

# City of Flagstaff

FY 2020 HUD Annual Action Plan



Submitted to the  
US Department of Housing and Urban Development  
**May 15, 2020**



Annual Action Plan  
2020

1

# Executive Summary

## AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

### 1. Introduction

The Annual Action Plan (Action Plan) is submitted to the U.S. Department of Housing and Urban Development (HUD) and serves as the formal application for the use of Community Development Block Grant (CDBG) entitlement funds received by the City of Flagstaff.

### 2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The Action Plan defines the one-year activities in relationship to the five-year goals and objectives of the Consolidated Plan covering Fiscal Years 2016-2020, submitted to HUD on May 15, 2016. The Action Plan provides a brief description of the programs and projects of the City of Flagstaff in Fiscal Year 2020-2021, as well as funding announcements for the CDBG program. The City established four priorities based on the analysis of market and community conditions, and input from Flagstaff residents and service providers:

1. Revitalization, Public Facilities & Infrastructure, Public Services & Economic Opportunities  
Addressing Homelessness Decent Affordable Housing

The Community Development Block Grant program is provided through the US Department of Housing and Urban Development (HUD) Office of Community Planning and Development. Due to its size and composition, the City of Flagstaff is classified as an 'entitlement community'. This means that Flagstaff does not apply for the CDBG program but is awarded CDBG funds at a level based on a HUD formula involving population and demographics. To receive CDBG funds, every five years the City must complete a Consolidated Plan and an Annual Action Plan, based on the Consolidated Plan that details the uses of funds. Congress' primary objective for CDBG is to improve communities, principally for low and moderate-income persons by:

1. Providing Decent Housing,
2. Providing a Suitable Living Environment, and
3. Expanding Economic Opportunities.

### 3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

Within the 2016-2020 Consolidated Plan and excluding administration, Flagstaff has leveraged \$1,177,287.11 in CDBG expenditures with \$4,805,665.71 in other, private or public funds.

Flagstaff is proud of prior year CDBG accomplishments and continues to utilize viable resources to improve the quality of life in this community. In all, approximately 6,050 individuals and an additional 31 households were beneficiaries of CDBG services during the 2018 Program Year.

The city strives to utilize CDBG funds in target neighborhoods; however, the actual distribution of funds to target areas depends on the number and type of proposals received. Last fiscal year, CDBG funding was not expended in the target neighborhoods. This fiscal year, the city will expend TBD% of CDBG funding citywide.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

The consultation and public participation process for the development of this year's Annual Action Plan consisted of three public meetings and one-on-one technical assistance with interested agencies. The draft Annual Action Plan was made available for public comment from March 1, 2020 to April 1, 2020. The funding allocations in this plan were brought to the City Council during a public meeting and were approved by City Council on April 7, 2020.

Flagstaff City Council's CDBG priorities for 2020 are homelessness, housing (rental and ownership), workforce job training, education (early childhood development) and neighborhood revitalization. The first public meeting, held on January 30, 2020, began the Annual Action Plan process. It introduced the public to the planning stages and solicited public participation for the CDBG Request for Proposal process. On February 28, 2020, a public meeting was held to discuss and receive comment on the proposals submitted.

On April 7, 2020, staff presented the ranked proposals to City Council and received final decision on the selected proposals at the City Council Meeting.

Notice of public meetings was published at least two weeks prior to each meeting in the Arizona Daily Sun, a newspaper of general circulation and to members of the local Continuum of Care. The Continuum of Care has developed an extensive mailing and email list that includes over 300 people who represent

organizations that serve homeless and at-risk households, mainstream service and housing agencies, community development organizations, civic leaders, etc. This list is used to regularly inform these agencies of planning efforts, funding opportunities, changes in policy and practice or any other information that agencies may find useful.

Emails and notices provided information about the topic of the forum or meeting, location, and how comments could be submitted if the person(s) was unable to attend. The forums and meetings were held in handicapped accessible locations. Accommodations for those with hearing and special language needs were made on an as needed basis when at least twenty-four-hour notice was provided to the City.

