



CITY OF FLAGSTAFF
COMMUNITY DEVELOPMENT
BLOCK GRANT



Proposals and Ranking Forms 2021



City of Flagstaff, Housing Section
381 N Fanning Dr, Flagstaff, Arizona
(928) 213-2749 (phone)



TTY/TDD (800) 367-8939

2021 Grant Applications

Public Service Applications

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BOYS & GIRLS CLUB
OF FLAGSTAFF

The City of Flagstaff is soliciting funding proposals for the 6th Year (July 1, 2001 – June 30, 2002) of its Community Development Block Grant (CDBG) Program

DUNS Number: 45-3083785
SAMS Number: 0198385540000
Primary Contact: Deanna Burrell

Executive Summary

Agency requesting funding: Boys and Girls Club of Flagstaff

Agency DUNS Number: 45-3083785

Agency CAGE (SAM.org) Number: 0198385540000

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

Amount of funds requested: \$50,000

Project name: After-School and School-Break Programs

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

- Name Deanna Burrell
- Title Director of Operations
- Mailing address 301 S Paseo del Flag
- Fax number 928-266-0492
- E-mail deanna.burrell@bgcflag.org
- Phone number 9284404445

Brief project description (4 to 5 sentences):

For fiscal year 2021-2022, the Boys & Girls Club of Flagstaff is going to offer a wide range of activities for the youth of Flagstaff. In every activity that we offer, we strive to make that activity safe and educational. We want to have a positive impact on the life of every young person that we serve. By participating in many of our activities, young people become members of our club.

Total estimated number of persons to be assisted (Average household size is 2.61 people per household): 50 families

Council CDBG priority (mark all that apply):

- Housing – Rental and Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce 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: _____

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

- Employment services (e.g., job training)
- Crime prevention and public safety
- Childcare
- 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
- COVID-19 Preparation, Prevention and Response services
- Other

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

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

For fiscal year July 2021- June 2022, the Boys & Girls Club of Flagstaff [BGCF] is going to offer a wide range of activities for the youth of Flagstaff. In every activity that BGCF offers, we strive to make that activity safe and educational. BGCF wants to have a positive impact on the life of every young person that is served. By participating in many of BGCF's activities, young people become members of the club. This allows them to participate in other programs, and it also helps them feel a sense of belonging. These activities include after-school, school break, and summer programs. BGCF will also work with other local organizations to offer programs where the participants do not become members, but BGCF still interacts with them on a regular basis. The organization's desire is to have a positive impact on as many youth as we can, so BGCF will also offer many one-time events and specialty programs.

On almost every weekday during the year, clubs are open to the youth of the community. During the school year, BGCF operates 6 after-school programs- 3 in Flagstaff and 1 in Williams, Winslow & Holbrook.

BGCF has two Flagstaff elementary/middle school programs that are open from Afterschool (2:30 - 6:30 pm every week day, and the high school program is open from Afterschool - 6:30 pm every week day. Members are transported by bus to one of the programs from every elementary and middle school in FUSD (BGCF also picks up approximately 20 students each day from Kinsey Elementary School and walk them to our Cogdill Branch). Once inside the facility, the younger members (K-5) rotate through six program areas on a set schedule with their age group while the older members (6-12) spend most of their time in the Teen Center (however, teens have access to at one other program area every day). The five program areas are the Art Room, the Computer Lab, the Game Room, the Gym, and the Outdoor Area. Each area is supervised by one trained staff member who leads the students in different fun, educational and engaging activities. When school is not in session, (i.e. for winter or summer break), BGCF is open from 7:30 am - 5:30 pm at the designated Summer Camp Venue. Over the past year, the organization has served

approximately 600 members (in Flagstaff) per day with the after-school programs and 225 members per day with the school-break programs.

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 proposed service fill?):

There are over 10,000 students in Flagstaff, and outside of BGCF programming, there are very few after-school opportunities for these students to take advantage of. There are a number of daycare providers in town and some schools provide their own after-school programs, however these programs can be expensive and most local families are unable to afford them. In addition, these programs charge by the hour for after school care; the Boys and Girls Club does not. At the core of BGCF, our staff are mentors; they are there to help youth with their social recreation skills, decision-making skills, and how to achieve success in whatever field they wish to pursue next. The Boys and Girls Club of Flagstaff does this through targeted programming on both a local and national level.

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

- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
- Whether or not the proposed activity prepares for, prevents and/or responds to COVID-19 and how.
- 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 a price estimate or quote if applying for construction or rehabilitation funding (required if applicable). Multiple quotes are encouraged to ensure an accurate estimation of project costs and to anticipate inflation.

The importance of after-school and school-break programs cannot be overstated. According to www.youth.gov, these programs can boost academic performance, reduce risky behaviors, promote physical health and provide a safe, structured environment for young people when they are not in school. There are over 10,000 students in Flagstaff, and outside of BGCF programming, there are very few after-school opportunities for these students to take advantage of. There are a number of daycare providers in town and some schools provide their own after-school programs, however these programs can be expensive and most local families are unable to afford them. Last year, 90% of the students attending the Boys and Girls Club of Flagstaff qualified for Free or Reduced Lunches. As mentioned earlier, our organization works hard to ensure that our services are available to all young people, regardless of their families' financial situation. Our program fee is \$7 per day, but there are many families in Flagstaff who cannot afford that amount. Currently, 65% of our younger members (in grades K-5) receive financial assistance while BGCF scholarships 100% of students in grades 6-12. Without this help, these families would not have anywhere for their children to go after school. And as BGCF looks forward to Fiscal Year 2021-22, we anticipate that demand for our services (and the number of scholarships) will increase dramatically due to the ongoing economic and financial challenges caused by the COVID-19 pandemic (according to www.azecconomy.org, Coconino County's unemployment rate was 5% higher this December than it was a year ago, and we expect this number to continue to increase as a number of major employers in town have announced and/or undergone major job cuts since the start of the pandemic). This project

will increase our current 25 spots for free attendance exclusive to Brannen Homes to 50 spots for free attendance to any youth from any low income housing (i.e. section 8 housing) in Flagstaff.

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:

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

Our organization's mission is "to inspire and enable all young people to realize their full potential as productive, caring and responsible citizens." Every young person that we serve deserves a chance at a great future. For a variety of reasons, many of our Club Members face a series of external roadblocks on their quest for success. Our Clubs provide high-impact, affordable programs, and caring adult mentorship to give our members a chance to learn and grow. Our goal is to help each of our Club Members achieve the following outcomes:

- **Academic Success-** We want all of our members to graduate from high school ready for college, trade school, military service or employment.
- **Good Character & Citizenship-** We want all of our members to be engaged citizens who are involved in their communities and who model strong character.
- **Healthy Lifestyles-** We want all members to adopt a healthy diet, to practice healthy lifestyle choices and to make a lifetime commitment to fitness.

Through these outcomes, the Boys and Girls Club of Flagstaff is able to provide basic needs services including, but not limited to; food assistance, clothes, school supplies, winter wear, and medical/dental/vision assistance and clinics.

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

Note: Your project doesn't have to address every Council Priority.

- Housing – Rental/ Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Development

In order for the Boys and Girls Club of Flagstaff to meet our national goal of Academic Success, BGCF provides additional resources and workplace opportunities to the teens participating in our programming. Through programs such as CareerLaunch and Youth of the Year and national partnerships with organizations such as Old Navy, the Boys and Girls Club of Flagstaff offer opportunities for employment and secondary education both inside and outside of the organization.

8. Agency mission and commitment to diversity, equity and inclusion.

- How will this project advance the agency's mission?

- How does the agency assure that all programs and projects serve to promote equity, inclusion, diversity and that the delivery of services are provided with cultural awareness and sensitivity as a priority?
- What steps has the organization taken to advance its commitment to diversity, equity, and inclusion?
- Does the agency have established policies and practices supporting diversity, equity and inclusion? Provide any documentation that demonstrates this commitment.
- What steps have been taken to strengthen the agency’s commitment to diversity, equity, and inclusion?

The Boys and Girls Club of Flagstaff’s mission is simple: To inspire and enable all young people, especially those that need us most, to reach their full potential as productive, caring, and responsible citizens. This project will enable BGCF to serve more youth that need a safe place to go after school. The Boys and Girls Club of Flagstaff welcomes all children and is committed to act in a non-discriminatory manner and to make reasonable accommodations to provide equal opportunity and service to individuals with disabilities and other complex needs. The Boys and Girls Club of Flagstaff’s staff members work with families to understand the special needs of children seeking accommodation, and to identify the modifications necessary to support the disability. Staff will work to integrate individual accommodations as safely and feasibly as possible. Staff training/development training and support is provided to ensure that staff members are knowledgeable and aware of how to meet the developmental needs of Club members for which an accommodation is being provided. Club staff will work with parents to understand specific or individualized needs, and to identify additional support and resources as necessary and/or appropriate. Additional training on inclusive verbiage is provided to all staff during the onboarding process.

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

- Southside
- Sunnyside
- Plaza Vieja
- Pine Knoll

10. Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan.

Include activity, special population if applicable, priority level and 5 year goal

Priority Need: Public Services & Economic Opportunities - Services to Meet Basic Needs, High Priority 300 people

Our organization’s mission is “to inspire and enable all young people to realize their full potential as productive, caring and responsible citizens.” Every young person that we serve deserves a chance at a great future. For a variety of reasons, many of our Club Members face a series of external roadblocks on their quest for success. Our Clubs provide high-impact, affordable programs, and caring adult mentorship to give our members a chance to learn and grow. Our goal is to help each of our Club Members achieve the following outcomes:

- **Academic Success-** We want all of our members to graduate from high school ready for college, trade school, military service or employment.
- **Good Character & Citizenship-** We want all of our members to be engaged citizens who are involved in their communities and who model strong character.

- **Healthy Lifestyles-** We want all members to adopt a healthy diet, to practice healthy lifestyle choices and to make a lifetime commitment to fitness.

Through these outcomes, the Boys and Girls Club of Flagstaff is able to provide basic needs services including, but not limited to; food assistance, clothes, school supplies, winter wear, and medical/dental/vision assistance and clinics.

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

The following is a list of outcomes that we expect to achieve:

- No Club Members turned away because of their families' inability to pay our fee
- Increased number of youth served
- To provide a world-class Club experience to all Club Members
- Club Members will do better on the AzMERIT Test than will their peers who do not attend Club programs

We will collect data and track success in numerous ways:

- Membership Applications- how many youth are we impacting
- Scholarship Applications- How many need assistance
- Program Pre- and Post-Tests- track success and growth
- Club Member Survey- track program quality and member assessment
- Parent Feedback- track program quality and progress
- Data from school partners- Track grades and scores

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

Killip Elementary, Tynkertopia, United Way, Kinlani, Unlocked Potential, NAU Volunteer (GEMS), Threaded Together

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

N/A

14. Briefly describe:

- The organization's history administering this or similar projects.
- The organization's realistic capacity for undertaking this project.
- Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
- Was the agency ever asked to return awarded funds for cause?
- Has your agency ever requested a budget amendment or contract extension? If yes, why?

