic violence to transition from violence and homelessness to safety and permanent housing. The Sharon Manor program is based on a victim-centered, trauma-informed care model that provides client-directed one-on-one case management, group training and an ongoing children's program. The comprehensive wrap-around services offered to homeless victims help ensure they can build resources for self-sufficiency and transition from homelessness to permanent housing. Success at Sharon Manor is determined by a client's ability to meet personally-identified goals, as well as their capacity to (1) increase household safety; (2) remain free from violent/abusive relationships; (3) identify and secure safe, decent and affordable permanent housing; (4) increase household income through improved employment and/or education/vocational training; (5) increase access to and use of community resources; and (6) report behavioral and/or academic improvement of children.

Clients living at Sharon Manor are living and working in Flagstaff. As single, predominately female heads of household, they earn an average annual income of

\$10,500 at program enrollment, which is below the federal poverty level. More than 20% of clients have disabilities and/or special needs.

In calendar year 2018, Sharon Manor served a total of 36 households – 42 adults (over the age of 18) with 41 children. During the year, we provided 549 individual case management sessions and 79 group trainings. Our clients celebrated the following successes:

- 100% of households (36) created a safety plan for their household.
- 58% of households (21) created and utilized monthly budgets and expense tracking as a first step toward reducing expenses and/or improving financial stability.
- 48% of adults at Sharon Manor (20) improved their health.
- 50% of households had improved financial stability and/or increased household savings during the year.
- 11 households secured permanent housing when they left Sharon Manor.

Case management services for Sharon Manor residents and past residents, are made possible through grant funding support from the Arizona Department of Economic Security, the Arizona Department of Public Safety (Victims of Crime Act funding), United Way of N. Arizona, the Arizona Community Foundation and others. We also receive donations from individuals, as our agency is a qualified charitable organization for the Arizona Charitable Tax Credit.

The expansion of Sharon Manor to add additional housing units on one site is key because it will locate those additional transitional housing units near services. We already provide on-site case management, group trainings, tutoring assistance and a children's program. The Sharon Manor location is near the following key resources:

1. Public transportation – there is Mountain Line bus stop one block from Sharon Manor.
2. Banking – Arizona Central Credit Union is located one block from Sharon Manor.
3. Grocery – Safeway is located 0.38 miles away from Sharon Manor.
4. Recreation Center – the City's Rec Center is next door to Sharon Manor.
5. Schools – Coconino High School is located 0.19 miles from Sharon Manor and Killip Elementary School is 0.36 miles from Sharon Manor.
6. The Flagstaff Family Food Center is 0.57 miles from Sharon Manor.
7. North Country Healthcare is 0.61 miles from Sharon Manor.

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- to moderate-income persons or neighborhoods. Note: Your project does not need to align to all objectives. Be realistic. Focus your response on providing**

**decent housing, providing a suitable living environment and/or expanding economic opportunities principally for low-moderate income persons or neighborhoods.**

The proposed project achieves two of the CDBG Primary objectives: (1) to develop viable urban communities by providing decent housing and (2) to deliver suitable living environments. The project will provide decent housing to five households initially (and many more households over the affordability period of 30 years). The units will also provide a suitable living environment for the tenants who live there. The units will provide transitional housing resources to low-income, formerly homeless households with a history of domestic violence. The units will be of new construction and energy efficient. 100% of HSNA past construction projects in the past 8 years have received recognition through the Coconino County Sustainable Building Program. We would apply to the Coconino County Sustainable Building Program to qualify these units, as well.

**7. Identify how the proposal meets one or more of the City Council's CDBG Priorities:**

**Note: All Council Priorities need not be addressed with your project.**

The HSNA Sharon Manor Addition Project meets the following identified City Council CDBG priorities:

- a) Homelessness – HSNA has a 20-year history of working in partnership with community agencies, housing providers and social service organizations to meet the needs of homeless households in our community. We provide transitional housing to homeless victims of domestic violence through our Sharon Manor program. The expansion of Sharon Manor through this project will enable us to serve 5 additional homeless households, increasing the capacity of the Sharon Manor program by 21%. The need for homeless services in our community is significant and ongoing. Our local homeless shelters and domestic violence shelters are consistently full. These agencies refer homeless victims of domestic violence to Sharon Manor so victims can access more long-term housing and case management services. When clients move to Sharon Manor additional shelter beds are opened for homeless and DV households. We also work closely with the Front Door Coordinated Entry program, accepting referrals from the Front Door and attending weekly case conferencing. Our CEO serves on the Continuum of Care Executive Committee and the Front Door subcommittee. 100% of the new Sharon Manor units will serve homeless victims of domestic violence. 100% of households served will be low-income with incomes not exceeding 60% of the area median income, based on household size.
  
- b) Housing – rental/ownership – This project will provide 5 new units of dedicated affordable transitional rental housing, available to low-income, homeless domestic violence households in our community. 100% of the units will be affordable to households under 60% AMI. While at Sharon Manor, residents have the support services they need to identify and secure permanent, affordable housing. The investment in transitional housing helps clients to build self-sufficiency so they can escape permanently from violence and homelessness. Households exiting Sharon

Manor transitional housing are able to work with rapid rehousing programs and access our VOCA-funded relocation assistance. Both of these financial assistance programs help fund security deposits, first month's rent and the cost of utilities – the biggest hurdles for families looking to secure permanent housing.

**8. If applicable, indicate whether the project takes place in one of the four target neighborhoods.**

The project will take place in the Sunnyside Neighborhood, one of the four target neighborhoods.

**9. Identify how the proposed project is consistent with the needs, priorities, goals and objectives identified in the City of Flagstaff Program 2016/2020 Consolidated Plan. (Include activity, special population, priority level and 5-year goal).**

- This project is consistent with the needs, priorities, goals and objectives of the City of Flagstaff Program 2016/2020 Consolidated Plan. As identified in the plan's executive summary, "survey respondents identified the following priority needs: ... emergency shelter and transitional housing for families," (Page 1). The Sharon Manor expansion will add transitional housing units to serve families in our community.
- The plan's executive summary also states that "housing cost burden is the most significant housing program in Flagstaff. 2011 CHAS data when compared with 2011 household income and tenure suggests: Insufficient rental units affordable to households with income less than 30% AMI," (Page 2). The addition of 5 affordable transitional rental units will help increase the number of rental units affordable to very low-income households. While not all of the new transitional rental units will serve households under 30% AMI, they will serve a targeted, vulnerable population with incomes below 60% AMI. This population has a significant need for decent, affordable rental units.
- The plan's executive summary states: "Needed public facilities located in LMI neighborhoods and/or serving LMI residents and people with special needs include emergency shelters and transitional housing, and facilities providing services to youth, seniors and people with special needs," (Page 3). The expansion of Sharon Manor will increase transitional housing resources for homeless victims of domestic violence in a targeted LMI neighborhood – Sunnyside. This is in keeping with this identified goal.
- On Page 4 of the plan's executive summary, a high priority level goal is to increase the number of emergency beds/transitional shelter beds for families. The goal is to increase the number by 20 beds. The proposed expansion of Sharon Manor will increase the number of transitional housing units for families

by 5 units, serving an estimated 13 individuals at any one time. This project would make significant progress in achieving the stated Consolidated Plan goal to increase transitional housing units/resources for families.

**10. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within Flagstaff City Limits.**

The community need for transitional housing for homeless households is significant. HUD has indicated that transitional housing is an effective strategy to help target populations, such as domestic violence survivors, escape homelessness and transition to permanent, safe housing. The following statistics help demonstrate the need for additional transitional housing units to be built.

- Nationally...
  - 1 in 4 women will experience domestic violence in her lifetime.
  - 1 in 7 men will experience domestic violence in his lifetime.
  - Domestic Violence is a leading cause of homelessness for women and children in the United States.
  - Up to 60% of domestic violence perpetrators who abuse their intimate partner also abuse their children.
  - The strongest risk factor for transmitting violent behavior is when children witness violence. Boys who witness violence are twice as likely to abuse their intimate partner and children as an adult.
- In Arizona ...
  - More than 800,000 and 400,000 men will experience domestic violence in their lifetime.
  - There is an average 75 domestic violence-related fatalities annually.
  - The rate of intimate partner homicides is 45% higher than the national average.
  - The state ranks 8<sup>th</sup> in the nation for domestic violence female homicides.
  - Somebody is physically abused every 20 minutes.
  - One or more children witness domestic violence in their home every 44 minutes.
  - In 2016, of those experiencing homelessness in the Balance of State Continuum of Care (Flagstaff is a part of this group), 32% of individuals attributed their homelessness to domestic violence, which required them to interact with multiple services and systems of care to attain and maintain safe, affordable housing.
- Locally ...
  - 198 households who access Front Door Coordinated Entry services for homeless households identified they are (1) homeless and (2) have a history of domestic violence. (# of households screened by Front Door between 1/1/2018 and 2/15/2019.)

- Sharon Manor currently has a waiting list of 39 households. That waiting list represents a total of 108 individuals: 37 women, 2 men & 69 children.
- In 2018, Sharon Manor received applications for housing/assistance from 96 households.

**10a. How will you identify success? Describe how your successes will be monitored beyond CDBG requirements?**

Success will be determined by our ability to construct the proposed transitional housing units on time and on budget. We would also determine success based on our ability to lease the units in a timely fashion and benefit homeless domestic violence victims with the project. We also measure success through the success/outcomes of our clients. The additional transitional housing units will benefit households that will have support to increase income, improve physical and mental health, improve education and identify decent, safe and affordable permanent housing. These outcomes are tracked quarterly by case management staff at Sharon Manor.

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

**a) Be specific, citing additional leverage funding sources, agreements, staffing, partnerships, etc.**

When Sharon Manor transitional housing units were initially constructed in 1999, the program was designed to be collaborative. In its 20-year history, collaboration has been a key accomplishment. This was done strategically. Victims of domestic violence have varied needs. They need access to a multitude of resources. It would be impossible to provide all services/resources to all domestic violence victim tenants at all times. In addition, the goal of transitional housing is to help victims leave the property/program. It is designed to be short-term in nature. When we connect victims to existing community resources, we avoid duplication of services and we ensure victims have access to critical community resources when they leave the property/program. This safety net helps victims to be self-sufficient and remain housed. The following is a list of community partners who already provide services to victims at Sharon Manor. This list is not comprehensive. These resources will be made available to the new tenants who will live at Sharon Manor in the additional transitional housing units.

<b>Partner Agency</b>	<b>Service(s) Provided</b>
North Country Healthcare	Health services, chronic health services, dental & mental health resources
Big Brothers/Big Sisters	Mentoring relationships for children at Sharon Manor
Coconino County Community Services	Eviction prevention, utility & move-in assistance

Dept. of Economic Security	Child care vouchers; temporary assistance for needy families
Northland Family Help Center	24-hr crisis line, lay legal advocacy, group trainings
The Guidance Center	Mental health and substance abuse resources for Sharon Manor families
Flagstaff Unified School Dist.	McKinney Vento services for homeless families; resources for children within district to ensure improved learning
Flagstaff Family Food Center	Free daily hot meals, food boxes for Sharon Manor Families, food for Children's Program
Catholic Charities	Permanent housing resources for Sharon Manor families, including permanent supportive housing and rapid rehousing
Front Door Coordinate Entry	Referrals for homeless households to Sharon Manor
Museum of N. Arizona	Free passes for children at Sharon Manor
Coconino County Health Dept.	Educational presentations re: health, dental & substance abuse

Ongoing partnerships will ensure the project's success and that the expansion successfully meets community needs. We continue to work collaboratively with the Continuum of Care, its members and the Front Door Coordinated Entry program to serve homeless households in our community.

**b) If formal partnerships exist, please include documentation of all leveraged resources and identify leverage in budget.**

In addition to the partners identified above who provide direct services to clients living at Sharon Manor, we have specific formal funding partnerships with the agencies/groups listed below. These partnerships are specific to the costs of construction/development for the Sharon Manor expansion and are reflected in our project budget:

- Land – As previously stated, the proposed project will be an expansion of existing transitional housing resources. HSNA owns the 1.05 acre property free and clear of liens and/or restrictions. We have met original financing compliance requirements to serve low-income domestic violence victims. Now, we are able to leverage the value of the land for this project. Because we are proposing for an addition, we already have site control. Estimated value of the land is \$250,000, as documented by price opinion from Realtor Dave Lembke. Email from Dave is included in Tab 9.

- Financing – We are requesting \$300,000 in CDBG funding, but this is not 100% of the money needed for construction and development costs. We are proposing to off-set the remaining \$325,000 needed for this project through a construction loan that will convert to long-term mortgage financing. Our proforma indicates the proposed \$325,000 in financing can be paid off over a 20-year mortgage with proposed rents. In Tab 9, we have included a letter from National Bank that indicates their interest in working with us to finance the project. National Bank was our lender for construction and long-term financing on the 16-unit Sharon Manor Apartment complex. The letter from National Bank indicates the Bank’s interest in working with us. It is impossible to get a firm loan commitment at this time, given the uncertainty of CDBG leverage and the timeline before ground breaking (based on the timeline for the Notice to Proceed and pre-development City of Flagstaff approval).
- Arizona Dept of Public Safety – HSNA is currently in year 2 of a 3-year grant funding cycle from the Arizona Dept. of Public Safety. ADPS administers federal VOCA funding (Victims of Crime Act). These funds support case management and our children’s program. We have included the two award letters from ADPS in Tab 9 of this application.

