

# **CITY OF FLAGSTAFF**

## **Community Development Block Grant Proposals and Ranking Forms 2020**



**April 2020**  
**City of Flagstaff, Housing Section**  
**2323 N Walgreens St. Suite 2, Flagstaff, Arizona**  
**(928) 213-2749 (phone)**



**City of Flagstaff**  
**Community Development Block Grant Entitlement Funds**  
**Allocation Proposal Booklet with Ranking Forms**  
**2020**

<b><u>Housing Activities</u></b>	<b><u>Proposal/Project</u></b>	<b><u>Request</u></b>	<b><u>Ranking</u></b>
Housing Solution of Northern Arizona	Sharon Manor House Renovation	\$244,400	119
Housing Solution of Northern Arizona	Permanent Supportive Housing Acquisition	\$115,000	113
City of Flagstaff	Owner Occupied Housing Rehabilitation Program	\$100,000	Internal
City of Flagstaff	La Plaza Vieja Infrastructure	\$200,000	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	Housing as Healthcare Program	\$100,000	152
Threaded Together	Sewing and Textile Employment Pathway (STEP) Program	\$32,240	109
Tynkertopia	Full STEAM Ahead Job Training Program	\$100,000	53

*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.*

*Kristine Pavlik  
Housing and Grants Administrator  
(928) 213-2749  
Kristin.pavlik@flagstaffaz.gov  
2323 N Walgreens St. Suite 2  
Flagstaff, AZ 86004*

# CDBG Entitlement Funds Allocation 2020 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 7<sup>th</sup>, 2020 Council Meeting for consideration of the 2020 grant allocations and approval of the 2020 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 2020 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 30<sup>th</sup>, 2020**

- Display advertisement (January 5<sup>th</sup> and 12<sup>th</sup>, 2020 – AZ Daily Sun)
- Meeting to discuss the CDBG proposal process and the Annual Action Plan

### **Second Public Meeting – February 28<sup>th</sup>, 2020**

- Display advertisement (February 9<sup>th</sup> and 16<sup>th</sup>, 2020 – AZ Daily Sun)
- Meeting to review the submitted proposals and allowed public comment in preparation for making funding recommendations to City Council
- Display advertisement for meeting date change from April 14<sup>th</sup> and 21<sup>st</sup> to April 7<sup>th</sup>, 2020 (March 22<sup>nd</sup> and 29<sup>th</sup>, 2020 – AZ Daily Sun)

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 20<sup>th</sup>, 2020. Five external agency proposals were received along with two internal, City of Flagstaff requests.

The proposal ranking committee met on March 12<sup>th</sup>, 2020 at the Flagstaff Housing Authority 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.

HUD recently released the 2020 CDBG allocation amounts, the City will be receiving an allocation of \$611,295.00. Additionally, reallocated funds as well as prior and current year program income of \$48,986.00 will be combined with this amount for a total program year allocation of \$660,281.00.

Included in this packet for each external proposal are:

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

For additional information or questions please contact Kristine Pavlik, Housing and Grants Administrator at (928) 213-2749 or [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov).



# 2020-2021 City of Flagstaff CDBG Application

## Permanent Supportive Housing Acquisition

### Housing Solutions of N. Arizona, Inc.



DUNS #: 799570114  
SAM #: 46QB1

Primary Contact:  
Devonna McLaughlin  
[devonnam@housingnaz.org](mailto:devonnam@housingnaz.org)  
(928) 214-7456

Total Ranking: 113

## Appendix E CDBG Project Ranking Form 2020/2021

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:                           **\$115,000**                          

Name of Project:                           **Permanent Supportive Housing Acquisition**                          

Public Service

Housing

Economic Development

**Additional Considerations:**

  **\$44,061.30**   Ratio of dollars per person benefitted by proposed project

  **56.05%**   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 X**   Past successful CDBG contract administration (yes or no)

**Total Ranking: 113**

**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 committee notes that this proposal includes a large sum of money requested that will result in a benefit to only one family/household.
-

**Total Ranking: 113**

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

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

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

- The proposal did not provide details regarding why and how this particular form of housing solution is necessary and appropriate with CDBG dollars.
- To avoid assumptions based on vague information, the application would have been stronger if there was an explanation of how the organization serves SMI households; such as partnering with organizations that assist SMI populations; or have direct experience with keeping special populations permanently housed.

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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)**

- The answer lacks detail on the “how” and the “why”. For example, why is it hard to house individuals with permanent supportive housing who are severely mentally ill?
- Providing background to justify having someone live in a condo in a mixed-use development would make for a stronger answer and could have included information about best practices in regard to housing for SMI populations and the Housing First model.

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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**

Total Ranking: 113

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)

- The committee appreciates that this project intersperses a unit for an SMI household into the community rather than having multiple SMI households living in the same complex.

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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?

10a. How will you identify success? Describe how your successes will be monitored beyond CDBG requirements. (10 points for both questions 10 and 10a)

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

- More detail would have been helpful on how the impact on the family/household served would be measured.
- Case management support and how that will help an SMI household stay housed longer could have been explained and would have made for a stronger answer.
- How is the program encouraging tenants to engage in medical services in addition to social support services for complete wrap around services?

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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:

- Additional leverage
- Agreements, staffing partnerships, etc.
- 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 (10 points for both 11 and 11a)

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

Total Ranking: 113

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 answer 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)

- Would have been helpful to have information about the agency's history partnering with other organizations with a landlord/case management model.
  - No answer to question "e."
  - The organization is a successful and critical service provider in the community; however, the ranking committee didn't receive the level of detail necessary if they knew nothing about the organization and project proposed.
- 

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)

- Would have been helpful to see partner agency resumes, especially for the case manager employed by the partner organization.
  - Julieanne Ksiazek's resume does not show employment at Housing Solutions.
  - Why is Greg Pishkur's resume included?
-

**Total Ranking: 113**

**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)

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**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)

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**General Criteria:**

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

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

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

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

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**Total Ranking: 113**

**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

- The project does not appear cost effective.
- How much profit is Housing Solutions making on this property monthly? A financial proforma was missing.
- Is Housing Solutions contracting with a property management company to maintain the unit? There is no line item for ongoing maintenance.
- The letter from the bank does not match the budgeted amount.

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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)

- Some answers were not detailed enough to provide a thorough understanding of how the project meets CDBG and council goals in a cost effective way.
- Some answers were found in answers to other questions.
- The information on demonstrated need is vague and lacks background for why housing SMI households in Flagstaff is difficult.

**Total Ranking: 113**

**Executive Summary**

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

**Agency DUNS Number:** 799570114

**Agency CAGE (SAM.org) Number:** 46QB1

**Are you a participating member in the Coconino County Continuum of Care? (Yes or No)** Yes

**Amount of funds requested:** \$115,000.00

**Project name:** Permanent Supportive Housing Acquisition

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

- Name: Devonna McLaughlin
- Title: Chief Executive Officer
- Mailing address: PO Box 30134, Flagstaff, AZ 86003
- Fax number: 928-774-
- E-mail: devonnam@housingnaz.org
- Phone number 928-214-7456

**Brief project description (4 to 5 sentences):** CDBG Funding will be used for down payment, enabling Housing Solutions to purchase a newly constructed, one-bedroom/one-bathroom condominium. That housing unit will be leased to Catholic Charities, who will provide permanent supportive housing to a SMI household (severely mentally ill). Down payment assistance from CDBG funding will enable us to lower our monthly mortgage costs, ensuring the rental charge is within Catholic Charities rental limits.

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

**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:** Chief Executive Officer

**Signature:**  **Date:** February 19, 2020

Total Ranking: 113

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

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

Not Applicable as the proposed project is not public service.

2. **Clearly define how the proposed service is one of the following:**
1. **A new service.**
  2. **A quantifiable increase in the level of an existing service.**

Not applicable, as the proposed project is not a 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 the proposed project is not a 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 - for a definition of the below categories visit**

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

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

Not applicable, as the proposed project is not an economic development project.

**Total Ranking: 113**

**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).**

Housing Solutions of Northern Arizona, Inc. is a local nonprofit housing organization whose mission is to build opportunity for sustainable, affordable housing in northern Arizona. HSNA was founded in 1990 and has worked over the past 30 years to improve resources for local families. Our programs provide affordable housing options for Flagstaff families – from those experiencing homelessness to families struggling to avoid foreclosure and maintain homeownership.

Utilizing CDBG funds, HSNA proposes to purchase a newly-constructed 1-bedroom, 1-bathroom condominium from Miramonte Homes. Miramonte has City approval to build approximately 160 condo units on Ponderosa Parkway behind Starbucks and Culvers, centrally located in Flagstaff. We have signed a Letter of Intent with Miramonte to purchase a bottom floor, 1-bedroom unit in the first phase of construction. Miramonte's construction schedule shows that the condos should be complete and ready for sale next spring.

CDBG funding will be used as down payment to purchase the condo. We have an agreement with Catholic Charities to lease the condo to them; they will then work to provide permanent supportive housing a formerly homeless household. Catholic Charities has partnered with us in the past to benefit formerly homeless households through similar agreements. Catholic Charities is currently leasing three rental units from us – all have a benefit to low-income, formerly homeless households.

Under our agreement with Catholic Charities, they will provide ongoing case management to the client, ensuring they are successfully and stably housed. The wrap-around services are critical to client success and we couldn't do this type of project without their help.

The proposed project would help one formerly homeless household, approximately 2.61 persons.

The project is ready to move forward. If City Council awards CDBG funds to the project in April, we will enter into a formal purchase contract with Miramonte to purchase the condo unit. Miramonte's construction schedule aligns with the CDBG calendar, as we know we cannot utilize CDBG funds and purchase the unit until we get our Notice to Proceed. Expected construction completion in the spring of 2021 should occur after HSNA receives its Notice to Proceed.

We have attached the Letter of Intent documenting the agreement to purchase the condominium unit. Purchase price would not exceed \$229,900, as the unit is a market-

**Total Ranking: 113**

rate unit. The CDBG funds would enable us to reduce the mortgage on the property, reducing our monthly carrying costs and enabling us to rent the unit to Catholic Charities at a rental rate that is allowable under their permanent supportive housing program.

- 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 project would provide decent housing and provide a suitable living environment, as it creates a permanent supportive housing unit.

- 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 project will address homelessness and housing, as it will create one permanent supportive housing rental unit to benefit a formerly homeless, severely mentally ill tenant.

- 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 project is located in the Ponderosa Parkway development, which is located on Ponderosa Parkway and Route 66, just behind Starbucks and Culvers. It is close to public transportation, the Fry's grocery store and banking resources (inside Fry's). It is not located within 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 Year 2016/2020 Consolidated Plan. (Include activity, special population, priority level and 5 year goal). (10 Points)**

The proposal is consistent with the needs, priorities, goals and objectives identified in the City of Flagstaff Consolidated Plan. Specifically, the proposal would create a permanent supportive housing unit, which is identified a high-priority activity on page

**Total Ranking: 113**

4 of the Consolidated Plan. Specifically, the chart outlines the goal of increasing the supply of permanent supportive housing by 15 housing units.

**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)**

Permanent Supportive Housing has been identified as one of the biggest needs in our community to meet the needs of chronic homeless households. PSH offers affordable housing with ongoing case management services, ensuring individuals with higher housing barriers have the support and financial resources they need to remain permanently housed. According to data from the Flagstaff Front Door, there are 58 chronically homeless households in need of PSH and 105 non-chronic households in need of permanent supportive housing. The backlog of households who need permanent supportive housing is not surprising. There is little turnover in our current permanent supportive housing programs, as individuals and families who access PSH often are on fixed incomes and do not have the financial resources to

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

Success will be measured by our ability to purchase the rental unit on time and within the identified budget. We will also measure success based on the impact on a formerly homeless household, as they secure permanent housing and have case management support offered through Catholic Charities.

**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.**

Specific leverage letters are documented in question 11a. They are also provided in the tabs section. Leverage includes mortgage financing, case management services, furniture and rental assistance.

Letters of community support are provided in the appropriate tab section in this grant application.

**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)**

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## Total Ranking: 113

The proposed project will leverage the following sources of funding:

- Acquisition mortgage financing in the amount of \$110,000. This will be provided by bank partner National Bank of Arizona. Evidence of this leverage and the partnership with National Bank is documented in the leverage letter attached.
- Case Management services will be provided by Catholic Charities, who has a history of administering permanent supportive housing projects within our community. Their case manager(s) will work with the selected tenant to help ensure they are successfully and permanently housed
- Rental assistance will be provided by Catholic Charities, as they have contracts with the Arizona Department of Housing to provide rental assistance. The amount of assistance is documented at \$12,288, which represented 12 months of rent, at HUD fair market rent rates.
- Furnishings will be provided by Catholic Charities.
- Closing costs & purchase funding will be fundraised by Housing Solutions. We have a history of successfully fundraising to meet gaps such as these. The \$9,900 in funding gap is reasonable for us to fill, based on past performance.

### 12. 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) Housing Solutions of Northern Arizona (formerly BOTHANDS, Inc) has a long history of successfully administering CDBG projects in partnership with the City of Flagstaff. In the past, HSNAZ has successfully utilized CDBG funding for new construction as well as rehabilitation projects to increase homeownership and rental opportunities for low-income families. We have also successfully used CDBG funds to provide down payment and closing cost assistance programs, including our currently funded Housing Solutions of Northern Arizona Financial Assistance Program (BFAP), which utilizes CDBG funds for financial assistance to low-income households. Since 1999, Housing Solutions of Northern Arizona has partnered with the City of Flagstaff to administer its Community Homebuyer Assistance Program. (BOTHANDS did not administer the program for one year, as the contract was awarded to another agency.) Through our partnership with the City of Flagstaff, Housing Solutions of Northern Arizona successfully administered more than \$2.8 million in financial assistance (both CHAP and BFAP programs combined), leveraging \$36 million in private mortgages. We also provided homebuyer education and counseling to thousands of families preparing to purchase their first home. This project is similar to our most recent rental development project located at 2606 N. East St. At that site, we utilized CDBG and HOME funds from the Arizona Dept. of Housing to rehab one existing home and build a tri-plex to provide affordable rental housing opportunities. We successfully constructed the homes and leased the units to income-eligible households. Because of our experience in administering CDBG and federally funded

## Total Ranking: 113

projects, HSNAZ is aware of the administrative/reporting responsibilities associated with this grant and with how to ensure household eligibility.

- b)
- c) Housing Solutions of Northern Arizona has the capacity for undertaking and completing this grant within the timeframe provided because existing staff have the expertise and experience to administer the grant. Our CEO has extensive experience with development and construction projects, have completed several with HSNAZ utilizing federal funding. Our housing counselors are certified through *NeighborWorks* and our organization has adopted and follows the National Homebuyer Counseling Standards. Our Housing Counselors have experience screening eligible households to determine if they are able to rent one of our affordable units. They also have experience providing budget/credit counseling to help families meet their financial goals. In addition, HSNAZ is a HUD-approved counseling agency and, as such, follows HUD guidelines and regulations for file management, client tracking as well as client counseling standards. Finally, our construction company, AHC Construction, LLC, has experience constructing affordable and market-rate units. Greg Pishkur serves as the general contractor for AHC Construction and is the licensing party for our residential and small commercial construction license. Greg has extensive experience working with regulators, architects and engineers, subcontractors and contract laborers to get projects completed. He is also familiar with the administrative requirements of construction projects that utilize federal grants. Greg will serve as a consultant on the project, providing expertise as we work to identify and contract with an independent general construction company.
- d) In addition to having extensive experience successfully administering and completing CDBG projects in partnership with the City of Flagstaff, Housing Solutions of Northern Arizona also has experience with other federal and state grants. We have successfully utilized HOME funding through the State of Arizona to construct homes in Sunnyside and West Village Estates that helped increase the supply of safe, decent and affordable homes available to low-income working families. Our West Village Estates project was recognized by the State of Arizona with an Innovative Partnership Housing Hero Award. In May 2014, we completed construction on three new-construction and one rehab rental unit in Sunnyside utilizing HOME funds. This project resulted in four affordable housing units in Flagstaff. We also receive ongoing Supportive Housing Program funds from the federal government passed through the State of Arizona to help with the operational and support services costs at Sharon Manor. In addition to these funds, HSNAZ receives HUD funds through the Rural Community Assistance Corporation for housing education and counseling services. Because we receive funding from HUD, we are obligated to follow HUD standards for homebuyer education and counseling, as well as file management and client tracking. We are audited by HUD and/or RCAC regularly so we can ensure that our procedures and processes are compliant with regulations. We are a sub-recipient of the Arizona Dept. of Housing for National Foreclosure Mitigation Counseling funds (NFMC). These federal funds also require significant program compliance and regular audits. We have also had financial support for homebuyer education and counseling from local banks including National Bank of Arizona, JPMorgan Chase and Bank of America.

**Total Ranking: 113**

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

Date of Funding	Award Amount	Project
7/2003	\$58,141	New Home Construction (31C-03)
3/2006	\$100,00	Acq/Rehab (91C-05)
7/2006	\$30,000	Individual Development Accounts (101C-06)
7/2007	\$107,000	Acq/Rehab (90C-06)
10/2007	\$142,000	Housing Subsidy Grants (101C-07)
10/2007	\$24,031	Minor Rehab at Sharon Manor (121C-07)
11/2008	\$150,000	Acq/Rehab (91C-08)
1/2010	\$160,000	Housing Subsidy (101C-09)
6/2010	\$150,000	Rehab (91C-10)
6/2011	\$200,000	Down Payment Assist (101C-10)
6/2011	\$100,000	Down Payment Assist (101C-11)
6/2012	\$120,000	Down Payment Assist (101C-12)
6/2012	\$60,000	Rehab (91C-12)
5/2013	\$138,404	Down Payment Assist (101C-13)
5/2013	\$70,337	Job Creation (201C-13)
11/2014	\$150,000	Down Payment Assist (101c-14)
11/2017	\$120,000	Sharon Manor Apartment Rehab
To be awarded	\$240,000	Sharon Manor Expansion

- d) During the past 16 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.

**13. 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. HSNA is participating in coordinated entry. Evidence of this participation is included with our support letters.

**Total Ranking: 113**

- 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. Names, titles and resumes of all staff involved with carrying out these areas of responsibilities.

- 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 requested.
- Julieanne Ksiazek, Office Assistant (in-house staff) – Julieanne is the office assistant for HSN AZ. In this role, she will be responsible for ensuring all financial policies and procedures are followed.
- Case management services will be provided by community partner Catholic Charities (not employed by the agency).

\*\*\*Resumes for all positions can be found at Tab 6

b. Job descriptions for any new positions.

- At this time, we are not proposing to hire new or additional staff members to implement this project.

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

- Devonna McLaughlin, Housing Solutions of Northern Arizona CEO, is the project manager. Devonna is employed by the Housing Solutions of Northern Arizona, Inc., the applying agency.

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

- That designation is indicated in Question 12a above.

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

- The Organization Chart is attached. However, there are no CDBG-funded positions proposed in the grant.