## **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

During the one-month public comment period, the below comments were received

- TBD

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

All public comments were accepted.

## **7. Summary**

Not Applicable

**PR-05 Lead & Responsible Agencies – 91.200(b)**

**1. Agency/entity responsible for preparing/administering the Consolidated Plan**

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	FLAGSTAFF	City of Flagstaff Housing Section

**Table 1 – Responsible Agencies**

**Narrative (optional)**

The City’s Housing Section is the HUD “lead agency” for the Consolidated Plan and Annual Action Plan. The Housing Section is part of the City’s Community Development Division. In addition to Housing, the Community Development Division includes the Engineering, Planning and Development Services sections.

The Housing Section works to address the shortage of affordable housing with several programs and tools. In addition to administration of the CDBG program, the Housing Section performs four primary functions.

- Research and Planning: Key to this focus area is the identification and maintenance of data pertinent to housing in Flagstaff and nationally, the creation and implementation of plans, the location and review of best practices and additional tools being used in other communities, and project specific planning.
- Policy: The development and subsequent implementation of policy initiatives are critical to the success of the City of Flagstaff’s overall housing and economic development goals. In general, policy development and implementation are designed to enhance City program effectiveness, identify gaps or underserved groups, and enhance the private sector’s ability to provide market-based solutions.
- Housing Programs and Development: This focus area encompasses programmatic areas, as well as the implementation of previous planning efforts, resulting in the creation of housing opportunities.

The City of Flagstaff Housing Authority (FHA) manages 265 public housing units, 333 Housing Choice Vouchers, 106 Veterans Affairs Supportive Housing (VASH) vouchers, 80 apartment-style residences for a non-profit corporation and 12 Single Room Occupancy (SRO) vouchers for Seriously Mentally Ill (SMI).

### **Consolidated Plan Public Contact Information**

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## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

**Provide a concise summary of the jurisdiction’s activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I))**

In developing the 2020 Annual Action Plan, the City consulted with agencies providing services related to housing, social services, elderly persons, disabled persons, persons with HIV/AIDS, children experiencing neglect, and individuals and families impacted by homelessness. Agencies participating in the Annual Action Plan public meeting were:

1. Catholic Charities of Northern Arizona
2. Coconino County Health and Human Services
3. City of Flagstaff
4. Southwest Behavioral Health Services
5. Flagstaff Shelter Services
6. The Guidance Center
7. Housing Solutions of Northern Arizona
8. Building Community Flagstaff
9. Salvation Army
10. Threaded Together
11. Health Choice Integrated Care
12. Desert Seeds / Semillas del Desierto
13. Habitat for Humanity

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.**

Activities that serve a special population, including homeless populations, and projects located in target neighborhoods received additional points in the ranking process. The City also gives points to activities

that evidence community collaborations including leverage, staffing partnerships, other formal agreements, and letters of support.

The City Housing Section works with coordinated entry, various agencies, committees along with City and County departments to coordinate resource delivery to eligible households. The City supports developers, when appropriate, that are seeking funding for Low Income Housing Tax Credits and provides support to other projects that will serve Flagstaff's low and moderate-income households.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS**

The City of Flagstaff is not an ESG grantee.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

The City participates with the Coconino County Continuum of Care (managed by the Arizona Department of Housing), including working groups, sub-committees and advisory groups around specific homeless and at risk-populations. These meetings bring together shelter providers, prevention providers, housing providers and agencies that deliver prevention, rapid re-housing, emergency and transitional shelter services and permanent supportive housing opportunities. City of Flagstaff staff participate on the Executive Committee.

The City has participated on the Point-In-Time (PIT) steering committee for the last three years and worked with Northern Arizona University to assist in developing the survey instrument for the Balance of State Continuum of Care. In addition, City Staff leads the Flagstaff Project Homeless Connect steering committee and the System Design Steering committee.