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

Please see letters of community support attached:

- Northland Family Help Center – NFHC provides emergency shelter, lay legal advocacy and counseling support to victims of domestic violence. NFHC refers clients to Sharon Manor to access transitional housing resources, which are longer-term in nature. When residents move into Sharon Manor it opens shelter beds at NFHC to assist households in crisis. Because of our ongoing referral partnership, NFHC provided a letter of support for this project.
- Catholic Charities – will provide referrals through Front Door and the Continuum of Care to ensure homeless domestic violence survivors are referred for transitional housing services at Sharon Manor. Catholic Charities also provides permanent housing resources for residents exiting Sharon Manor. We have successfully worked in partnership with Catholic Charities to collaboratively serve clients in need of housing for the past 10+ years. They have provided a letter of support for this project.
- The Guidance Center – The Guidance Center provides behavioral health resources and substance abuse/recovery resources to residents at Sharon Manor. Many of our residents have diagnosed mental health conditions. They seek group and one-on-one counseling from the Guidance Center. This referral relationship has been in place since Sharon Manor was constructed in 1999. The Guidance Center has provided a letter of support for this project.
- Arizona Community Foundation of Flagstaff – ACFF and its affiliates have been funding partners for the Sharon Manor program for 15+ years. We apply for

operational support annually to provide case management, children's group and program oversight. ACFF has provided a letter of support for this project.

- Continuum of Care & Front Door – HSNA is an ongoing, active participant in the County's Continuum of Care and Coordinated Entry efforts. HSNA staff serves on the COC's executive committee and the Front Door sub-committee. Because of this ongoing partnership and because the transitional housing units created through CDBG funding will serve homeless households, we have enclosed a letter of support from the Continuum of Care and another letter of support from the Front Door Coordinated Entry program.
- Hope Cottage/Sunshine Rescue Mission – Sharon Manor accepts referrals for transitional housing from Hope Cottage & Sunshine Rescue Mission. They are also members of the Continuum of Care and Front Door. Because of our long-term positive relationship, Hope Cottage/Sunshine rescue mission has provided a letter of support for this project.

**12. Is your agency participating in coordinated entry, also known as Flagstaff's Front Door? If so, please provide the agency's MOU or a letter from the Continuum of Care.**

Yes. HSNA is an active partner in the Front Door coordinated entry system and the overall Continuum of Care. Please see the attached letter from Ross Altenbaugh, Front Door committee chair in Tab 10.

**13. Briefly describe:**

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

HSNA has a long history of successfully administering CDBG projects in partnership with the City of Flagstaff. In the past, HSNA has successfully utilized CDBG funding for new construction as well as rehabilitation projects to increase homeownership and rental opportunities for low-income households. We have also successfully used CDBG funds to provide down payment & closing cost assistance programs, helping low-income first-time homebuyers open the door to homeownership. Since 1999, HSNA has partnered with the City to administer more than \$3 million in financial assistance (CDBG and general funds), leveraging more than \$46 million in private mortgages.

Most recently, HSNA has utilized CDBG and HOME funding to construct six new units of affordable rental housing and rehab an existing structure, which is also rented to a low-income household. These units were constructed utilizing two CDBG grant awards and one HOME grant. The units were constructed at 2606 N. East St. and 2113 N. Second St. Both sites are in targeted low-income neighborhoods. We completed the construction/rehab in compliance with CDBG and HOME guidelines and have continued to rent the units to eligible households with no findings.

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

HSNA 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 CEO has extensive experience with development and construction projects, having completed several with HSNA utilizing federal funds. Our existing Sharon Manor staff has extensive experience working with federal and state regulations to meet the housing and case management needs of victims of domestic violence. They work routinely with referral agencies to ensure the Sharon Manor transitional housing units are filled with eligible households and that our current and past tenants have the resources they need to build self-sufficiency, remain free from violence and improve household income.

As a Community Housing Development Organization (CHDO), it is our mission to build and rehab affordable housing units. Our existing staff has spent the past 15 years doing just that. We have the expertise and capacity in-house to develop and construct these units. We have the expertise to work with community partners, the City of Flagstaff Community Development Dept, contractors, engineers and architects.

We have a history of utilizing federal funds in a compliant and thoughtful way and are familiar with the administrative requirements of construction projects that utilize federal grants, including Davis Bacon, MBE/WBE requirements.

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

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. In 2015, we utilized CDBG funding, leveraged with private-sector grant funds and a construction loan to redevelop a dilapidated structure in Sunnyside, building a triplex on the property that provides safe, decent and affordable housing to low-income households.

We also have received 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. These SHP dollars have been re-allocated within our Balance of State Continuum of Care to rapid rehousing dollars, in keeping

with HUD’s funding priorities. Approximately 18 months ago, we received multi-year awards for transitional housing for domestic violence victims and victim services from the Arizona Department of Public Safety and the Arizona Department for Economic Security. We have administered these funds effectively through our Sharon Manor program with no findings.

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 have also been a subrecipient for National Foreclosure Mitigation Counseling funding through the Arizona Dept. of Housing and a subrecipient of the Arizona Attorney General’s Office for their National Mortgage Settlement funds, providing housing counseling to households facing foreclosure. These federal and state funds require significant program compliance and regular audits.

Housing Solutions of Northern Arizona 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.

<b>Date of Funding</b>	<b>Award Amount</b>	<b>Project</b>
07/2003	\$58,141.00	New Home Construction (31C-03)
03/2006	\$100,000.00	Acquisition/Rehab (91C-05)
07/2006	\$30,000.00	Individual Development Accounts (101C-06)
07/2007	\$107,000.00	Acquisition/Rehab (90C-06)
10/2007	\$142,000.00	Housing Subsidy Grants (101C-07)
10/2007	\$24,031.00	Minor Rehab – Sharon Manor (121C-07)
11/2008	\$150,000.00	Acquisition/Rehab (91C-08)
01/2010	\$160,000.00	Housing Subsidy Grants (101C-09)
06/2010	\$150,000.00	Acquisition/Rehab (91C-10)
06/2010	\$200,000.00	Down Payment Assistance (101C-10)
06/2011	\$100,000.00	Down Payment Assistance (101C-11)
06/2012	\$120,000.00	Down Payment Assistance (101C-12)
06/2012	\$60,000.00	Acquisition/Rehab (91C-12)
05/2013	\$138,404.79	Down Payment Assistance (101C-13)
05/2013	\$70,336.86	Job Creation (201C-13)
05/2014	\$150,000.00	Down Payment Assistance (101C-14)
05/2015	\$205,000.00	Affordable Rental Development (21C-15)
05/2016	\$120,000.00	Down Payment Assistance (101C-16)

1/2018	\$139,083.00	Sharon Manor rehab (121C-17)
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**d) Was the agency ever asked to return awarded funds for cause?**

During the past 14 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.

**e) Has your agency ever requested a budget amendment or contract extension? If yes, why?**

We have needed budget amendments/extensions for our CDBG-funded down payment assistance program, BFAP. The BFAP program is an excellent program, but it is impacted by the local housing market. Because funds are limited to households under 80% AMI, when the market increases and there is a lack of inventory of market-rate home available to low-income households, these households struggle to utilize our assistance to purchase a first home. Because of these market conditions, the spend-down on our BFAP program has been slower than anticipated. We are finishing up our Sharon Manor rehab at this time. We have asked for a small extension as we worked to save funds on flooring and have utilized those savings (with City approval) on additional rehab items such as new ADA accessible and low-flow toilets, new stoves and dishwashers. We anticipate this project will be completed shortly.

**14. 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.**

- Devonna McLaughlin, CEO (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 required.
- Greg Pishkur, General Contractor (in-house staff for AHC Construction) – Greg is responsible for providing in-house construction expertise. AHC Construction will bid to be the general contractor on this expansion project, but the project will be competitively bid, in accordance with City Procurement Standards. AHC Construction, under Greg's leadership, has expertise in working on CDBG-funded projects. Greg also has significant expertise in working with architects, engineers, City Development Services, subcontractors and contract laborers.
- Colton Whiting, Business Manager (in-house staff) – Colton is the business manager for HSNA/Sharon Manor and AHC Construction. In this role he will be responsible for paying contractors/subcontractors and ensuring all financial policies and procedures will be followed.

- Julie Montoya, Sharon Manor Program Manager (in-house staff for Sharon Manor) – As Program Manager, Julie is responsible for ensuring Sharon Manor transitional housing units are leased to program eligible households. She also works to oversee the Sharon Manor program, working with tenants and staff to ensure tenants build resources and can transition to safe, permanent housing. Julie also works to comply with all funder guidelines. Under her leadership, the Sharon Manor program continues to meet the critical needs of victims in a comprehensive manner compliant with all guidelines and regulations.
- CeCe Mitchell, Sharon Manor Case Manager (in-house staff for Sharon Manor) – As Case Manager, CeCe works with Sharon Manor residents and past residents to help them meet self-identified needs for independence. She helps victims create and implement a plan for self-sufficiency. She provides resources to community services and tracks client success.

**b) Job descriptions for any new positions created for the proposed project.**

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).**

The project manager is Devonna McLaughlin, CEO of Housing Solutions. Devonna is employed by HSNA, the applying agency and is in-house staff.

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

This designation has been done as part of Question 14a.

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

Please see Organization Chart in Tab 11. However, the only CDBG funded position through this grant would be Greg Pishkur, general contractor, and contract laborers. CDBG funds would be used for construction and construction-related expenses.

**15. Tab 7 of the check list requests a Schedule of Completion for this proposed project. In Appendix D, provide the following:**

**a) A narrative summary describing the expenditure of CDBG funds.**

Please see information in Tab 7.

**b) Explain the rate of expenditure and the predicted progress of the proposed schedule.**

Please see information in Tab 7.

**c) An estimated completion of the project.**

The project construction should be completed by August 2020 and fully occupied with eligible households by October 2020, at the latest.

**16. Tab 8 of the checklist requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG Funds will pay for.**

**a) Include any contract bids or quotes for construction projects.**

In Tab 8, please find the proposed budget for our Sharon Manor addition. We have also provided a budget narrative and included estimates for construction services and architect/engineering expenses.

Tab 7 – Schedule of Completion

<b>Project Schedule</b>														
<b>City of Flagstaff</b>														
<b>Project Description: Transitional Housing for DV Victims/Sharon Manor Expansion</b>														
<b>Implementing Agency: Housing Solutions NAZ, Inc.</b>														
<b>Project No.:</b>														
<b>Date: 2/21/2019</b>														
<b>Households Served: 5 households (13.05 people)</b>														
Item No.	Item Description	Prior to Notice to Proceed	YEAR 1st month begins with notice to proceed											
			1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
1	Pre-Development: Complete Environmental Review requirements, architecture, engineering, concept & site plan approval (no CDBG expense); secure pre-develop loan/ financing; complete procurement process to identify general contractor													
2	Move existing tenants into permanent housing; relocate offices for case manager & children's program manager													
3	Secure building permits													
4	Construction of second story units													
4	Identify tenants/DV victims; lease-up													
5	Lease to eligible households													
6	Report progress to City staff													
7	Close out report and monitoring													

Narrative:

The proposed schedule of completion is realistic and based on HSNA’s past experience in constructing affordable housing in Flagstaff. We understand City Council will make CDBG award determinations in April/May 2019. Based on past experience, we expect the Notice to Proceed to be issued in December, 2019 or January 2020. That gives us sufficient time to complete architectural and engineering so we can submit for concept and site plan approval. We will be ready to pull building permits when the Notice to Proceed is issued. HSNA loan funds will be used to pay for pre-development expenses. We will utilize CDBG and HSNA loan funds to complete construction. Construction will be completed within 5 months. This is a realistic timeframe for completion given the scope of the project. Because the proposal is within the existing building footprint, we do not have to complete any site work. We don’t have to add parking or worry about stormwater. The elimination of these two items makes the construction timeline more than reasonable.

**a) A narrative summary describing the expenditure of CDBG funds.**

CDBG funding will be used for direct construction expenses. We will utilize CDBG funding first, before using loan funding for construction. This will reduce our interest-carry costs associated with the loan. We understand CDBG is paid on a reimbursement basis and have sufficient financial resources to pay for construction-related expenses and seek reimbursement from the City of Flagstaff.

**b) Explain the rate of expenditure and the predicted progress of the proposed schedule.**

CDBG funding should be spent within the first 2-3 months of construction. We will spend CDBG funds on construction prior to spending loan funds. This will help reduce interest-carry expenses associated with the construction loan. The project, itself, should be completed within 5 months. We have scheduled an additional 3 months after construction completion for lease-up, working with referral partners. We believe lease-up will occur more quickly, but gave extra time, just in case. The project should be completed well within 12 months of the Notice to Proceed.

Project Budget		SOURCE 1	SOURCE 2	SOURCE 3	SOURCE 4	PROJECT
City of Flagstaff		CDBG	Public - Incentive \$	Private Financing/ Resources	HSNA Equity/ Grants	TOTALS
Activity	Item / Activity Description					
1	<b>Soft Costs</b>					\$8,400.00
A	Loan Fees & interest during construction			\$7,000.00		
B	Appraisal			\$800.00		
C	Insurance			\$600.00		
2	<b>Direct Construction Costs</b>					\$569,026.00
A	Direct Construction Costs (incl. sales tax & contingency)	\$300,000.00		\$269,026.00		
3	<b>Pre-Development</b>					\$47,705.00
A	Architect & Engineering			\$44,700.00		
B	City Development Review Fees (concept & site plan)			\$3,005.00		
4	<b>Leveraged Funds</b>					\$415,513.00
A	Rental Income - First Year			\$45,648.00		
B	Land Value				\$250,000.00	
C	Victim Services & Case Management				\$119,865.00	
	<b>Totals</b>	\$300,000.00	\$0.00	\$370,779.00	\$369,865.00	\$1,040,644.00

Narrative:

The proposed budget is reasonable and conservative. We have done our due diligence prior to application submittal to ensure the project is feasible. We have enlisted the services of an architect and engineer to determine the number of units that can be built on the site, and that the existing footings are sufficient for a second story. This fact reduces construction costs. We have met with the City of Flagstaff Development Services dept. for a pre-application meeting and understand the project is viable.