The Boys & Girls Club of Flagstaff [BGCF] opened in July 2012 as an after-school program that moved into a vacant City owned building called the Cogdill Recreation Center. At that time, the organization had approximately 50 members. In 2014, the club expanded with San Francisco De Asis and Pine Forest. This move allowed the Boys and Girls Club of Flagstaff to serve more young people on a daily basis. In 2017, as part of the Obama Administration ConnectED initiative, BGCF added three extensions; Kinlani Bordertown Dormitory, Winslow Residential Hall, and Tiisyaakin Residential Hall (Holbrook). In 2018, BGCF partnered with Killip Elementary to offer youth after school sports programming and have continued that relationship to the present day. In addition to Killip Elementary, BGCF opened our Williams Club which is housed in Williams Elementary Middle School. In 2020 the pandemic hit, after which BGCF decided to remain open to serve essential worker families and low income households to address access to technology and good quality child care. BGCF currently has 1300 registered members and last year served over 300 youth throughout the pandemic.

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

- Names, titles, and resumes of all staff involved with carrying out these areas of responsibility.
- Job descriptions for any new positions created for the proposed project.
- Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency).
- Distinguish between in-house agency staff and contracted assistance.
- Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab 11- organization chart.

1. Deanna Burrell, Director of Operations, Project Manager
2. Mark Cox, Chief Executive Officer
3. Alexis Adelberg, Area Director (Killip Branch)
4. Dani Shanahan, Executive Assistant
5. Carly Golding, Administrative Assistant

All staff listed are in house agency staff. No new job positions will be created for the purpose of the proposed project. All of our full-time staff members have been part of our team for over one year, and many of them worked for other Boys & Girls Clubs organizations prior to joining our organization. Deanna Burrell (one key employee who oversees the daily operations of our Clubs) have been with our organization for over 3 years and in their current positions for at least 1 year. A staff roster of all BGCF personnel is attached.

16. Tab 7 of the checklist requests a Schedule of Completion for this proposed project. In Appendix C, provide the following:

- A proposed schedule in the provided Excel format.
- A narrative summary describing the expenditure of CDBG Funds.
- Explain the rate of expenditure and the predicted progress of the proposed schedule.
- 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.

17. Tab 8 of the checklist requests a budget for this proposed project. In Appendix D, please provide a detailed budget in the provided Excel format, and a narrative summary describing exactly for what CDBG funds will pay.

- Include any contract bids or quotes for construction projects.
- Include leverage amounts listed in Question 10.

Appendix C Schedule of Completion

Project Description:	After School and School Break Program													
Implementing Agency:	Boys and Girls Club of Flagstaff													
Project Number:														
Persons Served:	50													
Date Submitted:	2/22/2021													
Action Items:	Item Description				YEAR	1st month begins with the Notice To Proceed								
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	Community Open House													
2	Monthly CDBG Reporting													
3	Conduct Outreach and Marketing													
4	Process Additional Family Assistance Applications													
5	Process Applications													
6	Process Billing and Scholarships awarded													
7														
8														
9														

As mentioned previously, our program is open most week days during the year. As such, the program related to this grant will start on November 1, 2021 and end on June 30, 2022. Our after-school programs will begin on August 3, 2021 and end on May 28, 2022. Deanna Burrell is our Director of Operations, and she oversees all Club programs. Each of BGCF’s club locations has a Program Director who oversees the daily operations of that specific club. Depending upon daily attendance data, each of our Clubs has between 3-8 program staff professionals that work directly with the members.

The Boys and Girls Club of Flagstaff would use \$35,000 of the funds towards scholarships during the school year for anyone attending the club; priority given to those living in any low income neighborhood in Flagstaff, with any additional funds helping scholarship those club members on reduced or free lunch. The other \$15,000 would be used for the same reason during summer camp. The reason this is skewed so is due to the fact that after school programming costs less per person than summer: 2020-2021 rates during the school year are at \$7 per day or \$35 per week and summer being \$35 per day or \$150 per week. Project funds would be fully expended by June 30th, 2022.

Appendix D Budget

	Teen Director - Cogdill	\$ -	\$ 10,000.00	\$ 5,000.00	\$ 10,000.00	
	Program Director - Cogdill	\$ -	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	
C	Programming Staff (25 staff @ \$15/Hr * 30 Hr/Wk		\$ 100,000.00	\$ 100,000.00	\$ 70,000.00	
D	Fringe Benefits (salary @17%)	\$ -	\$ 7,990.00	\$ 6,630.00	\$ 8,500.00	
2	Operating Cost					\$ 30,144.00
A	Supplies	\$ -	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	
B	Equipment	\$ -	\$ -	\$ -	\$ -	
C	Rent/Lease	\$ -	\$ -	\$ 144.00	\$ -	
D	Insurance	\$ -	\$ -	\$ 10,000.00	\$ -	
E	Printing	\$ -	\$ -	\$ -	\$ -	
F	Telephone	\$ -	\$ -	\$ -	\$ -	
G	Travel	\$ -	\$ -	\$ -	\$ -	
H	Other (Utilities)	\$ -	\$ -	\$ -	\$ -	
3	Contract Services					\$ 96,250.00
A	Acquisition	\$ -	\$ -	\$ -	\$ -	
B	Development	\$ -	\$ -	\$ -	\$ -	
C	Rehab Hard Costs	\$ -	\$ -	\$ -	\$ -	
D	Physical Inspections	\$ -	\$ -	\$ -	\$ -	
E	Architectural Engineering	\$ -	\$ -	\$ -	\$ -	
F	Rehab Loan Costs	\$ -	\$ -	\$ -	\$ -	
G	Permits and Fees (Scholarship/ Program Fees (50 youth * daily fee (\$7) * 180 School Days) + Summer Days (19 days * daily fee \$35)	\$ 50,000.00	\$ 20,000.00	\$ 10,000.00	\$ 16,250.00	
H	Insurance	\$ -	\$ -	\$ -	\$ -	
I	Legal Fees	\$ -	\$ -	\$ -	\$ -	
J	Financing	\$ -	\$ -	\$ -	\$ -	
K	Appraisal Costs	\$ -	\$ -	\$ -	\$ -	
L	Other	\$ -	\$ -	\$ -	\$ -	
	CDBG Totals					
	Totals	\$ 50,000.00	\$ 204,990.00	\$ 185,774.00	\$ 169,750.00	\$ 590,514.00

*****NOTE*****

Identify all funding sources for this project separating CDBG from other sources. Assign dollar amounts for any in-kind contributions. Provide narratives about what the CDBG funds will be used for.

For financial leverage to be counted, include letters of award from other funding sources (including in-kind) AND make sure that the letters match the budget amounts outlined in the budget. Make sure that the leverage is for the same program year you are applying for.

The Boys and Girls Club of Flagstaff would use \$35,000 of the funds towards scholarships during the school year for anyone attending the club; priority given to those living in any low income neighborhood in Flagstaff, with any additional funds helping scholarship those club members on reduced or free lunch. The other \$15,000 would be used for the same reason during summer camp.

Appendix E

CDBG Project Ranking Form 2021/2022

The ranking committee 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 draft 2021-2025 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: **Boys and Girls Club of Flagstaff**

Amount of Funds Requested: **\$50,000**

Name of Project: **Afterschool and School Break Programming**

Public Service

Housing

Economic Development

Additional Considerations:

\$1000/Year/Student Ratio of dollars per person benefitted by proposed project

0% 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 Has your organization administered a successful CDBG contract in past years? (yes or no)

110 Total Points out of 175 possible

1- 3. (For Public Service Submissions Only) (10 points)

How well does the answer define one of the following:

- A new service?
- A quantifiable increase in the level of an existing service?
- 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. Question is not applicable to this application

5. How well does the answer explain the proposed scope of the project?

Does the answer include: (10 points)

- Estimated number of persons to be served
- Whether or not the project prepares for, prevents and/or responds to COVID-19 and how.
- Current status of the project
- Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- 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)

Comments: The current status of the project is not clearly defined. The answer lacked specifics regarding who will be served and at what program site.

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)

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

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

Comments: There are documented links to how quality childcare can expand future economic opportunities for children. The Ranking committee would have liked to see information on the influence of after school childcare on expanding economic opportunities for families/working parents.

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:

- Housing – Rental/Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Job Training

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

Comments: Details about each program's function and activities would have been helpful. The answer was missing information on how the proposed project meets Flagstaff City Council's CDBG priorities and instead provided information about how the project meets the agency's goals.

8. How well does the answer explain how the project advances the agency's mission? Does the answer demonstrate the agency's commitment to diversity, equity and inclusion as well as documented steps taken to strengthen that commitment? (10 points)

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

Comments: Grateful for the information on disability inclusion. The Ranking committee would have liked to see information about the agency's commitment to diversity regarding race, sexual orientation, gender, ethnicity, etc. The answer could have expanded upon the agency's mission.

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

Target Neighborhoods: (5 points)

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

0 **5**

10. How well does the answer document that the proposed project will meet the needs proposed in the in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan? (10 points)

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

Comments: It would have been advantageous to see measurable goals and supportive data.

11. 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?

How well does the answer describe the way in which the agency will define success beyond CDBG requirements? (10 points)

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

Comments: This answer would have benefited from the provision of Flagstaff specific data. The answer was rich with information of how the agency will identify success.

12. 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?

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

Comments: Some letters of support were attached, but this answer would have been enhanced by providing a narrative about what these partnerships and programs would provide this project.

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

No (0 points) Yes (10 points)

Comment: The ranking committee would like to encourage the Boys and Girls Club to join the Coconino County Continuum of Care.

14. How well does the answer describe: (10 points)

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

- Has the agency ever been asked to return awarded funds?
- Has the agency ever requested a budget amendment or contract extension? If yes, was reasoning provided?

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

Comments: CDBG grant administration requires attention to detail and the ability to address all questions clearly. The answer to this question demonstrates the agency's capacity for growth, but direct answers to the questions were not provided.

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

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

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

Comments: The Ranking Committee would have liked to see staff responsibilities in relation to this project broken down.

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

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

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

17. 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)

- Are leveraged funding sources identified? Was formal documentation provided?
- For construction contracts, were bids and/or quotes provided?

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

Comments: Leverage letters not attached. The format of the budget made it difficult for the ranking committee to identify funding sources.

General Criteria:

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

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

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

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

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

- All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- Leverage numbers on budget match to leverage letters (3 points)
- Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- 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

Comments: The budget was unclear due to a formatting error. There was no identified leverage.

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

Comments: The application would have been stronger with attention to detail when providing narrative and local data specific to the agency’s capacity to administer this project.

**City of Flagstaff
Housing Section – CDBG Proposal**

Cover Page

Agency:
Homeless Youth Connection (HYC)

Program/Activity:
Empowering Youth For The Future (EYFTF)

DUNS:
042628309

SAM:
7WV52

Primary Contact:
Dawn Bogart, CEO
dbogart@hycaz.org
602-565-3218

Executive Summary

Agency requesting funding: Homeless Youth Connection

Agency DUNS Number: 042628309

Agency CAGE (SAM.org) Number: 7WV52

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

Amount of funds requested: \$30,000

Project name: Empowering Youth For The Future (EYFTF)

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

Name: Dawn Bogart

Phone number: 602-565-3218

Title: CEO

E-mail: dbogart@hycaz.org

Mailing address: 9950 W. Van Buren Street, Ste. 114 Avondale, AZ 85323

Brief project description (4 to 5 sentences):

Homeless Youth Connection (HYC) will partner with the Flagstaff Unified School District and local charter schools to provide youth experiencing homelessness in grades 9th through 12th with basic needs and resources to ensure they stay in school and complete their education.

HYC's Empowering Youth for the Future (EYFTF) program is a comprehensive social services program that engages high school aged youth experiencing homelessness in trauma-informed, client-led, strengths-based interventions. Youth Coaches work together with youth to identify needs related to academics, health, housing, hygiene, employment, and independent living skills. Youth then identify their strengths and goals, and partner with the youth coach to establish a plan. HYC believes that through authentic youth engagement and positive youth development, youth will succeed and reach their highest potential.