City staff has been instrumental in the creation of Front Door Coordinated Entry. The System Design Steering committee has created a single point of entry for coordinated assessment in the Flagstaff area, known as Front Door. Since January 2017, accessing housing and services has been dramatically simplified for those in crisis. When members of the community identify themselves to be in a housing crisis, they can access community services by entering the Front Door Program.

**Table 2 – Agencies, groups, organizations who participated**

**Identify any Agency Types not consulted and provide rationale for not consulting**

TBD

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Arizona Department of Housing	The Balance of State Continuum of Care (BOSCO) is a collaborative and inclusive community-based process for planning and managing homeless assistance resources and services effectively and efficiently to end homelessness in thirteen (13) counties of Arizona. Goals in Coconino County's BOSCO Strategic Plan include action items such as improving the implementation of Coordinated Entry; to continue conducting the County's annual Point in Time Count; to work collaboratively with stakeholders, funders and housing providers to create community housing needs assessment, etc.

**Table 3 – Other local / regional / federal planning efforts**

**Narrative (optional)**

The City participates with the Coconino County Continuum of Care (managed by the Arizona Department of Housing), including working groups, sub-committees and advisory groups around specific homeless and at risk-populations. These meetings bring together shelter providers, prevention providers, housing providers and agencies that deliver prevention, rapid re-housing, emergency and transitional shelter services, as well as permanent supportive housing opportunities. Flagstaff City staff participate on the Executive Committee. City staff also lead the Point-in-Time steering committee, the Homeless Connect steering committee and sit on the systems design steering committee.

## **AP-12 Participation – 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting**

The City of Flagstaff makes funding allocations based on community priorities and input. Priorities are determined by City Council and through input provided by the public, both in the planning and application processes.

Investments are allocated based on City Council's determination. Proposals for eligible activities are solicited through a formal Request for Proposals (RFP) process, which is open to qualified external organizations and City sponsored projects. Submitted proposals are evaluated and ranked, and a summary of the evaluation is presented to City Council for its review and consideration in making final funding decisions. A review committee consisting of City staff and external members determines a score for each proposal and makes recommendations to City Council based on the following priorities:

1. City Council annual CDBG priorities, 5-year Consolidated Plan and eligible CDBG funding  
The need for funds and the demand for the project are demonstrated;  
Geographic areas designated as target neighborhoods due to a disproportionate concentration of low income and minority populations;  
Projects that meet the previous criteria and address the Primary, National and Consolidated Plan Objectives of the CDBG program; and  
Projects that demonstrate the capacity to provide timely, compliant, and sustainable benefits to the community.

Activities that will serve a special population, including homeless populations, and projects located in target neighborhoods receive additional points in the ranking process. The City also gives points to activities that evidence community collaborations including leverage, staffing partnerships, other formal agreements, and letters of support.

The consultation and public participation process for the development of this year's Annual Action Plan consisted of three public meetings, a request for proposal process, and an invitation for written comment. Forums and meetings were conducted to solicit information on housing and community development needs and to elicit public comment on planned activities. The draft Annual Action Plan was made available for public comment from March 1, 2020 to April 1, 2020.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Internet Outreach	Non-targeted/ broad community	Emails were sent to over 300 member of Coconino County's Continuum of Care informing agencies of important dates for the 2020 Community Development Block Grant Schedule, public comment period and deadlines.	No comments received.		
2	Public Meeting	Persons with disabilities  Non-targeted/ broad community	On January 30, 2020 Housing staff held a public hearing to start the CDBG grant cycle and public participation process. The overview of the City's CDBG program assisted the public in understanding the possible funding available, eligible activities under the grant, City Council CDBG priorities, and the format of this year's CDBG process. 15 representatives from agencies attended.			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
3	Public Meeting	Persons with disabilities Non-targeted/ broad community	A public meeting was held by City staff on Friday, February 28, 2020 to review received proposals and to receive comments on the use of the City of Flagstaff's 2020 CDBG funds.	No comments received.		
4	Newspaper Ad	Persons with disabilities Non-targeted/ broad community	Arizona Daily Sun ad February 9 & 16, 2020 - Invited the public to second Public Meeting to discuss the use of CDBG funding on February 28, 2020 and City Council Meetings on April 14 and 21, 2020.			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
5	Public Meeting	Persons with disabilities Non-targeted/ broad community	On Tuesday, April 7, 2020, two public meeting were held by City Staff where City Council discussed and approved the submittal of the 2020 Annual Action Plan to HUD and use of the 2020 CDBG funds.			
6	Newspaper Ad	Persons with disabilities Non-targeted/ broad community	Arizona Daily Sun ad January 5 & 12, 2020 - Invited the public to the first Public Meeting to learn about the CDBG Grant Cycle and Public Participation process on January 31, 2020			