The proposed budget is realistic, based on the necessary scope of the project, construction and pre-development costs. We have included bids for construction, architect and engineering services. The cost of concept and site plan approval is based on the City fee schedule for these services. Loan costs and interest fees are based on past loans accessed by HSNA for construction/mortgage financing.

We have also included documentation of leverage. Specifically, we have included the following for leverage for this project:

1. Construction/Mortgage Financing – HSNA has a history of working with lenders/banks to secure construction financing that will convert to a long-term mortgage. The construction financing will fill construction funding gaps, so that we don't need to access CDBG funding for the total development budget. Construction financing is also leverage for our CDBG grant. National Bank of Arizona has a long history of working with HSNA to meet banking and lending needs. National Bank of Arizona provided the original mortgage financing on the Sharon Manor Apartments at construction. We have included a letter from National Bank demonstrating their willingness to work with us on this project. Specifically, we would seek \$325,000 in construction financing from National Bank of Arizona to complete this project. The loan would be paid back based on the proposed pro-forma provided in this application.
2. Land – HSNA owns the land outright. The land is approximately 1.05 acres and is zoned high density residential. We have met program compliance requirements for the HOME funds we received to build the existing structure. We are then able to leverage the value of the land toward this project and demonstrate site control. Based on the attached email from Flagstaff Realtor Dave Lembke, we estimate the value of the land at \$250,000. This reflected in the enclosed budget.
3. Victim Services & Case Management – The proposed project would be an expansion of transitional housing services for victims of domestic violence. Transitional housing is defined by its length (not to exceed 24 months) and the wrap-around services that tenants are provided. Through our victim-centered trauma-informed model, residents at Sharon Manor have access to one-on-one professional case management services, group trainings, tutoring and an ongoing children's program. These services are funded, in part, through our Victims of Crime Act grant (VOCA), administered by the Arizona Dept. of Public Safety. This is a multi-year grant. We have included the value of one year of this grant as leverage for the project as all residents in the additional 5 transitional housing units will benefit from these victim services, offered on-site. Documentation of this leverage is included in Tab 9.
4. Rental Income – We are proposing to charge rent on the transitional housing units constructed, as well as rent on the existing 8 studio apartments. Rent is based on low HOME rental limits published annually by the Arizona Dept. of Housing. Rents include all utilities. We have included, as leverage, the projected rental income for one year. Actual rental income will far exceed the amount projected, as it will be collected for the life of the improvements.



Devonna McLaughlin, CEO  
 Housing Solutions of Northern Arizona, Inc.  
 PO Box 30134  
 Flagstaff, AZ 86003

February 18, 2019

Dear Devonna,

Thank you for the opportunity to have worked with Housing Solutions of Northern Arizona to build your affordable housing triplex on East Street. We have enjoyed working with you and your staff on this project.

Thank you also for forwarding the architect’s rough concept plan for the proposed addition of transitional housing units at your Sharon Manor site. We understand the proposal would be to add a second story to the “house” at Sharon Manor. We have examined these renderings and have provided the estimate below the building costs of the second-story addition.

AHC Construction estimates the total build cost of the second-story addition to be \$569,026.00, based on the architect’s renderings. Assumptions re: construction requirements:

1. Existing floor beams, interior footings and exterior footings can carry the additional floor and wall load without the need of any renovations to meet code requirements.
2. Existing parking on the site and adjacent site is sufficient to meet City parking requirements for the additional housing units.
3. No additional site work will be required to meet storm water requirements.
4. Existing water and sewer service to the property is sufficient to serve additional second-story units without a water line upgrade.
5. Existing HVAC for first floor is located in existing attic. Second story addition will impact existing HVAC and will require HVAC for first floor to be moved.

A specific construction cost estimate break-down is provided below:

<b><u>Budget Line Item</u></b>	<b><u>Amount</u></b>
Appliances	\$10,000
Cabinets & Countertops	\$10,000
Concrete	\$8,000
Demolition	\$8,000
Doors, Windows, Glass	\$9,500
Drywall	\$25,000
Electrical	\$20,000
Fire Suppression	\$5,000
Finish Carpentry	\$15,000
Flooring	\$26,500
HVAC (including new heat for 1 <sup>st</sup> story)	\$50,000
Insulation	\$6,500

Painting	\$25,000
Plumbing	\$20,000
Roofing	\$13,000
Rough Lumber	\$75,000
Rough Carpentry	\$65,000
Gutters	\$3,500
Toilet Accessories, Mirrors, Etc.	\$1,000
Window Coverings	\$1,800
Shower Surrounds	\$7,000
Stairs	\$10,000
Supervision & Field Labor	\$40,000
Building Permits	\$5,000
General Requirement	\$7,800
Overhead & Profit @ 10%	\$46,760
Contingency @ 5%	\$23,380
Sales Tax	\$31,286
<b>TOTAL</b>	<b>\$569,026</b>

Should you select AHC Construction to build this project, a revised estimate and bid will be provided after reviewing the architect's plans for permitting. Should you have any questions regarding our bid please do not hesitate to contact me on my cell at 928.380.9040.

Again, thank you for the opportunity to bid on this project. We look forward to hearing from you.

Sincerely,

Greg Pishkur  
AHC Construction, LLC  
Licensed Residential and Commercial Contractor  
ROC 188417 / 282702

## Sharon Manor Renovation/Addition

### Architectural Design Costs – February 19, 2019

Project is a second story addition to the existing building at 2303 North Izabel Street.

	Phase	Cost per phase
A	Concept Site Plan for City of Flagstaff	\$1,500
A.1	Site Plan Submittal for City of Flagstaff	\$1,200
B	Schematic Design Phase*	\$4,000
C	Construction Documents Phase	
	Architectural	\$12,000
	Structural Engineering	\$14,000
	Mechanical/Plumbing Engineering	\$6,000
	Electrical Engineering	\$6,000
	TOTAL Cost for Construction Documents	\$38,000
Total	Total cost for project**	\$44,700.00

\*The Schematic Design will need to be completed prior to the Site Plan Submittal to the City.

\*\*Civil Engineering is not included in cost estimate.

Owner will supply as-built drawings of the existing building.

Cost is for services through completion of Construction Documents including city revisions required during the permit review process.

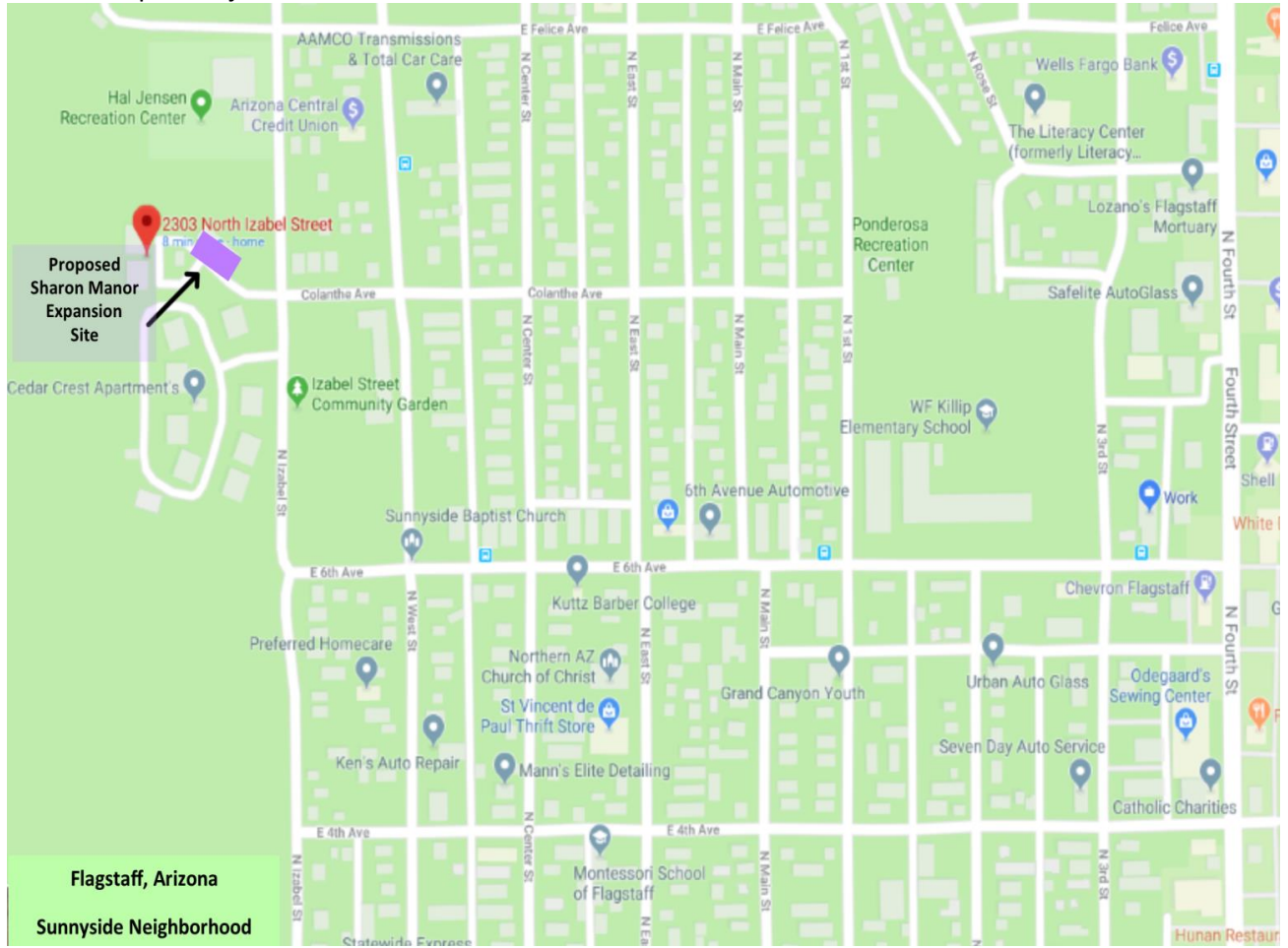
Construction Administration services will be provided on an as-needed basis and the time will be billed at the hourly rates of the Architect.

Cost does not include reimbursable expenses, such as printing costs, shipping costs, etc..

**Shapes & Forms**  
ARCHITECTS, INC.

1823 West Heavenly Court  
Flagstaff, Arizona 86001  
(928) 213-9626  
(928) 255-5537 FAX  
www.shapes-forms.com

Tab 5 – Map of Project Location





# **CITY OF FLAGSTAFF**

Community Development Block Grant  
Grant Application 2019

## **Flagstaff Family Food Center: Food Bank and Kitchen Food Center and Kitchen Rehabilitation**

**DUNS: 866904733**

**SAM CAGE CODE: 7QSV3**

Kristine Pavlik  
Fundraising and Volunteer Specialist  
kristine@hotfood.org  
(928)864-6104

## Appendix E CDBG Project Ranking Form 2019/2020

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 Family Food Center: Food Bank and Kitchen**

Amount of Funds Requested: **\$175,000**

Name of Project: **Food Center and Kitchen Rehabilitation**

Public Service

Housing/Rehabilitation

Economic Development

### Additional Considerations:

  \$58   **Ratio of dollars per person benefitted by proposed project**  
*(3,000 low to moderate income individuals in the target neighborhood of Sunnyside)*

  14%   **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 one of the following: (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)**

- Not applicable.
- 

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

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

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

- Not applicable.
- 

**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)**

- The organization has been around a long time and has self-managed through major changes. The ranking committee has no concerns about their level of service and their sustainability in responding to the community's need.
- The organization identified serving neighborhood children; this was valuable information regarding serving a target neighborhood.
- Details about the process and plan of action were necessary to indicate how the organization plans to service individuals during construction.
- The estimated numbers provided are inconsistent throughout the application. For example, on certain pages, it indicates 500 will be served each day, but on others, the number 525 is utilized. Additionally, the organization assists 7,000 unique individuals, but that isn't consistent with the 3,000 individual target neighborhood

totals. This application must be based on census numbers when serving target neighborhoods.

- More details were necessary to determine why there is a need for this project.
- The two quotes provided vary significantly and are not specific. Factors that could affect the quotes provided include Davis Bacon wage rates, the age of the roof, information about the type and condition of the floor, and consistency in the number of restrooms. The staff restroom was mentioned in one place, but not mentioned in the construction process. Other key information missing includes the age of the building and information about who owns the building and/or the land.
- No scope of work is needed for removing in-place equipment, but there does need to be a scope of work for the interior construction that will affect services 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)

- Rankers appreciate that the organization provides volunteer opportunities, it's open from 8am-5pm, and anyone can have a warm meal. This application aligns with CDBG grant requirements because of its target neighborhood location.
- While there doesn't seem to be an explanation as to how the organization will accomplish a, b, and c, rankers agree the organization should provide a correlation between accomplishing a, b and c.
- The organization provides services to anyone in the Sunnyside neighborhood, which is a target neighborhood (stated in the grant). This target neighborhood serves 3,000 individuals below 51% AMI (which was not stated in the grant application).