**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.**

**Total Ranking: 113**

Please see Tab 7 with the Schedule of Completion

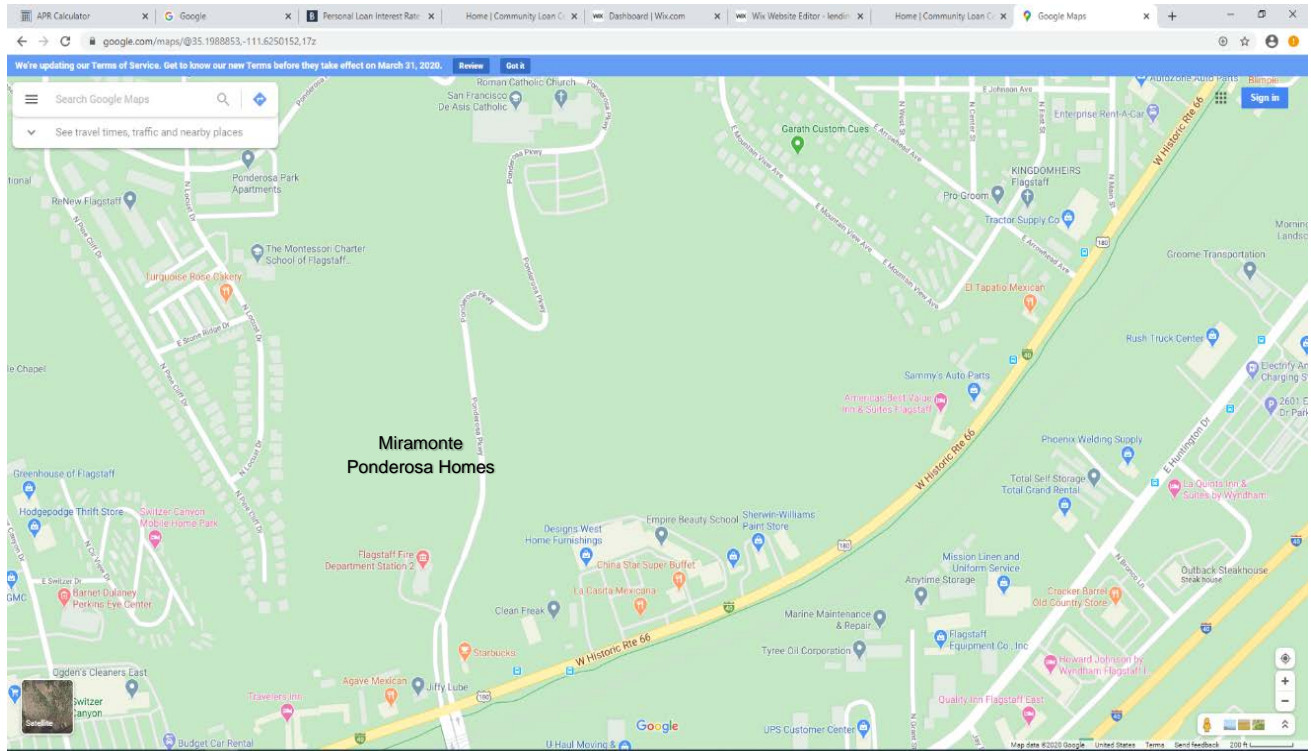
**16. Tab 8 of the check list requests a budget for this proposed project. In Appendix E, please provide a narrative summary describing exactly what CDBG funds will pay for. (10 Points)**

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

The budget and a budget narrative are included in the appropriate tab as part of this application.

Total Ranking: 113

Tab 5: Map of Project Location



**Total Ranking: 113**

**Tab 6: Job Descriptions**

# Devonna McLaughlin

69 W Travertine Trail  
Flagstaff, AZ 86001

Phone (928) 814-8271  
E-mail: devonnam@housingnaz.org

**Objective** Administer quality, safe and affordable housing opportunities to families and individuals in northern Arizona.

**Education** 1996 – 1999 Northern Arizona University Flagstaff, Arizona  
Bachelor of Science in Journalism Emphasis in News and Editorial Writing  
Minor in Business Administration  
3.92 G.P.A.

2001 – 2002 Northern Arizona University Flagstaff, Arizona  
Master’s Degree in English Emphasis in Rhetoric and Composition  
4.0 G.P.A.

Additional skills:  
Computer knowledge: Apple and IBM Grammar and AP style  
Quark Express Computer Design Program Intermediate Spanish  
Microsoft Office Programs

**Awards** Distinguished Journalism Scholar Dean’s List at NAU seven times  
Scripps Journalism Scholarship 1997-98 First Place Writing Competition 1996

**Organiz. Award** Most Valuable Partner Award – Home-buyer Education & Down-payment Assistance Programs 2014 HUD  
Housing Hero Award – Innovative Partnerships - West Village Estates Project 2006 State of Arizona

**Work** **CEO/Executive Director** Housing Solutions of Northern Arizona, Inc.  
2010 – Present

- Oversee and implement programs to further the mission of Housing Solutions of Northern Arizona, Inc.
- Responsibilities include fundraising, supervision, planning and visioning with Board of Directors, day-to-day operations of the organization and ensuring the fiscal health of the organization.
- Develop partnerships with key individuals/organizations to help the organization continue to grow and provide vital housing services.

**Assistant Director** BOTHANDS, Inc. 2004 – 2010

- Oversee and implement homebuyer assistance programs, including education & counseling, financial assistance programs and homes for sale.
- Responsibilities include grant writing, the creation and implementation of a donor recruitment program, public relations and awareness campaigns with respect to affordable housing.
- Market Homebuyer Assistance Programs to the community, key partners, media and others interested in workforce/affordable housing.
- Provide program information, including eligibility information, to prospective homebuyer clients via orientations and trainings.

**Community Relations Specialist** American Red Cross 2001 – 2004

- Responsibilities included public and media relations; volunteer management and training; special event coordination; fundraising; health and safety instructor; and youth coordinator.

**Graduate Assistant** Northern Arizona University 2001 – 2002

- Responsibilities included teaching Freshman Composition, English 105 courses and providing one-on-one tutoring and writing assistance.

**Navajo County Editor** White Mountain Independent 1999 – 2000

- Responsibilities included reporting, photography, layout, community relations and problem solving.

**Public Relations Intern** American Cancer Society 1999

- Responsibilities include public relations projects for the tobacco cessation program, cessation training, event planning and clerical duties.

**Total Ranking: 113**

## **Greg Pishkur**

6178 E. Abineau Canyon, Flagstaff, AZ (928) 380-9040 ironmountain@live.com

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### **SUMMARY OF QUALIFICATIONS**

- Extensive experience in all phases of residential and commercial construction
- A "sustainable/green builder" since inception of company
- Achieving budgetary targets and code compliance

### **RELEVANT EXPERIENCE**

#### **CONSTRUCTION BUSINESS MANAGEMENT**

- Owner of a successfully operating construction company  
Iron Mountain Contracting, Inc. Flagstaff, AZ ROC 225661
- Collaborate with architects and owners to create cost-effective designs
- Facilitate affordable "green" building techniques with clients through government tax credits and alternative practices
- Managed approximately 350 construction projects, including:
  - 🏠 New residential construction and apartment complex remodel/rehab
  - 🏠 Commercial tenant improvement
- Supervised 37 employees over a 600 square mile area for a major utility company

### **WORK HISTORY**

2009-present	Construction Manager	AHC Construction, LLC
2006-present	Owner/President	Iron Mountain Contracting, Inc.
1981-2006	Supervisor	Qwest Communications
	Cable repairman	U.S. West
	Lineman	Mountain Bell

### **EDUCATION**

BS Construction Management	Northern Arizona University	Flagstaff, AZ
Minor Business Management	Northern Arizona University	Flagstaff, AZ
Magna Cum Laude		
Journeyman Carpenter	Carpenters Local 609	Little Rock, AR

### **CERTIFICATIONS**

October 2017	BPI-Building Analyst Certification
February 2016	EPA-Contractor Supervisor
September 2015	OHSA- Compliance Specialist in Safety & Health
May 2015	NCHM-Fair Housing Accessibility
June 2014	EPA-Lead Abatement Certification
October 2010	AHERA-Asbestos Containment 40CFR 763.92 (a)(1) and (2)
July 2010	EPA-Lead Renovator, RRP 40 CFR 745.225

### **BUILDING AWARDS**

9/2010	Energy Star Award-Vickers Park Townhome Project (VP)
10/2010	Coconino Sustainable Building Program -Advanced Award (VP)
11/2015	Coconino Sustainable Building Program-Advanced Award- East Street Rental Project (Triplex and single residential home)

## Total Ranking: 113

### **Julieanne Ksiazek**

#### **Administrative Support II/Personal Assistant at Haven Financial Planning**

*Kelly@ Services – Bellingham, WA*

*July 2018 to November 2018*

- As Administrative Support II/Personal Assistant, I provided quality support including answering phone lines and greeting each client in a genuine manner, ensuring the documentation of required paperwork to assist with the flow of daily meetings.
- My daily activities included, but were not limited to, opening the office, maintaining a shared calendar with the Financial Planners, scheduling of personal and professional appointments including travel plans, money transfers and deposits online and in person, data entry including the implementation of market trades.
- Duties also included opening, maintaining, updating and reviewing client accounts including scanning, tracking and retrieval of missing documents, creating and mailing of client financial forms, inventory, ordering and use and management of p-card.

#### **Volunteer/Substitute Receptionist**

*Stuck Community Acupuncture - Flagstaff, AZ*

*April 2018 to June 2018*

- Impressed by the care and treatment that I received as a patient; I began volunteering at Stuck. Shortly after I began volunteering, I was hired as a substitute receptionist to work during a scheduled leave of absence for Stuck's full time office manager.
- While employed with Stuck my duties included, answering phone calls, responding to voice mail in a timely manner, readying the acupuncture room prior to opening and ensuring that all equipment and materials were in place to provide the best care for every patient.
- Other duties included scheduling, inventory, sales and accounting for daily transactions.

#### **Part Time/Weekend Receptionist**

*The Peaks Senior Living Community - Flagstaff, AZ*

*April 2014 to June 2018*

- As a part time/long term receptionist, I provided unparalleled service to the wonderful residents, resident families and the public. I performed basic office duties, included but not limited to, handling multiple phone lines, mailings and postage sales, coordination of outside vendors, assisted with transportation and maintenance scheduling systems as well as lead informative tours to prospective residents and their family members.

#### **Customer Service Representative/Outreach Specialist**

*Northern Arizona Regional Behavioral Health Authority (NARBHA)/Health Choice Integrated Care (HCIC) - Flagstaff, AZ*

*July 2015 to April 2018*

- Provided exceptional customer service to our members assisting with navigation of the, state funded Arizona Health Care Cost Containment System (AHCCCS), behavioral health system in Northern AZ, in a thorough and compassionate manner.
- Handled a variety of member and provider inquiries, insurance verification requests, complaints, billing questions and referral requests. I assisted members and clinical staff by collecting data to assist with the newly state mandated regulations regarding the current opioid epidemic.
- Acted as a liaison between members and clinical staff requesting an in-depth cross reference of medications designed to avoid overdoses and adverse reactions regarding prescribed medications. I also interfaced daily with internal and external partners to ensure the highest quality of services for our members.

#### **Administrative Assistant II**

*Northern Arizona Regional Behavioral Health Authority (NARBHA) - Flagstaff, AZ*

*April 2014 to July 2015*

- Managed and coordinated assignments for a variety of departments within the organization including, but not limited to, the Cultural and Diversity, Finance, Data Analyst, Claims and Clinical departments.
- Maintained the security of office files and records to ensure the confidentiality of our members.
- Maintained my personal calendars, as well as designated department heads, and schedules to ensure timeliness with regards to accomplishment of projects and activities. I also designed, edited and finalized documents from drafts and executed meeting minutes.

**Total Ranking: 113**

**Tab 7: Schedule of Completion**

<b>Project Schedule</b>															
City of Flagstaff															
Project Description: Acquisition of Permanent Supportive Housing															
Implementing Agency: Housing Solutions NAZ, Inc.															
Project No.:															
Date: 2/18/2020															
Households Served: 1 household															
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	13th
1	Enter into purchase contract														
2	Finalize financing														
3	Purchase unit														
4	Lease to Catholic Charities														
7	Report progress to City staff														
8	Close out report and monitoring														

CDBG funds will be expended on down payment for the purchase of a permanent supportive housing rental unit. Funds will be expended within 12 months of receiving the Notice to Proceed. Specifically, funds will be spent when the unit construction is completed. That is estimated to occur in the spring of 2021.

Total Ranking: 113

Tab 8: Budget & Budget Narrative

Project Budget						
City of Flagstaff						
Community Development Block Grant (CDBG) Program						
Project Description Permanent Supportive Housing Acquisition						
Implementing Agency: Housing Solutions of N. Arizona						
Project No.:						
Date: 2/18/2020						
Households Served: 1 household		SOURCE 1	SOURCE 2	SOURCE 3	SOURCE 4	
Item and			PUBLIC	PRIVATE	IN-KIND	PROJECT
Activity	Item / Activity Description	CDBG	FUNDING	FINANCING		TOTALS
1	Purchase of Property					\$ 229,900.00
A		\$ 115,000.00	\$ 110,000.00	\$ 4,900.00		
2	Closing Costs					\$ 5,000.00
A				\$ 5,000.00		
3	Case Management					\$ 26,788.00
A	Catholic Charities			\$ 12,000.00		
B	Rental Assistance			\$ 12,288.00		
C	Furnishings			\$ 2,500.00		
4						\$ -
A						
5						\$ -
A						
B						
6						\$ -
A						
	CDBG Totals	\$ 115,000.00	\$ 110,000.00	\$ 36,688.00	\$ -	
	Totals	\$ 115,000.00	\$ 110,000.00	\$ 36,688.00	\$ -	\$ 261,688.00

## Total Ranking: 113

### Budget Narrative

#### Leverage:

- Acquisition mortgage financing in the amount of \$110,000. This will be provided by bank partner National Bank of Arizona. Evidence of this leverage and the partnership with National Bank is documented in the leverage letter attached.
  - Case Management services will be provided by Catholic Charities, who has a history of administering permanent supportive housing projects within our community. Their case manager(s) will work with the selected tenant to help ensure they are successfully and permanently housed
  - Rental assistance will be provided by Catholic Charities, as they have contracts with the Arizona Department of Housing to provide rental assistance. The amount of assistance is documented at \$12,288, which represented 12 months of rent, at HUD fair market rent rates.
  - Furnishings will be provided by Catholic Charities.
  - Closing costs & purchase funding will be fundraised by Housing Solutions. We have a history of successfully fundraising to meet gaps such as these. The \$9,900 in funding gap is reasonable for us to fill, based on past performance.
-

# 2020-2021 City of Flagstaff CDBG Application

## Sharon Manor House Rehabilitation Project

Housing Solutions of N. Arizona, Inc.



DUNS #: 799570114  
SAM #: 46QB1

Primary Contact:  
Devonna McLaughlin  
[devonnam@housingnaz.org](mailto:devonnam@housingnaz.org)  
(928) 214-7456

Total Ranking: 119

## Appendix E CDBG Project Ranking Form 2020/2021

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: \$244,400

Name of Project: Sharon Manor House Rehabilitation Project

Public Service

Housing

Economic Development

### Additional Considerations:

\$20,366 Ratio of dollars per person benefitted by proposed project

20.34% 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 X Past successful CDBG contract administration (yes or no)

**Total Ranking: 119**

**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)**

- No architectural or concept plans are attached.
-

**Total Ranking: 119**

**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)

- What will the agency/clients lose by eliminating the common area of the house?
  - The agency is already providing decent housing and a suitable living environment; why is this renovation necessary to continue doing that? The answer does not address how the renovation will help better serve the clients?
- 

**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)

- The answer lacks detail on the “how” – specifically relating to how the renovation project will meet these priorities.
- 

**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**

- The answer to this question is copied and pasted from the other Housing Solutions grant and therefore incorrect. This project is in Sunnyside despite the answer provided.
-

Total Ranking: 119

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)

---

The 5 year goal is not included in the answer. Examples – This project would be Activity: Decent Affordable Housing, Rental Housing Rehabilitation, High Priority (5 units). Also, Activity: Addressing Homelessness, Increasing the number of emergency/transitional shelter beds for families, High Priority (20 beds)

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?

10a. How will you identify success? Describe how your successes will be monitored beyond CDBG requirements. (10 points for both questions 10 and 10a)

(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:

- 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 (10 points for both 11 and 11a)

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

- The narrative provided in the answers to 11 and 11a are duplicated.
- The net monthly income on the chart is confusing (\$150,000).
- There is no leverage letter for the mentioned VOCA funding.

---

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

**Total Ranking: 119**

**13. How well does the answer 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)

- No answer to question "e."
- 

**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)

- Sharon Manor staff resumes are not included, specially the childcare providers and case managers.
  - Julieanne Ksiazek doesn't appear to be employed by Housing Solutions on resume.
- 

**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)

- The committee notes a lack of stated plans for potential resident relocation during construction.
-

**Total Ranking: 119**

**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)

- It would have been helpful to see more than one quote. The estimate provided is vague and lacks detail and justification for stated costs.

---

**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)

- The committee does not understand how construction can begin as soon as the NTP is available without understanding where and when the current tenants will be relocated.
- This project is at a conceptual phase and it is unclear how the project will move from concept, to bid, to construction in 10 months.

**Total Ranking: 119**

**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

- The bank letter does not specify a leverage amount; however, it references that there is another phase of construction and a total project cost. It would have been helpful for the committee to understand the 1<sup>st</sup> phase of the already approved Sharon Manor Rehabilitation project and its impact on this phase.

**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)

**Total Ranking: 119**

**Executive Summary**

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

**Agency DUNS Number:** 799570114

**Agency CAGE (SAM.org) Number:** 46QB1

**Are you a participating member in the Coconino County Continuum of Care? (Yes or No)** Yes

**Amount of funds requested:** \$244,400

**Project name:** Rehabilitation of Sharon Manor Transitional Housing

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

- Name: Devonna McLaughlin
- Title: Chief Executive Officer
- Mailing address: PO Box 30134, Flagstaff, AZ 86003
- Fax number: 928-774-
- E-mail: devonnam@housingnaz.org
- Phone number 928-214-7456

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

**Total estimated number of persons to be assisted: (Average household size is 2.61 people per household):** 20.88 people

**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:** Chief Executive Officer

**Signature:**  **Date:** February 19, 2020

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

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

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

Not Applicable as the proposed project is not public service.

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

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

Not applicable, as the proposed project is not a 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 the proposed project is not a 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 - for a definition of the below categories visit

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

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

Not applicable, as the proposed project is not an economic development project

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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.)**
- **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).**

Housing Solutions of Northern Arizona, Inc. (HSNA) is a local nonprofit housing organization whose mission is to build opportunity for sustainable, affordable housing in northern Arizona. HSNA was founded in 1990 through the grass-roots efforts of local community members concerns about the lack of decent, affordable housing in our Flagstaff community.

In 1999, HSNA utilized federal HOME funds to build the Sharon Manor House, which is an 8-unit communal living facility; the House was built on land donated by the City of Flagstaff. The Sharon Manor House has provided transitional housing resources to formerly homeless survivors of domestic violence since that time. Hundreds of families have been served at Sharon Manor. On average, the House serves 12 households annually.

In 2001, Sharon Manor expanded with the addition of a 16-unit apartment complex on property adjacent to the House. The apartments serve larger families or families with multiple children. The Sharon Manor apartments were built utilizing Low Income Housing Tax Credits and federal HOME funds. The apartments serve low-income households, earning less than 60% of the area median income, who are formerly homeless and have a history of domestic violence.

In 2017, our ongoing program compliance period for our federal HOME funds ended; HSNA now owns the Sharon Manor House property outright. Last year, we worked with Shapes & Forms Architects on plans to add a second story of transitional housing units to the House at Sharon Manor. We applied for and were awarded CDBG funding for the expansion through the City of Flagstaff. As we finalized plans for the project, the scope of the project grew so we can better meet client needs. We've worked with Shapes & Forms Architects to not only add five transitional housing units to a second story, but to renovate the first floor units. The proposed renovation will convert the existing eight communal living bedrooms into independent studio apartments with exterior entrances. The proposed renovation would serve eight households (20.88 people). The transition of the housing units into independent studio apartments will better serve survivors of domestic violence. The current configuration of the housing units results in each unit sharing a bathroom with another, adjacent unit. The new renovation will result in each studio having its bathroom and its own kitchen. The shared living space will be converted to community space that will be used for our ongoing children's program meetings and can be accessed by the entire community.