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
7	Newspaper Ad	Persons with disabilities Non-targeted/ broad community	Arizona Daily Sun ad March 22 and 29, 2020 - Invited the public to and served as a correction to previous ads for the City Council Meeting on April 7, 2020.			

**Table 4 – Citizen Participation Outreach**

## Expected Resources

### AP-15 Expected Resources – 91.220(c)(1,2)

#### Introduction

The amount of CDBG funding received by the City varies from year-to-year based on the federal budget. The City expects to receive between \$510,000 and \$650,000 each year during the next five years. The Annual Action Plan describes City allocations for the CDBG program during the coming year – PY2020-2021. These allocations fund activities to address goals for the primary Consolidated Plan areas: Affordable Housing, Homelessness, Community Development, Special Needs and Citizen Participation.

Additional federal funds to address goals were made available for public housing and programs addressing the needs of people experiencing homelessness. State government, local general funds and private resources are occasionally secured by the City or by local agencies for a variety

of uses.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	611,295	33,985	15,001	660,281	0	The City of Flagstaff's 2020 CDBG allocation totals \$611,295.

**Table 5 - Expected Resources – Priority Table**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

TBD

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

TBD

**Discussion**

TBD

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Owner-occupied Housing Rehabilitation	2016	2021	Affordable Housing	Citywide	Decent Affordable Housing	CDBG: \$100,000	Homeowner Housing Rehabilitated: 5 Household Housing Unit
2	Operating Support	2016	2021	Homeless	Citywide	Public Services and Economic Opportunities	CDBG: \$80,000	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 500 Households Assisted
3	Infrastructure for Affordable Housing	2016	2021	Affordable Housing Non-Housing Community Development	Sunnyside	Revitalization, Public Facilities & Infrastructure Addressing Homelessness	CDBG: \$142,281	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 8 Households Assisted Rental units rehabilitated: 8 Household Housing Unit
4	Employment & Job Training Support	2016	2021	Non-Housing Community Development	Citywide	Public Services and Economic Opportunities	CDBG: \$13,000	Public service activities other than Low/Moderate Income Housing Benefit: 2 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Facility Improvements	2016	2021	Non-Housing Community Development	La Plaza Vieja	Revitalization, Public Facilities & Infrastructure	CDBG: \$200,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2230 Persons Assisted

Table 6 – Goals Summary

### Goal Descriptions

1	<b>Goal Name</b>	Owner-occupied Housing Rehabilitation
	<b>Goal Description</b>	The City of Flagstaff will apply CDBG funds for its Owner-Occupied Housing Rehabilitation (OOHR). OOHR preserves existing affordable housing stock by eliminating health and safety hazards. It conducts home repairs, accessibility modifications which allows homeowners live in safe, decent and affordable housing. The services are available to low to moderate Flagstaff homeowners. 5 households would be served.
2	<b>Goal Name</b>	Operating Support
	<b>Goal Description</b>	Recognizing the interwoven relationship between stable housing and health and well-being, Flagstaff Shelter Services (FSS) partnered with North Country Healthcare, The Guidance Center, and Southwest Behavioral & Health Services in 2019 to design and implement the <i>Housing as Healthcare Program</i> . This innovative program enables Flagstaff service providers to better meet the comprehensive housing and healthcare needs of individuals and families experiencing a housing crisis by providing a single entry point for housing, community resources, medical care, and behavioral health services. Currently serving 300 unduplicated adults and children experiencing homelessness annually, FSS intends to grow the program to serve 500 people in 2021. CDBG dollars will support this programmatic expansion by partially funding crucial program staff salaries as well as bus passes for participants to get to/from housing and medical appointments.