---

**7. How well does the answer explain whether the proposal meets one or more of the Council's CDBG Priorities (10 points)**

Council's Priorities:

- a) Neighborhood Revitalization
- b) Housing – Rental and Ownership
- c) Homelessness
- d) Workforce Job Training
- e) Education/ Early Childhood Development

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

---

**8. Does the proposed project take place in one of the target neighborhoods?**

Target Neighborhoods: (5 points)

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

0 **5**

**9. How well does the answer document that the proposed project will meet the needs identified in the in the Program Year 2016/2020 Consolidated Plan? Are page numbers included?** (10 points)

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

**10. 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 for both questions 10 and 10a)

**10a. How will you identify success?** Describe how your successes will be monitored beyond CDBG requirements

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

- Statistics need to be sourced and Flagstaff data is required. The only data source identified was a survey
- The organization's successes in improving local statistics could have been explained better.
- How is this renovation going to help enhance the service?

**11. 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?

**11a. Are you using leveraged funding?** Keep in mind the leveraged dollars MUST tie to the project activity. Be specific, citing additional leverage<sup>1</sup> funding sources, agreements, staffing partnerships, etc

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

- If \$7,000 for walk-in cooler repairs was already utilized, this cannot be applied as leverage. Leverage needs to take place in the same program year as the project.

<sup>1</sup> Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project. Federal leverage dollars are allowed with CDBG funding.

- There was no letter provided from the private foundation listed for the \$10,000 leverage.
- The ranking committee identified the large amount of in-kind food the organization provided to Flagstaff Shelter Services (FSS). A letter of support from FSS would strengthen the proposal.

**12. Is the agency participating in coordinated entry (Front Door)? Is a Memorandum of Understanding (MOU) or a letter from the Continuum of Care included?**

0 **10**

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

- The organization's history administering this or similar projects?
- The organization's realistic capacity for undertaking this project?
- The organization's experience administering federal and state grants and complying with federal statutes?
- Has the agency ever been asked to return awarded funds?
- Has the agency ever requested a budget amendment or contract extension? If yes, was reasoning provided?

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

- The organization does not display substantial experience in administering federal or state grants, which increases the risk of successfully administering CDBG. It would have been to the organization's benefit to explain their successful history administering \$200,000 in capital improvements or in-kind donations.
- There was no clear indication the project lead has experience in complying with federal grant management. Identifying staff's qualifications would decrease the risk assessment in this application.

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

- Name, titles, and resumes** of the staff involved?
- Job descriptions for any new positions?
- Is project manager identified?
- Is a distinction made between in-house staff and contracted assistance?
- Does Tab 6 include all staff positions and CDBG proposed positions?

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

- Tab 6 is blank and the resumes are out of place in the packet, which is confusing for the reviewers.
- The application includes the office manager's resume, but it doesn't represent their position with FFFC.

- If the resumes don't reflect experience and skills needed to do the job, the organization should provide examples for like experience.
- 

**15. Does Tab 7 (Schedule of Completion) include the following:** (10 points)

- a) A narrative summary describing the expenditure of CDBG Funds
- b) The rate of expenditure and the predicted progress of the proposed schedule
- c) An estimated completion of project.

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

---

**16. Does Tab 8 include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG funds will pay for found in Appendix D?** (10 points)

- a) For construction contracts, were bids and/or quotes provided?

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

- The bids are inconsistent in terms of services and the scope of work varies between bids (i.e. removal of flooring, number of restrooms, different approaches to dealing with roof).
  - There was no letter or dollar amount assigned to fundraising independently for administrative costs. The organization's plan for fundraising was unclear (dollars that have not been raised are unsecured funds).
  - With a project of this scope, the organization will have to conduct a formal bid process.
  - "Another private foundation" was mentioned, but no specific information was listed about who they are or how much they're providing. How much are the administrative in-kind contributions mentioned?
  - Scope of work does not match the bids and be more specific.
- 

**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)

- The organization is a successful and critical service provider in the community.
- The application could better display the need and method of achieving the overall goal.
- The ranking committee didn't receive the level of detail necessary if they knew nothing about the organization.

- Organizational/staff capacity for successful administration does not demonstrate confidence or experience, and therefore, the probability of success is difficult to determine.
  - No information was provided as to how the organization plans to address the construction while still providing services.
- 

**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)

- This organization is well respected and well regarded. The rankers are grateful for the work they've done in the community.
  - To be competitive in the CDBG grant process, the organization must have commitment to detail, demonstrating competence and need on paper, and making a case for relevance to Flagstaff and federal regulations.
  - While the application was well-written, some tabs were inaccurate/misaligned, and resumes require uniformity in formatting.
  - To avoid assumptions based on vague information, the application would have been stronger if there was an explanation of how the organization serves the homeless; such as by supporting organizations that help the homeless or have direct contact with those supporting the homeless.
-

## Executive Summary

**Agency requesting funding:** Flagstaff Family Food Center: Food Bank and Kitchen

**Agency DUNS Number:** 866904733

**Agency CAGE (SAM.org) Number:** 7QSV3

**Are you a participating member in the Coconino County Continuum of Care?** Yes

**Amount of funds requested:** \$175,000

**Project name:** Food Center and Kitchen Rehabilitation

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

Kristine Pavilk, Fundraising and Volunteer Specialist  
Mailing Address: PO Box P, Flagstaff, AZ 86002  
Phone: (928) 864-6104 Email: kristine@hotfood.org

**Brief project description (4 to 5 sentences):**

The Flagstaff Family Food Center: Food Bank and Kitchen (FFFC) serves hope to community members in need with hunger relief services and children's literacy programming. In the FFFC Kitchen, 237,000 nutritious and life-sustaining hot meals and lunches are prepared annually and provided to individuals in need either on-site or through FFFC service and delivery to social service agencies throughout Flagstaff. FFFC will utilize CDBG funding to rehabilitate the community dining room and kitchen located at 1903 N. 2<sup>nd</sup> St. in the Sunnyside neighborhood in Flagstaff, Arizona. The scope of work includes removal and replacement of flooring throughout the building, replacement of the roof, walk-in cooler repair, restroom renovations, plumbing/drainage repair, and new stacked ovens, warming units and exterior water bottle refill station.

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

525 persons will receive hunger relief services every day of the year. 240,000 meals will be provided.

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

- Neighborhood Revitalization
- Homelessness

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

- Sunnyside

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

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

**Name of authorized representative:** Monica Foos **Title:** Executive Director

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## Narrative Questions

---

### **5. Describe the proposed scope of the project, including: (10 Points)**

- 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 completed 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 Flagstaff Family Food Center: Food Bank and Kitchen (FFFC) serves hope to community members in need with hunger relief services and children's literacy programming. The Flagstaff Family Food Center will utilize CDBG funding to rehabilitate the community dining room and kitchen located at 1903 N. 2<sup>nd</sup> St. in the Sunnyside neighborhood in Flagstaff, Arizona. In the FFFC Kitchen, 237,000 nutritious and life-sustaining hot meals and sack lunches are prepared annually. Hot meals are prepared on-site and served to an average of 150 people every day of the year and approximately 145 persons receive sack lunches daily. In addition to our on-site hunger relief services, FFFC also prepares and delivers breakfast and dinner to Flagstaff Shelter Services for 120 individuals experiencing homelessness, 365 days a year. Between 80 and 100 sack lunches and snack bags are delivered to local social service agencies throughout the Flagstaff community for any individual in need of hunger relief. On average, an estimated 500 persons will be served by the hunger relief services provided at the Flagstaff Family Food Center in Sunnyside every single day of the year. It is estimated that over 7,000 unique individuals are assisted by programs operated at the FFFC Kitchen yearly.

In addition to hunger relief services provided at the Food Center and Kitchen, FFFC also offers Children's Literacy Programs to underserved neighbor youth and any child who visits the food center for a hot meal. Every day literacy volunteers are available to work with children on homework, reading skills, literacy games and social skills. These volunteers are available during the daily dinner service and children may utilize these services before and after their meal. While some youth visit the FFFC with their parents or guardians, many neighborhood children attend unaccompanied. In addition to daily operation, FFFC's Children's Literacy Programs include a 4-week summer reading enrichment camp and seasonal holiday themed Literacy Celebration days.

The scope of work for the Food Center and Kitchen Rehabilitation project includes removal and replacement of existing flooring throughout the building, replacement of the roof, walk-in cooler repairs, restroom renovations, plumbing/drainage repairs, and the purchase and installation of new stacked ovens, warming units, restroom baby changing stations and an exterior water bottle refill station. The Food Center and Kitchen Rehabilitation project is in the preliminary planning stage with some urgently needed repairs to the walk-in cooler having already been completed with funding from the Association of Arizona Food Banks. Two professional construction estimates for the proposed rehabilitation and renovations as well as two quotes for the necessary kitchen equipment and exterior water bottle refill station purchases can be found below. The total cost of the Flagstaff Family Food Center: Food Bank and Kitchen's Food

Center and Kitchen Rehabilitation project is estimated to be \$207,000.

**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. *Note: Your project does not need to align to all objectives. Be realistic. Focus your response on: (10 Points)***

- Providing decent housing
- Providing a suitable living environment
- Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

The Flagstaff Family Food Center: Food Bank and Kitchen's Food Center and Kitchen Rehabilitation project achieves the CDBG Primary and National Objective of providing a suitable living environment and expanding economic opportunities principally for low-moderate income persons or neighborhoods. The FFFC Community Dining Room and Kitchen is in the target neighborhood of Sunnyside (Census Tract 3, Block Group 2, 3, & 4). The FFFC community dining room, reading room and kitchen and services provided therein are available to all Sunnyside residents, of which more than 51% are low-moderate income households. Maintaining the FFFC building located at 1903 N 2<sup>nd</sup> St and improving this public facility is crucial to developing a viable urban community and will benefit not only the Sunnyside neighborhood residents but the entire community. The Flagstaff Family Food Center is not simply a kitchen but a community center, a safe space for children, families and individuals in need to come and join in the tradition of eating a warm meal around a table filled with friends, family and community. Access to nutritious food is paramount in creating a suitable living environment and FFFC provides healthy, life-sustaining meals to over 500 individuals every day of the year. Additionally, FFFC provides meals to social service agencies serving individuals and families experiencing homelessness and agencies located throughout Flagstaff.

**7. Identify how the proposal meets one or more of the City Council's CDBG Priorities: *Note: All Council Priorities need not be addressed with your project. (10 Points)***

- a) Homelessness
- b) Housing – Rental/ Ownership
- c) Neighborhood Revitalization
- d) Workforce Job Training
- e) Education/ Early Childhood Development

The Flagstaff Family Food Center: Food Bank and Kitchen's Food Center and Kitchen Rehabilitation project proposal meets Flagstaff City Council's CDBG priorities of services for individuals and families experiencing homelessness and neighborhood revitalization. The FFFC Kitchen prepares and serves hot meals on-site to individuals experiencing homelessness every day of the year. In a survey of FFFC clients conducted in the summer of 2018, 65% of clients reported they did not have a permanent place to live. Additionally, FFFC provides Flagstaff Shelter Services with over 85,000 meals annually for their clients and this number will grow as FSS expands its shelter capacity in the coming years. The FFFC community dining room, reading room and kitchen and services provided therein are available to all Sunnyside residents, of which more than 51% are low-moderate income households. Maintaining the FFFC building located at 1903 N 2<sup>nd</sup> St and improving this public facility will benefit the residents of and revitalize the Sunnyside neighborhood. With these improvements FFFC will continue to provide hunger relief and literacy services to youth, seniors, persons with special needs and those experiencing homelessness for years to come.

**8. If applicable, indicate whether the project takes place in one of the four target neighborhoods (5 Points)**

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

The Flagstaff Family Food Center: Food Bank and Kitchen's Food Center and Kitchen Rehabilitation project takes place in the target neighborhood of Sunnyside.

**9. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2016/2020 Consolidated Plan. (Include activity, special population, priority level and 5-year goal). (10 Points) The plan is available at [www.flagstaff.az.gov/housing](http://www.flagstaff.az.gov/housing)**

The Flagstaff Family Food Center: Food Bank and Kitchen's Food Center and Kitchen Rehabilitation project is consistent with the needs, priorities, goals and objectives identified in the City of Flagstaff Program Year 2016/2020 Consolidated plan. On page 4 of the Executive Summary Facility Improvements is identified as a high priority level activity with a 5-year goal of assisting 500 people, specifically those facilities located in a target neighborhood and serving youth, seniors, persons with special needs and individuals and families experiencing homelessness. Additionally, the activity of ADA accessibility improvements is listed as a low priority with a 5-year goal of assisting 500 people. This FFFC project aligns with this goal as restroom renovations, flooring and new tables will make the Food Center ADA compliant and more accessible to persons with disabilities or special needs.

**10. Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within Flagstaff city limits? (10 Points)**

In Arizona, more than 1.23 million people - suffer from food insecurity, or the inability to provide enough food to feed the household. Lack of consistent access to adequate food is a problem for 1 in every 6 Arizonans and 1 in every 4 children in Coconino County. 36.1% of households with children in the greater Flagstaff area experience food hardship every year which is defined as not having enough money to buy needed food during the previous twelve months. 27,220 people in Coconino County are considered food insecure which is 19.9% of the population. Of these 27,220 about 69% qualify for programs like WIC and SNAP but nearly 30% are above the threshold for these social safety net programs.