The conversion will improve privacy for victims of violence and will enable us to better serve larger households, male victims of domestic violence and transgendered individuals.

Sharon Manor is the only transitional housing program serving survivors of domestic violence in northern Arizona. The program combines safe, decent and affordable housing with customized, client-centered case management and support services. The goal of the program is to enable homeless victims of domestic violence to transition from abuse and homelessness to safety and self-reliance. The program is based on a trauma-informed care and housing first model where housing is not contingent on client participation in services. Clients who live at Sharon Manor sign a 6 to 12-month initial lease and can live at Sharon Manor for one to two years while they build resources for success. Clients improve health, access community resources, increase income, plan for continued

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safety and access continuing education or vocational resources. Children victims of violence have support through our ongoing children's program, homework club and one-on-one resource identification.

When residents leave Sharon Manor, they still access one-on-one case management support and crisis intervention. These supports help ensure clients who access safe, permanent housing can stay in housing and do not return to homelessness.

Construction plans have been submitted to the City and we are awaiting site plan approval. We will then submit for building permits and be ready to proceed with procurement to identify the general contractor. We will be ready to begin construction on the project once we get our Notice to Proceed. Architectural plans and a construction bid for the project are included in this proposal. The construction cost bid is provided by AHC Construction, our licensed general contractor. However, we will complete a formal procurement process to identify the general contractor on this project. AHC Construction will not bid to perform general contractor duties for the project; Greg Pishkur, general contractor for AHC Construction, will serve in an advisory role, helping to liaise with the general contractor prior to and during construction.

**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 proposed project will provide decent housing and a suitable living environment for low-income households earning less than 60% of the area median income. The renovation of these units will enable us to better serve homeless victims of domestic violence. Sharon Manor has a 21-year proven track record of success. This renovation will enable us to serve families for another 21 plus years.

**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 renovation of the Sharon Manor House – first floor, will focus on the following City Council priorities:

- Homelessness: 100% of the residents at Sharon Manor are formerly homeless households.
- Housing – rental/ownership: this project proposes to renovate 8 units of rental housing.

**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

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The project is located in the Ponderosa Parkway development, which is located on Ponderosa Parkway and Route 66, just behind Starbucks and Culvers. It is close to public transportation, the Fry's grocery store and banking resources (inside Fry's). It is not located within 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 Year 2016/2020 Consolidated Plan. (Include activity, special population, priority level and 5 year goal). (10 Points)**

The proposed project is consistent with the needs, priorities, goals and objectives identified in the City of Flagstaff Consolidate Plan. Specifically, the project is located in Sunnyside, a target neighborhood. The plan states: "Needed public facilities 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." This project will provide appropriate and effective transitional housing services to LMI populations in a low-income target neighborhood.

The project also seeks to improve transitional housing units. One of the goals identified as high priority in the consolidated plan is to increase the number of emergency/transitional shelter beds 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? (10 Points)**

The need for our Sharon Manor rehabilitation is great, as Sharon Manor is the only transitional housing facility serving domestic violence survivors in northern Arizona. Other transitional housing resources have been cut or eliminated due to reduced funding. Since Sharon Manor opened in 1999, we have seen a waiting list for our services. Our currently waiting list has 30+ families on it – households who are homeless and are victims of domestic violence.

Our longest waiting list has consistently been for 2-bedroom units. These households are typically one adult parent and a child. Right now, it is challenging to house a parent with an older child in the house as there is limited privacy, shared bathrooms and complaints from other residents when children are in the common areas and are too loud. If we can re-configure the first floor of the house we can better accommodate single parents with one child, addressing our biggest need in our waiting list.

We've also seen consistent demand for safe housing in our community for victims of violence. According to Heather Marcy, deputy director of Northland Family Help Center, their domestic violence shelter is always full. Last calendar year, Northland Family Help Center served 104 adults and 40 children (unduplicated). Of the 104 adults, 24 had minor children and 80 were individuals. The studio apartments we are wishing to create would be a tremendous resource for these 80 individual victims of domestic violence.

The first floor rehab to create individual studio units would also improve household privacy, enabling us to better serve male victims of domestic violence and individuals who are transgender. According to Northland Family Help Center, approximately 10% of victims they served in shelter were males escaping domestic violence. We know this is a growing area of need and look to be better suited to meet the needs of various household types and sizes.

Sharon Manor staff actively participate in Coordinated Entry, accepting referrals for transitional housing through the Front Door. Approximately 30% of the households who access Front Door services disclose they have a history of domestic violence. These clients are often referred to Sharon Manor, where they wait on our waiting list until a unit is available. These clients would be served by the rehabilitated units at Sharon Manor.

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

Success will not only be measured by our ability to complete the renovation project in a timely fashion and within the proposed budget, but also by the impact we have on formerly homeless victims of domestic violence. In the first year of operations, after the renovation, we plan on serving 12 households with the 8 renovated units. These households will benefit from the decent, affordable housing provided at Sharon Manor and the wrap around case management services provided by our trained, expert case managers. The Sharon Manor program works to change lives. Victims are empowered to remain free from violence, start healthy habits and identify safe, permanent housing.

**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.**

Sharon Manor was founded on a philosophy of collaboration. Our residents have significant deferred and ongoing needs. They have often been victimized since childhood, resulting in health challenges, mental health needs, economic resources, parenting support, educational resources and much more. Our case managers work extensively, one-on-one with adult victims to identify and access community resources. We partner with the following community organizations:

- North Country Community Healthcare – preventative, dental and mental health resources for Sharon Manor residents; helps residents enroll in public health insurance, when eligible.
- The Guidance Center – individual mental health resources, substance abuse resources, mental health support groups
- Northland Family Help Center – lay legal advocacy, emergency shelter
- Victim/Witness Services – Victim services and legal support, victim compensation support
- Big Brothers/Big Sisters – youth mentors
- City of Flagstaff Housing Authority – Section 8 and public housing permanent housing resources
- Catholic Charities – permanent housing resources
- Coconino County Community Services – utility and move-in assistance

Total value of leveraged services estimated at \$300,000 annually.

Leverage:

For the proposed renovation project, HSNA will leverage CDBG dollars to secure construction and permanent mortgage financing. A letter from National Bank of Arizona is attached with our application to document the financing leverage we would pursue for the project. Long-term

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mortgage financing would be paid from proposed rents from the project. We are proposing construction/mortgage financing of \$150,000.00.

HSNA also receives VOCA funding (Victims of Crime Act) from the Arizona Dept. of Public Safety. These VOCA funds help provide case management services to Sharon Manor residents, helping them to build self-sufficiency. We anticipate \$15,000 of our VOCA funds will be used to provide case management services to residents living in the newly renovated apartment units. HSNA received an anonymous donation of \$50,000 in the fall of 2019. These funds are being expended to cover architect and engineering costs associated with the project. These costs are part of the scope for the second-story expansion of the building.

We will fundraise through grant partners and individual donors to pay for the tenant coordination and furnishings for the newly-renovated apartments. These funds are not currently secured, but will not be needed until the end of the project. We have a track record of successful fundraising and recent approved a direct-mailing campaign to help raise funds for the addition/renovation of the Sharon Manor house.

**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)**

For the proposed renovation project, HSNA will leverage CDBG dollars to secure construction and permanent mortgage financing. A letter from National Bank of Arizona is attached with our application to document the financing leverage we would pursue for the project. Long-term mortgage financing would be paid from proposed rents from the project.

A proposed monthly rental proforma is provided below, demonstrating the financial viability of the mortgage financing. Amounts are provided on a monthly basis. Principal and interest payment is calculated for a \$150,000 mortgage, with a 5% interest rate and a 25-year loan term. Proforma:

Income	
Rental Income (\$450/unit x 8)	\$3,600.00
Less vacancy @ 3%	(\$108.00)
Net Monthly Income	\$3,492.00
Expense	
Principal & Interest	\$877.00
Insurance	\$300.00
Taxes (exempt)	\$0.00
Utilities	\$600.00
Replacement Reserves	\$400.00
Maintenance	\$600.00
Property Management	\$600.00
Total Monthly Expense	\$3,377.00
Net Monthly Income	\$115.000

HSNA also receives VOCA funding (Victims of Crime Act) from the Arizona Dept. of Public Safety. These VOCA funds help provide case management services to Sharon Manor residents, helping them to build self-sufficiency. We have included in the budget \$15,000 for case

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management for the eight housing units for one year. This is a portion of the VOCA funds already awarded to HSNA.

HSNA received a donation of \$50,000 from an anonymous donor in the fall of 2019. Those funds are directed toward the architecture and engineering costs of the project.

We will fundraise through grant partners and individual donors to pay for the tenant coordination and furnishings for the newly-renovated apartments. These funds are not currently secured, but will not be needed until the end of the project. We have a track record of successful fundraising and recent approved a direct-mailing campaign to help raise funds for the addition/renovation of the Sharon Manor house.

### 12. 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) Housing Solutions of Northern Arizona (formerly BOTHANDS, Inc) has a long history of successfully administering CDBG projects in partnership with the City of Flagstaff. In the past, HSNAZ has successfully utilized CDBG funding for new construction as well as rehabilitation projects to increase homeownership and rental opportunities for low-income families. We have also successfully used CDBG funds to provide down payment and closing cost assistance programs, including our currently funded Housing Solutions of Northern Arizona Financial Assistance Program (BFAP), which utilizes CDBG funds for financial assistance to low-income households. Since 1999, Housing Solutions of Northern Arizona has partnered with the City of Flagstaff to administer its Community Homebuyer Assistance Program. (BOTHANDS did not administer the program for one year, as the contract was awarded to another agency.) Through our partnership with the City of Flagstaff, Housing Solutions of Northern Arizona successfully administered more than \$2.8 million in financial assistance (both CHAP and BFAP programs combined), leveraging \$36 million in private mortgages. We also provided homebuyer education and counseling to thousands of families preparing to purchase their first home. This project is similar to our most recent rental development project located at 2606 N. East St. At that site, we utilized CDBG and HOME funds from the Arizona Dept. of Housing to rehab one existing home and build a tri-plex to provide affordable rental housing opportunities. We successfully constructed the homes and leased the units to income-eligible households. Because of our experience in administering CDBG and federally funded projects, HSNAZ is aware of the administrative/reporting responsibilities associated with this grant and with how to ensure household eligibility.
- b) Housing Solutions of Northern Arizona has the capacity for undertaking and completing this grant within the timeframe provided because existing staff have the expertise and experience to administer the grant. Our CEO has extensive experience with development and construction projects, have completed several with HSNAZ utilizing federal funding. Our housing counselors are certified through *NeighborWorks* and our organization has adopted and follows the National Homebuyer Counseling Standards. Our Housing Counselors have experience screening eligible households to determine if they are able to rent one of our affordable units. They also have experience providing budget/credit counseling to help families meet their

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financial goals. In addition, HSNAZ is a HUD-approved counseling agency and, as such, follows HUD guidelines and regulations for file management, client tracking as well as client counseling standards. Finally, our construction company, AHC Construction, LLC, has experience constructing affordable and market-rate units. Greg Pishkur serves as the general contractor for AHC Construction and is the licensing party for our residential and small commercial construction license. Greg has extensive experience working with regulators, architects and engineers, subcontractors and contract laborers to get projects completed. He is also familiar with the administrative requirements of construction projects that utilize federal grants. Greg will serve as a consultant on the project, providing expertise as we work to identify and contract with an independent general construction company.

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

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

Date of Funding	Award Amount	Project
7/2003	\$58,141	New Home Construction (31C-03)
3/2006	\$100,00	Acq/Rehab (91C-05)
7/2006	\$30,000	Individual Development Accounts (101C-06)
7/2007	\$107,000	Acq/Rehab (90C-06)
10/2007	\$142,000	Housing Subsidy Grants (101C-07)

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10/2007	\$24,031	Minor Rehab at Sharon Manor (121C-07)
11/2008	\$150,000	Acq/Rehab (91C-08)
1/2010	\$160,000	Housing Subsidy (101C-09)
6/2010	\$150,000	Rehab (91C-10)
6/2011	\$200,000	Down Payment Assist (101C-10)
6/2011	\$100,000	Down Payment Assist (101C-11)
6/2012	\$120,000	Down Payment Assist (101C-12)
6/2012	\$60,000	Rehab (91C-12)
5/2013	\$138,404	Down Payment Assist (101C-13)
5/2013	\$70,337	Job Creation (201C-13)
11/2014	\$150,000	Down Payment Assist (101c-14)
11/2017	\$120,000	Sharon Manor Apartment Rehab
To be awarded	\$240,000	Sharon Manor Expansion

- d) During the past 16 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.

**13. 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. HSNA is participating in coordinated entry. Evidence of this participation is included with our support letters.

**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. Names, titles and resumes of all staff involved with carrying out these areas of responsibilities.
    - 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 requested.

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- Julieanne Ksiazek, Office Assistant (in-house staff) – Julieanne is the office assistant for HSNAZ. In this role, she will be responsible for ensuring all financial policies and procedures are followed.
- Greg Pishkur, General Contractor (in-house staff – AHC Construction employee) – Greg is responsible for construction consultation services and helping to ensure coordination with the identified general contractor.

\*\*\*Resumes for all positions can be found at Tab 6

- f) Job descriptions for any new positions.
  - a. At this time, we are not proposing to hire new or additional staff members to implement this project.
- g) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)
  - a. Devonna McLaughlin, Housing Solutions of Northern Arizona CEO, is the project manager. Devonna is employed by the Housing Solutions of Northern Arizona, Inc., the applying agency.
- h) Distinguish between in-house agency staff and contracted assistance.
  - a. That designation is indicated in Question 12a above.
- i) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart.

The Organization Chart is attached. However, there are no CDBG-funded positions proposed in the grant.

### **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.**

Please see Tab 7 with the Schedule of Completion

### **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 budget and a budget narrative are included in Tab 8, as part of this application.

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Tab 5

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Tab 6

# Devonna McLaughlin

69 W Travertine Trail  
Flagstaff, AZ 86001

Phone (928) 814-8271  
E-mail: devonnam@housingnaz.org

**Objective** Administer quality, safe and affordable housing opportunities to families and individuals in northern Arizona.

**Education** 1996 – 1999 Northern Arizona University Flagstaff, Arizona  
Bachelor of Science in Journalism Emphasis in News and Editorial Writing  
Minor in Business Administration  
3.92 G.P.A.

2001 – 2002 Northern Arizona University Flagstaff, Arizona  
Master's Degree in English Emphasis in Rhetoric and Composition  
4.0 G.P.A.

Additional skills:

Computer knowledge: Apple and IBM Grammar and AP style  
Quark Express Computer Design Program Intermediate Spanish  
Microsoft Office Programs

**Awards** Distinguished Journalism Scholar Dean's List at NAU seven times  
Scripps Journalism Scholarship 1997-98 First Place Writing Competition 1996

**Organiz. Award** Most Valuable Partner Award – Home-buyer Education & Down-payment Assistance Programs 2014 HUD  
Housing Hero Award – Innovative Partnerships - West Village Estates Project 2006 State of Arizona

**Work** **CEO/Executive Director** Housing Solutions of Northern Arizona, Inc.  
2010 – Present

- Oversee and implement programs to further the mission of Housing Solutions of Northern Arizona, Inc.
- Responsibilities include fundraising, supervision, planning and visioning with Board of Directors, day-to-day operations of the organization and ensuring the fiscal health of the organization.
- Develop partnerships with key individuals/organizations to help the organization continue to grow and provide vital housing services.

**Assistant Director** BOTHANDS, Inc. 2004 – 2010

- Oversee and implement homebuyer assistance programs, including education & counseling, financial assistance programs and homes for sale.
- Responsibilities include grant writing, the creation and implementation of a donor recruitment program, public relations and awareness campaigns with respect to affordable housing.
- Market Homebuyer Assistance Programs to the community, key partners, media and others interested in workforce/affordable housing.
- Provide program information, including eligibility information, to prospective homebuyer clients via orientations and trainings.

**Community Relations Specialist** American Red Cross 2001 – 2004

- Responsibilities included public and media relations; volunteer management and training; special event coordination; fundraising; health and safety instructor; and youth coordinator.

**Graduate Assistant** Northern Arizona University 2001 – 2002

- Responsibilities included teaching Freshman Composition, English 105 courses and providing one-on-one tutoring and writing assistance.

**Navajo County Editor** White Mountain Independent 1999 – 2000

- Responsibilities included reporting, photography, layout, community relations and problem solving.

**Public Relations Intern** American Cancer Society 1999

- Responsibilities include public relations projects for the tobacco cessation program, cessation training, event planning and clerical duties.

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### **Julieanne Ksiazek**

#### **Administrative Support II/Personal Assistant at Haven Financial Planning**

*Kelly® Services – Bellingham, WA*

*July 2018 to November 2018*

- As Administrative Support II/Personal Assistant, I provided quality support including answering phone lines and greeting each client in a genuine manner, ensuring the documentation of required paperwork to assist with the flow of daily meetings.
- My daily activities included, but were not limited to, opening the office, maintaining a shared calendar with the Financial Planners, scheduling of personal and professional appointments including travel plans, money transfers and deposits online and in person, data entry including the implementation of market trades.
- Duties also included opening, maintaining, updating and reviewing client accounts including scanning, tracking and retrieval of missing documents, creating and mailing of client financial forms, inventory, ordering and use and management of p-card.

#### **Volunteer/Substitute Receptionist**

*Stuck Community Acupuncture - Flagstaff, AZ*

*April 2018 to June 2018*

- Impressed by the care and treatment that I received as a patient; I began volunteering at Stuck. Shortly after I began volunteering, I was hired as a substitute receptionist to work during a scheduled leave of absence for Stuck's full time office manager.
- While employed with Stuck my duties included, answering phone calls, responding to voice mail in a timely manner, readying the acupuncture room prior to opening and ensuring that all equipment and materials were in place to provide the best care for every patient.
- Other duties included scheduling, inventory, sales and accounting for daily transactions.

#### **Part Time/Weekend Receptionist**

*The Peaks Senior Living Community - Flagstaff, AZ*

*April 2014 to June 2018*

- As a part time/long term receptionist, I provided unparalleled service to the wonderful residents, resident families and the public. I performed basic office duties, included but not limited to, handling multiple phone lines, mailings and postage sales, coordination of outside vendors, assisted with transportation and maintenance scheduling systems as well as lead informative tours to prospective residents and their family members.

#### **Customer Service Representative/Outreach Specialist**

*Northern Arizona Regional Behavioral Health Authority (NARBHA)/Health Choice Integrated Care (HCIC) - Flagstaff, AZ*

*July 2015 to April 2018*

- Provided exceptional customer service to our members assisting with navigation of the, state funded Arizona Health Care Cost Containment System (AHCCCS), behavioral health system in Northern AZ, in a thorough and compassionate manner.
- Handled a variety of member and provider inquiries, insurance verification requests, complaints, billing questions and referral requests. I assisted members and clinical staff by collecting data to assist with the newly state mandated regulations regarding the current opioid epidemic.
- Acted as a liaison between members and clinical staff requesting an in-depth cross reference of medications designed to avoid overdoses and adverse reactions regarding prescribed medications. I also interfaced daily with internal and external partners to ensure the highest quality of services for our members.