Total estimated number of persons to be assisted (Average household size is 2.61 people per household): 600 total program, 70 to 100 in the FUSD.

Council CDBG priority (mark all that apply):

Housing – Rental and Ownership

Homelessness

Neighborhood Revitalization

Workforce 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

Persons with HIV/AIDS

Elderly Persons

Migrant Farm Workers

Severely Disabled Persons

Persons experiencing homelessness

Victims of Domestic Violence

Illiterate Adults

Name of authorized representative: Dawn Bogart **Title:** Chief Executive Officer

Date: 02/18/2021

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

Answer questions 1 - 3 for Public Service submissions only

To find out if your activity is categorized as a Public Service activity please contact Kristine.Pavlik@flagstaffaz.gov

1. (10 Points)

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
- Childcare
- 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
- COVID-19 Preparation, Prevention and Response services
- Other

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

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

HYC is requesting funds to **expand existing service** to youth experiencing homelessness in the Flagstaff Unified High School District.

HYC's mission is to eliminate barriers to education so that youth experiencing homelessness can graduate and create lasting solutions for a successful future.

Beginning in 2010 with a goal of providing for their basic needs, the organization has grown and now provides services and programs designed to help homeless teens achieve a successful, self-sufficient future. In our first year, HYC assisted 47 homeless teens with basic necessities. Services expanded from providing to basic needs to include case management, housing, counseling, life skills and resources for healthcare needs, vital documents and much more. Today, HYC serves more than 800 youth per year in 115 high schools throughout Maricopa County.

Funding from the City of Flagstaff will enhance HYC's ability to expand services to Coconino County.

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 proposed service fill?):

The FUSD receives funding from the Mc-Kinney-Vento Act to assist homeless youth with their educational needs. However, most of the schools run out of this funding before the end of the school year. HYC was founded to meet the needs created by the gaps in funding schools experience as a result of limited McKinney-Vento funding.

The Northland Family Health Center (NFHC) operates Flagstaff's shelter for unaccompanied children and youth. The shelter has 15 beds for youth from birth to age 17. Additional services include advocacy, counseling, case management, life skills and basic needs.

HYC plans to partner with the FUSD and Northland Family Help Center to provide additional resources, including housing, to homeless youth between the ages of 13 and 21.

The most effective types of interventions for homeless youth engage the youth early in the cycle of homelessness. When services are provided at a separate facility, youth may not be able to find transportation to and from appointments, which greatly limits their ability to benefit from these programs. HYC alleviates this by providing youth with basic needs and by stabilizing them in appropriate and supportive environments. HYC uses an innovative approach to helping homeless youth stay in school and complete their education by meeting youth "where they are."

HYC's Empowering Youth for the Future (EYFTF) program is a comprehensive social services program that engages high school aged youth experiencing homelessness in trauma-informed, client-led, strengths-based interventions. The program provides youth with basic necessities, such as clothing, food, hygiene items, school supplies, case management, housing if needed, assistance with medical, dental, vision and mental healthcare, educational assistance including class fees and extracurricular fees, vital documents and life skills.

Youth Coaches work together with youth to identify needs related to academics, health, housing, hygiene, employment, and independent living skills. Youth then identify their strengths and goals, and partner with the youth coach to establish a plan. HYC believes that through authentic youth engagement and positive youth development, youth will succeed and reach their highest potential. All services and resources are provided at no cost to the student, school, district or state.

To address the housing needs of unaccompanied homeless youth, HYC implemented a Host Home Housing model as part of the EYFTF program. Host homes are a low-cost, community-engaging strategy to address the immediate housing need without incurring the high costs of operating an emergency shelter or transitional housing program. The host family provides shelter, food and transportation for youth, while the organization delivers case management and comprehensive services. The primary impact of placing youth in a home setting is to allow them to build stronger relationships and interpersonal skills, experience stability in their home life, and learn positive life skills that will help them transition to independence. According to the National Association for the Education of Homeless Children and Youth (NAEH CY), the host family model is the most effective method in addressing housing for homeless youth. There is almost a 100% high school graduation rate for youth participating in this type of program.

According to the National Alliance to End Homelessness, the youth homelessness system consists of programs aimed to assist youth only after they have become homeless. The majority of non-profit or government services for homeless youth focus on runaway and homeless youth who are not attending high school.

Far too often, youth become homeless because neither the public welfare system nor the private nonprofit agencies offer early intervention or prevention. This creates a gap through which may youth at risk will fall, creating avoidable episodes of homelessness.

Approximately 40% of youth participating in the HYC program are seniors or second-year seniors between the ages of 17 and 21. Based on intake reports, these youth frequently lack basic needs (clothing, food, hygiene), they are behind academically, and they are at greater risk of developing emotional and mental health issues. Many of them have not been to the doctor or dentist in several years. They often lack access to reliable transportation, and their housing has been unstable for most of their high school experience.

HYC addresses these challenges by filling the gaps in available services and providing effective interventions that meet the needs of youth experiencing homelessness while they are attending high school. HYC is able to catch these youth before they are at a point of hopelessness. Our youth coaches meet with youth to build their strengths and resiliency, giving them tools for success and independence.

Through motivational interviewing and solution focused approaches, youth coaches encourage youth on changing behaviors and developing healthier coping skills. Through trauma-informed, strengths-based interactions, youth coaches help youth see their own strengths and discover ways to further develop and share their expertise with others. HYC works to help each youth develop a network of healthy adults to utilize in times of adversity in the future. By creating a net of resources, skills, and dreams, each youth will eliminate barriers to their graduation and have lasting solutions for a successful future.

Answer question 4 for Economic Development submissions only

To find out if your activity is categorized as an Economic Development activity, please contact Kristine.Pavlik@Flagstaffaz.gov

4. (1 Point)

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.

HYC's is not applying for Economic Development funding.

Answer the following questions for ALL submissions:

Please ensure that each question is accompanied with a thorough answer in the proper order. Repetition is acceptable.

5. (10 Points)

Describe the proposed scope of the project, including:

- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
- Whether or not the proposed activity prepares for, prevents and/or responds to COVID-19 and how.
- 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 a price estimate or quote if applying for construction or rehabilitation funding (required if applicable). Multiple quotes are encouraged to ensure an accurate estimation of project costs and to anticipate inflation.

HYC is requesting funds from the City of Flagstaff for the **Empowering Youth For The Future (EYFTF) program**. Funding would be used to **provide case management to youth who are experiencing homelessness** so they can stay in school and complete their education.

HYC serves homeless youth between the ages of 13 and 21. The AZ Dept. of Education reported more than 9,000 homeless youth, in 9th-12th grade, live in Arizona and more than 3,000 are unaccompanied youth. In the Flagstaff Unified School District liaisons report between 75 and 100 homeless youth in 9th-12th grade and 30 of those are unaccompanied homeless youth. These students face numerous barriers to education, keeping many of them from completing high school or achieving post-secondary education. Most individuals are unaware of the youth we serve because they are invisible. They are not part of the child welfare system, and they do not ask for help. Homeless youth are identified by their teachers, counselors, and coaches.

HYC partners with more than 115 high schools in 12 districts in Maricopa County. Beginning in August for the 20/21 school year, HYC plans to serve the Flagstaff Unified School District and the Ponderosa High School. **We anticipate serving 600 homeless youth, including 70 to 100 youth attending school in Flagstaff.**

HYC's operational structure allows youth coaches to adapt direct service for homeless youth in response to the pandemic. Normally, youth coaches meet with youth experiencing homelessness at their school. Due to the pandemic, youth coaches are meeting with youth at their home, while practicing social distancing, as well as through phone, email and social media. HYC provides youth with basic needs including hygiene items, clothing and school supplies. To support remote learning, HYC can also provide computers, hotspots and wi-fi if needed.

The EYFTF program was designed in 2014 and is ongoing. Each year, HYC has expanded to additional school districts as they learn about our services. Funding from the City of Flagstaff would allow us to expand to the Flagstaff Unified School District.

HYC has a very unique operational model. As mentioned earlier, youth coaches typically meet with youth at the high school. Additionally, they have a home office. **HYC will not require a physical location in Flagstaff in order to provide services.**

6. (10 Points)

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.

HYC's Empowering Youth For The Future program achieves the CDBG Primary and National Objectives in several ways.

- HYC provides direct service and resources to youth who are experiencing homelessness.
- Some of these youth attend high school in the Sunnyside neighborhood.
- Some of the youth will be participating in HYC's Host Home Housing program which provides youth with safe, stable and decent housing through graduation.
- All seniors participating in the HYC program complete their Plan for the Future, which includes job readiness and employment.

- Eliminating barriers to education allows homeless youth to graduate from high school which will expand economic opportunities for these youth.

Homeless youth face numerous barriers to education that prevent many of them from completing high school or achieving post-secondary education. This affects a young person's future ability to live independently, and results in undeveloped learning and communication skills, leading youth to have future difficulty integrating into society.

These problems, coupled with the lack of a diploma, lead youth to face severe challenges in supporting themselves emotionally and financially. A 2018 study prepared for the Arizona Mayors Education Roundtable indicated that approximately 18,000 children dropped out of school each year; resulting in a lifetime cost to society of over \$9.2 billion. That is an average cost of \$498,920 per child. Without proper education or a diploma, unaccompanied youth find themselves contributing to unemployment rates in America.

7. (10 Points)

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

As indicated above, HYC provides basic needs and resources to homeless youth so they can stay in school, complete their education and graduate.

Part of the EYFTF program prepares youth for the workforce once they graduate high school. **HYC collaborates with St. Joseph the Work (SJW) and Trinity Opportunity Alliance to provide a comprehensive set of services to assist homeless youth, providing a supported pathway to employment and independence.** This collaborative support will prepare disconnected and homeless youth to be employment ready, including completing their high school educations, with the ultimate goal of helping them to secure employment with local companies that offer entry level positions with competitive wages, benefits, and opportunities for growth. Obtaining a job that fits these criteria will put them on the pathway to longer term employment and economic self-sufficiency.

8. (10 Points)

Agency mission and commitment to diversity, equity and inclusion.

- How will this project advance the agency's mission?
- How does the agency assure that all programs and projects serve to promote equity, inclusion, diversity and that the delivery of services are provided with cultural awareness and sensitivity as a priority?
- What steps has the organization taken to advance its commitment to diversity, equity, and inclusion?
 - Does the agency have established policies and practices supporting diversity, equity and inclusion? Provide any documentation that demonstrates this commitment.
 - What steps have been taken to strengthen the agency's commitment to diversity, equity, and inclusion?

Homeless Youth Connection's (HYC) mission is to eliminate barriers to graduation for homeless youth and create lasting solutions for a successful future through community support and increased awareness.

Since 2010, HYC has served more than 3,000 homeless youth. Typically, the population is made up equally of females and males. Our demographics are 38% Hispanic/Latino; 28% Caucasian; 26% African American; 1% Native American; 1% Asian/Pacific Islander and 6% Multi-racial.

As part of the federal funding HYC, the organization must commit to providing a positive youth development and trauma informed care approach. HYC uses a strengths-based approach with all students, utilizing a positive youth development model for services and engagement. This model ensures that each student is the focus of their own program, allowing Youth Coaches to customize the program goals and activities to fit the uniqueness, individuality, and culture of each student. In this way, our team is trained to shape and mold the program to meet the values, traditions, priorities, and goals of each student on a personal and culturally appropriate level.