In Flagstaff, 69.1% of individuals living below the poverty level worked at least part time. These individuals are considered the working poor and they live from paycheck to paycheck without savings. When faced with a car repair, an increase in rent, or a medical emergency, these individuals and families fall behind in payments and cannot free themselves from crushing debt and are forced to choose between buying groceries and paying household bills.

Children are particularly vulnerable to the economic challenges facing Flagstaff families today. Children who grow up struggling with food insecurity and lack access to healthy food are at a greater risk of suffering life-long health related hardships and educational setbacks. Research

shows an association between food insecurity and delayed development in young children; risk of chronic illnesses like asthma and anemia; and behavioral problems like hyperactivity, anxiety and aggression in school-age children. The adults that food insecure children grow to become struggle to maintain consistent employment and are more likely to encounter health issues such as type 2 diabetes and obesity.

Food insecurity is a problem in every community around the country, but especially in high cost of living communities like Flagstaff, families struggle to make ends meet and too often must prioritize others bills above food. More than ever seniors, children, and the working poor need help attaining consistent access to nutritious food.

In a survey of FFFC clients, conducted in the summer of 2018 just 8% of individuals reported making over \$24,000 per year while 79% reported making less than \$12,000 annually. More than 75% clients surveyed stated they relied on the hunger relief services provided by FFFC to meet their nutritional needs every week.

**10a. How will you identify success? Describe how your successes will be monitored beyond CDBG requirements**

The Flagstaff Family Food Center: Food Bank and Kitchen will determine this project a success by tracking numbers of individuals assisted by the current programs as well as by the ability to expand programming. CDBG funding for facility improvements will allow FFFC to focus needed funds on expanding program reach and service both within Sunnyside to other social-service agencies. FFFC continued to see increased demand and need for hunger relief services. FFFC defines success as not only the ability to meet this demand and need for services but also on the ability to create new programs that serve community members in need and create pathways out of poverty.

**11. Briefly describe the scope of the community collaboration surrounding the proposed project. (10 Points)**

- 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.**

Community support for the Food Center and Kitchen Rehabilitation project is broad. Local social service agencies like Catholic Charities, Coconino Community Services and the Veterans Resource Center interact with individuals who rely on assistance from the Flagstaff Family Food Center daily. In addition to informal support from local social service agencies FFFC collaborates with Flagstaff Shelter Services to provide over 85,000 meals to FSS clients experiencing homelessness. Sack lunches are delivered on week days to NACA, the Flagstaff Public Library, the Front Door and Salvation Army for individuals accessing services provided by these agencies and in need of hunger relief. FFFC has formal partnerships with St Mary's Food Bank Alliance and Flagstaff Shelter Services. St Mary's Food Bank Alliance provides over \$3,000,000 of in-kind food support for use in all the FFFC programs.

**11a. Are you using leveraged funding? Keep in mind the leveraged dollars MUST tie to the project activity. Be specific, citing additional leverage<sup>3</sup> funding sources, agreements, staffing partnerships, etc (included in question 11 – 10 points)**

The Flagstaff Family Food Center is leveraging funding from the Association of Arizona Food Banks and a private foundation to complete the non-capital portions of the rehabilitation project. AAFB provided \$7,000 to repair the walk-in cooler and the private foundation will provide up to \$10,000 to replace 12 tables for the community dining room. Additionally, FFFC has identified fundraising dollars that will be used for administrative costs associated with the project.

**12. Is your agency participating in coordinated entry, also known as Flagstaff's Front Door? If so, please provide the agencies MOU or a letter from the continuum of care. (10 points)**

The Flagstaff Family Food Center supports Flagstaff's Front Door and participates in the Continuum of Care. Letters from both are attached.

**13. Briefly describe: (10 Points)**

- 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?**
- e) Has your agency ever requested a budget amendment or contract extension? If yes, why?**

The Flagstaff Family Food Center has utilized over \$200,000 in capital grant funding and in-kind donations of work for rehabilitation projects at both the kitchen and warehouse locations. The Flagstaff Family Food Center is prepared to organize and manage a project of this scope and has the capacity to handle the project from start to finish. FFFC staff is capable of all necessary functions for administering this grant. While FFFC has not administered a federal or state grant yet the project lead has extensive experience with federal and state grant management. FFFC has never been asked to return awarded funds nor requested a budget amendment or contract extension on any previous or current grants.

**14. Divide the execution and administration of the project into areas of responsibility by providing the following: (10 Points)**

- a) Names, titles, and resumes of all staff involved with carrying out these areas of responsibility**
- b) Job descriptions for any new positions created for the proposed project N/A**
- c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)**

Fundraising and Volunteer Specialist Kristine Pavlik will be the project manager for the Flagstaff Family Food Center: Food Bank and Kitchen Food Center and Kitchen Rehabilitation project. Kristine has extensive experience with project and federal grant management. Her resume is attached below. Kristine will work with Facilities and Program Manager, Tim Joyce (resume attached below) to hire a general contractor who will provide construction and project manager for the entirety of the project. Vanessa Nicolai, Administrative Assistant will provide accounts payable services and assist with the grant billing process as well identifying bank financing if necessary. No new positions will be created by this project.

- 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 11- organization chart.**

The staff positions associated with the project include:

Kristine Pavlik, Fundraising and Volunteer Specialist – In-house agency staff

Tim Joyce, Facilities and Programs Manager – In-house agency staff

Vanessa Nicolai, Administrative Assistant – In-house agency staff

To be determined General Contracting Company – Contracted assistance

Only the contracted assistance will be funded by CDBG funds.

**15.Tab 7 of the check list requests a Schedule of Completion for this proposed project. In Appendix D, provide the following: (10 Points)**

**a) A narrative summary describing the expenditure of CDBG Funds**

**b) Explain the rate of expenditure and the predicted progress of the proposed schedule**

**c) An estimated completion of project. *Note: The City of Flagstaff has timeliness expenditure requirements with HUD, therefore all contracts need to be spent in a timely manner.***

The Flagstaff Family Food Center: Food Bank and Kitchen's Food Center and Kitchen Rehabilitation Project will complete within 9 months of receipt of the CDBG Award Notice to Proceed. The first 3 months will be spent hiring a general contractor to oversee the project and beginning the design/plan drawing process as well as obtaining all necessary permits. Shortly after and weather permitting construction will begin. For the last 28 years the Flagstaff Family Food Center has served an evening meal with only 1 single night closure in that time period. Community members in need count on the meals and lunches provided by FFFC and construction will need to be completed swiftly to avoid any disruption in FFFC hunger relief services. Should the Notice to Proceed be released in September 2019, the Food Center and Kitchen Rehabilitation Project would be completed in its entirety by July 2020.

**16.Tab 8 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. (10 Points) a) Include any contract bids or quotes for construction projects.**

The Flagstaff Family Food Center: Food Bank and Kitchen will utilize CDBG Grant Funds to pay for rehabilitation, repair, renovation, equipment and installation for the Food Center and Kitchen Rehabilitation Project. The Flagstaff Family Food Center has identified funding from the Association of Arizona Food Banks and another private foundation for the walk-in cooler repair costs as well as for the purchase of new tables for the community dining room. FFFC will utilize dollars fundraised independently to fund all administrative costs. CDBG Grant Funds will be used to pay for the hire of a General Contracting company to complete the scope of work outlined in the attached project estimates provided by AHC Construction and Kinney Construction Services as well as the equipment estimates attached in the Narrative Attachment section.

## Schedule of Completion

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<b>Project Schedule</b>														
<b>City of Flagstaff</b>														
<b>Project Description:</b>	Food Center and Kitchen Rehabilitation													
<b>Implementing Agency:</b>	Flagstaff Family Food Center													
<b>Project Number:</b>														
<b>Persons Served:</b>	500 daily - 6,000 annually - 240,000 meals													
<b>Date Submitted:</b>	2/25/2019													
<b>Action Items:</b>	<b>Item/Project Description</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>	<b>4th</b>	<b>5th</b>	<b>6th</b>	<b>7th</b>	<b>8th</b>	<b>9th</b>	<b>10th</b>	<b>11th</b>	<b>12th</b>	<b>13th</b>
	1 Contract with General Contractor and begin permitting process	*	*	*										
	2 Roofing Work				*									
	3 Bathroom Renovations					*								
	4 Kitchen plumbing and equipment installations						*							
	5 Flooring Replacement							*						
	6 Exterior Water Station installation								*					
	7 Monitoring and Close Out									*	*	*	*	*

## Schedule of Completion Narrative

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The Flagstaff Family Food Center: Food Bank and Kitchen's Food Center and Kitchen Rehabilitation Project will complete within 9 months of receipt of the CDBG Award Notice to Proceed. The first 3 months will be spent hiring a general contractor to oversee the project and beginning the design/plan drawing process as well as obtaining all necessary permits. Shortly after and weather permitting construction will begin. For the last 28 years the Flagstaff Family Food Center has served an evening meal with only 1 single night closure in that time period. Community members in need count on the meals and lunches provided by FFFC and construction will need to be completed swiftly to avoid any disruption in FFFC hunger relief services. Should the Notice to Proceed be released in September 2019, the Food Center and Kitchen Rehabilitation Project would be completed in its entirety by July 2020.

# Budget

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

Project Description: Food Center and Kitchen Rehabilitation  
Kitchen  
Project No.:  
Date: 2/25/2019  
Persons Served: 500 daily - 6,000 annually - 240,000 meals served

Item/Activity	Item/Activity Description	Source 1 CDBG	Source 2 Other Grant Funding	Source 3 Fundraising	Project Totals
<b>1</b>	<b>Construction</b>				\$ 172,000.00
	A Plans/Permits and Pre-Work			3,000	
	B Flooring	40,000			
	C Restroom Renervations	12,000			
	D Dining Room Expansion	7,000			
	E Plumbing repair and equipment installations	8,000			
	F Roof replacement/repair	95,000			
	G Walk In Cooler Repair		7,000		
<b>2</b>	<b>Equipment Purchases</b>				\$ 23,000.00
	A Warmers	4,000			
	B Ovens	7,000			
	C Water Bottle Refill Station	2,000			
	D Tables (ADA Compliant)		10,000		
<b>3</b>	<b>Administrative</b>				\$ 12,000.00
	A Manager Oversight			4,000	
	B Accounts Payable			3,000	
	B Insurance, Accounting			5,000	
		175,000	17,000	15,000	\$ 207,000.00

## Budget Narrative

The Flagstaff Family Food Center: Food Bank and Kitchen will utilize CDBG Grant Funds to pay for rehabilitation, repair, renovation, equipment and installation for the Food Center and Kitchen Rehabilitation Project. The Flagstaff Family Food Center has identified funding from the Association of Arizona Food Banks and another private foundation for the walk-in cooler repair costs as well as for the purchase of new tables for the community dining room. FFFC will utilize dollars fundraised independently to fund all administrative costs. CDBG Grant Funds will be used to pay for the hire of a General Contracting company to complete the scope of work outlined in the attached project estimates provided by AHC Constriction and Kinney Construction Services as well as the equipment estimates attached in the Narrative Attachment section.

# Map of Project Location

2/24/2019

Flagstaff Family Food Center - Google Maps

Google Maps Flagstaff Family Food Center



## Flagstaff Family Food Center

Grocery store

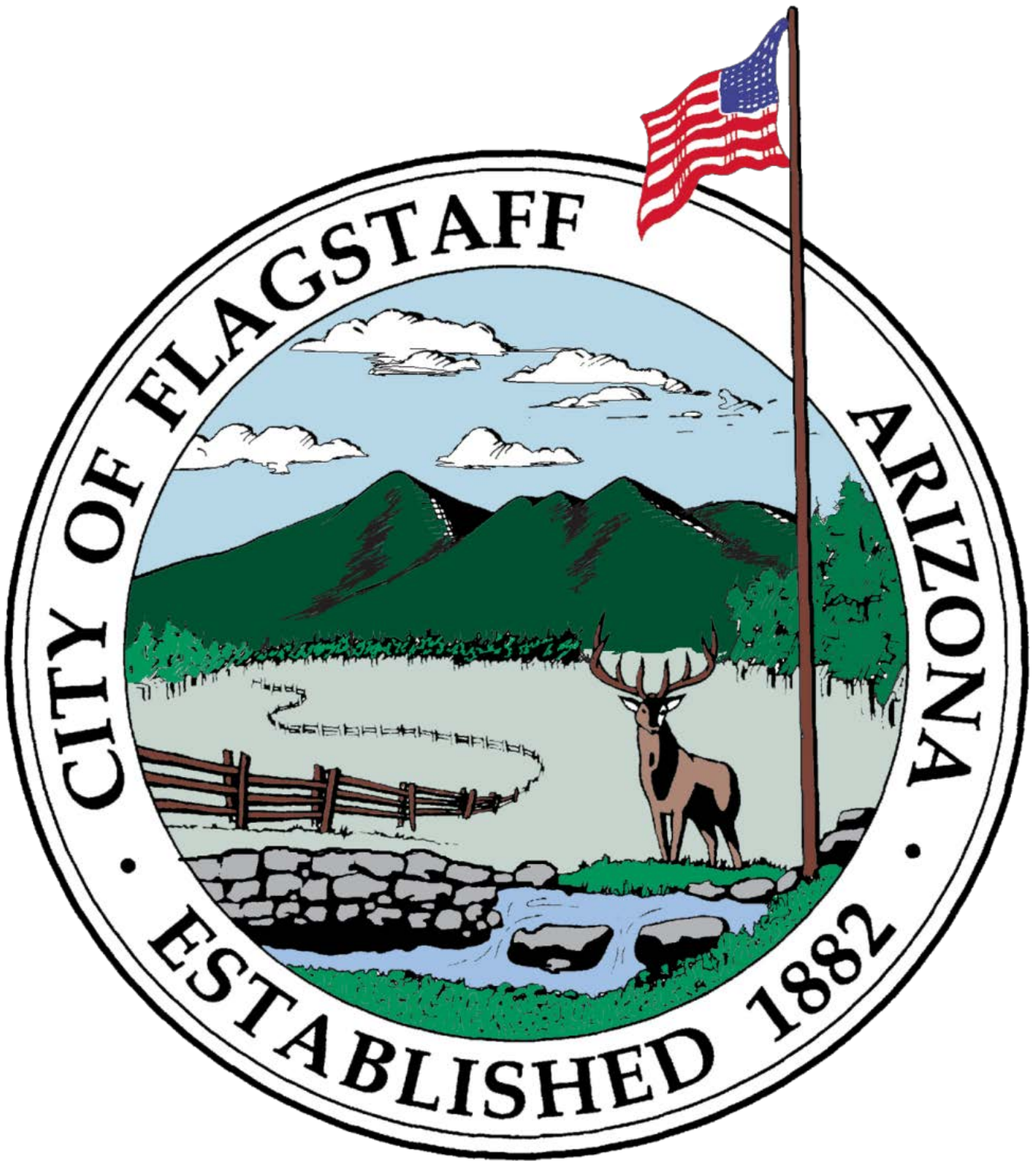
 1903 N 2nd St, Flagstaff, AZ 86004

 694M+MH Flagstaff, Arizona

[Add missing information](#)