#### **Administrative Assistant II**

*Northern Arizona Regional Behavioral Health Authority (NARBHA) - Flagstaff, AZ*

*April 2014 to July 2015*

- Managed and coordinated assignments for a variety of departments within the organization including, but not limited to, the Cultural and Diversity, Finance, Data Analyst, Claims and Clinical departments.
- Maintained the security of office files and records to ensure the confidentiality of our members.
- Maintained my personal calendars, as well as designated department heads, and schedules to ensure timeliness with regards to accomplishment of projects and activities. I also designed, edited and finalized documents from drafts and executed meeting minutes.

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Project Schedule															
City of Flagstaff															
Project Description: Sharon Manor Rehab															
Implementing Agency: Housing Solutions NAZ, Inc.															
Project No.:															
Date: 2/18/2020															
Households Served: 8 households															
Item No.	Item Description	Before Notice to Proceed	YEAR 1st month begins with notice to proceed												
			1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	Complete Architectural & Engineering work														
2	Site Plan Approval & Building Permits														
3	Procure General Contractor														
4	Complete construction														
5	Lease units														
7	Report progress to City staff														
8	Close out report and monitoring														

CDBG funds will be expended on direct construction activities associated with the rehab of the 8 studio units. Funds will be ready to be expended when we receive our Notice to Proceed, as we are working on pre-development activities at this time and approval for the project through the City of Flagstaff Development Services department. A proposed completion schedule is attached. The project will be done within 10 months of funding.

**Total Ranking: 119**

Tab 8 Budget Narrative:

<b>Project Budget</b>						
<b>City of Flagstaff</b>						
<b>Community Development Block Grant (CDBG) Program</b>						
<b>Project Description: Sharon Manor "House" Rehabilitation</b>						
<b>Implementing Agency: Housing Solutions of N. Arizona</b>						
<b>Project No.:</b>						
<b>Date: 2/18/2020</b>						
<b>Households Served: 8 household</b>						
<b>Item and</b>		<b>SOURCE 1</b>	<b>SOURCE 2</b>	<b>SOURCE 3</b>	<b>SOURCE 4</b>	<b>PROJECT</b>
<b>Activity</b>	<b>Item / Activity Description</b>	<b>CDBG</b>	<b>PUBLIC FUNDING</b>	<b>PRIVATE FINANCING</b>	<b>IN-KIND</b>	<b>TOTALS</b>
<b>1</b>	<b>Pre-Development Costs</b>					<b>\$ 8,500.00</b>
A	Architect & Engineering			\$ 45,000.00		
B	Concept & Site Plan Approval			\$ 1,500.00		
C	Building Permits		\$ 7,000.00			
<b>2</b>	<b>Construction</b>					<b>\$ 387,400.00</b>
A	Land				\$ 544,420.00	
B	Direct Construction	\$ 244,400.00	\$ 143,000.00			
<b>3</b>	<b>Case Management</b>					<b>\$ 36,000.00</b>
A	Tenant Coordination			\$ 5,000.00		
B	Case Management - 8 tenants for 1 year			\$ 15,000.00		
C	Furnishings			\$ 16,000.00		
	<b>CDBG Totals</b>	<b>\$ 244,400.00</b>	<b>\$ 150,000.00</b>	<b>\$ 82,500.00</b>	<b>\$ 544,420.00</b>	
	<b>Totals</b>	<b>\$ 244,400.00</b>	<b>\$ 150,000.00</b>	<b>\$ 82,500.00</b>	<b>\$ 544,420.00</b>	<b>\$ 431,900.00</b>

## **Total Ranking: 119**

### **Budget Narrative**

#### Acquisition:

The proposed project is located at Sharon Manor, which is owned by Housing Solutions of N. Arizona, Inc. (HSNA). The property address is 2303 N. Izabel St., Flagstaff, AZ 86003. The estimated land value of this leverage is \$544,420, based on the full cash value, as outlined by the Coconino County Assessor.

#### Construction & Long-Term Financing:

We have received a preliminary commitment of both construction and long-term financing from National Bank of Arizona. The loan details will be agreed to once the leveraged project funding (CDBG) is secured and the project is ready to proceed. However, we have a history of working with National Bank to finance past construction projects.

#### Architectural & Engineering Services:

We received an anonymous \$50,000 donation in the fall of 2019 to go toward architectural and engineering costs associated with the addition of the second story and the renovation of the first floor of the building. These services have been procured and we're in the process of completing architectural drawings and getting approval from the City of Flagstaff

#### Case Management Services:

We receive VOCA funding (Victims of Crime Act) from the Arizona Dept. of Public Safety. These funds pay for case management services provided to tenants at Sharon Manor and past tenants. We estimate the cost of case management services for one year for the eight households served initially in the renovated apartments to be \$15,000.

#### Additional Funding Gap:

We will need to fund tenant coordination and the purchase of furniture for the new apartment units. However, both of these expenses would occur at the end of the project. HSNA has a successful fundraising track record to meet funding gaps and will seek donations from individuals, corporations and foundations to fill this need.

## Total Ranking: 119

AHC Construction, LLC  
PO Box 30134  
Flagstaff, AZ 86003

Sharon Manor First Floor Rehabilitation  
2303 N. Izabel St.  
Flagstaff, AZ 86004

Construction Bid – February 18, 2020

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

Thank you also for forwarding the architect's renderings on the new project you are proposing to rehabilitate the first floor of the House at Sharon Manor. We have examined these renderings and have comprised an estimate for the building costs as follows – AHC Construction estimates the construction costs of the renovation as drawn and submitted as an architect's rendering to our firm to be \$394,400.00. A specific cost estimate break-down is provided below.

Construction Line Item	Amount
City of Flagstaff permits	\$7,000.00
General Requirements	\$4,900.00
Site Work & Off-sites	\$0.00
Masonry	\$5,000.00
Demolition	\$10,000.00
Lumber	\$7,000.00
Rough Carpentry	\$6,000.00
Finish Carpentry	\$6,000.00
Decking	\$8,000.00
Cabinets	\$9,600.00
Insulation	\$7,000.00
Roofing	\$0.00
Exterior doors and jams	\$4,000.00
Interior doors & jams	\$2,500.00
Energy-efficient windows	\$5,500.00
Drywall	\$30,000.00
Shower surrounds	\$16,000.00
Countertops	\$5,600.00
Flooring	\$25,000.00
Painting	\$22,000.00
Appliances	\$15,400.00
Fire Protection	\$10,000.00
Plumbing and Fixtures	\$17,000.00
HVAC	\$28,000.00

**Total Ranking: 119**

Rough electrical & fixtures	\$26,000.00
Construction supervision	\$28,500.00
Punch list items	\$5,000.00
Subtotal	\$304,000.00
Contingency @ 10%	\$30,400.00
Overhead & Profit	\$60,000.00
Total	\$394,400.00

Should you have any questions regarding our bid please do not hesitate to contact me on my cell 928-380-9040.

Sincerely

Greg Pishkur

AHC Construction, LLC

Licensed Residential and Commercial Contractor

ROC 188417 / 282702

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

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

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

**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 2323 N Walgreens, Ste 2
- 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 homeowners 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.

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

**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:**

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

## Executive Summary

**Agency requesting funding:** City of Flagstaff

**Amount of funds requested:** \$200,000

**Project name:** La Plaza Vieja Infrastructure

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

- Name Carlton Johnson
- Title Associate Planner
- Phone number (928) 213-2615
- E-mail [cjohnson@flagstaffaz.gov](mailto:cjohnson@flagstaffaz.gov)

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

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.

**Total estimated number of persons to be assisted (Average household size is 2.61 people per household):** Approximately 2,230 low to moderate income individuals reside in La Plaza Vieja, Census Tract 11.02, Block Group 1 & 3

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

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

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

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

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

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



## Proposal Cover Page

**Name of Proposed Activity:** Housing as Healthcare Program

**Agency Name:** Flagstaff Shelter Services

**Agency DUNS Number:** 833108801

**Agency SAM/CAGE Number:** 666C8

**Primary Contact:** Ross Altenbaugh (928) 225-2533 ext. 303

[ross@flagshelter.org](mailto:ross@flagshelter.org)



Total Ranking: 152

## Appendix E CDBG Project Ranking Form 2020/2021

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: **Housing as Healthcare Program**

Public Service

Housing

Economic Development

### Additional Considerations:

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

70.66% 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 X Past successful CDBG contract administration (yes or no)

**Total Ranking: 152**

**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)

---

**Total Ranking: 152**

**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?**

**10a. How will you identify success?** Describe how your successes will be monitored beyond CDBG requirements. (10 points for both questions 10 and 10a)

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

---

**Total Ranking: 152**

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

- 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 (10 points for both 11 and 11a)

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

- The letter from North Country should have listed a leverage amount specific to services provided through Flagstaff Shelter Services not just Northern Arizona.

**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 answer 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)**

Total Ranking: 152

---

**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)

- Is there a plan to ration the bus passes so that they are available throughout the entire program year?
- 

**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)

- What is the percentage of employee time directed to the administration of this specific program?

**General Criteria:**

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

Total Ranking: 152

(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

- It would have been helpful to understand how the dollar amounts associated with in-kind food and behavioral health contributions are calculated.
- 

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)

---

**Total Ranking: 152**

**Executive Summary**

**Agency requesting funding:** Flagstaff Shelter Services

**Agency DUNS Number:** 833108801

**Agency CAGE (SAM.org) Number:** 666C8

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

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

**Project name:** Housing as Healthcare Program

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

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

**Brief project description (4 to 5 sentences):** 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 *Housing as Healthcare Program*. 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.

**Total estimated number of persons to be assisted:** 500

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

- Neighborhood Revitalization
- Housing – Rental and Ownership
- X 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
- X Elderly Persons
- X Severely Disabled Persons
- X Victims of Domestic Violence
- X Persons with HIV/AIDS
- Migrant Farm Workers
- X Persons experiencing homelessness
- X Illiterate Adults

**Name of authorized representative:** Ross Altenbaugh      **Title:** Executive Director

**Signature:**       **Date:** 2/17/2020

## Total Ranking: 152

### 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, seasonally appropriate clothing, and hygiene supplies.

Over 50% of these shelter clients, as well as other neighbors experiencing homelessness, have chronic physical and behavioral health challenges. Recognizing the interwoven relationship between stable housing and health and well-being, FSS partnered with North Country Healthcare, The Guidance Center, and Southwest Behavioral & Health Services in 2019 to design and implement the *Housing as Healthcare Program*. 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.

FSS is proposing an increase in the level of services provided by the existing *Housing as Healthcare Program*. Currently serving 300 unduplicated adults and children experiencing homelessness annually, FSS intends to grow the program to serve 500 people in 2021. The goals are as follows:

- Improve coordination of care for individuals and families experiencing homelessness
- Equip recently rehoused participants to successfully remain in housing for at least one year
- Decrease participants' emergency department visits and psychiatric in-patient stays

## Total Ranking: 152

- Increase services and support for behavioral health and preventative care, including substance misuse treatment
- Increase enrollment in health insurance benefits

An additional identified need is for services to address the challenges individuals without stable housing face when discharged from a supportive, behavioral health program. Therefore, part of the expansion of the *Housing as Healthcare Program* will include an expanded partnership with The Guidance Center (TGC), a non-profit Community Mental Health Center with significant housing experience. In 2019, 32 unduplicated individuals experiencing homelessness were admitted to TGC's psychiatric hospital, and 22 to their residential substance abuse treatment. To promote housing stability among patients who do not have a safe place to stay and recover after being discharged from TGC's psychiatric hospital, residential substance abuse treatment program, or crisis stabilization unit, four emergency shelter beds at FSS will be reserved for TGC patients. These community members tend to be transient and utilize multiple healthcare avenues and costly crisis services. To combat this, the short-term recovery beds designated at FSS specifically for these patients will (1) prevent individuals from turning to the streets while they seek out a long-term housing solution and (2) ensure access to the *Housing as Healthcare Program's* comprehensive services and TGC's in-shelter intake, crisis services, and care management services. Ultimately, the goal is to quickly and successfully help some of our community's most vulnerable residents secure safe, permanent, affordable housing. Increasing housing stability has been shown to improve health and well-being, reduce substance misuse, result in cost-savings for the community, and promote community vibrancy.

To support the expanded *Housing as Healthcare Program*, FSS is requesting \$100,000 in CDBG funding. Of that, 83% will be allocated to the following three staff salaries:

- **Director of Services** (\$35,000): Directs and evaluates the *Housing as Healthcare Program*; Coordinates partnerships with other local service providers; Ensures consistent achievement of program objectives; Oversees Housing Case Managers, the Front Door Specialist/Shelter & Outreach Coordinator, and the delivery of services to homeless and re-housed individuals with the primary goal of achieving sustainable housing stability.
- **Housing Case Manager** (\$30,000): Meets regularly with clients to implement a housing plan, secure stable housing, and develop life plan goals; Maintains relationships with landlords and community resources to connect clients to affordable housing opportunities.
- **Front Door Specialist/Shelter & Outreach Coordinator** (\$18,000): Conducts *Housing as Healthcare* clients' intakes through Front Door, coordinates their shelter stays, determines appropriateness for recovery beds, refers them to a Housing-focused Care Team, and distributes bus passes as necessary.

In addition to partially funding the salaried positions noted above, 17% of CDBG funds awarded will help address program participants' transportation challenges, which can often be a barrier to accessing the services they need. In 2019, AAA estimated the yearly burden of car ownership to be \$9,282 per vehicle. 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 individuals and families transitioning from homelessness to stable housing. Therefore, FSS will purchase 30-day bus passes from NAIPTA for participant use, and passes will be distributed by the organization's Front Door Specialist/Shelter & Outreach Coordinator. While the project intends to serve 500 unduplicated individuals during the CDBG funding period, 1,000 bus passes will be purchased as many people may need two months (or more) of transportation assistance.

**Total Ranking: 152**

NAIPTA will sell these bus passes to FSS at a reduced cost, subsidizing \$20,000 of the total \$37,000 cost. The remaining \$17,000 will be covered by CDBG funding.

Beyond the CDBG funding period, the *Housing as Healthcare Program* project will be sustained through robust community partnerships, Flagstaff Shelter Services' generous individual donor base, and grant funding. Since the 2019 implementation of this innovative program, corporate and foundation funders have shown great interest in this cost-effective program, and FSS has secured numerous grants for it. We expect this support to grow even more as program outcome data becomes available and demonstrates the success of this unique program.

- 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 Northern Arizona, running a successful housing program, and serving as one of two Front Doors for Coconino County's 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. A glaring community need is integrated health and housing services. FSS and other local service providers know one of the root causes of housing instability and poor health outcomes among households experiencing homelessness is the fractured approach to addressing physical health, behavioral health, and housing needs. We know that housing *is* healthcare and that, without stable housing, individuals' behavioral and physical health outcomes will not improve. Yet medical providers, behavioral health practitioners, and housing agencies in Northern Arizona have historically worked independently of one another, even those operating under a co-location model. As a result, the health and housing outcomes of vulnerable community residents has suffered greatly.

Since FSS is not interested in duplicating existing community services, we instead partnered with North Country HealthCare, Southwest Behavioral & Health Services, and The Guidance Center to implement the comprehensive *Housing as Healthcare Program*. This one-of-a-kind program represents a more effective, equitable and cost-efficient approach to caring for our vulnerable neighbors and improving housing stability and health outcomes. FSS is also in discussion with Northern Arizona Healthcare, particularly the Emergency Department, to determine how we can best collaborate to offer coordinated services.

---

**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:**

---

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

## Total Ranking: 152

- 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 integrated health and housing services for individuals and families experiencing homelessness, Flagstaff Shelter Services (FSS), North Country HealthCare, Southwest Behavioral & Health Services, and The Guidance Center recently began the *Housing as Healthcare Program*. Approved by the FSS Board of Directors in 2019 and currently in operation, the program is expected to grow to benefit 500 unduplicated children and adults in 2021 (up from 300 in 2020). The program will cater primarily to individuals who are high utilizers of emergency medical services (EMS), jails, clinics, and other costly crisis services. As a result, unnecessary strain on EMS, law enforcement, and the criminal justice system is expected to be alleviated. All participants will enter the program through Front Door Coordinated Entry, and most will rely on emergency shelter at FSS. About 70 individuals will come directly from The Guidance Center's psychiatric hospital upon discharge but will still be required to come through Front Door Coordinated Entry.

The *Housing as Healthcare Program* will place housing services at the forefront and addresses physical and behavioral health needs concurrently and equally. Through the program, households experiencing homelessness will be supported by a Housing-focused Care Team (HCT) comprised of a FSS Housing Case Manager, a North Country HealthCare primary care provider, and a behavioral health provider from either Southwest Behavioral or The Guidance Center. HCTs will support health insurance navigation and enrollment (mainly in Arizona's Medicaid program) and will work in coordination to increase access to quality, integrated healthcare. They will help decrease participants' barriers to housing stability, thus increasing eligibility for Flagstaff's available housing inventory (in most circumstances, through rapid rehousing). Once program participants transition from homelessness to stable housing and their acute physical and behavioral health needs are being met, other social determinants of health- such as economic and educational opportunities- will be addressed, with appropriate referrals to other local providers being made as needed.

As a result of this program, we expect at least 75% of participants to transition from homelessness to stable housing and at least 80% to maintain that housing for a minimum of one year. With affordable, quality housing as a primary element of a healthy community, securing stable housing is expected to improve participants' health outcomes. As a result, we expect most participants to report significant improvements in their overall behavioral and physical health.

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 *Housing as Healthcare Program* 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

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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 *Housing as Healthcare Program* will provide integrated housing and healthcare services to meet the basic needs of some of the most vulnerable populations 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 the CDBG Primary Objectives of providing decent housing. The ultimate goal of every program FSS implements, including the one being proposed, is to help extremely LMI persons secure permanent, decent, and affordable housing. In 2019, FSS permanently housed 258 children and adults. This number is expected to grow even larger as the relatively new *Housing as Healthcare Program* expands to reach more vulnerable neighbors.

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

The *Housing as Healthcare Program* meets two 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 improving housing and health outcomes among this vulnerable population, expanding the reach of this unique program will contribute to decreased rates of homelessness in Flagstaff.
- **Housing – Rental/ Ownership:** The focus of this program will be on helping individuals and families experiencing homelessness secure long-term, affordable housing. The program's Housing-focused Care Teams (particularly Housing Case Managers) will work collaborative with a network of reputable, local landlords to help individuals and families transition to permanent housing that they have the resources to maintain. Since FSS began employing Housing Case Managers and partnering with local landlords in 2015, nearly 800 individuals have been rehoused, and 86% remained successfully housed one year later.

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)

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The *Housing as Healthcare Program* 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 program 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:** 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 three crucial staff positions (Director of Services, Housing Case Manager, and Front Door Specialist/Shelter & Outreach Coordinator), these CDBG funds will provide service operating support for the expanding *Housing as Healthcare Program*. In direct alignment with the City's two high-priority goals listed above, this program will benefit individuals and families experiencing homelessness in Flagstaff, providing coordinated housing and healthcare services to 500 unduplicated children and adults annually. Through the program, participants will receive housing placement services from a Flagstaff Shelter Services (FSS) Housing Case Manager to quickly and successfully connect them to decent, affordable, permanent housing. FSS 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 emergency 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 can both cause and be caused by significant physical and behavioral health challenges. At the time of the 2019 Coconino County Point-in-Time Count, there were 402 individuals experiencing homelessness in Coconino County (the vast majority of whom were in Flagstaff), and 39% self-reported having physical or behavioral health challenges. In reality, we know this number is much larger as physical and behavioral health problems often go undiagnosed, and it is common for individuals to choose not to disclose their health conditions.