3	<b>Goal Name</b>	Infrastructure for Affordable Housing
	<b>Goal Description</b>	CDBG Funding will be used to offset construction costs for the rehabilitation of the first floor of the “house” at Sharon Manor. We will transition the existing 8-unit communal living facility into eight independent studio apartments, providing for increased privacy for victims of domestic violence and enabling us to better serve households of various size and composition. This will be Phase II of construction on the “house” as we are also adding a section story of housing units to the site.
4	<b>Goal Name</b>	Employment & Job Training Support
	<b>Goal Description</b>	The Sewing and Textile Employment Pathway (STEP) program is a 9-month, 720-hour vocational training program in Flagstaff, AZ that expands economic opportunity for low to moderate income (LMI) residents and enriches our community. Housed in our Threaded Together Workroom, a full-service sewing shop in the Sunnyside/Lower Greenlaw neighborhood, this program provides women and vulnerable populations, specifically survivors of domestic violence, the opportunity to learn technical and employable skills in a safe and empowering environment. Through the STEP program, Threaded Together is also helping to develop viable urban communities by providing employment opportunities in walking distance of the targeted demographic. Our space is a hub of creativity and connection for all of Flagstaff, and aims to promote inclusion, accessibility, and diversity through arts education and vocational textile training for LMI residents.
5	<b>Goal Name</b>	Facility Improvements
	<b>Goal Description</b>	The 2015 La Plaza Vieja Neighborhood Specific Plan (LPV Plan) discusses a desire to calm traffic along its internal local streets and minor collectors. Specifically, Goal 12 and its associated policies and strategies address this desire. Clay Avenue is a minor collector identified in the LPV Plan as a candidate for traffic calming. A capital improvement project has begun its design phase to address neighborhood concerns along Clay Avenue. This capital improvement project aims to calm traffic and provide safer pedestrian crossings of Clay Avenue for residents and children of La Plaza Vieja. This improvement would allow for safe connectivity between residences and neighborhood parks across Clay Avenue by providing shorter pedestrian crossing distances, increased visibility of the pedestrians, improved ramps, and improved storm drain locations.

# Projects

## AP-35 Projects – 91.220(d)

### Introduction

In the 2020 CDBG process, five external agency proposals were received. There were one internal City of Flagstaff request. When program income is included and de obligated dollars are accounted for, the 2020 CDBG allocation is \$611,295. With this, all seven proposals requesting a total of \$891,640 in CDBG funding were received by the February 20, 2020 deadline. Recommendations were discussed and approved by the City Council at a public hearing with City Council on April 7, 2020. The following table identifies approved projects for the 2020-2021 program year with a budget of \$660,281.

### Projects

#	Project Name

Table 7 - Project Information

### Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

For FY 2020-2021, the City issued a request for proposals for CDBG activities. Proposals are evaluated based on CDBG eligibility and funding criteria that include the ratio of dollars per person that will benefit, percent of leverage funding, past successful CDBG contract administration, location of the project in a target area, and evidence of community collaborations. At least 70% of CDBG funds must serve low and moderate-income people and not more than 15% may be used for public services. Up to 20% may be used to cover administrative costs, including indirect costs. The largest obstacle to addressing underserved needs is insufficient funding, particularly for public services projects.

**AP-38 Project Summary**  
**Project Summary Information**

## AP-50 Geographic Distribution – 91.220(f)

### Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City has designated four target areas. These target areas encompass many of the areas of low-income and minority concentration and include:

- Sunnyside - Census Tract 3, Block Group 2, 3, & 4.
- Southside - Census Tract 8, Block Group 1.
- Pine Knoll - Census Tract 8, Block Group 2.
- La Plaza Vieja - Census Tract 11.02, Block Group 3

### Geographic Distribution

Target Area	Percentage of Funds
Sunnyside	22
La Plaza Vieja	30
Southside	0
Pine Knoll	0
Citywide	100

Table 8 - Geographic Distribution

### Rationale for the priorities for allocating investments geographically

Proposals are evaluated based on CDBG eligibility and funding criteria that include the ratio of dollars per person that will benefit, percent of leverage funding, past successful CDBG contract administration, location of the project in a target area, and evidence of community collaborations among other factors.