In January 2020, HYC youth coaches participated in CTSS Training (Certified Trauma Support Specialist) with the Arizona Trauma Institute. In August 2020, the agency began its training to become a Certified Trauma Informed Organization. All staff, as well as board members are part of this comprehensive training.

Additionally, HYC is participating in a Racial Equity training series offered through Maricopa Association of Governments. HYC also provides Cultural Diversity trainings annually.

Last year, HYC's board established an ad hoc committee to examine the agency's incorporation of equity, inclusion and diversity. Like many organizations, HYC created a Statement of Racial Equality in response to Black Lives Matters. Please see Attachment A.

As part of HYC's policies, the organization has employment policies and procedures that promote equity, inclusion, and diversity. The Governance Committee has prepared a diversity policy for the Board of Director's approval.

9. (5 Points)

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

HYC will partner with Coconino High School to provide basic needs and resources to youth experiencing homelessness. **Coconino High School is located in the Sunnyside neighborhood.**

10. (10 Points)

Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan.

Include activity, special population if applicable, priority level and 5 year goal

The proposed 2021-2025 Consolidated Plan Goals are available at <https://www.flagstaff.az.gov/626/Community-Development-Block-Grants>.

HYC's EYFTF program is consistent with the needs, priorities, goals and objectives of two areas identified in the City of Flagstaff 2021-2025 Consolidated Plan.

Priority Need: Public Services & Economic Opportunities

- Services to Meet Basic Needs

Through the EYFTF program, HYC youth coaches go into local high schools to meet with youth who have been identified as homeless by their homeless school liaison. The most effective types of interventions for homeless youth engage the youth early in the cycle of homelessness.

When services are provided at a separate facility, youth may not be able to find transportation to and from appointments, which greatly limits their ability to benefit from these programs. **HYC alleviates this by providing youth with basic needs, including clothing, food, hygiene items and school supplies and by stabilizing them in appropriate and supportive environments.** HYC uses an innovative approach to helping homeless youth stay in school and complete their education by meeting youth “where they are.” Youth Coaches work together with youth to identify needs related to academics, health, housing, hygiene, employment, and independent living skills.

Priority Need: Addressing Homelessness

- Service and Facility Operating Support, including Outreach
- Increase number of emergency /transitional shelter and permanent supportive housing beds

To address the housing needs of unaccompanied homeless youth, HYC will provide a Host Home Housing model as part of the EYFTF program. We anticipate increasing transitional housing by a minimum of five beds. **Host homes are a low-cost, community-engaging strategy to address the immediate housing need without incurring the high costs of operating an emergency shelter or transitional housing program.** The host family provides shelter, food and transportation for youth, while the organization delivers case management and comprehensive services. The primary impact of placing youth in a home setting is to allow them to build stronger relationships and interpersonal skills, experience stability in their home life, and learn positive life skills that will help them transition to independence.

Since the program began, HYC has assisted more than 120 unaccompanied homeless youth with housing through the Host Family program. According to the National Association for the Education of Homeless Children and Youth (NAEH CY), the host family model is the most effective method in addressing housing for homeless youth. There is almost a 100% high school graduation rate for youth participating in this type of program.

11. (10 Points)

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.

HYC is needed in our community to serve homeless youth, between the ages of 13 and 21, who wish to remain in high school, but may be forced to drop out because they lack a safe or stable home or other resources to stay in school.

The AZ Dept. of Education reported more than 9,000 homeless youth, in 9th through 12th grade, are living in Arizona and more than 3,000 are unaccompanied youth. These students face numerous barriers to education, keeping many of them from completing high school or achieving post-secondary education. Most individuals are unaware of the youth we serve because they are invisible. They are not part of the child welfare system, and they do not ask for help. Homeless youth are identified by their teachers, counselors, and coaches.

The McKinney-Vento Education Liaison from the Flagstaff Unified School District reported that 70 to 100 youth were identified as homeless for the past several school years. Of those youth, 25 to 30 were identified as unaccompanied homeless youth. During this recent school year, 12 of these youth dropped out as a result of the pandemic.

Through the McKinney-Vento Act, schools are provided with funds to assist homeless youth with their educational needs. However, most of the schools run out of this funding before the end of the school year. HYC was founded to meet the needs created by the gaps in funding schools experience as a result of limited McKinney-Vento funding.

According to the National Alliance to End Homelessness, in many urban communities, the youth homelessness system consists of programs to assist youth only after they become homeless. The majority of nonprofit or government services for homeless youth focus on runaway and homeless youth who are not attending high school. For youth under 18, most efforts help youth avoid the need for emergency shelter whenever possible by connecting and/or reunifying them with members of their family or other natural supports.

Far too often, youth become homeless because neither the public child welfare system nor the private nonprofit agencies offer early intervention or prevention. This creates a gap through which many at-risk youth fall, creating avoidable episodes of homelessness. HYC addresses these challenges by filling gaps in available services and providing effective interventions that meet the needs of homeless youth attending high school in Coconino County.

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

Program success is measured by the number of youth who complete the school year, increase independent living skills, establish a plan for after high school, and have a healthy support network in their life.

Positive Youth Development

- 90% of homeless youth will remain enrolled and complete the school year.
- 80% of eligible youth will have health insurance, food assistance, vital documents.
- 80% of youth will be fluent in the use of public transportation.
- 75% of youth will increase their independent living skills by 20%.

Authentic Youth Engagement

- 35% of seniors will have a job.
- 90% of seniors will complete their FAFSA and Plan for the Future.
- 90% of youth will have a permanent connections support map.

HYC uses short- and long-term goals are designed to help increase the development of each youth and provide them with skills to be independent and resilient adults. Goals focus on improving safety, well-being, self-sufficiency and increasing permanent connections.

Each youth will partner with their Youth Coach to develop a Plan for the Future, individualized to their specific strengths, goals, and vision. Youth coaches meet weekly with youth to discuss progress on their plan towards identified goals and develop next steps. The plan encompasses such areas as education, employment, life skills, housing, healthcare and money management. Youth coaches maintain documentation notes on each visit and youth activity to track progress and needs. Plans for the Future are evaluated at least every two weeks and then at the end of each youth's program to determine areas of success. Success is determined individually for each youth. At the beginning on the program, youth complete a self-assessment on their readiness for independence. At the end of the program, youth take the assessment again, and aim to improve overall scores specific to them.

HYC also uses an online database called the Homeless Management Information System (HMIS). This database stores digital records and progress for all youth participating in HYC. The database allows

the youth coaches and HYC's management team to evaluate data department-wide to compare with HYC's program goals.

12. (10 Points)

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

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

HYC's primary collaborative partners are the high schools throughout Maricopa and Coconino Counties. The homeless liaison in each high school identifies youth experiencing homelessness based on the McKinney-Vento criteria.

The Flagstaff Unified School District is reviewing the Memorandum of Understanding (MOU) from HYC and they will present to their school board for final approval. HYC renews MOUs with each school district annually.

HYC will also provide assistance to homeless youth referred by Northland Family Help Center. We are also happy to share in-kind donations with NFHC.

HYC partners with numerous organizations to ensure that youth are connected with needed resources. Examples include:

- AZ Department of Economic Security – Provides welfare assistance, SNAP, health insurance, childcare vouchers, and bus passes
- Trinity Opportunity Alliance – Provides employment assistance through corporate partnerships
- West-MEC (Maricopa Education Center) and EVIT (East Valley Institute for Technology) - Provides vocational training
- Adelante Healthcare and Brighter Way – Provides medical and dental care and assistance with health insurance
- Vision Works – Provides vision exams and glasses
- Job Corps – Provides education and employment services
- Walmart – Provides monthly donations of hygiene items, household items, school supplies and bicycles for our youth
- Dick's Sporting Goods – Provides clothing and sporting equipment
- ALWAYS – Provides legal services
- Host Families – Community individuals that volunteer to provide safe and stable housing.

Additionally, HYC works with local companies, service organizations, the faith-based community, and individuals to ensure funding for resources and services in each district. Our goal is to get local support for homeless youth in each district. This provides a diverse and sustainable funding base for the program. HYC is in the process of meeting the various groups and homeless providers in Flagstaff.

Please find attached letters from three funders that support the HYC program through 2021 and 2022. (Tab 9)

- The Bob and Renee Parsons Foundation
- Garcia Family Foundation
- City of Glendale CDBG

13. (10 points)

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

HYC does not participate in the coordinated entry process because the majority of youth who are homeless are part of an entire family that is homeless and already a part of the system.

Additionally, through HYC's Host Home Housing program, we can provide unaccompanied homeless youth with housing options without taking any inventory from Flagstaff's Front Door. HYC has met with members of the Northland Family Help Center Youth Shelter and Northern Arizona United Way. HYC is scheduled to meet with members of Flagstaff's Front Door and the CoC.

14. (10 Points)

Briefly describe:

- The organization's history administering this or similar projects.
- The organization's realistic capacity for undertaking this project.
- Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
- Was the agency ever asked to return awarded funds for cause?
- Has your agency ever requested a budget amendment or contract extension? If yes, why?

HYC has been the recipient of government funding for eight years, including CDBG funds and federal Runaway and Homeless Youth (RHY) funding. In 2019, HYC was awarded a \$189,000 grant from RHY for three years. For the past nine years, HYC has received funding from local municipalities including the cities of Avondale, Buckeye, Glendale, Goodyear, Litchfield Park, Mesa, Peoria, Phoenix and Tolleson. Grants range in size from \$1,200 to \$50,000. On average, HYC receives approximately \$50,000 annually in CDBG funding from the municipalities.

HYC has never had to return awarded funds or ask for a budget extension. Funding awards for the past three years listed below.

City	2018/2019	2019/2020	2020/2021
Avondale	4,000	3,850	5,000
Buckeye	5,000	5,000	5,000
Glendale	4,500		25,000
Glendale From the Heart	4,500	5,000	5,000
Goodyear	1,535	1,500	1,500
Litchfield Park	1,525	1,250	1,200
Mesa	9,640		
Peoria	2,500	2,500	
Phoenix	30,000		50,000
Tolleson	2,500		
FSBY – Runaway and Homeless Youth Act – TLP Program	189,000	189,000	189,000

In 2010, HYC began serving homeless youth in one high school in one district. Each year, we expanded to include more districts and serve more youth. Currently, HYC partners with 115 high schools in 12 districts including numerous charter schools.

The initial conversation begins with a call to the district homeless liaison to determine the number of homeless youth throughout the district, as well as current resources. Once service is agreed upon, a Memorandum of Understanding (Tab 10) is completed and approved by each school board. Additionally, HYC reaches out to the local community to secure funding, volunteer and in-kind donations to support the schools in the district. This model has helped HYC expand throughout Maricopa County and will be used to support schools in the FUSD.

Case managers use HMIS to record client data. We have internal tracking systems in place to record case management time spent with homeless youth. This is the primary activity that is funded by local municipalities and federal funds. We have experience submitting applications, as well as quarterly, interim, and final reports.

15. (10 Points)

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

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

- Job descriptions for any new positions created for the proposed project.
- Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency).
- Distinguish between in-house agency staff and contracted assistance.
- Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab 11- organization chart.

HYC’s CEO Dawn Bogart has 30 years’ experience working with nonprofit organizations. Ms. Bogart has experience in fundraising, nonprofit management, finance, program development and implementation, donor development and recognition, volunteer development, event management, strategic planning, and fiscal management. She also has an extensive working relationship with Valley corporations, foundations, the ecumenical community, service organizations, United Way and government entities.

She has raised more than \$15 million for homeless families and children. Ms. Bogart has a BS in Journalism/Public Relations and the Nonprofit Management Certificate from ASU Lodestar.