Community data indicates individuals experiencing homelessness in Flagstaff utilize costly crisis and health services, namely ambulance and emergency room services, at a higher rate than stably housed community members. Yet medical providers, behavioral health practitioners, and housing agencies

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have historically worked in silos, and as a result, the health of individuals experiencing homelessness has suffered greatly. To remedy this, the *Housing as Healthcare Program* was created to integrate the local health and housing systems and better care for vulnerable Flagstaff residents.

The program will cater not only to high utilizers of emergency medical services and other costly crisis services, but also to individuals who frequently interact with law enforcement and the criminal justice system. According to *Advancing Wellbeing in Northern Arizona: A Regional Health Equity Assessment*, which was published in September 2017, “All too often, law enforcement serves as a potential liaison to needed health and mental health care services. Many community members that interact with law enforcement on a regular basis suffer from severe mental illness, chronic homelessness, or chronic substance abuse issues” (p. 68). This is also reflected in the list of individuals who were arrested 10 or more times in the City of Flagstaff between April 2018 and April 2019. Of the 39 people on this list, 30 are recent clients of Flagstaff Shelter Services (FSS). By expanding the innovative *Housing as Healthcare Program*, Flagstaff has a unique opportunity to reduce costs and improve housing and health outcomes among this vulnerable population.

Like all FSS services, the ultimate goal of the *Housing as Healthcare Program* 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 253 PSH units in Coconino County and an extremely long wait list (106 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. Therefore, the *Housing as Healthcare Program’s* multi-disciplinary Housing-focused Care Teams will help households become eligible for less costly and more accessible housing options through RRH. This will help reduce individuals’ barriers (such as substance misuse and untreated physical or behavioral health conditions) to the housing inventory available in Flagstaff and set individuals and families experiencing a housing crisis on the path to housing stability and a healthy, productive future.

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

Indicators of success for the expanded *Housing as Healthcare Program* include the following:

- At least 500 unduplicated individuals will enroll in the program and be served by a Housing-focused Care Team.
- One thousand 30-day bus passes will be distributed to participants.
- At least 375 participants will transition from homelessness to stable housing.
- At least 300 rehoused participants will remain stably housed after one year.
- Coordinated medical care and behavioral health service (including substance use disorder treatment) will increase.
- Health insurance enrollment will increase.
- Emergency room visits and psychiatric in-patient stays will decrease among individuals experiencing homelessness.

The program’s Housing-focused Care Teams will be tasked with tracking most indicators of success, such as increased housing stability, use of substance use disorder treatment services, and enrollment in health insurance benefits. Flagstaff Shelter Services’ Front Door Specialist/Shelter & Outreach

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Coordinator will track the distribution of monthly bus passes. The Guidance Center will be responsible for tracking reduction in psychiatric in-patient stays, and as the regional healthcare system and only regional emergency department/trauma center, Northern Arizona Healthcare will assist in tracking reductions in emergency room visits.

Additionally, a developmental evaluation framework will also be used to inform programmatic decision-making. Administered by Northern Arizona University's Laboratory for Applied Social Research, this evaluation method will allow for the collection and analysis of real-time data. Leadership from the program's core partners will meet regularly to review this data and adapt the program based on the information gathered along the way and in response to changing circumstances, populations and environments. Developmental evaluation results will help us understand the impact of implementing an integrated, Housing-First approach in Flagstaff.

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

- a) Be specific, citing additional leverage<sup>2</sup> funding sources, agreements, staffing partnerships, etc
- b) If formal partnerships<sup>3</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 expanded *Housing as Healthcare Program* will be in large part due to strong collaborations with other service providers and local landlords. These partnerships will equip Flagstaff Shelter Services (FSS) to successfully help individuals experiencing homelessness secure and maintain affordable, long-term housing.

a) In total, \$2,129,407 will be leveraged for this expanded program. A listing of community collaborations providing leverage are as follows:

- **Flagstaff Family Food Center** will provide three meals daily to participants of the *Housing as Healthcare Program*. Offering a leverage total of **\$323,025**, this agreement will ensure individuals experiencing homelessness have access to healthy, nutritious food
- **Flagstaff Shelter Services (FSS)** will leverage a total of **\$1,403,382** for this project. This includes building assets (\$941,582), program support services (\$246,800), 70% of three Housing Case Managers' salaries (\$80,000), and 50% of the Front Door Specialist/Shelter & Outreach Coordinator's salary (\$20,000). It also includes leveraged funds from Arizona Department of Housing (\$115,000) – See Tab 16 for Funding Agreement.
- **North Country Healthcare** will leverage **\$200,000** for this expanded program by providing (1) a Nurse Practitioner to serve on the Housing-focused Care Teams, (2) a fully-equipped medical mobile unit, (3) a pharmacist and a health navigator, and (4) medications for program participants.
- **The Guidance Center** will leverage **\$80,000** for this program by providing behavioral health staff for the Housing-focused Care Teams.

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<sup>2</sup> Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project.

<sup>3</sup> Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

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- **Southwest Behavioral Health & Services** will leverage **\$100,000** for this program by providing behavioral health staff for the Housing-focused Care Teams.
- **Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)** will provide discounted 30-day bus passes for participants in the *Housing as Healthcare Program*. 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 clients. 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:

- **Catholic Charities** offers their full support for the integration of the local housing, behavioral health and medical systems.
- **Millpond Village Apartments, Gingerbread Cookie LLC, Highland Village Apartments, and Cedar Crest Village Apartments** support this program and will help households transition from homelessness to housing stability by welcoming rental applications from participants of the *Housing as Healthcare Program*.
- **Front Door Coordinated Entry** – see Tab 16 for Memorandum of Understanding.
- **NAIPTA** is pleased to be support Flagstaff Shelter Services' Housing as Healthcare Program, which will more effectively serve many NAIPTA riders.

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. As such, FSS will refer individuals who are more appropriately served by another agency 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 the Co-Chair of the local Continuum of Care, Chair of the Systems Design Collaboration Steering Committee (Front Door), on the Flagstaff Housing Commission, and a member of the governance board 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>4</sup> funding sources, agreements, staffing partnerships, etc (**included in question 11 – 10 points**)

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

- **Flagstaff Family Food Center** will provide three meals daily to participants of the *Housing as Healthcare Program*. Offering a leverage total of **\$323,025**, this agreement will ensure individuals experiencing homelessness have access to healthy, nutritious food.

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<sup>4</sup> Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project.

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- **Flagstaff Shelter Services (FSS)** will leverage a total of **\$1,403,382** for this project. This includes building assets (\$941,582), program support services (\$246,800), 70% of three Housing Case Managers' salaries (\$80,000), and 50% of the Front Door Specialist/Shelter & Outreach Coordinator's salary (\$20,000). It also includes leveraged funds from Arizona Department of Housing (\$115,000) – See Tab 16 for Funding Agreement.
- **North Country Healthcare** will leverage **\$200,000** for this expanded program by providing (1) a Nurse Practitioner to serve on the Housing-focused Care Teams, (2) a fully-equipped medical mobile unit, (3) a pharmacist and a health navigator, and (4) medications for program participants.
- **The Guidance Center** will leverage **\$80,000** for this program by providing behavioral health staff for the Housing-focused Care Teams.
- **Southwest Behavioral Health & Services** will leverage **\$100,000** for this program by providing behavioral health staff for the Housing-focused Care Teams.
- **Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA)** will provide discounted 30-day bus passes for participants in the *Housing as Healthcare Program*. 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 clients. This brings NAIPTA's total leverage value for this project to **\$23,000**.

See Tab 9 for leverage/in-kind letters.

### 12. 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

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homelessness, prevented returns to homelessness, and helped over 800 individuals transition to permanent housing (86% of whom remain successfully housed one year later).

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 2019, thanks in large part to 2018 CDBG funding, FSS expanded its emergency shelter, adding 77 more beds to the existing 86 beds. This ambitious expansion ensures every neighbor experiencing homelessness in Flagstaff on a given night has a safe place to sleep and access to life-changing resources. The added space also allowed FSS to begin better addressing housing and health outcomes by partnering with physical and behavioral health providers to design and implement the *Housing as Healthcare Program*.

b) Needless to say, FSS has experienced significant growth over the past six years. Yet 2019 proved to be the right time to round out our dynamic services by spearheading the integration of Flagstaff's housing and healthcare systems. 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 improve health and housing outcomes by growing the *Housing as Healthcare Program*. Robust relationships with local landlords, The Guidance Center, North Country Healthcare, and Southwest Behavioral & Health Services have already been built, and the project has the support of other local services providers such as Catholic Charities. 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:

- 2019 - \$60,000 (awarded but Notice to Proceed not yet received)
- 2018 - \$332,768
- 2018 - \$60,000
- 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:

- 2019 - \$115,000
- 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:

- 2019 - \$250,000

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

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

e) FSS received a contract extension for less than \$5,000 of the 2018 CDBG funds awarded due to staffing and hiring challenges.

**13.** 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 the signed MOU.

**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) Silina Martinez, Flagstaff Shelter Services' (FSS) in-house Director of Services, will direct and evaluate the *Housing as Healthcare Program*. With partial salary support (\$35,000) coming from CDBG funds, Ms. Martinez will be responsible for coordinating partnerships with other local service providers and ensuring consistent achievement of program objectives. She will oversee FSS' three Housing Case Managers and one Front Door Specialist/Shelter & Outreach Coordinator as they deliver services to homeless and rehoused individuals with the primary goal of promoting housing stability. See Tab 4 for Ms. Martinez's resume.

The program's Housing-focused Care Teams will provide the bulk of the services to participants in the *Housing as Healthcare Program*. Each team will be comprised of a Housing Case Manager, a primary care provider, and a behavioral health provider. While the program's three Housing Case Managers will be in-house staff, the primary care and behavioral health providers will be made available to the program through staffing partnerships with North Country HealthCare, Southwest Behavioral & Health Services, and The Guidance Center. Members of the Housing-focused Care Teams include Erica Rodriguez Escobar (Housing Case Manager), Lanndhese Talice (Housing Case Manager), Bridget Wicks (primary care), Susan Nelson (behavioral health) and Rielly Boyd (behavioral health). See Tab 4 for their resumes. Additionally, one more Housing Case Manager will be hired to support the expansion of this program. Members of the Housing-focused Care Teams will work collaboratively to address the comprehensive housing and health care needs of participants, and Housing Case Managers will be responsible for maintaining relationships with landlords and other

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service providers in order to connect clients to affordable housing opportunities. Of the CDBG funds being requested, \$30,000 will support the salaries of the Housing Case Managers.

Holly Creager, the Front Door Specialist/Shelter & Outreach Coordinator at FSS, will conduct *Housing as Healthcare* clients' intakes through Front Door, coordinate their shelter stays, determine appropriateness for recovery beds, make referrals to a Housing-focused Care Team, and distribute bus passes as necessary. As such, \$18,000 of CDBG funds will be allocated to her salary. See Tab 4 for Ms. Creager's resume.

b) While a third Housing Case Manager will be hired for the expanded *Housing as Healthcare Program*, no new positions will be created. Nevertheless, job descriptions are included in Tab 6.

c) Silina Martinez, Flagstaff Shelter Services' in-house Director of Services, will serve as the project manager.

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 to Proceed, Flagstaff Shelter Services will purchase the NAIPTA bus tickets and begin the hiring process for the third Housing Case Manager. Funds will be spent down over the course of the following 12 months. 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.

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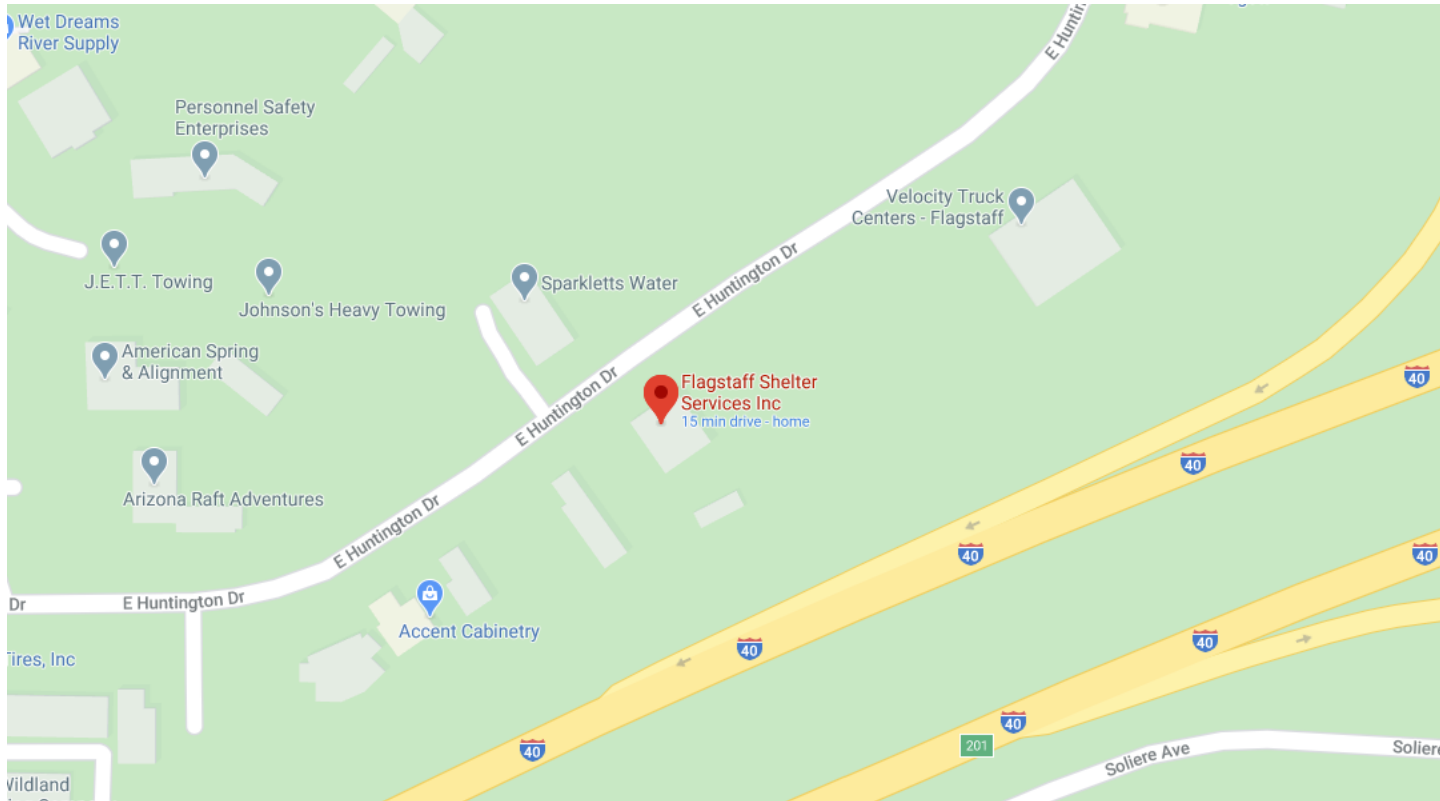
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Image capture: Jun 2018 © 2020 Google



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<b>Project Schedule</b>	
City of Flagstaff	
Project Description:	Housing as Healthcare Program
Implementing Agency:	Flagstaff Shelter Services
Project Number:	
Persons Served:	500
Date Submitted:	2/19/2020

<b>Action Items:</b>	<b>Item Description</b>	<b>YEAR: 2020 1st Month Begins with the Notice to</b>										
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th
1	Bus Pass Purchase											
2	Bus Pass Distribution											
3	Housing as Healthcare Program Spend down											
4	Contract Monitoring and Close Out											

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<b>Budget - Tab 8</b>						
<b>Project Description:</b>	Housing as Healthcare Program					
<b>Implementing Agency:</b>	Flagstaff Shelter Services					
<b>Project Number:</b>						
<b>Persons Served:</b>	500					
<b>Date:</b>	2/19/2020	Source 1	Source 2	Source 3	Source 4	
<b>Item and Activity</b>	<b>Item/Activity Description</b>	<b>CDBG</b>	<b>Other Grant FUNDING</b>	<b>Leverage FINANCING</b>	<b>In-Kind</b>	<b>Project TOTALS</b>
<b>1</b>	<b>Program Related Expenses</b>					
A	Program Support Services (Space, Utilities, Insurance, Computers, Supplies, IT)			\$246,800.00		<b>\$246,800.00</b>
B	Front Door Specialist/Shelter & Outreach Coordinator (1)	\$18,000.00		\$20,000.00		<b>\$38,000.00</b>
C	Housing Case Managers (3)	\$30,000.00		\$80,000.00		<b>\$110,000.00</b>
D	Behavioral Health Personnel			\$180,000.00		<b>\$180,000.00</b>
E	Medical Personnel and North Country Mobile Unit			\$200,000.00		<b>\$200,000.00</b>
F	Director of Services	\$35,000.00	\$15,000.00			<b>\$50,000.00</b>
G	30-Day Bus Passes	\$17,000.00		\$20,000.00		<b>\$37,000.00</b>
H	NAIPTA Vans (2)				\$3,000.00	<b>\$3,000.00</b>
I	Food - Flagstaff Family Food Center				\$323,025.00	<b>\$323,025.00</b>
J	Direct Client Support		\$145,000.00			<b>\$145,000.00</b>
<b>2</b>	<b>Facility Value</b>					
A	Building			\$941,582.00		<b>\$941,582.00</b>
<b>3</b>	<b>Grant Leverage Resources</b>					
A	Arizona Department of Housing		\$115,000.00			<b>\$115,000.00</b>
CDBG Totals		\$100,000.00				
<b>Totals</b>		<b>\$100,000.00</b>	<b>\$275,000.00</b>	<b>\$1,688,382.00</b>	<b>\$326,025.00</b>	<b>\$2,389,407.00</b>

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### APPENDIX E - Budget Narrative

#### **Line 1A: Program Support Services**

This will be leveraged entirely by Flagstaff Shelter Services and will include space, supplies, insurance, IT support and utilities. See leverage letter in Tab 9.

#### **Line 1B: Front Door Specialist/Shelter & Outreach Coordinator (1)**

Flagstaff Shelter Services' Front Door Specialist/Shelter & Outreach Coordinator will ensure individuals are properly referred to the program and will be responsible for distributing bus passes. CDBG funds will cover \$18,000 of the \$38,000 salary for this position. The remaining will be leveraged by Flagstaff Shelter Services. See leverage letter in Tab 9.

#### **Line 1C: Housing Case Managers (3)**

Flagstaff Shelter Services' Housing Case Managers will work in concert with medical and behavioral health staff to promote improved housing and health outcomes among individuals experiencing homelessness. CDBG funds will support \$30,000 of the \$110,000 budgeted for these positions. Flagstaff Shelter Services will leverage the remaining \$80,000. See leverage letter in Tab 9.

#### **Line 1D: Behavioral Health Personnel**

Behavioral health personnel from The Guidance Center and Southwest Behavioral & Health Services will be part of the Housing-focused Care Teams. Through these staffing partnerships, \$180,000 will be leveraged for this program (\$80,000 from The Guidance Center and \$100,000 from Southwest Behavioral & Health Services). See leverage letters in Tab 9.

#### **Line 1E: Medical Personnel and North Country Mobile Unit**

North Country Health Care will leverage \$200,000 for this expanded program by providing a Nurse Practitioner to serve on the Housing-focused Care Teams, a fully-equipped medical mobile unit, a pharmacist, a health navigator, and medications for program participants. See leverage letter in Tab 9.