### Discussion

The City strives to utilize CDBG funds in target areas; however, the actual distribution of funds to target areas depends on the number and type of proposals that are received. This fiscal year, one hundred percent will be expended Citywide and zero percent of CDBG funds will be expended in the Target Areas.

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

One Annual Action Plan requirement is to provide information on the number of households that will benefit from affordable housing and the types of housing these households will be supported through. The following HUD tables define the City’s goals for the number of households that will be provided housing by housing activity.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	0
Non-Homeless	0
Special-Needs	0
Total	0

**Table 9 - One Year Goals for Affordable Housing by Support Requirement**

<b>One Year Goals for the Number of Households Supported Through</b>	
Rental Assistance	0
The Production of New Units	0
Rehab of Existing Units	0
Acquisition of Existing Units	0
Total	0

**Table 10 - One Year Goals for Affordable Housing by Support Type**

#### Discussion

Over the coming year, an estimated TBD households will receive housing stabilization services with rental assistance through Coconino County’s Housing Stabilization Program.

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

The City of Flagstaff Housing Authority provides 265 public housing units, 12 mod-rehab units, 333 housing choice vouchers and 106 Veterans Affairs Supportive Housing Vouchers. The public housing units are in good repair as the Housing Authority follows a system of ensuring that all major systems are well maintained. The Housing Authority develops a 5-year Plan to identify the capital needs of public housing developments and the methods by which living conditions will be improved for public housing residents.

### **Actions planned during the next year to address the needs to public housing**

All major systems within the developments are in good repair due to an established life cycling system. Identified capital needs include replacing water lines, siding, roofs, water heaters and countertops.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

The Housing Authority has multiple goals and objectives created to increase resident involvement including: ongoing surveys and formal annual resident input and participation to ensure the public housing environment is appealing and up-to-date; providing maintenance and repair training prior to occupancy; continuing resident education; partnering with the Boys and Girls club and the City Recreation Department to provide free on-site programs; and resident meetings, barbeques and newsletters to help residents with education, employment, job training and youth services.

### **If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance**

Flagstaff's Housing Authority is a high performing PHA.

### **Discussion**

The City of Flagstaff Housing Authority provides 265 public housing units, 12 mod-rehab units, 333 housing choice vouchers and 106 Veterans Affairs Supportive Housing Vouchers. The public housing units are in good repair as the Housing Authority follows a system of ensuring that all major systems are in good repair. The Housing Authority develops a 5-year Plan to identify the capital needs of public housing developments and the methods by which living conditions will be improved for public housing residents.

## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **Introduction**

The City is not a direct recipient of Emergency Solutions Grant funds from HUD yet invests a significant amount of financial and staff resources in addressing the needs of people experiencing homelessness and people with special needs. This section describes the City's one-year goals and actions for reducing and ending homelessness.

### **Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including**

#### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Continuum of Care members may apply for CDBG funds to assist street outreach, but with limited public service dollars, local agencies choose to apply for support in prevention and diversion programs. There are currently three nonprofit organizations that conduct outreach services, two of which only serve veterans. Funded programs are highly encouraged to participate in coordinated entry and the C of C's individual assessment plan (VI-SPDAT).

#### **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City and Coconino County's Continuum of Care members recognize the critical nature of Housing First and permanent supportive housing. **In the 2019 Point in Time Count 697 men, women and children were experiencing homelessness in Coconino County.** Approximately 801 people remain on income restricted complex waitlists which 1,250 people were on the waitlist in 2018. The high cost of housing and a 20% employment rate among individuals experiencing homelessness means that these individuals and families may require a longer stay in shelter or transitional housing.