Korina Mitchell joined HYC in November 2015 as the Office Manager. She has more than 25 years of experience as an administrative professional with much of it in the non-profit sector. As Office Manager, she enjoys supporting others and making a difference while always looking for new challenges and goals. She says every day is an opportunity to grow, learn and do good for the world. She is responsible for general office support, managing all administrative support as well as support to the Chief Executive Officer.

Budgets are developed by the President, Chief Executive Officer and Treasurer, and include current year actual vs. budget analysis. All financial documents are reviewed and approved by Executive Committee, then reviewed and approved by Board of Directors.

HYC has established detailed policies and procedures for internal controls, including second party review and approval of all monthly deposits and disbursements. We have an independent bookkeeping service that prepares our monthly unaudited financial statements along with a monthly reconciliation of all cash accounts. These statements are reviewed by an independent CPA who presents the statements to the HYC finance committee for their review and comments prior to distribution to the board of directors.

As part of the monthly board of directors' meetings, the entire board reviews these detailed comparative financial statements. Analysis of key financial accounts is included in the monthly reporting package, and the board is required to approve the monthly financial statements. Please see Attachment B - Fiscal Management Assessment

In addition, HYC enlists an independent accounting firm, Heinfeld, Meech & Co., to provide Board of Director's oversight and an annual financial audit. We feel this is a necessary step for our fiscal integrity. HYC has received a "clean" opinion for every audit performed.

16. (10 Points)

Tab 7 of the checklist requests a Schedule of Completion for this proposed project. In Appendix C, provide the following:

- A proposed schedule in the provided Excel format.
- A narrative summary describing the expenditure of CDBG Funds.
- Explain the rate of expenditure and the predicted progress of the proposed schedule.
- 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.

Funding from the City of Flagstaff will pay a portion of the Youth Coaches' salary. HYC will provide 1 FTE Youth Coach to provide services to youth experiencing homelessness in the FUSD. Funding will be drawn quarterly (\$3,750.00) and will be expended by the end of the school year.

Additionally, HYC will provide 1 FTE Host Family Youth Coach to assist with housing and resources for unaccompanied homeless youth in the FUSD.

Funding for remaining youth coaches and youth services staff, housing stipends, medical, dental, vision, mental health, education assistance, transportation, vital documents and any other costs will be incorporated in the EYFTF total program budget.

Please see Tab 7, Appendix C.

Homeless Youth Connection
Empowering Youth For The Future
Schedule of Completion

Project Schedule				
Project Description	Empowering Youth For the Future			
Implementing Agency	Homeless Youth Connection			
Persons Served	70 to 100 homeless youth			
Action Items	Item Description	Timeline	Completion	Billing/Expenditure
Youth are identified as homeless by the homeless school liaison utilizing the McKinney-Vento criteria.	Case management	August through June	June 1, 2022	Nov 1, 2021 Feb. 1, 2022 April 1, 2022 June 1, 2022
Youth are referred to HYC youth coach. Youth coach meets with youth at their school.	Case management	August through June	June 1, 2022	Nov 1, 2021 Feb. 1, 2022 April 1, 2022 June 1, 2022
Youth coach completes an assessment for basic needs and resources with the youth.	Case management	August through June	June 1, 2022	Nov 1, 2021 Feb. 1, 2022 April 1, 2022 June 1, 2022
Youth coach work together with youth to identify needs related to academics, health, housing, hygiene, employment, and independent living skills.	Case management	August through June	June 1, 2022	Nov 1, 2021 Feb. 1, 2022 April 1, 2022 June 1, 2022
Youth graduates from high school.	Case management	August through June	June 1, 2022	Nov 1, 2021 Feb. 1, 2022 April 1, 2022 June 1, 2022
HYC provides youth with After Care Service.	Case management	August through June	June 1, 2022	Nov 1, 2021 Feb. 1, 2022 April 1, 2022 June 1, 2022

Points)

Tab 8 of the checklist requests a budget for this proposed project. In Appendix D, please provide a detailed budget in the provided Excel format, and a narrative summary describing exactly for what CDBG funds will pay.

- Include any contract bids or quotes for construction projects.
- Include leverage amounts listed in Question 10.

Please see Tab 8.

Funding from the City of Flagstaff would pay a portion of the salaries for 1 FTE Youth Coach and 1 FTE Host Family Youth Coach that would serve the FUSD.

These positions are full time and have a starting salary of \$41,000 annually.

The EYFTF budget includes four sections listed below.

Salaries - \$839,150

- Youth Coaches 10 FTE 436,761 (\$30,000 from City of Flagstaff)
- Senior Youth Coaches 1FTE 50,000
- Residential Assistant THH 1 FTE 2 PT 56,162
- Donation and Volunteer Manager 43,050
- Program Manager 1FTE 52,500
- Client Services Director 1 FTE 78,750
- Payroll and EREs 121,927

Empowering Services - \$242,100

Expenses in this section are all direct service to youth experiencing homelessness, including

- Staff expenses (travel reimbursement cms, phone, training) 74,100
- Stipends for host families 80,000
- Student assistance (clothing, educational costs, beds, tools, bikes) 25,000
- Vital records 1,000
- Medical/Dental/Vision/Mental Health (copays and prescriptions) 2,000
- Program Supplies 8,000
- Transportation for Students 3,000
- Emergency Host Home 35,000
- HMIS/student database 6,000
- 8 interns 8,000

In-kind Donations - \$240,000

HYC receives donations from the community, Walmart and Dick's Sporting Goods. These items are divided and distributed to Resource Closet in each district.

Facilities/Operating - \$130,085

This includes rent, utilities, maintenance, insurance and general operating costs including printing, postage, IT, office supplies, meals.

Project Description:	Empowering Youth For The Future					
Implementing Agency:	Homeless Youth Connection					
Project Number:						
Persons Served:	70 to 100 homeless youth					
Date:	Program Year 2021/2022					
Item and Activity	Item/Activity Description	Source 1	Source 2	Source 3	Source 4	
		City of Flagstaff	Other Grant	Leverage	In-Kind	Project
		CDBG	FUNDING	FINANCING	DONATIONS	TOTALS
1	Program or Project Related Expenses					
A	Salaries	30,000	517,650	291,500		839,150
B	Construction					-
C	ETC					-
D	Youth Empowerment/Support Services					-
E	Staff expenses (travel reimbursement cms, phone, training, w/c insurance)		74,100			74,100
F	Stipends for host families		80,000			80,000
G	Student assistance(clothing 10K, Bedding, beds, food)		25,000			25,000
H	Vital records		1,000			1,000
I	Medical		2,000			2,000
J	Program Supplies		8,000			8,000
K	Transportation for Students		3,000			3,000
L	Emergency Host Home		35,000			35,000
M	HMIS/student database		6,000			6,000
N	8 interns		8,000			8,000
O	In-kind donations and gift cards				240,000	240,000
2	Administration					-
A	Salaries					-
B	Agency Indirect					-
3	Facility Value					-
A	Facilities		57,691			57,691
	Operating		72,394			72,394
4	Grant Leverage Resources					-
A	ADOH					-
B	United Way					-
Totals		30,000	889,835	291,500	240,000	1,451,335

Appendix E

CDBG Project Ranking Form 2021/2022

The ranking committee 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 draft 2021-2025 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: **Homeless Youth Connection**

Amount of Funds Requested: **\$30,000**

Name of Project: **Empowering Youth for The Future**

Public Service

Housing

Economic Development

Additional Considerations:

\$428/Student Ratio of dollars per person benefitted by proposed project

25% 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 Has your organization administered a successful CDBG contract in past years? (yes or no)

128 Total Points out of 175 possible

1- 3. (For Public Service Submissions Only) (10 points)

How well does the answer define one of the following:

- A new service?
- A quantifiable increase in the level of an existing service?
- 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. Question 4 is not applicable to this application

5. How well does the answer explain the proposed scope of the project?

Does the answer include: (10 points)

- Estimated number of persons to be served
- Whether or not the project prepares for, prevents and/or responds to COVID-19 and how.
- Current status of the project
- Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- 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)

9. 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)

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

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

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

Council's Priorities:

- Housing – Rental/Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Job Training

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

Comments: It would have beneficial to see how these Phoenix based services will be implemented in Flagstaff.

11. How well does the answer explain how the project advances the agency's mission? Does the answer demonstrate the agency's commitment to diversity, equity and inclusion as well as documented steps taken to strengthen that commitment? (10 points)

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

Comments: With Flagstaff's demographics drastically different than that of Phoenix, it would have been valuable to see how this project anticipates serving Flagstaff's residents, including and especially Native American youth.

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

Target Neighborhoods: (5 points)

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

0 5

10. How well does the answer document that the proposed project will meet the needs proposed in the in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan? (10 points)

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

11. 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?

How well does the answer describe the way in which the agency will define success beyond CDBG requirements? (10 points)

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

Comments: Data surrounding local needs and context about the uniqueness of the Flagstaff community is crucial to understanding how this project plans to meet the needs of youth specifically in Flagstaff.

12. 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?

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

Comments: It would have been favorable to highlight Flagstaff resources, both in place and planned, before highlighting Phoenix based partnerships. The ranking committee would have liked to see a letter of support from the McKinney-Vento liaison at FUSD, if possible.

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

No (0 points) Yes (10 points)

Comments: The ranking committee would like to encourage the agency to participate in the Coconino County Continuum of Care and case conferencing with the Front Door once established and providing services in Flagstaff.

14. How well does the answer describe: (10 points)

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

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

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

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

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

Comments: There was some detail lacking to aid the ranking committee in understanding which areas of responsibility correspond to which staff member.

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

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

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

17. 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)

- Are leveraged funding sources identified? Was formal documentation provided?
- For construction contracts, were bids and/or quotes provided?

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

General Criteria:

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

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

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

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

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

- All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- Leverage numbers on budget match to leverage letters (3 points)
- Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- 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

8. Has the applicant exhibited competence in preparing the proposal? (10 points)
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)

Comments: The proposal was clear, concise, and very informative. The ranking committee would have liked to see more information as to how youth are exited out of their host homes. Although clarity on how the model would be implemented in Flagstaff and how Phoenix resources would replicate in Flagstaff were lacking, the ranking committee sees this as a much-needed program for youth experiencing homelessness in Flagstaff. The program's successes in Phoenix were impressive.

Native Americans for Community Action, Inc.



Agency DUNS Number: 020117115

Agency CAGE (SAM.org) Number: 49KA2

Amount of funds requested: \$54,337.50

Project name: NACA Business Incubator

Primary contact person for this project:

- Name Tallerita Tunney Rogers
- Title Director of Community Development
- Mailing address 2717 N. Steves Blvd, Suite 11, Flagstaff, AZ 86004
- Fax number 928-526-0708
- E-mail TRogers@nacainc.org
- Phone number 928-526-2968

Executive Summary

Agency requesting funding: Native Americans for Community Action, Inc.

Agency DUNS Number: 020117115

Agency CAGE (SAM.org) Number: 49KA2

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

Amount of funds requested: \$54,337.50

Project name: NACA Business Incubator

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

- Name Tallerita Tunney Rogers
- Title Director of Community Development
- Mailing address 2717 N. Steves Blvd, Suite 11, Flagstaff, AZ 86004
- Fax number 928-526-0708
- E-mail TRogers@nacainc.org
- Phone number 928-526-2968

Brief project description (4 to 5 sentences): The NACA Business Incubator project will utilize a storefront where established Overlook vendors can rent space to sell their wares as well as to provide business coaching and mentorship (at a reduced or waived rate) to project participants interested in developing skills in retail sales or to start/operate their own small or microbusiness.