#### **Line 1F: Director of Services**

Flagstaff Shelter Services' Director of Services will evaluate the *Housing as Healthcare Program*, coordinate partnerships with other local service providers, ensure consistent achievement of program objectives, oversee Housing Case Managers, the Front Door Specialist/Shelter & Outreach Coordinator, and the delivery of the program's services. CDBG funds will support \$35,000 of the \$50,000 budgeted for this position. The remaining \$15,000 will be come from other grant funding.

#### **Line 1G: 30-Day Bus Passes**

1,000 discounted bus passes will be purchased to help remove participants' barriers to job placement and retention. NAIPTA will sell these to FSS at a reduced cost, subsidizing \$20,000 of the total \$37,000 cost. (See leverage letter in Tab 9). The remaining \$17,000 will be covered by CDBG funding.

#### **Line 1H: NAIPTA Vans (2)**

NAIPTA donated two vans to FSS in 2015, which will be used for transporting project participants. See leverage letter in Tab 9.

#### **Line 1I: Food- Flagstaff Family Food Center**

**Total Ranking: 152**

Direct leverage amount from Flagstaff Family Food Center is \$323,025; This covers three meals daily for program participants. See leverage letter in Tab 9.

**Line 1J: Direct Client Support**

Other grant funding will help cover the cost of program participants' housing rental application fees, security deposits, and first month's rent.

**Line 2A: Building**

FSS is leveraging its entire building since the Housing as Healthcare Program will be made available to every person served by the organization. See leverage letter in Tab 9.

**Line 3A: Arizona Department of Housing**

Funding for shelter and program support- See award letter in Tab 16.



*"Inspiring creativity and connection through textile arts programs that empower participants, enrich our community, and provide employment pathways for women and vulnerable populations."*

## **Sewing and Textile Employment Pathway (STEP) Program**

*City of Flagstaff CDBG Proposal FY 2020-2021*

### *Agency*

**Threaded Together**  
2614 N Steves Blvd  
Flagstaff, AZ 86004  
*DUNS: 117424607; SAM/CAGE: In progress*

### *Primary Contact*

**Lindsey Watson**  
*President, Executive Director*  
Cell: (760) 420-2658  
Email: [lindsey@threadedtogether.org](mailto:lindsey@threadedtogether.org)

Total Ranking: 109

## Appendix E CDBG Project Ranking Form 2020/2021

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: Threaded Together

Amount of Funds Requested: \$32,400

Name of Project: **Sewing and Textile Employment Pathway (STEP) Program**

Public Service

Housing

Economic Development

**Additional Considerations:**

\$10,746.67 Ratio of dollars per person benefitted by proposed project

63.59% 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 (new applicant) Past successful CDBG contract administration (yes or no)

**Total Ranking: 109**

**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)

---

**Total Ranking: 109**

**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

- Project is not located in Sunnyside.
- 

**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?**

**10a. How will you identify success?** Describe how your successes will be monitored beyond CDBG requirements. (10 points for both questions 10 and 10a)

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

- Community need is not demonstrated in the answer or supported with actual data.
-

Total Ranking: 109

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

- 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 (10 points for both 11 and 11a)

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

- No leverage letters are attached. It would have been helpful to see letters of commitment or application for contracts proposed.

---

**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 answer 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)

- The organization does not demonstrate experience with job training programs.
- The organization does not have experience administering federal funds.
- However, the answer does outline constructive steps toward creating organizational capacity to succeed, ie: training staff in administrative duties/hiring an administrative assistant.

**Total Ranking: 109**

**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)

- The organization does not display substantial experience in administering federal or state grants, which increases the risk of being unsuccessful meeting the administrative requirements of CDBG.
- Job descriptions were very vague.

**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)

- It was unclear to the committee why 3 months would be need for hiring.
- If apprentices are hired on a staggered schedule the concern is that it may take longer than a year to complete this project.

**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)

Total Ranking: 109

**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 agency does not demonstrate experience executing job training programs.
- The committee is also concerned about the organizations overall financial capacity and ability to fund this project on a reimbursement basis.

---

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)

- The committee has concerns about the timely expenditure of funds if hiring takes 3 months or longer.

---

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

- No leverage letters for grant funding or contracts were included.

**Total Ranking: 109**

**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 application was well put together especially for a first time grant applicant.
  - The focus of the committee's concerns resides almost solely with organizational capacity and lack of experience in federal grant management.
-

## Executive Summary

**Agency requesting funding:** Threaded Together

**Agency DUNS Number:** 117424607

**Agency CAGE (SAM.org) Number:** In Process of Obtaining

**Are you a participating member in the Coconino County Continuum of Care? (Yes or No)** No

**Amount of funds requested:** \$30,240.00

**Project name:** Sewing and Textile Employment Pathway (STEP) Program

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

Lindsey Watson  
*President, Executive Director*  
2614 N Steves Blvd  
Flagstaff, AZ 86001  
Cell: (760) 420-2658  
Email: lindsey@threadedtogether.org

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

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.

**Total estimated number of persons to be assisted:** 3 persons

### **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:** \_\_\_\_\_ **Title:** \_\_\_\_\_

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

## Total Ranking: 109

### Narrative Questions

---

**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)**

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 Sewing and Textile Employment Pathway (STEP) Program is a **NEW SERVICE**. Threaded Together will increase economic opportunity for low to moderate income (LMI) individuals through a new vocational training program that teaches professional sewing and tailoring skills in a safe and empowering environment. Threaded Together's Sewing and Textile Employment Pathway (STEP) program will be offered for the first time, beginning in 2020.

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

Flagstaff is a city filled with opportunity for individuals with professional sewing and tailoring skills. Although there are many jobs in this industry, currently there are no vocational training programs to teach these employable skills. Threaded Together's STEP program would fill this gap and provide low to moderate income (LMI) residents with the education needed to confidently step into these roles and help our local businesses flourish and grow.

---

**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. Please check one of these eligible activities if applying under the Economic Development category - for a definition of the below categories visit

N/A

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

## Total Ranking: 109

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

---

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).

### ***Scope of Project***

#### **Goal:**

Develop and implement an empowering vocational training program in Flagstaff, AZ to expand economic opportunity for LMI residents and enrich our community.

#### **Objectives:**

- Create Apprentice Hiring Guidelines, Apprentice Training Manual, Pre- and Post-STEP Survey, and Progress Reports
- Provide vocational training for 3 LMI residents of Flagstaff
- Create a Textile Industry Employment Resource Guide for graduates
- Develop an Impact Evaluation System to track STEP participants 5 years post-completion of the program
- Complete 6 Outreach Events at Sharon Manor and 6 at Northland Family Help Center
- Increase awareness of this program through one social media and one local Giving Campaign to obtain enough generated revenue that Threaded Together can self-fund 2 STEP apprentices per year in the future

#### **Strategy:**

## **Total Ranking: 109**

The Sewing and Textile Employment Pathway (STEP) program is a paid, vocational training opportunity offered to women and/or vulnerable populations that qualify as low to moderate income (LMI) residents of Flagstaff, AZ. This program teaches professional sewing and tailoring skills in a safe and empowering environment, providing participants with a pathway to meaningful employment and a dynamic community of support.

The STEP program takes place in our Threaded Together Workroom located at our facility at 2614 N Steves Blvd in the Lower Greenlaw/Sunnyside neighborhood. This location is within a 15-minute walk from both of our partnering organizations, Sharon Manor and Northland Family Help Center. Hours are flexible and can be tailored to each STEP apprentice's unique needs.

The STEP program is run by our Associate Director, Tina La Chance. Tina dedicates 25- 30 hours per week to the development and implementation of this program. She will work alongside the Executive Director to develop the infrastructure necessary to make this program a success. This includes creation of hiring guidelines, training manuals, reporting procedures, industry employment resources, and impact evaluation tools. Tina will work alongside STEP apprentices in the Threaded Together Workroom to teach the curriculum through hands-on experience.

In alignment with our mission, we strive to create safe and empowering places where women (and those identifying as women) can find opportunities for creativity, connection, and pathways to employment. The STEP program is specifically offered to women (and those identifying as women) so that we can create a workplace environment where vulnerable populations, like survivors of domestic violence, can feel safe and supported. When we lift up and support women, we make our community a better place. We are partnered with two local domestic violence shelters, Northland Family Help Center and Sharon Manor, to offer this program to their residents. If an open apprentice position cannot be filled through these partners, we will open the spot to any LMI resident of Flagstaff.

At the start of the program, STEP apprentices are asked to fill out a pre-program survey that will aid Threaded Together in determining program success. Apprentices then work with the Associate Director to determine a part-time schedule that is suitable to meet the needs of both the apprentice and Threaded Together. Apprentices are required to work 20 hours per week for 9 months to complete the curriculum. Through 720 hours of instruction and mentorship over 9 months, the STEP program is designed to yield competence and confidence in advanced sewing techniques, tailoring and alterations, and custom and production sewing. Progress reports will be completed for each apprentice every 3 months

## Total Ranking: 109

to determine if the program is meeting the needs of the participants and providing the support they need to succeed. Upon completion of the STEP program with satisfactory progress and accomplishment, graduates choose their next path with the support of Threaded Together and our industry partners. Graduates have options such as remaining on at Threaded Together as a STEP trainer, an alterations specialist, or a production engineer, working for one of our affiliated partners in Flagstaff or Phoenix, or starting their own sewing related business with support and resources from Threaded Together. Graduates can also help us track program success by filling out a post-program survey and electing to be a part of our Impact Evaluation research that will track STEP graduates for at least 5 years to see the change we are making in the world!

### Current status of the program/# of persons served:

Threaded Together is in the planning stage for this program. We are developing Apprentice Hiring Guidelines and an Apprentice Training Manual. We plan to begin the training portion of the program as soon as we can, regardless of grant funding. We are currently negotiating two large production sewing contracts with Flagstaff Medical Center and Northern Arizona University. If either of these contracts are approved, we will have an immediate need to begin training a STEP apprentice. Securing funding through the CDBG will allow us to expand our scope to provide this important opportunity to 3 additional LMI residents and create the necessary infrastructure and deliverables to continue this program well past the end of the funding period.

### Deliverables:

- Apprentice Hiring Guidelines, Apprentice Training Manual, Progress Reports, Pre- and Post-Program Survey
  - Textile Industry Employment Resource Guide
  - STEP Impact Evaluation System
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

## Total Ranking: 109

- **Expanding economic opportunities principally for low-moderate income persons or neighborhoods.**

The Sewing and Textile Employment Pathway (STEP) program is a 720-hour vocational training program in Flagstaff, AZ that expands economic opportunity for low to moderate income (LMI) residents by providing women and vulnerable populations, specifically survivors of domestic violence, the opportunity to learn technical and employable skills in a safe and empowering environment. Upon graduation from the program, STEP apprentices receive the support they need and deserve as they move into meaningful positions in the textile industry.

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.

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 CDBG grant requirements request an effort to address basic skills and job readiness with vocational training in Flagstaff. Threaded Together has addressed this need through our Sewing and Textile Employment Pathway (STEP) program, which provides paid technical training and employment pathways for LMI residents and, more specifically, survivors of domestic violence. By training and subsequently employing residents of the Sunnyside Neighborhood, Threaded Together is serving LMI residents with vocational programs that will increase their economic vitality and participation in the Flagstaff economy.

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

## Total Ranking: 109

Thread Together is located in the Sunnyside/Lower Greenlaw neighborhood. Our location is less than a 15-minute walk from our committed partners, Sharon Manor and Northland Family Help Center.

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)

Threaded Together's Sewing and Textile Employment Pathway (STEP) Program satisfies the needs, priorities, goals, and objectives identified in the Consolidated Plan by providing low to moderate income (LMI) residents, specifically survivors of domestic violence in the Sunnyside neighborhood, with vocational training and resources to secure meaningful employment post-graduation. This program falls under the 5-year Consolidated Plan as "Priority Need: Public Services & Economic Opportunities > Employment & Job Training Support Services > Low Priority > 5 people."

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)**

Flagstaff is a city filled with opportunity for individuals with professional sewing and tailoring skills. Although there are many jobs in this industry, there are no vocational training programs to teach these employable skills. Threaded Together's STEP program would fill this gap and provide low to moderate income (LMI) residents with the education and support needed to confidently step into these roles, achieve financial security, and help our local businesses flourish and grow.

We gained invaluable knowledge about the community need for this program through interviews with our partnering organizations. In speaking with Sharon Manor and Northland Family Help Center, we learned that opportunities for domestic violence survivors to work flexible, part-time work in a safe and empowering environment are scarce. These (mostly female) survivors often don't feel comfortable working in busy public establishments like grocery stores or retail shops. Threaded Together is a female-centered organization that aims to give women the chance at success that they deserve, in a safe and nurturing environment. Additionally, we are able to provide flexible scheduling to work around family needs. We aim to provide in-house childcare in the future, as the program develops.

In addition to providing economic opportunity to STEP graduates, this program creates competent sewists ready to help our local businesses flourish and grow. The Flagstaff textile industry desperately needs people with sewing and tailoring skills to step into custom and production sewing roles and provide reliable alterations services for our community members.

## Total Ranking: 109

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

Success will be measured and identified in these ways:

### *Short -Term*

- Each STEP participant will sit down with the Associate Director at three-month intervals throughout the apprenticeship to fill out a Progress Report. This allows Threaded Together to adapt and adjust the program, within the boundaries and scope, to make sure that each STEP apprentice is gaining the competence and confidence they need to succeed upon graduation. We want to make sure we are on track to accomplishing our objectives and providing the best vocational training program possible for our participants.

### *Project Completion*

- Every STEP graduate will complete a Post-Program Survey. This will be compared to their Pre-Program Survey to determine if the STEP program made a positive impact in their life. This survey will look for change in quality of life, self-determination, sense of belonging, and resiliency.
- Completed checklist of program Objectives and Deliverables (see Scope Of Project).

### *Long Term*

- Our Impact Evaluation System will track apprentices (who elect to participate) for at least 5 years post-graduation with yearly questionnaires that will allow Threaded Together to gather long-term data about the impact of our program.

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

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

We currently have partnerships with both Northland Family Help Center and Sharon Manor to specifically provide the STEP apprenticeship opportunity to their residents (survivors of domestic violence). Through outreach events like a monthly Social Sewing night, Threaded Together will meet with these residents, provide opportunities for creativity and connection, and give information about our STEP program. We will work with both of these organizations over the course of the funding period to deepen these partnerships; for example, through

## Total Ranking: 109

separate funding we are working to expand our kid's Sewing Squad program (currently in full swing at the Boys and Girls Club) to include additional locations like the teen shelter at the Northland Family Help Center.

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

Yes, Threaded Together plans to provide \$52,805.00 (63.6%) of the \$83,045.00 proposed project budget through leveraged funding in the form of contracts, individual giving, and generated revenue. We are currently in negotiation with both Flagstaff Medical Center and Northern Arizona University for large scale production contracts, and we anticipate that we will be able to allocate \$25,000.00 from these contracts towards this project. We have secured a \$14,400.00 annual contract with OVRIND for production sewing. We anticipate \$2,500 in individual donations through our scheduled social media and local Giving Campaigns. We will also use the generated revenue from our Threaded Together Workroom that provides alterations, repairs, and custom sewing for the community. A modest estimate for this generated revenue during the funding period is \$12,000 (\$250 of weekly sewing work x 48 weeks). For more details, see the attached budget in Tab 8.

- 12. Briefly describe: (10 Points)**

- a) The organization's history administering this or similar projects.
  - i) N/A as we are a new organization
- b) The organization's realistic capacity for undertaking this project.
  - i) If this proposal is funded, Threaded Together has the capacity to ensure its success. Our Associate Director, Tina La Chance, has 25-30 hours per week dedicated to the development and implementation of the STEP program. Our Executive Director, Lindsey Watson, will assist in the development of the deliverables and ensure our objectives are met. We will be hiring a part-time Administrative Assistant to help with scheduling and reporting tasks. Additionally, we already have the space, supplies, and equipment necessary to begin this program.
- c) Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
  - i) N/A as we are a new organization
- d) Was the agency ever asked to return awarded funds for cause? No.
- e) Has your agency ever requested a budget amendment or contract extension? If yes, why? No.

- 13. 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)**

No.

## Total Ranking: 109

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
    - i. Lindsey Watson, President & Executive Director, (see Tab 11 for attached resume)
    - ii. Tina La Chance, Associate Director, (see Tab 11 for attached resume)
  - b) Job descriptions for any new positions created for the proposed project
    - i. See Tab 6 for STEP Apprentice Job Description
  - c) Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency)
    - i. Tina La Chance
  - d) Distinguish between in-house agency staff and contracted assistance
    - i. We do not propose any contracted assistance specifically for this program
  - e) Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab 11- organization chart.
    - i. See attached Organizational Chart 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.*

See Tab 7 for Schedule of Completion

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.

Budget with Narrative can be found in Tab 8

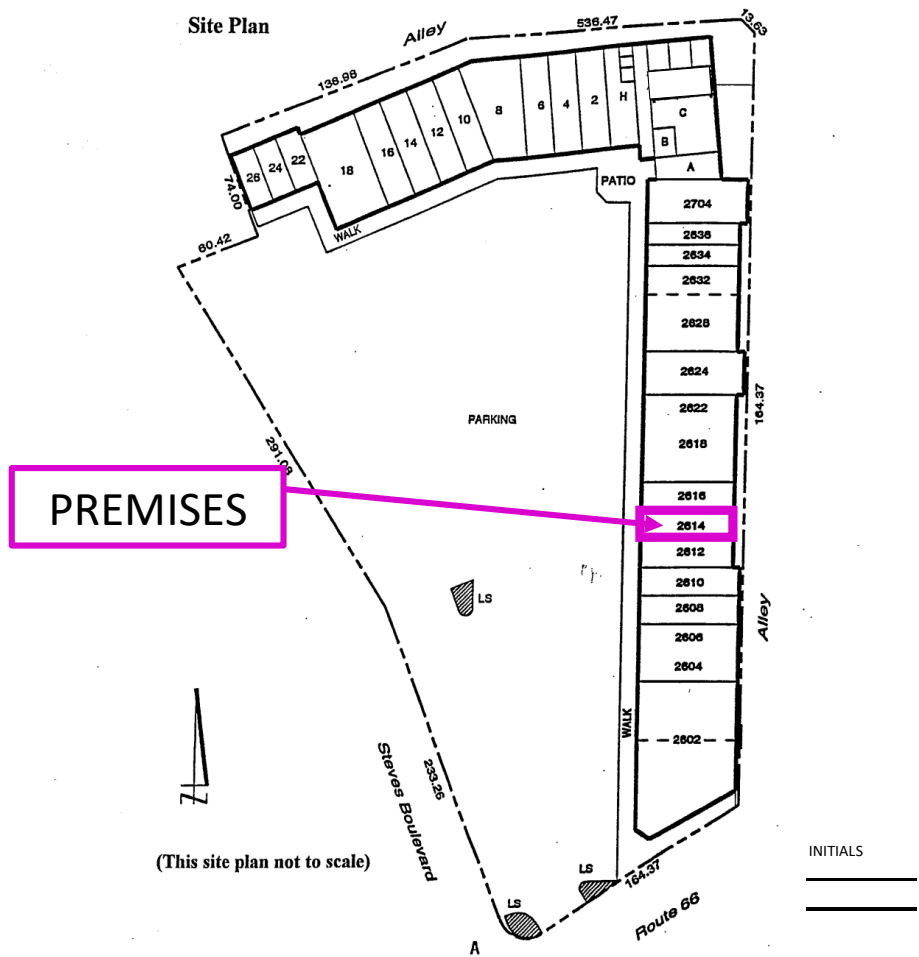
Total Ranking: 109

Map of Location

THREADED TOGETHER

EXHIBIT "A"

KACHINA SQUARE SHOPPING CENTER  
North Steves Blvd. & East Route 66  
Flagstaff, AZ 86004



**Total Ranking: 109**

**Job Description of Sewing and Textile Employment (STEP) Program Apprentice**

STEP Apprentice duties and responsibilities:

- Learn and develop sewing and tailoring skills in a hands-on environment (Threaded Together Workroom)
- Complete Pre- and Post-Program Surveys
- Complete Progress Reports at 3-month Intervals
- Adhere to all Threaded Together safety and health regulations
- Complete all training assignments and attend all workshops
- Follow general Threaded Together company procedures

**Total Ranking: 109**

Project Schedule  
City of Flagstaff

Project Description: Sewing and Textile Employment Pathway (STEP) Program  
 Implementing Agency: Threaded Together  
 Project Number: 002  
 Persons Served: 3  
 Date Submitted: 02/20/2020

Action Items:	Item Description	YEAR													
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th	
1	Develop Apprentice Hiring Guideline and Training Manual														
2	Hire Apprentices, Complete Pre-Program Surveys														
3	Train STEP Apprentices, Complete Progress Reports														
4	Complete Post-Program Surveys														
5	Develop Textile Industry Employment Resource Guide														
6	Design and Develop STEP Impact Evaluation System														
7	Outreach Events														
8	Giving Campaigns														
9	Monthly CDBG Reporting														
10	Success Assessment and Final Reporting														

**Narrative**

CDBG funds will be used exclusively to pay STEP Apprentice wages. We anticipate hiring all three Apprentices by the third month so that training can be completed by the project end date.