[Photos](#)

<https://www.google.com/maps/place/Flagstaff+Family+Food+Center/@35.2067005,-111.6154666,18z/data=!4m5!3m4!1s0x872d8ed8f6acbab5:0x50e...> 1/2



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

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

**Amount of funds requested:** \$250,000

**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 Rick Emry
- Title Housing Rehabilitation Specialist
- Mailing address 211 West Aspen
- Fax number (928) 779-7684
- E-mail [remry@flagstaffaz.gov](mailto:remry@flagstaffaz.gov)
- Phone number (928) 213-2747

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

To preserve existing affordable housing stock and benefit low income home owners of Flagstaff, the City will conduct owner occupied housing rehabilitation. 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.

This program often serves seniors and disabled people and is one of the few programs that can keep people living in safe, decent, affordable housing as their abilities and income change.

Currently, there are 6 households on a waiting list for this program.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household) Minimum of 16 people (6 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     |





## Proposal Cover Page

**Name of Proposed Activity:** Employment Navigation Services for Individuals Experiencing Homelessness Project

**Agency Name:** Flagstaff Shelter Services

**Agency DUNS Number:** 833108801

**Agency CAGE Number:** 666CB

**Primary Contact:** Ross Altenbaugh, 928.225.2533 ext. 303 [ross@flagshelter.org](mailto:ross@flagshelter.org)



## Appendix E CDBG Project Ranking Form 2019/2020

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: **\$100,000**

Name of Project: **Employment Navigation Services for Individuals Experiencing Homelessness**

Public Service

Housing/Rehabilitation

Economic Development

### Additional Considerations:

\$200 Ratio of dollars per person benefitted by proposed project

1,649% 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 one of the following: (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)**

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

**No (0 points)      Yes (1 point)**

- Not applicable.
- 

**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 (10 points)**

Council's Priorities:

- a) Neighborhood Revitalization
- b) Housing – Rental and Ownership
- c) Homelessness
- d) Workforce Job Training
- e) Education/ Early Childhood Development

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

---

**8. Does the proposed project take place in one of the target neighborhoods?**

Target Neighborhoods: (5 points)

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

**0** 5

---

**9. How well does the answer document that the proposed project will meet the needs identified in the Program Year 2016/2020 Consolidated Plan? Are page numbers included? (10 points)**

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

---

**10. 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 for both questions 10 and 10a)**

**10a. How will you identify success?** Describe how your successes will be monitored beyond CDBG requirements

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

---

**11. 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?

**11a. Are you using leveraged funding?** Keep in mind the leveraged dollars MUST tie to the project activity. Be specific, citing additional leverage<sup>1</sup> funding sources, agreements, staffing partnerships, etc

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

---

**12. Is the agency participating in coordinated entry (Front Door)? Is a Memorandum of Understanding (MOU) or a letter from the Continuum of Care included?**

0    **10**

---

**13. 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 and state grants and complying with federal statutes?
- d) Has the agency ever been asked to return awarded funds?
- e) Has the agency ever requested a budget amendment or contract extension? If yes, was reasoning provided?

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

---

**14. 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 6 include all staff positions and CDBG proposed positions?

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

---

**15. Does Tab 7 (Schedule of Completion) include the following:** (10 points)

- a) A narrative summary describing the expenditure of CDBG Funds
- b) The rate of expenditure and the predicted progress of the proposed schedule
- c) An estimated completion of project.

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

---

<sup>1</sup> Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project. Federal leverage dollars are allowed with CDBG funding.

**16. Does Tab 8 include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG funds will pay for found in Appendix D? (10 points)**

a) For construction contracts, were bids and/or quotes provided?

(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)

- Fantastic local data from Flagstaff's Point in Time report. Ranking committee would have liked to understand what 38% of the organization's unduplicated clientele looks like.
  - The description of how successes will be measured is great!
  - Community demand is not shown in the application when it comes to the number of open jobs and how to sustain this project.
  - Community need for this project is clear, but the project details are lacking specificity (i.e. What are the distinct roles employees have? What is their relationship to help individuals move from homelessness to employment?)
  - How many people does the agency currently serve in comparison to the proposed 500 to be served with employment navigation services?
  - How many childcare scholarships will be provided at Haven? Are there other early childhood programs willing to partner?
- 

**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)

- An ambitious goal of finding permanent jobs for 500 individuals with potentially significant barriers requires more solid data and a better schedule to reflect that those jobs are needed and available to fill in our community.
- 

**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

- Please reference questions 1 and 2 for explanation.

---

**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)

## Executive Summary

**Agency requesting funding:** Flagstaff Shelter Services

**Agency DUNS Number:** 833108801

**Agency CAGE (SAM.org) Number:** 666CB

**Are you a participating member in the Coconino County Continuum of Care?** Yes

**Amount of funds requested:** \$100,000

**Project name:** Employment Navigation Services for Individuals Experiencing Homelessness

**Please indicate who will be the primary contact person for this project:**

- **Name:** Ross Altenbaugh
- **Title:** Executive Director
- **Mailing address:** PO Box 1808, Flagstaff, Arizona 86002
- **Fax:** (928) 255-5525
- **E-mail:** ross@flagshelter.org
- **Phone:** (928) 225-2533 x303

**Brief project description (4 to 5 sentences):** Through this project, Flagstaff Shelter Services (FSS) will fill an otherwise unmet community need for comprehensive workforce development services tailored specifically for individuals experiencing homeless. By providing employment case management and successfully addressing common barriers to job placement and retention, these services will intentionally expand economic opportunities for low-income households. FSS will utilize CDBG dollars to purchase discounted monthly bus passes for project participants and to support the salaries of two new staff members, an Employment Navigator and an Employment Program Supervisor. Following the peer-to-peer model, the Employment Navigator will be a formerly homeless individual who will be tasked with providing employment services to individuals experiencing homelessness, networking with local businesses, and brokering jobs for project participants. The Employment Program Supervisor will be responsible for hiring and training the Employment Navigator, as well as building strong community and employer partnerships.

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household)** 500 unduplicated individuals to be assisted annually

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

- Neighborhood Revitalization
- Housing – Rental and Ownership
- Homelessness
- Workforce Job Training
- Education/Early Childhood Development

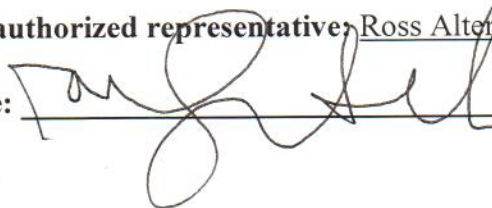
**Will the activity take place in a target neighborhood?** No

**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 Altenbaugh **Title:** Executive Director

**Signature:**



**Date:**

2/13/19

**Answer questions 1 - 3 for Public Service submissions only (10 points)**

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

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 mission of Flagstaff Shelter Services (FSS) is to provide individuals experiencing homelessness with crisis stabilization and the tools they need to achieve housing stability; regardless of faith, mental health, or sobriety. As the largest emergency shelter in Northern Arizona, FSS serves individuals along all points of the continuum. When a person's experience in homelessness begins, they enter through one of our community's "front doors", either at FSS or Catholic Charities. If in need of emergency shelter, the individual is welcome to stay at FSS, where shelter coordinators will ensure he/she has a safe, warm bed and access to medical care, laundry, healthy meals, hygiene supplies, and case management.

Many of these shelter clients, as well as other neighbors experiencing homelessness, are referred from Front Door to the FSS rapid rehousing program. This is where increasing income is critical. Therefore, in direct alignment with the mission of FSS, we are proposing adding workforce development services to our repertoire by implementing the *Employment Navigation Services for Individuals Experiencing Homelessness* project.

Employment services represent the missing piece of the homeless services puzzle. Therefore, the proposed project is a new but complimentary component to the existing system. Through this project, FSS will hire a skilled Employment Program Supervisor who in turn will hire, train, and mentor an Employment Navigator. Operating under the Intentional Peer Support model (IPS), the Employment Navigator position will intentionally be filled by someone with experience in homelessness and whose household income is 80% or less of the Area Median Income. The evidence-based IPS model was chosen for this project because individuals who have common life experiences with those they are serving "have a unique capacity to help each other based on

a shared affiliation and a deep understanding” of particular experiences (*Peer Support and Social Inclusion*, SAMHSA, 2015).

Both the Employment Program Supervisor and Employment Navigator will be tasked with providing employment case management, teaching basic employment skills, brokering jobs for project participants, and removing barriers to job placement and retention. Four of the common barriers include the following:

- Transportation
- Childcare
- Stable housing
- Continued education/certification

Through this project, participants will also receive assistance purchasing the items they need to be successful in the workplace, such as steel toe boots, appropriate workplace attire, and licenses/certifications. Expanding economic opportunities for individuals and families experiencing homelessness by offering employment services is an effective way of helping households transition from homelessness to permanent housing.

In addition to funding for the two salaried positions noted above, 17% of CDBG funds awarded will help address project participants’ transportation challenges, which can often be a barrier to employment placement and retention. This will be accomplished through the purchase of discounted, 30-day bus passes from NAIPTA for participant use, which will be distributed by the two Front Door Specialists (at Flagstaff Shelter Services and Catholic Charities). While the project intends to serve 500 unduplicated individuals, 1,000 bus passes will be purchased as we realized many people may need two months worth (or more) of transportation assistance. In 2018, AAA estimated the yearly burden of car ownership being \$8,849 per person. This figure - which includes the cost of fuel, maintenance, repairs, insurance, license/registration/taxes, depreciation and loan interest- indicates public transportation is the more cost-effective option for job seekers and newly employed individuals.

Beyond the CDBG funding period, the *Employment Navigation Services for Individuals Experiencing Homelessness* project will be sustained by generous individual donors and grant funding from foundation, corporate and government sources. By expanding its programming to offer workforce development services, FSS is opening itself up to countless new grant opportunities. Employment services that promote economic self-sufficiency are a common funding priority for large foundations, banks, credit unions, and other corporate partners. FSS has already discussed the proposed project with potential funders and has been invited to submit proposals in support of the project.

**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?)**

By operating the largest emergency shelter in the region, running a successful rapid re-housing program, and serving as one of two Front Doors for the coordinated entry project, the staff at Flagstaff Shelter Services (FSS) see the gaps in the local social service delivery system every day and are prepared to help fill them. Workforce development is one of these major gaps. While

there are other local agencies that offer workforce development services in Flagstaff, there is a glaring community need for low-barrier employment services for persons experiencing homelessness that includes case management.

The *Employment Navigation Services for Individuals Experiencing Homelessness* project will fill this gap, providing comprehensive workforce development services specifically tailored for individuals experiencing homelessness and the unique challenges they face. In addition to directly providing services, project staff will partner with and refer participants to other employment services providers as appropriate. FSS is not interested in duplicating existing community services, and local employment services providers agree this project will fill a gap in services that improve outcomes specifically among individuals experiencing homelessness. (See Tab 10 for letters of community support from Goodwill, The Literacy Center, and Quality Connections).

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**Answer question 4 for Economic Development submission only. (1 point)**

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4. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income people.

N/A

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

Please ensure that each question is accompanied with a thorough answer. Repetition is acceptable and proper placement to the answer could affect ranking points.

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**5. Describe the proposed scope of the project, including: (10 Points)**

- 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 completed etc.)

To respond to an identified community need for tailored, comprehensive employment services for individuals struggling with housing instability, Flagstaff Shelter Services (FSS) has designed and plans to implement the *Employment Navigation Services for Individuals Experiencing Homelessness* project. The project, which has been approved by the FSS Board of Directors and is currently in the planning stage, is expected to benefit 500 unhoused individuals. Most of these individuals will enter the system through Front Door Coordinated Entry and rely on emergency shelter.