Total estimated number of persons to be assisted (Average household size is 2.61 people per household): 12 individuals will gain retail sales skills or start/expand their small business/microbusiness over the course of 1 year

Council CDBG priority (mark all that apply):

- Housing – Rental and Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce 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: Jeff Axtell **Title:** NACA CEO

Signature: _____ **Date:** _____

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

Answer questions 1 - 3 for Public Service submissions only

To find out if your activity is categorized as a Public Service activity please contact Kristine.Pavlik@flagstaffaz.gov

1. (10 Points)

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
- Childcare
- 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
- COVID-19 Preparation, Prevention and Response services
- Other

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

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

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 proposed service fill?):

Answer question 4 for Economic Development submissions only

To find out if your activity is categorized as an Economic Development activity, please contact Kristine.Pavlik@Flagstaffaz.gov

4. (1 Point)

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.

Definitions for the below categories can be found at:

<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)
- X Technical assistance to businesses
- X Microenterprise development
- Commercial rehabilitation
- Public facilities and improvements
- X Job Training (not including job training offered as a public service)

Answer the following questions for ALL submissions:

Please ensure that each question is accompanied with a thorough answer in the proper order. Repetition is acceptable.

5. (10 Points)

Describe the proposed scope of the project, including:

- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
- Whether or not the proposed activity prepares for, prevents and/or responds to COVID-19 and how.
- 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 a price estimate or quote if applying for construction or rehabilitation funding (required if applicable). Multiple quotes are encouraged to ensure an accurate estimation of project costs and to anticipate inflation.

The NACA co-op will establish a business incubator/store front for retail sales training and business management skill development. A business incubator is an “organization geared toward speeding up the growth and success of startup and early stage companies... some are located in an actual physical space meant to foster networking among entrepreneurs and their coaches (Entrepreneur.com, 2021).”

NACA’s Economic Development program currently operates a vendor program where Indigenous artisans and buyers can learn to market their wares. This business incubator will expand on this concept by capitalizing on the retail sales, and business management (accounting and recordkeeping) and development (business plan creation and marketing, business license applications, etc.) expertise currently developed and held by Overlook vendors through the establishment of a store front, location to be determined. Current Overlook vendors will serve as business coaches and vendors, with the support of Project Coordinators partially funded by CDBG funds to provide technical assistance and liaison supports.

We estimate that this project will assist twelve (12) individuals establish skills necessary to start or improve/expand their microbusiness over the course of 1 year. The City of Flagstaff’s CDBG 2021-2025 HUD Consolidated Plan Executive Summary highlights Employment & Job Training Support Services as a Low priority with the 5-year goal of serving 5 people by the end of Fiscal Year 2025.

6. (10 Points)

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:

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

NACA primarily serves and connects with low-moderate income persons through current programming, including physical and behavioral health services. Many Social Support services are only available to low-moderate income persons, particularly those with a direct and financial support opportunity (i.e. medical financial assistance, educational financial support, bus passes, etc.). By utilizing current clients and services in creating economic development opportunity, NACA supports the overall wellbeing of current clients and services by addressing economic supports which positively influence social and health needs. NACA also will be able to capitalize and expand on current practices within the Overlook vendor program which has over 200 established small and microbusiness practitioners.

7. (10 Points)

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

Note: Your project doesn't have to address every Council Priority.

- Housing – Rental/ Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Development

8. (10 Points)

Agency mission and commitment to diversity, equity and inclusion.

- How will this project advance the agency's mission?
- How does the agency assure that all programs and projects serve to promote equity, inclusion, diversity and that the delivery of services are provided with cultural awareness and sensitivity as a priority?
- What steps has the organization taken to advance its commitment to diversity, equity, and inclusion?
 - Does the agency have established policies and practices supporting diversity, equity and inclusion? Provide any documentation that demonstrates this commitment.
 - What steps have been taken to strengthen the agency's commitment to diversity, equity, and inclusion?

The Native Americans for Community Action, Inc.'s (NACA) mission is to provide preventive wellness strategies, empower, and advocate for Native peoples and others in need to create a healthy community based on Harmony, Respect, and Indigenous values. By creating economic development opportunity at the individual level, we empower individuals to seize control over their financial, social and health circumstances. NACA provides all services in culturally relevant manners and will continue to support the delivery of services to promote equity, inclusion and diversity, particularly as this project incorporates individuals who are not necessarily Indigenous.

NACA's Overlook vendor program requires that vendors be Indigenous to support the Native American crafts vending project through the established Memorandum of Understanding (MOU) between the U.S. Forest Service and NACA, which has been in place since 1988. The Overlook Vending Program was originally established to abolish illegal Native American vending attempts on United States Forest Service Lands. However, the project created a unique opportunity for Native Americans to enhance and develop their economic self-sufficiency and lessen public assistance dependency. Above all, Indigenous families involved with the project have gained dignity, self-worth, economic empowerment, and renewed pride in themselves, for many of the families the artists are multi-generational. This same concept will apply to this project in terms of the overall goals of self-sufficiency, economic empowerment as well as improved sense of self-worth and pride which improve dignity.

9. (5 Points)

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

- Southside
- Sunnyside
- Plaza Vieja
- Pine Knoll

NACA and the proposed project is not anticipated to be located within one of the four target neighborhoods but is anticipated to serve residents coming from one of these four neighborhoods. NACA is also committed to marketing this project to residents of these neighborhoods to meet the intentions of CDBG opportunities. This project can help in determining the rate at which residents from these neighborhoods ultimately gain access to and success from this proposed project.

10. (10 Points)

Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan.

Include activity, special population if applicable, priority level and 5 year goal

The proposed 2021-2025 Consolidated Plan Goals are available at <https://www.flagstaff.az.gov/626/Community-Development-Block-Grants>.

This project intends to address Employment & Job Training Support Services through the creation of small or microbusinesses, which are self-employment activities. This end goal will be accomplished as project participants develop their retail sales, and business management and development skills.

11. (10 Points)

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.

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

The Small Business Administration's Office of Advocacy 2019 and 2020 Small Business Profile demonstrate a decrease of 14.6% for private-sector employment for the 12-month period ending April 2020 while noting the creation of 1.6 million net jobs in 2019 from small businesses. Additionally, this resource also noted the median income for self-employed individuals at their own incorporated businesses to be \$51,816 in 2018, whereas for the same population employed at their own unincorporated firms, median income was \$26,084. For self-employed individuals, having the protection and supports of incorporated business ownership appears to have a significant impact on income.

While the Overlook program has over 215 active vendors, many do not hold formal business licenses, which proved to be detrimental to their ongoing financial security during the COVID-19 pandemic. Due to the majority of vendors lacking business licenses, those who did not, could not secure grants and loans to support their businesses while they could not sell as usual at the Overlook site. By working with this core group of businesses to secure business licenses and formalizing their record-keeping practices, this project will contribute to the sustainability efforts of these business owners. Through this process, retail sales skills and business development skills will be strengthened and duplicated across retail industries as well as transferred to others within the community to increase small business and microbusiness ownership.

12. (10 Points)

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

- Be specific, citing additional leverage¹ funding sources, agreements, staffing partnerships, etc.
- If formal partnerships² exist, please include documentation of all leveraged resources and identify leverage in budget.
- Attach letters of community collaboration/support for the specific project.

In 1988, a Memorandum of Agreement was signed by the U.S. Forest Service and NACA, thus establishing a legal Native American arts and crafts vending project located at the Oak Creek Vista Overlook. The Overlook Vending Program was originally established to abolish illegal Native American vending attempts on United States Forest Service Lands. The program develops a Native American outdoor artisan market to legitimately sell authentic Native American art within the Oak Creek Canyon Overlook. The Overlook Project constitutes a unique cooperative relationship between a federal governmental agency (U.S Forest Service) and a private non-profit Indian corporation (NACA, Inc.) The Oak Creek Vista Vendor Project has operated successfully for the past 32 years. The Overlook Project is self-sufficient.

13. (10 points)

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

NACA is a participating organization in the County's Continuum of Care Coalition, the 2017 MOU as well as an updated MOU for 2021 is attached.

¹ Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project.

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

14. (10 Points)

Briefly describe:

- The organization's history administering this or similar projects.
- The organization's realistic capacity for undertaking this project.
- Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
- Was the agency ever asked to return awarded funds for cause?
- Has your agency ever requested a budget amendment or contract extension? If yes, why?

NACA has extensive experience administering federal and foundation grants and complying with federal statutes. NACA has not had to return awarded funds for cause. NACA has not requested budget amendments or contract extensions through formal request channels.

NACA currently has the following federal grants (annual award amounts):

Indian Health Service

Meth and Suicide Prevention Initiative \$100,000

Special Diabetes Program \$380,938

Substance Abuse Prevention \$197,265

Title V \$208,404

Family Health Center \$1,569,396

Federal Diabetes \$313,856

COVID and CARES ACT Funding 2020-2021 \$1,583,433

Centers for Disease Control

Lasting Indigenous Family Enrichment \$172,567

Good Health & Wellness \$594,819

SAMHSA (Substance Abuse Mental Health Services Administration

Native Connections \$362,469

Reach UR Life \$736,000

Coconino County, Public Health District

Tobacco Education \$56,000

United Way of Northern Arizona \$20,485

University of Arizona Cancer Research \$79,141

Colorado Plateau Foundation \$25,000

Navajo United Way \$2,550

15. (10 Points)

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

- **Names, titles, and resumes** of all staff involved with carrying out these areas of responsibility.
- Job descriptions for any new positions created for the proposed project.
- Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency).
- Distinguish between in-house agency staff and contracted assistance.

- Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab 11- organization chart.

Dorothy Denetsosie Gishie, Economic Development Program Manager
The Program Manager will serve as Project Manager.

Two Project Coordinators will need to be hired for on-site operations support of the store front and to provide support to Overlook Vendors serving as coaches/mentors as well as to Project participants.

Tallerita Tunney Rogers, Director of Community Development
The Department Director provides administrative oversight of all activities and supervises the Project Director (Program Manager).

A Project Coordinator job description is attached.

NACA's Organizational Chart is attached; Project Coordinators will be supervised by the Economic Development Program Manager (listed as Overlook Program Manager).

Overlook vendors will serve as subject matter experts on business development and retail sales skills in exchange for reduced or waived space fees either at the Overlook site or storefront site. There are currently 215 Overlook vendors actively registered with the NACA Overlook program.

16. (10 Points)

Tab 7 of the checklist requests a Schedule of Completion for this proposed project. In Appendix C, provide the following:

- A proposed schedule in the provided Excel format.
- A narrative summary describing the expenditure of CDBG Funds.
- Explain the rate of expenditure and the predicted progress of the proposed schedule.
- 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.

17. (10 Points)

Tab 8 of the checklist requests a budget for this proposed project. In Appendix D, please provide a detailed budget in the provided Excel format, and a narrative summary describing exactly for what CDBG funds will pay.

- Include any contract bids or quotes for construction projects.
- Include leverage amounts listed in Question 10.