Our rate of expenditure of CDBG funds will be approximately \$1120.00 to \$3360.00 per month, depending on how many apprentices we are training at once (if hiring is staggered). \$1120.00 is the monthly cost for each apprentice's wages.

We estimate the project to be completed by the end of the 12th month. This includes training of 3 apprentices and completion of all deliverables.

# Total Ranking: 109

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

Project Description: Sewing and Textile Employment Pathway (STEP) Program  
 Implementing Agency: Threaded Together

Project Number: 002

Date: 2/20/20

Persons served: 3

		SOURCE 1	SOURCE 2	SOURCE 3	SOURCE 4	PROJECT
Item and			Other Grant	Leveraged	In-Kind	TOTALS
Activity	Item/ Activity Description	CDBG <sup>5</sup>	Funding	Funding <sup>6</sup>		
<b>1</b>	<b>Salaries and Wages</b>					65,903
A	Associate Director <sup>1</sup>			30,000		
B	STEP Apprentices <sup>2</sup>	30,240				
C	Fringe Benefits (9.4%)			5,663		
<b>2</b>	<b>Equipment &amp; Supplies</b>					3,140
A	Additional Industrial Sewing Machine			1,800		
B	Sewing Machine Maintenance			840		
C	Sewing Supplies (like thread, notions, rulers, mats, etc)			500		
<b>3</b>	<b>Program Related Expenses</b>					250
A	Printing & Copying			250		
<b>4</b>	<b>Outreach Events<sup>3</sup></b>					960
A	Mentor Wages			480		
B	Supplies			480		
<b>5</b>	<b>General Operating (Indirect)</b>					12,792
A	STEP Program Allocation <sup>4</sup>			12,792		
	<b>CDBG Totals</b>	30,240				
	<b>Totals</b>			52,805		83,045

## Budget Narrative

1. The Associate Director will dedicate 75% of her time to the STEP program, yielding \$30,000.00 in salary.
2. Apprentices are paid \$14/hour for 720 hours over nine months (20 hrs/wk); wages total \$10,080.00 per apprentice for the vocational program.
3. Outreach refers to our partnership with the Northland Family Help Center and Sharon Manor. \$960 covers the cost of 12 outreach classes (6 for each partnering organization) to give survivors of domestic violence the chance to participate in a creative project and learn more about our vocational training program (STEP). \$80 per class covers teacher/mentor wages and supplies.
4. General Operating costs were determined as follows:
  - a. Admin Assistant: \$13,000.00 x 20% = \$2600.00
  - b. Accountant: \$2400.00 x 50% = \$1200.00
  - c. Rent: \$8618.00 x 70% = \$6032.00
  - d. Utilities: \$3000.00 x 70% = \$2100.00
  - e. Insurance \$1200.00 x 30% = \$360.00
  - f. Website: \$1155.00 x 30% = \$200.00
  - g. Office Supplie: \$600.00 x 50% = \$300.00
  - h. TOTAL = \$12,792.00**
5. **CDBG funds will be exclusively used to pay STEP apprentice wages.**
6. Leveraged funding sources include the following:
  - a. Anticipated production sewing contracts: \$25,000.00
  - b. Secured production sewing contracts: \$14,400.00
  - c. Generated revenue (fee for service) from the Threaded Together Workroom (alterations, custom sewing: \$250.00/wk over 48 wks): \$12,000.00
  - d. Individual giving: \$2500.00
  - e. TOTAL = \$53,900.00**

# CITY OF FLAGSTAFF

Community Development Block Grant

TYNKERTOPIA



## Grant Application 2020

Total Ranking: 53

## Appendix E CDBG Project Ranking Form 2020/2021

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: Tynkertopia

Amount of Funds Requested: \$100,000

Name of Project: **Full STEAM Ahead Workforce Training Program**

Public Service

Housing

Economic Development

**Additional Considerations:**

\$33,333 Ratio of dollars per person benefitted by proposed project

18.42% 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 (new applicant) Past successful CDBG contract administration (yes or no)

**Total Ranking: 53**

**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)

- There is only information provided specific to what Tynkertopia as an organization does however the answer lacks specific data on the job training program proposed to be funded with the CDBG.

**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 scope of what the funding will actually do is extremely limited. Is the staff full time or part time?
- There are no details on how the funds support the job training program.
- The committee doesn't understand how this funding will enable Tynkertopia to serve more children.

Total Ranking: 53

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

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

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

- The answer names the objective but does not say “how.”

**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)

- Goals and expectation examples are not related to job training.
- It is unclear how the job training program is a public service provided to the trainees vs. funds to benefit the mission of Tynkertopia.

**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

Total Ranking: 53

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)

- The answer does not include priority level and 5 year goal.
- 

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?

10a. How will you identify success? Describe how your successes will be monitored beyond CDBG requirements. (10 points for both questions 10 and 10a)

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

- Great statistics relevant to Flagstaff and the population served by Tynkertopia, however the stats are directly relevant to the indirect beneficiaries not necessarily to the three LMI individuals this grant is proposing to serve.
- 

11. Is there evidence of community collaborations that can be effective programmatic support? Does the answer provide evidence of the following:

- Additional leverage
- Agreements, staffing partnerships, etc.
- 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 (10 points for both 11 and 11a)

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

- The answer is confusing, part 1 says that Tynkertopia is already collaborating with the agencies listed but the bullets state that the new staff person will develop these partnerships.
  - No support letters were included from FUSD, Lowell, Boys and Girls Club, FACTS, Charter Schools, etc.
  - There are no leverage letters.
-

Total Ranking: 53

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 answer 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)

- The organization does not demonstrate experience administering federal funding.
  - There is no evidence that the organization or the ED have experience doing job training for individuals without a skill set.
  - No evidence of workforce development experience.
- 

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)

- No qualifications in job description required for teacher in residence position, ie: a fingerprint clearance card?
  - No distinction made between staff and contracted positions.
  - Tab 6 is blank.
-

**Total Ranking: 53**

**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)

- Tab 7 does not contain a schedule of completion.
  - Schedule is vague and not detailed.
  - Hiring and training three LMI staff at the same time may be challenging.
  - It is unclear how the ED will maintain programming along with training three highly skilled positions.
  - Applicant does not demonstrate understanding of the reimbursement nature of this grant.
- 

**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 budget must include salary, workers comp, FICA taxes and sick leave policy and resources in order to be both State and Federal compliant.
  - It would have been beneficial to have had an accountant review the budget.
  - There is no leveraging for the job training program specifically.
- 

**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 agency lacks federal grant management experience.
  - The intent of CDBG funds is to promote job training, this proposal does not demonstrate how this would be achieved.
-

Total Ranking: 53

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)

- Committee has concerns about the agencies lack of expertise in job training.
- Schedule only indicates 1 month of actual job training.
- Format for the schedule is incorrect.

---

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

- No leverage letters are included.
- The in-kind leverage is not realistic and lacks detail.
- Current LMI employee gets paid \$14,000, however the proposal is requesting \$100,000. Are these employees full time or part time? What will their salary be?

---

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)

- Proposal was disorganized and difficult to follow.
- Many of the answers did not seem to refer to the job training program but instead to the overall goals and mission of the organization.
- When applying for federal grants it is very important to follow the dictated application structure and format.

**Total Ranking: 53**

**CITY OF FLAGSTAFF  
Community Development Block Grant: Tynkertopia Grant Application 2020**

**Agency requesting funding:** Tynkertopia, Inc.

**Agency DUNS Number:** In process

**Agency CAGE (SAM.org) Number:** In process

**Are you a participating member in the Coconino County Continuum of Care? (Yes or No)** No

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

**Project name:** *Full STEAM Ahead*

**Primary contact person for this project:**

Name: Dr, Alice Christie, Founder and Executive Director of Tynkertopia, Inc.

E-mail: founder@tynkertopia.org

Phone: 928-326-3400 • Fax: 928-774-1875

Mailing address: 2152 N. Fourth Street, Suites 101A-109, Flagstaff, AZ 86004

**Brief project description**

*Full STEAM Ahead* will train three low- to moderate-income (LMI) persons at Tynkertopia, a nonprofit corporation primarily serving children ages 1-15 and parents living in the Sunnyside neighborhood. The training will focus on helping low income children develop Science, Technology, Engineering, the Arts, and Mathematics (STEAM) knowledge and skills. The trainees will be mentored by Dr. Alice Christie, an educator with 50+ years of experience in PK through university education. If funded, the estimated number of people to receive assistance is summarized below:

- Three LMI persons (staff in-training) will receive direct assistance (training and salary) through one-year employment at Tynkertopia.
- numerous educational or organizational partners will receive direct assistance by developing their capacity to facilitate hands-on STEAM learning .
- all children and youth served by the partners mentioned in the bullet above will receive indirect assistance.
- Up to 3000 (approximately one-third the number of students attending Flagstaff Unified School District (FUSD1)) students will receive direct assistance in STEAM learning when they visit Tynkertopia.

**Council CDBG priority:** Workforce Job Training

**Target neighborhood:** Adjacent to Sunnyside (on the east side of Fourth Street).

**Name and title of authorized representative:** Dr. Alice Christie, Founder and Executive Director



**Date:** February 20, 2020

## Total Ranking: 53

### Executive Summary

Tynkertopia® Inc., Flagstaff's only non-profit (501 (c) 3) STEAM Community Center, provides out-of-school learning opportunities for PK– 12 students in **Science, Technology, Engineering, the Arts and Mathematics (STEAM)**. Tynkertopia's mission is to serve as a STEAM Community Center to empower residents of Flagstaff and northern Arizona to: cultivate skills, strategies, and confidence as independent, lifelong learners, and to expand creativity, inquiry skills, and STEAM skills and knowledge by: inviting curiosity, inspiring wonder, encouraging playfulness, and celebrating unique solutions.

Tynkertopia's target population is public, private, charter, and home-schooled children and their parents, grandparents or guardians, and their teachers. In addition, many children from families in distress, youth in poverty, and youth under-represented in STEAM areas visit Tynkertopia with case workers. During the past year and a half, Tynkertopia has had approximately 9000 visits from children, parents, teachers and community members from Flagstaff and Northern Arizona. Tynkertopia participates in numerous community events giving thousands more students opportunities in STEAM.

The Tynkertopia learning environment is, based on the 7C Model (see Appendix) that (a) acknowledges the importance of choice, (b) inspires deep learning, (c) fosters creativity and creative confidence, (d) encourages critical thinking, and, (e) engages learners in collaboration and connections with other learners. This model was developed by Tynkertopia founder, Dr. Alice Christie (Arizona State University President's Professor Emerita, Founding Fellow of the ASU Distinguished Teaching Academy and a Google Certified Teacher and Innovator).

Tynkertopia's exponential growth and success since opening its doors 18 months ago indicates the need to expand our staff and our offerings. Currently, Tynkertopia employs one LMI person for 20 hours per week. Dr. Alice Christie, Tynkertopia founder, volunteers between 60-70 hours per week. Several other volunteers provide a total of 10 hours of service per week. We are grossly understaffed.

Our CDBG application requests three LMI persons for training and employment at Tynkertopia: a teacher-in-residence, a grant writing specialist, and a community outreach specialist. The generic training for all three LMI persons will focus on helping low income children develop Science, Technology, Engineering, the Arts, and Mathematics (STEAM) knowledge and skills. Each of the three employees-in-training will receive additional training specific to their roles within Tynkertopia. The trainees will be mentored by Dr. Alice Christie, an educator with 50+ years of experience in PK – education.

The job descriptions for the three employees-in-training include:

- facilitating the daily operations of Tynkertopia;
- fostering excitement and a sense of wonder in children, parents and grandparents, teachers, and case workers;
- sorting and appropriately placing the many donations Tynkertopia receives;
- organizing and keeping the Tynkertopia facility neat and clean;
- attending training workshops to improve STEAM knowledge and skills, entrepreneurship, financial literacy, and resiliency; and
- attending classes and workshops relevant to their specific roles

**Authorized representative:** Dr. Alice Christie, Founder & Executive Director of Tynkertopia, Inc.



## Total Ranking: 53

### Narrative Questions

#### Public Service Questions (10 points)

1. The public service activity that best fits our proposed service is Employment services (e.g., job training).
2. The proposed service is a New Service. Tynkertopia is a quickly growing, nonprofit organization serving Flagstaff children and their families, many from the Sunnyside and Upper and Lower Greenlaw neighborhoods. Currently, Tynkertopia is staffed by its Executive Director, who volunteers full time at our Fourth Street facility. In addition, we have one LMI twenty-hour per week paid employee. We need to increase our staff and welcome the opportunity to train low to moderate income persons at Tynkertopia.
3. There are no similar services offered in Flagstaff. Currently, Tynkertopia is the ONLY Community Center focusing on STEAM in Flagstaff. The proposed service is a new service available only to low to moderate income (LMI) persons.
4. NA
5. Proposed scope of the project: Three low- to moderate-income persons will receive *direct* assistance, as they will receive salaries for full- or part-time in-training-employment for one year at Tynkertopia. Countless Flagstaff children will receive *indirect* assistance as a larger staff-in-training will allow us to offer more services to a greater number of children. We served approximately 9000 visitors with a limited staff since our opening 18 months ago. A Community Development Block Grant will allow us to serve a greater number of children and families during the 2020-2021 grant cycle.

*Full STEAM Ahead*, if awarded a CDBG, Tynkertopia will provide salaries to three low- to moderate-income persons through a job training program. This will not only benefit the three trainees, it will benefit the thousands of children who come to Tynkertopia to explore, discover, create, learn, develop STEAM skills and knowledge, and have fun in a safe and inclusive space dedicated to creativity and inquiry.

Tynkertopia will expand access to all local education programs/organizations serving LMI young children and youth. Partnering organizations will be trained and mentored in co-hosting STEAM experiences with groups of children at their location.

Each community-based STEAM learning experience will spark creativity and engaged learning for area youth. Thereby inspiring learning to an expanded population. Each session will feature an opening discussion with children and youth about what is STEAM education? Why is it important? How does it impact our day to day life? What STEAM career opportunities are available?

Volunteer opportunities for middle and high school students will expand STEAM competence, teaching, workplace skills, interpersonal relations, and resiliency of participating youth.

*Full STEAM Ahead* is in the final planning stage and awaiting funding.

## Total Ranking: 53

6. The proposed project achieves the CDBG Primary and National Objectives because *Full STEAM Ahead* expands economic opportunities principally for low to- moderate- income (LMI) persons.

*Full STEAM Ahead* also achieves the CDBG Primary Objective to expand economic opportunities principally for persons of low- to moderate-income.

7. *Full STEAM Ahead* meets the Flagstaff City Council's CDBG Workforce Job Training Priority. This project will provide job training and employment to three (3) LMI persons. Our central goal will be to engage, educate, enlighten, and empower our three LMI employees-in-training and eradicate generational poverty.

The job training will include:

- Defining goals and expectations
- Creating a culture that promotes contributions and learning
- Training in resiliency in which participants will
  - create personal mission statements
  - complete personality profiles
  - identify/establish time management techniques
  - establish an individual and family Strength-Weakness-Opportunity-Threats (SWOT) analysis and an individual resiliency plan
  - develop a strategic plan (with 1-2-3- and 5-year goals) in the areas of education, career, and family

8. The project takes place adjacent to Sunnyside, on the east side of Fourth Street.

9. The proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff Program Year 2016/2020 Consolidated Plan.

*Full STEAM Ahead* will assist in meeting the goals and objectives identified in the Flagstaff City Council Consolidated Plan. Eligible CDBG activities of this project fall into the broad category of Human Services and Economic Opportunities.

One priority need identified as a goal in the 5-year Consolidated Plan was Public Services and Economic Opportunities – specifically, Employment and Job Training Support Services. *Full STEAM Ahead* will provide employment and job training for three LMI persons.

In addition, Tynkertopia is proud to support and nurture the City of Flagstaff's declaration of Flagstaff as America's First STEM Community. Tynkertopia is proud to be Flagstaff's STEAM Community Center.

10. The following statistics define the community need for the proposed project.

Since Tynkertopia is adjacent to the Sunnyside neighborhood, statistics about this neighborhood follow. Sunnyside is Flagstaff's most diverse and most economically challenged neighborhood. Ten percent of Flagstaff's overall population lives in Sunnyside, including 1,766 households. According to the 2010 Census:

## Total Ranking: 53

- 45% of the residents in Sunnyside identify with being Hispanic or Latino
- 29% are Native American
- 4.5% of the people who live in the neighborhood are of two races or more
- 2% are Black/African-American.

Further almost half (46.7%) of the residents live in extreme poverty. Thirty-one percent of the neighborhood's population is 17 years old or younger and 72% of neighborhood children aged 5-17 live in poverty. Over 50 percent of the households in the neighborhood are single parent households. Sixty-eight percent of Sunnyside housing units are rental properties and 59% of households pay 50% or more of their total household income in rent. According to American Community Survey almost one-fourth (24.9%) of households in Sunnyside are linguistically isolated.

In addition, elementary and middle school students in Flagstaff are:

- failing high-stake tests in mathematics at a much higher rate (60.5%) than the state average (45%), and
- failing high-stake tests in science at a much lower rate (40.1%) than the state average (59%), but still at an unacceptable level.

Statistics on the **fail rates** of students attending Flagstaff area schools on the 2016 AZ Merit Math Test and the 2016 AIMS Science Test, all of whom are Tynkertopia's target population follow:

Elementary Schools	2016 AZ Merit Math Fail Rates	2015 AIMS Science Fail Rates
Cromer Elementary School	60.0%	41.0%
DeMiguel Elementary School	53.0%	32.0%
Killip Elementary School	70.0%	70.0%
Kinsey Elementary School	87.0%	60.0%
Knoles Elementary School	45.0%	29.0%
Leupp Public School	87.0%	61.0%
Marshall Elementary School	60.0%	44.0%
Puente de Hozho Bilingual Magnet E.S.	61.0%	46.0%
Sechrist Elementary School	49.0%	21.0%
BASIS Flagstaff	33.0%	N/A
Flagstaff Junior Academy	57.0%	12.0%
Mountain School Inc.	53.0%	11.0%
The PEAK School	71.0%	61.0%
Flagstaff Average	60.5%	40.1%
State Average	45.0%	59%

## Total Ranking: 53

Middle Schools	2016 AZ Merit Math Fail Rates
Mount Elden Middle School	77.0%
Sinagua Middle School	69.0%
Flagstaff Average	73%
State Average	39%

These figures indicate that Flagstaff needs to create more opportunities for students to learn and thrive in math and science; Tynkertopia offers an outside-of-school opportunity for Flagstaff students to gain these skills. With additional funding and additional staff, Tynkertopia will be able to reach a greater number of students and provide them with rich STEAM experiences and opportunities to increase their STEAM skills and knowledge.