To implement the proposed employment services, Flagstaff Shelter Services will hire a skilled Employment Program Supervisor. This position will be tasked with hiring, training, and mentoring an Employment Navigator. Together, these two staff members will serve 500 people annually, providing employment case management, teaching basic employment skills, brokering jobs for project participants, and removing barriers to job placement and retention. Additionally, to avoid duplication of existing community services, they will refer project participants to partner agencies as appropriate. FSS is committed to bringing the right collaborators to the table to

ensure project success, and this includes other employment services providers, local employers, and a network of reputable landlords.

**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. *Note: Your project does not need to align to all objectives. Be realistic.* Focus your response on: **(10 Points)**

- Providing decent housing
- Providing a suitable living environment
- Expanding economic opportunities principally for low-moderate income persons or neighborhoods.

The *Employment Navigation Services for Individuals Experiencing Homelessness* project is in direct alignment with the CDBG National Objective pertinent to Flagstaff of serving individuals that are defined by the Department of Housing and Urban Development (HUD) as low to moderate income (LMI) persons as it will benefit 500 extremely LMI persons. The project falls under the *Limited Clientele Category* (subcategory 2) since all individuals to be served will meet the federal definition of homeless as determined by HUD.

The *Employment Navigation Services for Individuals Experiencing Homelessness* project will provide case management-based workforce development services that remove barriers to economic advancement in order to meet the basic needs of some of the most vulnerable people groups in our community (individuals experiencing homelessness, many of whom are survivors of domestic violence, elderly persons, severely disabled persons, individuals living with HIV/AIDS, and illiterate adults). The proposed project will support two of the three CDBG Primary Objectives:

- **Providing decent housing:** The ultimate goal of every new project FSS undertakes, including the one being proposed, is to help extremely LMI persons secure permanent, decent, and affordable housing. In 2018, FSS permanently housed 355 people. This number is expected to grow even larger once tailored employment services are offered at FSS and economic advancement is accessible. As such, FSS will leverage its Housing Case Management staff to bring necessary housing stabilization that decreases barriers to employment retention.
- **Expanding economic opportunities for low-moderate income (LMI) persons:** The *Employment Navigation Services for Individuals Experiencing Homelessness* project expects to reach 500 extremely LMI individuals annually. As a result of the employment case management provided, the relationships built with local employers, and the removal of barriers to job placement, at least 300 people are expected to secure employment through this project each year. This means 60% of project participants will see a significant increase in stable income, which is a critical component of maintaining long-term housing stability. This is in direct alignment with the CDBG Primary Objective to expand economic opportunities to LMI households.

7. Identify how the proposal meets one or more of the City Council's CDBG Priorities: Note: *All Council Priorities need not be addressed with your project. (10 Points)*

- a) Homelessness
- b) Housing – Rental/ Ownership
- c) Neighborhood Revitalization
- d) Workforce Job Training
- e) Education/ Early Childhood Development

The proposed *Employment Navigation Services for Individuals Experiencing Homelessness* project meets three of the five City Council CDBG Priorities:

- **Homelessness:** All individuals served by Flagstaff Shelter Services (FSS) qualify under the Department of Housing and Urban Development definition of homeless. By expanding economic opportunities for this vulnerable population through comprehensive employment navigation services, the proposed project will contribute to decreased rates of homelessness in Flagstaff.
- **Housing – Rental/ Ownership:** Through this project, long-term housing will be addressed as it is a common barrier to employment placement and retention. Project staff will work closely with Flagstaff Shelter Services' (FSS) Housing Case Managers and a network of reputable, local landlords to help individuals and families receiving employment services secure affordable, permanent housing that they will soon have the income to maintain. Since FSS began employing Housing Case Managers and partnering with local landlords in 2015, over 600 individuals have been permanently housed, and 90% of them remain successfully housed to this day. By increasing households' income levels, the proposed project is sure to significantly increase the number of individuals and families who successfully transition from homelessness to permanent housing.
- **Workforce Job Training:** Serving 500 individuals annually, the proposed project will prepare individuals experiencing homelessness for success in the workplace and will remove barriers to employment placement and retention. Project staff will offer career advisement, resume building assistance, interview practice, assistance enrolling in certification programs, transportation to/from job interviews, and wrap-around supportive services. Individuals with minimal work experience will be connected to apprenticeships, on-the-job training, and job shadowing opportunities. Additionally, because soft skills are important indicators of job performance and retention, project participants will learn appropriate workplace communication, the importance of a strong work ethic and positive attitude, time management skills, how to accept and learn from criticism, and problem-solving skills. All of these services will prepare individuals well for employment success, thus promoting housing stability and economic self-sufficiency. Lastly, the Employment Navigator position will be filled by somebody with lived experience in homelessness who is living at or below 80% AMI. Following the train-the-trainer model, this person will be trained and mentored by the Employment Program Supervisor, thus increasing the skills and income of the Employment Navigator.

8. If applicable, indicate whether the project takes place in one of the four target neighborhoods (5 Points)

N/A

9. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2016/2020 Consolidated Plan. (Include activity, special population, priority level and 5 year goal). (10 Points)

The *Employment Navigation Services for Individuals Experiencing Homelessness* project will benefit extremely low-to-moderate income households with activities consistent with the CDBG category: *Human Services and Economic Opportunities, including services for people experiencing homelessness*. Additionally, the project directly meets goals outlined in the City of Flagstaff's 5-Year Consolidated Plan as it addresses the following:

**Priority Need:** Public Services & Economic Opportunities

**Activity:** Service and facility operating support

**Special population:** Yes (Individuals experiencing homelessness)

**Priority level:** High

**5 year goal:** 2,000 people

**Priority Need:** Public Services & Economic Opportunities

**Activity:** Employment & Job Training Support Services

**Special population:** No

**Priority level:** Low

**5 year goal:** 5 people

**Priority Need:** Addressing Homelessness

**Activity:** Service and facility operating support, including outreach

**Special population:** Yes (Individuals experiencing homelessness)

**Priority level:** High

**5 year goal:** 5,000 people

With 83% of the requested CDBG funds supporting the salaries of two new and crucial staff positions (an Employment Program Supervisor and an Employment Navigator), these CDBG funds will provide service operating support for the proposed project. In direct alignment with the City's two high-priority goals listed above, this project will benefit individuals and families experiencing homelessness in Flagstaff. It will expand economic opportunities by providing at least 500 individuals experiencing homelessness with tailored employment support services.

Project participants will also receive housing placement services from a Flagstaff Shelter Services (FSS) Housing Case Manager to quickly and successfully connect them to decent, affordable, permanent housing. FFS operates under the Housing-First model, the nationally-recognized approach for quickly connecting people to stable housing. This model focuses on moving people to long-term housing first and then providing the wraparound, supportive services they need to maintain that housing. This shortens individuals' stays in temporary shelters and

ensures households have the resources they need to maintain their housing and prevent a return to homelessness.

**10.** Provide recent statistics, data or other information to define the community need for the proposed project. Please be detailed regarding local needs within Flagstaff City Limits. **(10 Points)**

Homelessness is a significant challenge in Flagstaff that is both caused by and results in unemployment. A lack of employment income is often a contributing factor to people becoming homeless. At the same time, it can be extremely challenging to (1) obtain employment without a permanent address and (2) maintain employment without stable housing. The list of barriers to employment placement and retention for individuals experiencing homelessness is lengthy, with four common ones being transportation, childcare, stable housing, and continued education/certification. The *Employment Navigation Services for Individuals Experiencing Homelessness* project will intentionally and strategically address these and other barriers and will prepare participants for success in the workplace. After being hired, participants will receive follow-up services from project staff to address challenges and promote employment retention.

Like all Flagstaff Shelter Services (FSS) services, the ultimate goal of the project is to help individuals and families experiencing homelessness secure safe, long-term housing that they have the resources to maintain. Under Housing-First are two models: rapid rehousing (RRH) and permanent supportive housing (PSH). With only 207 PSH units in in Coconino County and an extremely long wait list (185 households currently waiting for a unit), PSH options are extremely limited in our community. PSH is also a more expensive option than rapid rehousing. For these reasons, RRH is the more appropriate solution for ending individuals' stays in homelessness in our community. Yet on the night of the 2018 Coconino Point-in-Time Count, 75% of sheltered households were in the most costly options- emergency shelter and PSH. That is because approximately one-third of individuals experiencing homelessness in Coconino County currently score into PSH when initially assessed. But because PSH units are so limited in our community, these individuals end up in lengthy stays in emergency shelter.

This can be resolved by helping individuals become eligible for less costly and more accessible housing options, like RRH. One of the simplest ways of doing this is by helping people secure employment and be successful in the workplace. This is precisely what the proposed project will do. It will make participants eligible for rapid rehousing by helping them increase their income. By expanding economic opportunities for individuals and families experiencing homelessness, this project will reduce individuals' barriers to the housing inventory available in Flagstaff.

Flagstaff's homeless services providers and employment services providers agree that employment services are the missing piece in the community's homeless services delivery system. These partners of Flagstaff Shelter Services- Goodwill, Quality Connections, and The Literacy Center- firmly believe case management-based employment services tailored to address the unique challenges faced by individuals experiencing homelessness is a necessary addition to the existing system. See Tab 10 for community support letters from Goodwill, Quality Connections, and The Literacy Center.

Data from the most recently published Point-in-Time Count supports the notion that, while employment services are already being offered to the general public by other local agencies, there remains a community need for workforce development services targeted specifically for individuals experiencing homelessness. In the 2018 Coconino Point-in-Time Count, there were 86 unsheltered households interviewed. Of these, 74 (86.04%) were in Flagstaff, and 33 (38.37%) reported that unemployment or loss of a job were contributing factors to their homelessness. In the 2018 Balance of State Point-in-Time Count (of which Flagstaff is a part), less than 16% of unsheltered individuals surveyed reported being employed (Arizona Department of Housing's *2018 Arizona Balance of State Continuum of Care Sheltered & Unsheltered Point in Time Report*).

**10a. How will you identify success?** Describe how your successes will be monitored beyond CDBG requirements

Indicators of success for the proposed *Employment Navigation Services for Individuals Experiencing Homelessness* project:

- An Employment Program Supervisor has been hired.
- Employment Program Supervisor has hired and trained an Employment Navigator (person with lived experience in homelessness who is living at or below 80% AMI).
- The Employment Program Supervisor and Employment Navigator have built relationships with 50 employer partners.
- At least 500 unduplicated individuals have received employment navigation services from FSS staff.
- A total of 200 unduplicated individuals have been referred to partner agencies, such as Quality Connections, Goodwill, or The Literacy Center.
- One thousand 30-day bus passes have been distributed to project participants.
- At least 300 individuals have seen an increase in income due to securing full- or part-time employment.
- At least 50% of employed participants have maintained their jobs for at least six months.
- At least 300 individuals have transitioned from homelessness to housing stability.

The Employment Program Supervisor and Employment Navigator will be tasked with tracking the majority of the above indicators of success. The two Front Door Specialists, however, will track bus pass distribution, and Flagstaff Shelter Services' Housing Case Managers will work in concert with employment staff to track transitions from homelessness to stable housing. Housing and income changes will be logged in the web-based Homeless Management Information System (HMIS), which any homeless services provider can access. Case notes kept up-to-date by employment staff will be used to track individual participants' progress and the overall program impact. Information collected and analyzed will include services accessed by participants, basic skills progress, obtainment of high school diploma (or GED) and occupational skill certificates, employment status, hourly rate increases, and amount of financial or in-kind support received through the project (for work boots, appropriate work clothes, etc). The Employment Navigator will collect data monthly and report on it to the Employment Program Supervisor, who will be tasked with sharing project successes and challenges with Flagstaff Shelter Services' Executive Director and partner agencies.

11. Briefly describe the scope of the community collaboration surrounding the proposed project. (10 Points)

- 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 success of the proposed project will be in large part due to strong collaborations with local employers, landlords, and other service providers. These partnerships will equip Flagstaff Shelter Services (FSS) to successfully help individuals experiencing homelessness obtain and maintain employment that enables them to achieve long-term housing stability.

a) A listing of community collaborations providing leverage are as follows:

- **Flagstaff Family Food Center (FFFC)** will provide daily meals to individuals receiving employment services through FSS. Offering a leverage total of **\$323,025**, this agreement will ensure individuals experiencing homelessness have access to nutritious food as they prepare to enter the workforce.
- **Flagstaff Shelter Service (FSS)** will leverage a total of **\$1,222,646** for this project. This includes building assets (\$982,646), program support services (\$10,000), direct client support (\$5,000), 33% of the Director of Programs' salary (\$20,000) for project oversight, and 75% of three Housing Case Management staff salaries (\$90,000) to bring necessary housing stabilization that decreases barriers to employment placement and retention. It also includes leveraged funds from Arizona Department of Housing (\$115,000) – See Tab 16 for Funding Agreement.
- **Front Door Coordinated Entry** will provide **\$80,000** worth of in-kind staffing support to the proposed project to ensure individuals participating in Front Door are referred to employment navigation services when appropriate and offered a 30-day bus pass to assist with transportation to access these services.
- **Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)** understands that transportation is one for the four critical barriers to gainful employment and will help address this by providing discounted 30-day bus passes for individuals receiving employment services through the proposed project. By providing 1,000 bus passes (valued at \$37,000) for only \$17,000, this will save FSS \$20,000. Additionally, NAIPTA donated two vans (valued at \$1,500 each) to FSS to further the day-to-day transportation needs of the shelter and to be used by the Employment Navigator. This brings NAIPTA's total leverage value for this project to **\$23,000**.

b) See Tab 9 for leverage/in-kind letters.

c) Other community supporters for this project include but are not limited to:

- **Goodwill of Central & Northern Arizona** sees the proposed project as complementary to the employment services offered at their Career Center and is looking forward to partnering with FSS to improve employment outcomes of individuals experiencing homelessness.