APPENDIX C
SCHEDULE OF COMPLETION

Project Schedule	
City of Flagstaff	
Project Description: NACA Business Incubator	
Implementing Agency: NACA, Inc.	
Project Number:	
Persons Served:	12
Date Submitted:	2/22/2021

Action Items:	Item Description	YEAR: 2021 1st Month Begins with the Notice to Proceed											
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
1	Secure Storefront	█											
2	Construction	█											
3	Hire Project Coordinators	█											
4	Schedule Q1 OL Vendor coaches		█										
5	Market Business Incubator	█	█	█	█	█	█	█	█	█	█	█	█
6	Orient OL Vendors w/Interest in coaching/mentoring		█	█	█	█	█	█	█	█	█	█	█
	Schedule Q2 OL Vendor coaches			█	█	█	█	█	█	█	█	█	█
	Run business development workshops		█	█	█	█	█	█	█	█	█	█	█
	Live coaching for retail sales skills development		█	█	█	█	█	█	█	█	█	█	█
	Schedule Q3 OL Vendor coaches							█	█	█	█	█	█
	Schedule Q4 OL Vendor coaches									█	█	█	█
	Monthly Reporting	█	█	█	█	█	█	█	█	█	█	█	█
	Contract Monitoring and Close Out											█	█

Appendix D
Budget Example

Project Description:		NACA Economic Development				
Implementing Agency:		Native Americans for Community Action, Inc.				
Project Number:						
Persons Served:						
Date:		Program Year 2021				
Item and		Source 1	Source 2	Source 3	Source 4	
Activity	Item/Activity Description	City of Flagstaff	Other Grant	Leverage	In-Kind	Project
		CDBG	FUNDING	FINANCING	VENDOR Space sales	TOTALS
1	Program or Project Related Expenses					
A	Project Coordinator x2	\$0.00			\$90,000.00	\$90,000.00
B	Employee Related Expenditures	\$0.00			\$22,500.00	\$22,500.00
2	Operating Supplies					\$0.00
A	Office Supplies	\$4,500.00				\$4,500.00
B	Network Structure	\$3,500.00				\$3,500.00
C	Furniture and Equipment	\$15,000.00				\$15,000.00
3	Facility Expenses					\$0.00
A	Rent	\$21,000.00			\$21,000.00	\$42,000.00
B	Utilities	\$3,250.00			\$3,250.00	\$6,500.00
C	Janitorial				\$15,000.00	\$15,000.00
D	Insurance				\$5,600.00	\$5,600.00
4	Professional Services					\$0.00
A	Consulting/Resource Contractors				\$12,000.00	\$12,000.00
B	Transportation				\$7,000.00	\$7,000.00
C						\$0.00
D						\$0.00
5	Administration					\$0.00
A	Director Oversight				\$ 7,400.00	\$7,400.00
B	Agency Indirect Costs (@15%)	\$7,087.50			\$27,562.50	\$34,650.00
Totals						\$0.00
CDBG Totals		\$54,337.50			\$211,312.50	\$265,650.00

Appendix E CDBG Project Ranking Form 2021/2022

The ranking committee 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 draft 2021-2025 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: **Native Americans for Community Action, Inc**

Amount of Funds Requested: **\$54,337.50**

Name of Project: **Business Incubator**

Public Service

Housing

Economic Development

Additional Considerations:

\$4,528/Person Ratio of dollars per person benefitted by proposed project

0% 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 Has your organization administered a successful CDBG contract in past years?
(yes or no)

127 Total Points out of 175 possible

1- 3. (For Public Service Submissions Only) (10 points)

How well does the answer define one of the following:

- A new service?
- A quantifiable increase in the level of an existing service?
- 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. Question is not applicable to this application

5. How well does the answer explain the proposed scope of the project?

Does the answer include: (10 points)

- Estimated number of persons to be served
- Whether or not the project prepares for, prevents and/or responds to COVID-19 and how.
- Current status of the project
- Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- 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)

12. 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)

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

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

Comments: Some clarity was needed to distinguish whether individuals being served were entirely new to the NACA program or already existing at the Overlook program.

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

Council's Priorities:

- Housing – Rental/Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Job Training

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

Comment: This question was not answered.

14. How well does the answer explain how the project advances the agency's mission? Does the answer demonstrate the agency's commitment to diversity, equity and inclusion as well as documented steps taken to strengthen that commitment? (10 points)

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

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

Target Neighborhoods: (5 points)

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

0 5

10. How well does the answer document that the proposed project will meet the needs proposed in the in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan? (10 points)

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

11. 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? How well does the answer describe the way in which the agency will define success beyond CDBG requirements? (10 points)

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

Comments: While the data provided was valuable, the ranking committee would have liked to see more data specific to Flagstaff. Information on how many vendors were able

to apply for federal COVID related assistance would have been great to see as part of this answer.

12. 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?

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

Comments: The ranking committee would like to encourage a collaboration with other organizations offering similar services, such as Market of Dreams, Coconino County's Basic Business Empowerment program, the NACET Business Incubator, NAU's School of Business, any other local non-profits, etc. This would maximize the program's impact and avoid duplication of services.

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

No (0 points) **Yes (10 points)**

14. How well does the answer describe: (10 points)

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

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

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

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

- Does Tab 6 include all staff positions and CDBG proposed positions?

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

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

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

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

Comments: There was no narrative included with the schedule of completion.

17. 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)

- Are leveraged funding sources identified? Was formal documentation provided?
- For construction contracts, were bids and/or quotes provided?

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

Comments: There was no narrative included with the budget. The ranking committee would have liked to understand why there is no other grant funding included in the budget, as well as an explanation for in-kind contributions.

General Criteria:

9. 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)

10. 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)

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

- All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- Leverage numbers on budget match to leverage letters (3 points)
- Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- 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

Comments: The agency's financial audit for FY 2018 contained findings related to end of fiscal period/year closing procedures.

12. Has the applicant exhibited competence in preparing the proposal? (10 points)

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)

Cover Letter

2021/22 CDBG Funding

Proposed Activity: Flagstaff Fair Housing Media Proposal

Name of Agency: Southwest Fair Housing Council

DUNS: 872788260

SAMS: 38PC1

Primary Contact:

Jay Young

Executive Director

jyoung@swfhc.com

(520) 798-1568 ext. 17

Fax (520) 620-6796

177 N. Church Ave., Suite 1104

Tucson, AZ 85701

Executive Summary (Not to exceed one page)

Agency requesting funding: Southwest Fair Housing Council

Agency DUNS Number: 872788260

Agency CAGE (SAM.org) Number: 38PC1

Are you a participating member in the Coconino County Continuum of Care? No

Amount of funds requested: \$14,000

Project name: Flagstaff Fair Housing Media Proposal

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

Jay Young

Executive Director

jyoung@swfhc.com

(520) 798-1568 ext. 17

Fax (520) 620-6796

177 N. Church Ave., Suite 1104

Tucson, AZ 85701

Brief project description (4 to 5 sentences):

Southwest Fair Housing Council (SWFHC) will provide a full-service fair housing outreach and media program. Specifically, SWFHC plans to complete:

- 4 English/Spanish print or video Public Service Announcements (PSA's)
- 1 Community outreach event or Facebook Live event (depending on Covid-19)
- 2 Virtual Fair Housing Trainings

Citywide fair housing counseling, referrals, and support through the complaint filing process provided in other grant funding.

Total estimated number of persons to be assisted: 5,000

Council CDBG priority (mark all that apply): Housing

Will the activity take place in a target neighborhood? All programming can target areas identified as a CDBG priority.

Special population (if any) to be assisted: Low income persons, persons with disabilities, families with children, and non-English speakers represent individuals with higher rates of victims of housing discrimination and closely align with several special population categories.

Name of authorized representative: _____ Title: _____

Signature: _____ Date: _____

Narrative Questions

1. (10 Points) *Mark the public service activity that best fits your proposed service:*

Fair housing counseling

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

A quantifiable increase in the level of an existing service. SWFHC is currently funded statewide to conduct limited enforcement and outreach in Flagstaff. This funding would allow SWFHC to develop a targeted media campaign that would enhance the community's awareness of fair housing rights, responsibilities, and available resources.

3. *Discuss similar services that are offered in Flagstaff and how the proposed service is different than what is already offered to the community:*

SWFHC is the only HUD funded Fair Housing Initiatives Program that serves Flagstaff.

4. (1 Point) *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.*

N/A

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

A. *An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household):*

5,000

B. *Whether or not the proposed activity prepares for, prevents and/or responds to COVID-19 and how:*

SWFHC maintains a Covid-19 resources page on its website that is continually updated with the latest housing related Covid-19 information. SWFHC has incorporated Covid-19 housing and fair housing information into outreach materials and trainings. New resources, referrals, and policies are continually added to all resources. SWFHC is also able to pursue any Covid-19 related fair housing complaints that are brought forward to the agency. Covid-19 has resulted in a rise in disability related fair housing issues. Additionally, SWFHC is monitoring changes in the housing market as fears of upcoming evictions and foreclosures loom.

C. *The current status of this project (i.e. planning stage, resubmission from last year, feasibility study completed, etc.):*

This project has not been started in the City of Flagstaff yet; however, similar projects have been completed statewide and SWFHC would be prepared to begin the project immediately.

D. *Attach construction or concept plans with a scope of work if applying for construction or rehabilitation funding (required if applicable):*

N/A

E. *Attach a price estimate or quote if applying for construction or rehabilitation funding:*

N/A

6. (10 Points) *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:*

Free housing choice and equitable access to quality housing impacts nearly every aspect of an individual's life, therefore fair housing education and enforcement helps a community in providing decent housing to all citizens. Additionally, fair housing programs assist a community in providing a suitable living environment that includes economic opportunities, transportation access, access to health care and quality food, and recreation opportunities. SWFHC will target its programming in low-and moderate-income neighborhoods that are priority areas for the City of Flagstaff. All media campaigns, events, and outreach can be targeted to low- to moderate-income areas of low opportunity.

7. (10 Points) Identify how the proposal meets one or more of the City Council's CDBG Priorities: Note: Your project doesn't have to address every Council Priority:

SWFHC's proposal more closely supports the Housing CDBG priority by enhancing the community's awareness of fair housing rights, responsibilities, and available resources. SWFHC is a fair housing outreach and enforcement agency, which allows SWFHC to educate communities regarding fair housing, but also pursue fair housing complaints through administrative complaints and lawsuits. Additionally, SWFHC is a referral agency that connects callers to the agency to other community resources that may be better able to help them if the issue is not fair housing related. SWFHC's recently developed Covid-19 resources assists individuals understand their housing rights during the changes brought by the pandemic.

8. (10 Points) Agency mission and commitment to diversity, equity and inclusion.

A. How will this project advance the agency's mission?

SWFHC's mission is to provide comprehensive services to achieve and preserve equal access to housing for all people. This project will allow SWFHC to more effectively achieve this mission in the City of Flagstaff.

B. How does the agency assure that all programs and projects serve to promote equity, inclusion, diversity and that the delivery of services are provided with cultural awareness and sensitivity as a priority?

SWFHC staff is able to provide all programming in English and Spanish. Additionally, SWFHC ensures all programming and its website are available in an accessible manner for persons with disabilities. Additionally, SWFHC staff continually attends community cultural awareness and sensitivity trainings to ensure its ability to effectively engage and advocate for diverse populations.

C. What steps has the organization taken to advance its commitment to diversity, equity, and inclusion?

Equity is at the heart of Martin Luther King Jr.'s vision and at the heart of SWFHC's fair housing mission. SWFHC requires many positions to be bilingual and openly advertises all positions to ensure the most diverse audience possible is able to access the posting.

D. Does the agency have established policies and practices supporting diversity, equity and inclusion? Provide any documentation that demonstrates this commitment.

SWFHC is an equal opportunity employer, as stated on the website at swfhc.com/job-opportunities. SWFHC actively seeks to hire a diverse and representative staff.