#### **Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

The City will continue to support agencies that provide emergency and transitional housing to the extent allowed under the CDBG program. During the coming year, one agency will receive funds to support emergency shelter and housing services. The City and C of C members recognize the critical nature of Housing First and permanent supportive housing, yet the large number of homeless individuals and families, the high cost of housing and a 20% employment rate among homeless individuals means that

homeless individuals and families may require a longer stay in transitional housing. The City will also continue its active participation in the Coconino County Continuum of Care.

**Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.**

During the coming year the City will support Coconino County Community Services for their housing stabilization, a prevention program from homelessness. Operational dollars will be granted to Flagstaff Shelter Services for a program expansion that will ensure that every person experiencing homelessness in Flagstaff on any given night will have access to safe shelter and housing placement services. Collectively, the Continuum of Care and community leadership are committed to bringing a higher level of coordination of services to those experiencing homelessness in our community. The collaborative project serves as a “front door” to those experiencing homelessness. Front Door is a diversion program and provides a single point of entry into the shelter and housing system to streamline services, reduce shelter stay and length of time that individuals and families are homeless, increase program utilization and eliminate the need for households in crisis to “service hop.”

The City will continue to support agencies that provide emergency and transitional housing to the extent allowed under the CDBG program. The City will also continue its active participation in the Coconino County Continuum of Care.

The City of Flagstaff Housing Authority has focused on placement of homeless veterans through the VASH rental voucher program. Other agencies have a strong record of success in placing and keeping homeless individuals housed through rapid re-housing programs.

## **Discussion**

The City is an active participant in the local Continuum of Care and staff members participate in multiple committees and lead the annual point-in-time count (conducted for the Arizona Rural Continuum of Care.) The City will continue to implement VASH Vouchers for Veterans experiencing homelessness.

## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction:**

Affordable housing barriers are regulatory or financial systems that make it harder for developers to create affordable housing. Barriers to affordable housing development can occur at many levels – local, state and federal government, as well as related industries, such as the real estate, insurance and finance industries.

HUD defines a regulatory barrier as "a public regulatory requirement, payment, or process that significantly impedes the development or availability of affordable housing without providing a commensurate health and/or safety benefit." To identify potential local public barriers to affordable housing development, the City completed HUD's Regulatory Barriers checklist.

### **Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment**

Over the past decade, the City has taken extensive steps to remove barriers and promote affordable housing development, including the development of an Incentive Policy for Affordable Housing (IPAH), adopted in October 2009 and later integrated into the City zoning code. The IPAH is designed to foster the production of affordable housing units and is intended to reduce the deficit of all types of housing for households earning up to 150% of the Area Median Income (AMI). The IPAH incentivizes developments that commit to permanently affordable housing units through the reimbursement of development related fees. The Flagstaff Zoning Code also implements affordable housing incentives through various development standards like density bonuses and reductions to parking and resource protection.

### **Discussion:**

The IPAH incentivizes developments that commit to permanently affordable housing units. When a developer takes advantage of the incentives offered under the IPAH, the affordable units are legally committed to the intended population through occupancy, resale and rent restrictions.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction:**

In addition to establishing goals related to the use of CDBG funds, the City established HUD-required strategies to improve the delivery system, address lead-based paint hazards, reduce the incidence of poverty, and address barriers to affordable housing development. The City has also developed HUD-required program monitoring, and Minority- and Women Owned Business Enterprise Policies.

### **Actions planned to address obstacles to meeting underserved needs**

The development and subsequent implementation of policy initiatives are critical to the success of the City of Flagstaff's overall housing and economic development goals. In general, policy development and implementation are designed to enhance City program effectiveness, identify gaps or underserved groups, and enhance the private sector's ability to provide market-based solutions. At present, the greatest obstacle to meeting underserved needs is insufficient funding. The City addresses this obstacle by prioritizing CDBG projects that provide leverage funding to meet the needs of a larger number of people.