- **Quality Connections** views the proposed project as an effective way to move the needle for individuals experiencing homelessness and is thrilled to work in concert with FSS on the proposed project.
- **The Literacy Center** will continue to support the work of FSS by providing volunteers equipped with laptops to help shelter residents create resumes and fill out online job and housing applications.
- **Catholic Charities** offers their full support for the proposed project and agrees it addresses the missing piece of the homeless services puzzle.
- **Coconino County Community Services** is in full support of the proposed project and will promote project success by offering participants financial empowerment workshops, one-on-one financial coaching and utility assistance as appropriate.
- **U.S. Representative Tom O’Halloran** has visited FSS and fully supports the vital services the organization provides to communities in his district.
- **Walmart** supports the proposed project and will therefore set up a purchase order process with FSS to ensure that newly employed individuals experiencing homelessness have access to the workplace attire and footwear they need.
- **Haven Montessori Children’s Home** will offer support to the proposed project by offering childcare scholarship opportunities to families served by FSS as they enter the workforce. Haven will also make the FSS Employment Navigator aware of job opportunities within the school and will make job offers to suitable applicants referred by FSS employment staff.
- **Safeway, Sprouts, Camping World of Flagstaff, International Minute Press, Kit Carson RV Park, Deep Roots Landscaping, La Santisima, Eat n’ Run Café, Beaver Street Brewery, Mike & Ronda’s The Place, Jitter’s Lunchbox, Pizzicleta, Speedi’s Car Wash & Fuel, and Creative Spirits** are the project’s other employer partners. Each will work closely with the FSS employment staff to identify, hire, and train suitable job applicants. To address employment retention, these employers will also collaborate with FSS employment staff to ensure newly hired project participants have their comprehensive needs met (such as childcare, transportation, housing, and continuing education/professional development).
- **Greenlaw Garden Apartments, Gingerbread Cookie LLC, Highland Village Apartments, Wavertree Apartments and Millpond Village Apartments** will help households transition from homelessness to housing stability by welcoming rental applications from individuals receiving employment services from FSS.
- **Coconino County Adult Probation** sees great value in having the employment services that will be provided through the proposed project available to its clients who are experiencing homelessness and is therefore pleased to offer its support.
- **NAIPTA** has partnered with FSS since 2015 and is in full support of the proposed project.

See Tab 10 for community support letters.

FSS is committed to working in a system of coordinated assessment. This system includes recognizing what resources already exist and leaning on those partners in order to be strong stewards of community resources. For instance, FSS will refer individuals who are more appropriately served by another agency (ie: Goodwill, Quality Connections, and The Literacy

Center) instead of trying to recreate services that already exist in our community. FSS 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 Executive Director of FSS is an Executive Committee Member of the local Continuum of Care, Chair of the Systems Design Collaboration Steering Committee (Front Door), and sits as a member of the Balance of State Continuum of Care run by the Arizona Department of Housing. Membership in these collaborations promotes sharing best practices, setting local priority for resources, and coordinating services so as not to duplicate effort and waste valuable resources.

**11a. Are you using leveraged funding?** Keep in mind the leveraged dollars MUST tie to the project activity. Be specific, citing additional leverage<sup>3</sup> funding sources, agreements, staffing partnerships, etc.

The following funds will be leveraged to ensure the success of the proposed project:

- **Flagstaff Shelter Services (FSS)** will leverage a total of **\$1,222,646** for this project. This includes building assets (\$982,646), program support services (\$10,000), direct client support (\$5,000), 33% of the Director of Programs' salary (\$20,000) for project oversight, and 75% of three Housing Case Management staff salaries (\$90,000) to bring necessary housing stabilization that decreases barriers to employment placement and retention. Lastly, these leveraged dollars include unrestricted funding (\$115,000) from Arizona Department of Housing - see Tab 16 for Funding Agreement.
- **Flagstaff Family Food Center (FFFC)** will provide daily meals to individuals receiving employment services through FSS. Offering a leverage total of **\$323,025**, this agreement will ensure individuals experiencing homelessness have access to nutritious food as they prepare to enter the workforce.
- **Front Door Coordinated Entry** will provide **\$80,000** worth of in-kind staffing support to the proposed project to ensure individuals participating in Front Door are referred to employment navigation services when appropriate and offered a 30-day bus pass to assist with transportation to access these services.
- **NAIPTA** understands that transportation is one for the four critical barriers to gainful employment and will help address this by providing discounted 30-day bus passes for individuals receiving employment services through the proposed project. By providing 1,000 bus passes (valued at \$37,000) for only \$17,000, this will save FSS \$20,000. Additionally, NAIPTA donated two vans (valued at \$1,500 each) to FSS to further the day-to-day transportation needs of the shelter and to be used by the Employment Navigator. This brings NAIPTA's total leverage value for this project to **\$23,000**.

See Tab 9 for leverage/in-kind letters.

**12. Is your agency participating in coordinated entry, also known as Flagstaff's Front Door? If so, please provide the agencies MOU or a letter from the continuum of care. (10 points)**

Yes. Flagstaff Shelter Services is one of the two entry points for Flagstaff's coordinated entry program, Front Door, and we currently hold an executed Memorandum of Understanding with Front Door. See Tab 16 for a letter of MOU confirmation from the Front Door Chair.

**13. Briefly describe: (10 Points)**

- 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?
- e) Has your agency ever requested a budget amendment or contract extension? If yes, why?

a) Flagstaff Shelter Services (FSS) has a long history of responding to identified community needs by successfully developing and administering projects that directly address those needs. Since 2006, FSS has provided life-saving emergency shelter to Northern Arizona's most vulnerable residents experiencing homelessness, many of whom are turned away by every other agency (primarily because of criminal background, mental health status, or sobriety issues). For the first eight years, this was a seasonal operation designed to shield individuals from Flagstaff's extreme winter temperatures and inclement weather. Then in 2014, when the community identified the need for a year-round shelter, executive leadership and the Board of Directors made the commitment to keep FSS open 365 nights a year. Then when 86 beds a night was not enough on cold winter nights, services were expanded through the opening of a seasonal overflow shelter. This overflow program is successful thanks to robust partnerships with local faith congregations and has contributed greatly to a reduction in exposure deaths in Northern Arizona's subzero winter temperatures.

The services of FSS expanded again in 2015 when a community need for services that promote long-term housing stability was identified. To address this, FSS began offering a range of supportive housing services aimed at quickly and successfully connecting individuals experiencing homelessness to safe, affordable, permanent housing. By providing these services, FSS has shortened stays in homelessness, prevented returns to homelessness, and helped nearly 600 individuals transition to permanent housing (90% of whom remain housed remain successfully housed today).

Then in January 2017, in collaboration with Catholic Charities, FSS began Front Door, Flagstaff's coordinated entry process. This ensures individuals and families experiencing homelessness in Northern Arizona are referred to the most appropriate program, thus ending their experience in homelessness faster and more effectively.

In the coming months, FSS will break ground on an exciting expansion of its emergency shelter. This ambitious project, predominantly funded by 2018 CDBG funding, will add 77 more beds to our existing shelter, ensuring every adult experiencing homelessness in Flagstaff on a given night has a safe place to sleep and access to life-changing resources.

b) Needless to say, FSS has experienced significant growth over the past five years. Yet we believe the timing is exactly right to round out our dynamic services by adding the missing piece of the homeless services puzzle: employment services. FSS is prepared once again to address an unmet community need through the proposed *Employment Navigation Services for Individuals*

*Experiencing Homelessness* project. Due to the organization's success with past programmatic expansions, strong community partnerships, and experience successfully administering federal and state funds, FSS certainly has the capacity to begin offering tailored employment navigation services to individuals experiencing homelessness. A robust employer partner network has already been built, and the project has the support of other local employment services providers such as Goodwill, Quality Connections and The Literacy Center. See Community Support Letters in Tab 10.

c) FSS successfully administered the following CDBG grants, spending all funds without issue and complying with all statutes:

- 2018 - \$332,768 (in process)
- 2018 - \$60,000 (in process)
- 2017 - \$57,794
- 2016 - \$89,800
- 2015 - \$50,000
- 2014 - \$38,911

FSS also successfully administered the following Arizona Department of Housing Trust Fund monies without issue:

- 2018 - \$100,000
- 2017 - \$100,000
- 2016 - \$105,000
- 2015 - \$100,000
- 2014 - \$98,000

Lastly, FSS successfully administered the following Arizona Department of Economic Security funds without issue:

- 2018 - \$160,000
- 2017 - \$160,000
- 2016 - \$160,000

d) FSS has not had to return awarded funds at any point.

e) FSS has never requested a budget amendment or needed a contract extension.

**14. Divide the execution and administration of the project into areas of responsibility by providing the following: (10 Points)**

- a) **Names, titles, and resumes** of all staff involved with carrying out these areas of responsibility
- b) Job descriptions for any new positions created for the proposed project
- 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 11- organization chart.

a) Flagstaff Shelter Services' (FSS) in-house Director of Programs (to be hired, but not through this grant) will provide leadership, oversight, and administration to the proposed project.

With CDBG funding, FSS will hire a skilled, full-time, in-house Employment Program Supervisor who will serve as Project Manager. This new position will be responsible for the following:

- Hiring, training, and mentoring an Employment Navigator
- Ensuring smooth implementation of tailored employment services in order to best meet the needs of individuals experiencing homelessness
- Mentoring Employment Navigator
- Providing employment case management, including job readiness and basic employment skills training
- Addressing barriers (such as housing, transportation, childcare, and continuing education/certification/professional development) to job placement and retention
- Brokering jobs for project participants with local employer partners
- Further developing partnerships with employers, community partners, and other service providers
- Assisting in the development of funding proposals to support project sustainability
- Providing monthly project evaluation metrics to Director of Programs

Also as a result of CDBG funding, FSS will hire a full-time, in-house Employment Navigator. Using the peer support model, this new position will be filled by someone with experience of homelessness and whose household income is 80% Area Median Income. The Employment Navigator will be responsible for the following:

- Providing employment case management, including job readiness and basic employment skills training
- Addressing barriers to job placement and retention
- Brokering jobs for project participants with local employer partners
- Further developing partnerships with employers, community partners, and other service providers

b) See Tab 6 for the Employment Program Supervisor and Employment Navigator job descriptions.

c) The Employment Program Supervisor, who has yet to be hired, will serve as Project Manager of the proposed project.

d) FSS will continue to contract accounting services through a local CPA (Johanna Klomann) and grant services through a local fund development firm (Kominote Community Consulting).

e) For a listing of all staff positions, including proposed CDBG funded positions, see the Organization Chart found in Tab 11.

**15.** Tab 7 of the check list requests a Schedule of Completion for this proposed project. In Appendix D, provide the following: (**10 Points**)

- a) A narrative summary describing the expenditure of CDBG Funds

- b) Explain the rate of expenditure and the predicted progress of the proposed schedule
- c) An estimated completion of project. *Note: The City of Flagstaff has timeliness expenditure requirements with HUD, therefore all contracts need to be spent in a timely manner.*

a) See budget and budget narrative in Tab 8 for CDBG funds expenditure.

b) Upon notice of proposal ranking and the Department of Housing and Urban Development announcements, Flagstaff Shelter Services will hire the Employment Program Supervisor. Then once funding is released from the City of Flagstaff, FSS will be ready to fully implement the proposed project, beginning with hiring and training the Employment Navigator. See Tab 7 for Schedule of Completion.

c) FSS will spend down all funds and close out by the 12<sup>th</sup> month after the notice to proceed. See Schedule of Completion in Tab 7.

**16.** Tab 8 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. **(10 Points)**

See Tab 8 for project budget and budget narrative.



<b>Budget - Tab 8</b>		Source 1	Source 2	Source 3	Source 4	Project
Project Description:	Employment Navigation Services	CDBG	Other Grant FUNDING	Leverage FINANCING	In-Kind	TOTALS
Implementing Agency:	Flagstaff Shelter Services					
Project Number:						
Persons Served:	500					
Date:	2/11/2019					
Item and Activity	Item/Activity Description					
<b>1</b>	<b>Program Related Expenses</b>					
A	Program Support Services (Utilities, Computers, Supplies, IT)			\$10,000.00		\$10,000.00
B	Front Door Specialists (2)			\$80,000.00		\$80,000.00
C	Housing Case Managers (3)			\$90,000.00		\$90,000.00
D	Employment Program Supervisor	\$46,000.00				\$46,000.00
E	Employment Navigator	\$37,000.00				\$37,000.00
F	30-Day Bus Passes	\$17,000.00		\$20,000.00		\$37,000.00
G	NAIPTA Vans (2)				\$3,000.00	\$3,000.00
H	Food - Flagstaff Family Food Center				\$323,025.00	\$323,025.00
I	Direct Client Support			\$5,000.00		\$5,000.00
<b>2</b>	<b>Administration</b>					
A	Director of Programs Oversight			\$20,000.00		\$20,000.00
<b>3</b>	<b>Facility Value</b>					
A	Building			\$982,646.00		\$982,646.00
<b>4</b>	<b>Grant Leverage Resources</b>					
A	Arizona Department of Housing		\$115,000.00			\$115,000.00
CDBG Totals		\$100,000.00	\$115,000.00	\$1,207,646.00	\$326,025.00	\$1,748,671.00
Totals						