### 10a. Full STEAM Ahead will identify success as follows:

#### Success of the project:

- compliance with CDBG regulations
- gathering and reporting ethnic data, income data, and program accomplishments
- maintenance and filing of:
  - o organization documents
  - o bylaws
  - o Articles of Incorporation
  - o nonprofit status
  - o Board of Directors actions/minutes
  - o program needs assessment
  - o citizen comments, complaints or letters of appreciation
  - o personnel policies
  - o certificate of Insurance
  - o fiscal documents, including expenditure documentation
  - o invoices
  - o receipts
  - o timecards
  - o pay stubs
  - o copies of cancelled checks
  - o mileage records (if applicable)
  - o spreadsheets showing funding sources and cost allocation formulas
  - o notices and advertisements
  - o documented income verification and household size

#### Success of the LMI Employee-in-Training:

- Clear position descriptions, including goals, objectives, units of service will be provided to each employee;
- Clear correspondence pertaining to the specific position description for each employee;
- Performance appraisals (self and supervisor) will be utilized to communicate with each employee regarding areas of achievement and growth;

## Total Ranking: 53

- Performance appraisals will include documentation of bi-weekly meetings between the employee and supervisor;
- Successful participation of the employee-in-training will include the following areas: entrepreneurship, financial literacy, and resiliency; and
- Pre/post learning assessment indicating an increase in knowledge, skills and abilities.

11. Tynkertopia collaborates with a number of local agencies including STEM City, Habitat for Humanity, Flagstaff Unified School District (FUSD), many of the charter and private schools, CCC, NAU, one school on the Navajo Reservation, Coconino Coalition for Children & Youth, and Building Community. We have a formal partnership with the US Department of Agriculture and St. Mary's Food Bank Alliance that allows us to provide free meals to any child between the ages of 1 and 18 years.

New staff will support outreach to all public schools, charter schools, home schools, and afterschool programs serving LMI children and youth to ensure both site-based and community-based STEAM learning experiences are accessible to a diverse cross-section of our community. CDBG funding will allow Tynkertopia to expand STEAM learning opportunities to more children and youth in the Flagstaff area.

New staff will allow our Executive Director time to create, expand, and formalize community-based partnerships and collaboration with local educators to support STEAM based professional development for all in- and out-of-school professionals in our community who wish to participate.

Finally, our new staffing pattern will allow us to bring Tynkertopia opportunities to the following groups:

- FUSD Family and Community Teaming for Students (FACTS) Program
- Boys and Girls Club
- FUSD
- Charter and Private Schools
- Home School Organizations

It will also allow us to extend partnerships with:

- Willow Bend
- Lowell Observatory
- Gore Family Nights
- Festival of Science
- Coconino Coalition for Children & Youth (CCC&Y)

Finally, Tynkertopia will reach out to Arizona at Work to advertise open positions. This will ensure LMI individuals are aware of the opportunity.

## **Total Ranking: 53**

### **11a. Leveraged funding**

To date, Tynkertopia has received approximately \$15,000 from the Arizona Community Foundation, \$10,000 from the Flagstaff Arts Council, \$2,000 from United Way of Northern Arizona, and \$1,600 from the City of Flagstaff Sustainability Division to support the ongoing work of our organization. These funds have been used for general operating expenses for Tynkertopia and will not be used to support the CDBG program, which is new to Tynkertopia. This proposal is our first application for a federal grant.

In terms of leveraged funding, our Founder, Dr. Alice Christie, has donated approximately \$60,000 to cover start-up costs, rent and utilities. She plans to continue to donate at this level through 2020. Her in-kind volunteer time is considerable. In addition, monetary donations from Tynkertopia visitors will be used to support this program. Finally, 2020-2021 grants from the agencies listed above will help support this program.

### **12. Organization's history and capacity:**

**History:** Tynkertopia is the actualization of our founder's vision. Dr. Alice Christie has been an educator for more than 50 years; she considers herself a lifelong learner. When considering how she could continue learning while simultaneously contributing to her community, she decided to create a safe, welcoming, and inclusive space where children and their parents, grandparents, teachers, or case workers could come to explore, discover, create, build, tinker, and learn. And so, Tynkertopia was born.

Tynkertopia opened its door in early August 2018 in a 1,200 square foot facility. During the first month, attendance averaged 4-8 visitors per day. During September, we held two open houses and four workshops during the Flagstaff Festival of Science. Our attendance skyrocketed to an average of 22-25 visitors per day. Currently, we often see 30-60 each day at Tynkertopia. As our number of visitors grew, it was obvious we needed more space. We've quickly expanded to our current 2,000 square feet including a STEAM Challenge Room, an Art Room, a Workshop, a Playroom for kids 1-6, a Recycling Room, a Library, a Multipurpose Room, and a Storage Room. Each room is filled with materials that stimulate both creativity and inquiry in our visitors.

Learning at Tynkertopia focuses on STEAM; it happens when kids or adults design and make real things based on their own interests. Tinkering is a playful way to approach and solve problems through experimentation and discovery. Engineering builds a bridge between the intuition of tinkering and the formal aspects of science by being able to explain, measure, and predict the world around us. Art allows students' projects to become something aesthetically pleasing. The practical skills that are developed through this process build creative confidence (a way of experiencing the world that generates new approaches and solutions) in students.

One of the main goals of Tynkertopia is to help students to develop the full capacity, creativity and confidence to become agents of change in their personal lives and in their community. Such environments use design thinking in which learners use the tools and strategies to tackle real-world, engaging, student-identified challenges.

## **Total Ranking: 53**

Capacity: We are confident that the Executive Director and the Board of Directors will work collaboratively to provide the capacity for undertaking this project. Dr. Christie, our Executive Director, worked with a Bureau of Indian Affairs school in the late 1980s to procure a \$1 million federal grant to bring technology to an isolated rural school. Several of the board members have also managed grant funding without issue and while meeting the standards of expectation of the grant.

Tynkertopia has never been asked to return funds for any reason, nor have we requested a budget amendment or contract extension.

- 13.** Tynkertopia is not participating in Flagstaff's Front Door program. (10 points)

## **Total Ranking: 53**

14. Dr. Alice Christie is the only current Tynkertopia staff member who will work on this project. She will serve as the Project Manager. Her resumé is found in Appendix F. See the Organization Chart in Tab 11 to understand the relationship between the Project Manager and the three new employees-in-training. All three of these employees-in-training will report directly to the Executive Director of Tynkertopia. The job description for each position follows:

### **Position 1: Teacher-in-Residence**

Position is designed to provide an opportunity for an individual with little to no teaching experience an opportunity to gain experience in an educational setting. This position will be mentored by an experienced educator and work in partnership to gain real world experience. The teaching engagements at Tynkertopia will provide the opportunity to learn by doing; educating students in small groups through workshops and other teaching engagements including 1:1 work with kids and parents at Tynkertopia.

Position responsibilities:

- Create an inspiring and structured learning environment where students believe they can reach their full potential.
- Devise workshop schedule based on student interest and community need
- Develop curriculum for workshops in conjunction with the lead teacher
- Build community and relationships within the workshops and in one-on-one interactions
- Support the lead teacher with logistical planning for workshops and community engagements
- Support individual students through one-on-one mentoring
- Attend one-on-one mentoring appointments with supervisor
- Staff the Tynkertopia Community Center, maintain facility for safety and constructive learning

Skills:

- Demonstrated interest in becoming an educator
- Interest in building rapport and developing relationships with students and families
- Advocacy skills
- Able to communicate, both orally and in writing.
- Collaborator with colleagues, parents and community members
- Commitment to learning, growing and developing as a person and an educator
- Commitment to become an active participant in the Tynkertopia community

### **Position 2: Grant Writing Specialist**

Position Responsibilities:

- Research, write, edit, and submit public and private grant and foundation proposals in conjunction with the Executive Director
- Monitor progress on grant deliverables and ensure compliance with specific grant regulations

## **Total Ranking: 53**

- Work in collaboration with Executive Director and Board of Directors to devise concept and ensure it is grounded in the mission of Tynkertopia, the needs of the community and the grant parameters
- Examine best and innovative practices regarding proposed grant concepts and advise Executive Director of possible innovations to improve funding possibility
- Conduct research to identify potential funding opportunities and advise Executive Director and Board of Directors as to potential opportunities, timelines, resources and other requirements
- Develop and write all aspects of grant application
- Devise a tracking and documentation method for each grant aligned with grant deliverables and timelines.
- Write all grant reports and ensure they are submitted in an accurate and timely manner and provide updates to Executive Director and Board of Directors
- Maintain a database of all grant funding received by Tynkertopia, including funding availability and timelines.

### Skills:

- Good written and oral communication skills
- Organizational skills
- Attention to detail
- Manage multiple projects and execute writing assignments effectively and efficiently, demonstrating good time management
- Ability to work both independently and as a collaborative team player

### Qualifications:

- Basic computer literacy skills

### **Position 3: Community Outreach Specialist**

This position will be responsible, in partnership with the Tynkertopia Executive Director, to develop and sustain relationships with the community where Tynkertopia resides and the larger Flagstaff community in order to ensure that the Community Center is well known amongst our community for providing education and opportunity for STEAM learning in an inclusive environment. This position will cultivate and maintain Tynkertopia's website, social media presence and provide marketing and advertising assistance.

### Position Responsibilities:

- Write newsletters and other communications methods targeted to community, parents and schools; craft marketing media content for social networks and electronic and paper brochures.
- Manage website and social media presence
- Advise and present ideas and strategies for increasing Tynkertopia's community presence and donors

## **Total Ranking: 53**

- Work with community organizations and schools to recruit children by delivering presentations, promoting Tynkertopia in the community
- Travel throughout community to educate and raise awareness of Tynkertopia's mission and impact on children's lives
- Develop, plan and participate in community engagements
- Generate and organize "meet and greets" with potential referrals and donors.
- Plan, promote and facilitate open houses in conjunction with the Executive Director
- Develop connections between staff, parents, and students

### Skills

- Positive attitude and demeanor; outgoing and engaging; good interpersonal skills
- Communication skills must be strong, both written and oral.
- Strong organizational skills including time and self-management and detail oriented
- Ability to deliver presentations to various groups of people in the community
- Ability to network with individuals

### Qualifications:

- Basic computer literacy skills

## **Total Ranking: 53**

### **15. Narrative about Schedule Completion (Appendix C)**

During the first month of the grant, we will advertise our three positions for LMI persons and begin the interview process. We will also complete the required reports to the City of Flagstaff during the first month and each month during the funding period. In our second month, we will complete the interview process, hire the three LMI persons, and conduct initial training.

During the second and third months, we will review the job descriptions and set goals for each new employee-in-training. During the remainder of the grant period, employees-in-training will receive training specific to their job descriptions. They will each participate in twice-monthly reviews, which will help assess the success of the project and each person's performance.

CDBG Monitoring will begin in month two and continue each month throughout the funding period. We will begin the close out process in the 12<sup>th</sup> month and finish this process during the 13<sup>th</sup> month. We will comply with any and all requirements regarding scheduling.

## **Total Ranking: 53**

### **16. Narrative About Budget (Appendix D)**

All CDBG funds will be used to pay compensation for the employees-in-training. This includes salaries, worker's comp, FICA taxes, and sick leave. It is impossible at this time to give specific compensation figures, as salaries will be based on the Area Median Income Limits found in Appendix B.

In addition, because the three positions are quite distinct, we do not expect that all three positions will require equal amounts of work time, nor will the salaries be equally divided among all three employees-in-training.

Compensation for these three positions will be determined through the application process in accordance to Appendix B and the applicants qualifications. The combined total compensation for these three position will not exceed the potential CDBG funding.

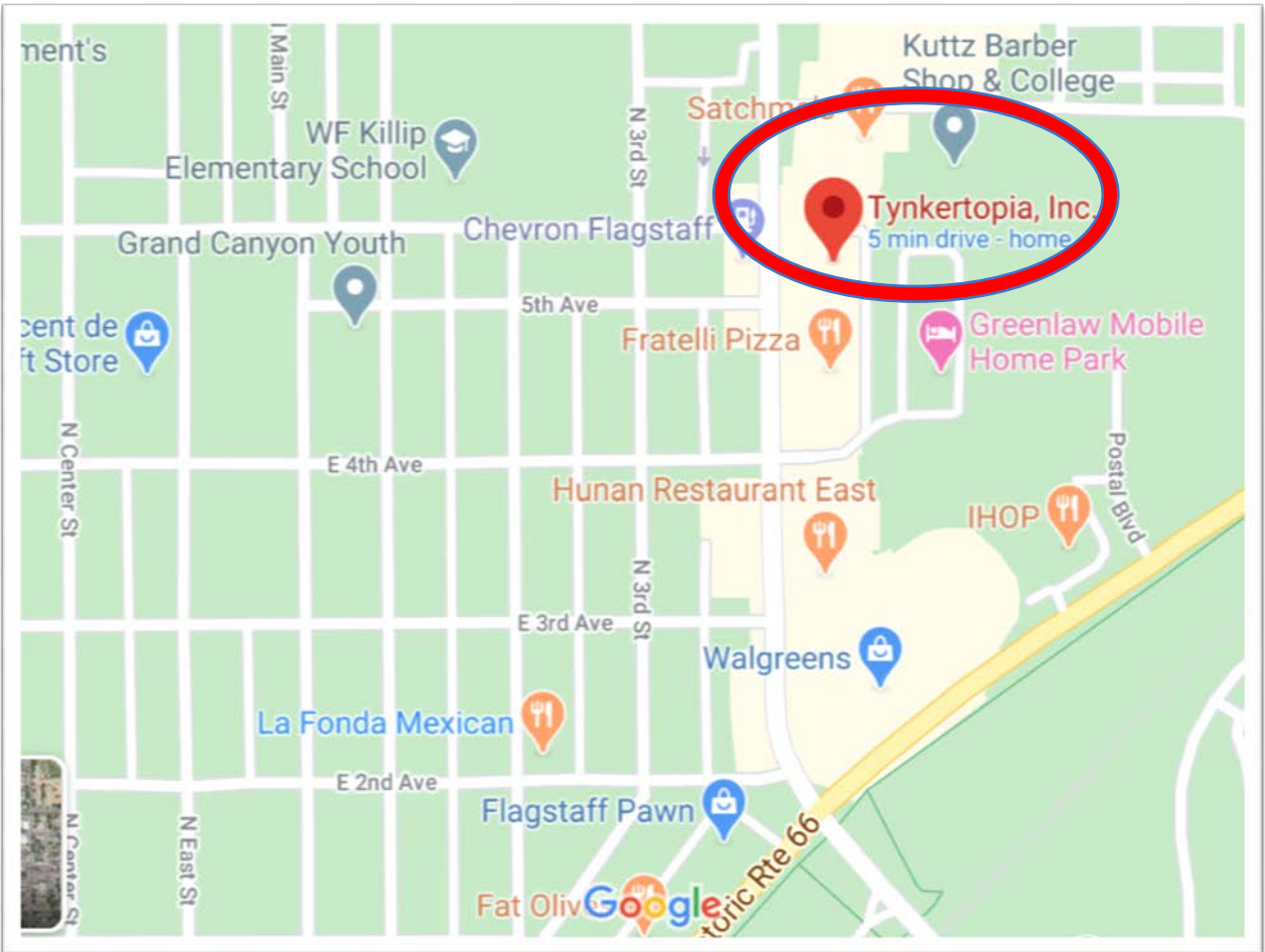
The current half-time Tynkertopia employee is paid with other grant funding.

Rent, utilities, and liability insurance is paid through private funding by the Tynkertopia Executive Director.

In-kind contributions include the volunteer hours of our Executive Director.

Total Ranking: 53

Map of Project Location



## **Total Ranking: 53**

### **In Kind Support**

Tynkertopia currently has the following in-kind support:

- Volunteer hours of the Executive Director
- Volunteer hours of the Board of Directors
- Community volunteer hours (approximately 10-20 hours per week)
- Volunteer hours of our middle and high school Junior Interns (approximately 10-12 hours per week)
- Donations from the community
- Significant donations from the Executive Director for infrastructure (rent, utilities, liability insurance, and Internet connectivity).

**Total Ranking: 53**

**Appendix C: Schedule of Completion**

Project Schedule													
City of Flagstaff													
Project Description <b>Full STEAM Ahead</b>													
Implementing Agency <b>Tynkertopia, Inc.</b>													
Project Number:													
Persons Served: 3 Employees													
Date Submitted: 2/20/20													
<b>Action Items</b>													
<b>Item Description</b>													
		1st	2nd	3rd	YEAR	1st month begins with the Notice to Proceed							
		4th	5th	6th	7th	8th	9th	10th	11th	12th	13th		
1	Advertise Positions for LMI persons	█											
2	Hire Employees in Training		█										
3	Conduct Initial Training		█										
4	Review Job Descriptions and Set Goals for each new hire		█	█									
5	Grant Writing		█	█	█	█	█	█	█	█	█	█	█
6	Community Outreach		█	█	█	█	█	█	█	█	█	█	█
7	Teacher in Residence		█	█	█	█	█	█	█	█	█	█	█
8	Ongoing Training and Review		█	█	█	█	█	█	█	█	█	█	█
9	Assessment of Success		█	█	█	█	█	█	█	█	█	█	█
10	CDBG Monitoring		█	█	█	█	█	█	█	█	█	█	█
11	Reports to the City of Flagstaff		█	█	█	█	█	█	█	█	█	█	█
12	Close Out											█	█

Total Ranking: 53

Appendix D: Budget

<b>Project Budget</b>						
<b>City of Flagstaff</b>						
<b>CDBG Program</b>						
<b>Project Description</b> <i>Full STEAM Ahead</i>						
<b>Implementing Agen</b> Tynkertopia, Inc.						
Project No:						
Date: 2/20/20						
<b>Persons Served:</b> 3 Employees						
<b>Item</b>		<b>Source 1</b>	<b>Source 2</b>	<b>Source 3</b>	<b>Source 4</b>	
<b>Activity</b>		<b>CDBG</b>	<b>Other Grant Funding</b>	<b>Private</b>	<b>In-Kind</b>	
1	Employee 1 Salary	x				
	Worker's Comp	x				
	FICA taxes .153/2	x				
	Sick Leave	x				
2	Employee 2 Salary	x				
	Worker's Comp	x				
	FICA taxes .153/2	x				
	Sick Leave	x				
3	Employee 3 Salary	x				
	Worker's Comp	x				
	FICA taxes .153/2	x				
	Sick Leave	x				
4	<b>Program Related Expenses</b>					
4A	Rent and Utilities			\$ 24,000		
4B	Liability Insurance			\$ 3,500		
4C	Internet			\$ 1,000		
4D	Training for LMI Employees	TBD				
5	Current LMI Employee (Annual)		\$ 14,400			
6	Executive Director				\$ 90,000	
	CDBG Totals	TBD				
	<b>Totals</b>	<b>\$ 100,000</b>	<b>\$ 14,400</b>	<b>\$ 28,500</b>	<b>\$ 90,000</b>	<b>\$ 232,900</b>