### **Actions planned to foster and maintain affordable housing**

The City's Incentive Policy for Affordable Housing (IPAH) is in the process of being revised and updated. Coordination between Housing and Planning staff is critical to ensure the document is functional over the long term. Outreach to the development community will be done when an initial revised draft is available. Concerns and suggestions from those stakeholder will be a helpful way to consider new incentives and other changes to the incentive policy. The IPAH standards may be applied to rental housing, homeownership housing, and shelter, as well as to expiring affordable housing developments.

### **Actions planned to reduce lead-based paint hazards**

Distribute lead poisoning and lead hazard information to participants in federally-funded programs and to any interested resident. The City plans to rehabilitate 6 homes during the coming year and will provide lead-based paint hazard information to an estimated 8 applicants for owner occupied housing rehabilitation assistance.

The City follows a multi-pronged approach to reduce lead hazards, integrating the following actions into housing policies and procedures:

1. Rehabilitation Projects. The City follows strict HUD guidelines for testing and abatement of lead-based paint and other hazardous substances and requires compliance from its contractors and subcontractors. Any structure built before 1978 that is proposed for rehabilitation under federal programs, is tested for lead-based paint. Notices and requirements regarding testing and

removal of lead-based paint are provided to program participants, contractors and project sponsors. The City has licensed contractors who are available to perform limited abatement and/or removal procedures if lead-based paint is present. Full abatement services are contracted with licensed contractors located outside of the City.

2. Section 8 Housing Choice Vouchers. The PHA inspects prospective dwellings constructed prior to 1978 that will have a child under the age of six residing therein, for compliance with EPA and HUD Lead Based Paint rules and regulations. The inspection includes visual inspections for chipped, peeling, chalking and deteriorated interior and exterior paint. Clearance testing may be performed after remediation by the property owner, to assure a lead-safe environment.
3. Public Education. Lead hazard information is distributed to participants in homeownership and rental programs.

### **Actions planned to reduce the number of poverty-level families**

The City will reduce the number of poverty level households by providing CDBG public services resources to local agencies that provide social supports, and eviction and foreclosure prevention. The City will also continue to rehabilitate housing units owner-occupied by households living at or below the poverty level to support these households in retaining quality, safe housing. Households living below the poverty level will also be made aware of the various local services available that provide an economic safety net and opportunities for increased earnings.

### **Actions planned to develop institutional structure**

The City of Flagstaff has well-developed and experienced institutional infrastructure for the delivery of housing and community development programs. The Housing Section works closely with nonprofit organizations to ensure that CDBG funds reach the neediest Flagstaff residents and neighborhoods. Organizations must annually apply for CDBG funds for eligible activities. The City also works closely with and is a member of the Coconino County Continuum of Care.

### **Actions planned to enhance coordination between public and private housing and social service agencies**

The City has developed an extensive mailing and email list that includes over 300 people who represent organizations that serve homeless and at-risk households, mainstream service and housing agencies, community development organizations, civic leaders, etc. This list is used to regularly inform these agencies of planning efforts, funding opportunities, changes in policy and practice or any other information that agencies may find useful.

The Flagstaff Community has implemented a Coordinated Entry System for those experiencing homelessness, known as the Front Door. The Front Door Specialist conducts an assessment using The Vulnerability Index – Service Prioritization and Decision Assistance Tool (VI-SPDAT). The Front Door

collaboration has united the Flagstaff community and the local Continuum of Care to fast track those in crisis to the best program to end that crisis.

On a weekly basis, a cadre of service providers meet for the Case Conferencing Team Meeting. Each case manager is representing his or her own agency that has signed the Service Provider MOU. The purpose of this meeting is to have a real-time discussion of each person or family on the community waitlist and to utilize scores from the VI-SPDAT to ensure fast and appropriate referrals to end homelessness for those on the list.

The Front Door is a cost-effective strategy; that prioritizes a community conversation about how the systems function together, where the gaps in services exist, and how to answer the need. No longer will those in crisis be forced to go from shelter to shelter to access services.

**Discussion:**

N/A

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction:

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	48,986
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>48,986</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%