E. What steps have been taken to strengthen the agency's commitment to diversity, equity, and inclusion?

SWFHC intentionally hires bilingual staff to ensure all services are equally available in English and Spanish. SWFHC utilizes a language line and translation services to ensure anyone can receive SWFHC services. SWFHC's website has been evaluated to make sure it is fully

accessible to persons with disabilities. SWFHC's office is also fully accessible and located on several transit lines in Tucson. Additionally, SWFHC demonstrates commitment by submitting proposals like this to educate communities throughout Arizona about their fair housing rights and how to seek justice when those rights have been violated.

9. (5 Points) If applicable, indicate whether the project takes place in one of the four target neighborhoods. - Southside - Sunnyside - Plaza Vieja - Pine Knoll 12

SWFHC is able to work with its media partners to target PSA's and Facebook Live events in certain areas of the community and to specific income areas. SWFHC can use the 4 PSA's, 2 trainings, and 1 Facebook Live or in-person event to ensure all target neighborhoods receive elements of the programming. Additionally, SWFHC can partner with local agencies to ensure programming reaches the Native American community in Flagstaff, which was identified as a priority by City of Flagstaff staff.

10.(10 Points) Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan. Include activity, special population if applicable, priority level and 5 year goal The proposed 2021-2025 Consolidated Plan Goals are available at <https://www.flagstaff.az.gov/626/Community-Development-Block-Grants>.

SWFHC's proposed Outreach and Media Campaign will target low-moderate income communities in Flagstaff and can be specifically tailored to serving the four target neighborhoods. SWFHC can target the content of its media on identified areas of need, such as disability, familial status, non-English speaking individuals, and race (Native American) protected classes. SWFHC's programs support the Housing Stabilization Services including Eviction/Foreclosure Prevention and Legal Services goal of the proposed 2021-2025 Consolidated Plan Goals.

11. (10 Points) 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. How will you identify success? Describe how your successes will be monitored beyond CDBG requirements.

While SWFHC provides enforcement and outreach services in the City of Flagstaff, it is currently not funded to conduct a targeted media campaign. Currently, advertising of SWFHC's services is limited to the few housing providers and agencies that participate in SWFHC trainings. This limits the amount of community members who are aware of SWFHC's services and call to receive fair housing counseling. This funding will allow SWFHC to connect with more grassroots agencies and vulnerable communities that are at the greatest risk of housing discrimination. SWFHC will be able to monitor its reporting database to observe call volume and referrals increase from Flagstaff, the location of web hits to see how many more people from Flagstaff visit the website, and impression data provided by SWFHC's media partners.

12. (10 Points) Briefly describe the scope of the community collaboration surrounding the proposed project. Be specific, citing additional leveraged funding sources, agreements, staffing partnerships, etc. If formal partnerships exist, please include documentation of all leveraged resources, and identify leverage in budget. Attach letters of community collaboration/support for the specific project.

SWFHC has already been funded to provide fair housing enforcement statewide. This means SWFHC will be able to provide fair housing counseling, referrals, and assistance through the complaint process to any clientele who contact SWFHC because of the increased media presence in the community. Additionally, SWFHC will work to build new partnerships with the appropriate agencies to ensure that the most vulnerable communities in Flagstaff are recipients of SWFHC's fair housing efforts.

13. (10 points) *Is your agency participating in the coordinated entry, also known as Flagstaff's Front Door? If so, please provide the agencies MOU or a letter from the Continuum of Care.*
No

14. (10 Points) *Briefly describe:*

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

SWFHC has successfully administered similar CDBG projects in communities throughout the State.

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

The SWFHC staff responsible for this project have extensive experience administering similar projects staff wide and the infrastructure to implement the project is already in place.

C. *Experience administering federal and state grants and complying with federal statutes.*

Please provide funding dates and award amounts.

SWFHC has been a recipient of HUD Fair Housing Private Enforcement Initiatives and Outreach Initiative funding for over 30 years. Currently SWFHC was funded under a 3 year HUD grant for \$425,000.00 in 2020. SWFHC receives an annual CDBG grant from Pima County for \$25,000.00. In 2020, SWFHC was awarded a CDBG grant with the City of Yuma to provide a similar service to the one in this proposal for \$20,000.00.

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

15. (10 Points) *Divide the execution and administration of the project into areas of responsibility by providing the following:*

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

- Beth Ann Justvig, Finance Director
- Laura Leyva, Education, Outreach, and Media Specialist
- Erica Hardwick, Enforcement Director
- Maria Medina, Intake Specialist
- Jay Young, Executive Director

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

N/A

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

Laura Leyva, Education, Outreach, and Media Specialist

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

All staff is in house.

E. Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab 11- organization chart.

Beth Ann Justvig, Finance Director
 Laura Leyva, Education, Outreach, and Media Specialist
 Erica Hardwick, Enforcement Director
 Maria Medina, Intake Specialist
 Jay Young, Executive Director

16. (10 Points) Tab 7 of the checklist requests a Schedule of Completion for this proposed project. In Appendix C, provide the following: A proposed schedule in the provided Excel format, a narrative summary describing the expenditure of CDBG Funds, explain the rate of expenditure and the predicted progress of the proposed schedule, 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.

SWFHC will complete the Media and Campaign project in the following timeframe:

Action Item	Item Description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4 total Public Service Announcements (PSAs)	Print, internet, or other media PSA	X (1 PSA)	X (1 PSA)	X (1 PSA)	X (1 PSA)
2 Total Trainings	Virtual fair housing trainings for housing professionals, agency staff, or consumers.		X (1 Training)	X (1 Training)	
1 Event	An in-person fair housing event or Facebook Live event, depending on Covid-19 restrictions on in-person meetings,				X (1 Fair Housing Month Event)

The outreach event/Facebook Live event will be timed to coincide with fair housing month in April 2022. All deliverables and expenditures will be completed by June 2022. The four PSA's are budgeted at \$1,800 each and will be expended once each Quarter of the grant. The in person event or Facebook Live event is budgeted at \$785.00 and will be expended in the 4th Quarter of the grant to coincide with Fair Housing Month in April 2022. Staff time and miscellaneous materials and supplies for advertising will be expended accordingly throughout the grant period.

17. (10 Points) Tab 8 of the checklist requests a budget for this proposed project. In Appendix D, please provide a detailed budget in the provided Excel format, and a narrative summary

describing exactly for what CDBG funds will pay. - Include any contract bids or quotes for construction.

STAFF TIME: 5 staff members Total CDBG portion:\$3,225

1. Finance Director: 36 hours per year to the Flagstaff grant.
2. E&O Specialist: 48 hours per year to the Flagstaff grant.
3. Intake Specialist: 24 hours per year to the Flagstaff grant.
4. Enforcement Director (Program Supervisor): 36 hours to the Flagstaff grant.
5. Executive Director: 24 hours to the Flagstaff grant. ADMIN

ERE: Grant portion of benefits and taxes for 5 staff members: includes FICA/SUTA/W/Comp and Health benefits (medical, life, dental, ect...) Total CDBG portion: \$815

SUPPLIES: Cost of supplies for the grant including flyers, postage, and office supplies. Total CDBG portion: \$200

ADVERTISING: 4 PSAs Total CDBG portion: \$7,200

COMMUNICATION: Facebook Live fee Total CDBG portion: \$750

RENT & COMMUNICATION: Grant portion of cost for facility and staff communication (internet, webinars, and telephone). Total CDBG portion: \$785

TAB 5

Map of Project Location

Not applicable. There is no map of the project location due to the nature of the project.

TAB 6

Job Descriptions

Not Applicable. This funding is not for operational assigned assistance or positions specific funding. We have included resumes for staff that will be working on this grant.

TAB 7

Schedule of Completion

SWFHC will complete the Media and Campaign project in the following timeframe:

Action Item	Item Description	Quarter 1	Quarter 2	Quarter 3	Quarter 4
4 total Public Service Announcements (PSAs)	Print, internet, or other media PSA	X (1 PSA)	X (1 PSA)	X (1 PSA)	X (1 PSA)
2 Total Trainings	Virtual fair housing trainings for housing professionals, agency staff, or consumers.		X (1 Training)	X (1 Training)	
1 Event	An in-person fair housing event or Facebook Live event, depending on Covid-19 restrictions on in-person meetings,				X (1 Fair Housing Month Event)

Budget

Project Description:	Fair Housing Media Campaign					
Implementing	SWFHC					
Project Number:						
Persons Served:						
Date:	Program Year 2021-22					
Item and		Source 1	Source 2	Source	Source 4	
Activity	Item/Activity Description	City of Flagstaff	Other Grant	Leverage	In-Kind	Project
		CDBG	FUNDING	FUNDING	DONATIONS	TOTALS
1	Program or Project Related					
A	Salaries	3,225.00		183,732.00		\$186,957.00
B	ERE/TAXES	815.00		49,867.00		\$50,682.00
C	SUPPLIES	200.00		2,520.00		\$2,720.00
D	ADVERTISING	7,200.00		2,000.00		\$9,200.00
E	COMMUNICATION	750.00		25,629.00		\$26,379.00
F	RENT	785.00		12,308.00		\$13,093.00
G	OTHER: AUDIT, TRAVEL, OTHER			20,300.00		\$20,300.00
H						
I						
2	Administration					
A	Salaries & ERE/TAXES	1,025.00		35,814.00		\$36,839.00
B	Agency Indirect			27,830.00		\$27,830.00
3	Facility Value					
A						
4	Grant Leverage Resources					
A	ADOH					
B	United Way					
CDBG Totals						
Totals		\$14,000.00		\$360,000.00		\$374,000.00

Appendix E

CDBG Project Ranking Form 2021/2022

The ranking committee 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 draft 2021-2025 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: **Southwest Fair Housing Council**

Amount of Funds Requested: **\$14,000**

Name of Project: **Flagstaff Fair Housing Media**

Public Service

Housing

Economic Development

Additional Considerations:

\$3/Person Ratio of dollars per person benefitted by proposed project

96% 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 Has your organization administered a successful CDBG contract in past years? (yes or no)

58 Total Points out of 165 possible

1- 3. (For Public Service Submissions Only) (10 points)

How well does the answer define one of the following:

- A new service?
- A quantifiable increase in the level of an existing service?
- 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)

Comments: The ranking committee felt it was important for the agency to provide context about what is already required to be provided to the City of Flagstaff through other funding sources.

4. Question is not applicable to this application

5. How well does the answer explain the proposed scope of the project?

Does the answer include: (10 points)

- Estimated number of persons to be served
- Whether or not the project prepares for, prevents and/or responds to COVID-19 and how.
- Current status of the project
- Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- 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)

Comments: Details were needed about how a benefit of 5,000 people was determined. Clarification about how this service relates to the SWFHC's website and the services that are already being offered on their site would have provided a better understanding of this project.

15. 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)

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

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

Comments: It is not clear how low- and moderate-income individuals will be targeted.

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

Council's Priorities:

- Housing – Rental/Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Job Training

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

Comments: The City of Flagstaff is grateful for SWFH's ongoing partnership. Based on the answer to this question, it is unclear if the agency had reviewed the City's Analysis of Impediments to Fair Housing Choice and the City's current Fair Housing efforts.

17. How well does the answer explain how the project advances the agency's mission? Does the answer demonstrate the agency's commitment to diversity, equity and inclusion as well as documented steps taken to strengthen that commitment? (10 points)

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

Comments: The answer needed information about what needs are specific to Flagstaff. The focus was placed on Spanish/English capacity but fails to identify other demographics. The answer does not explain how the project will advance the agency's mission.

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

Target Neighborhoods: (5 points)

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

0 5

10. How well does the answer document that the proposed project will meet the

needs proposed in the in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan?
(10 points)

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

Comments: The question was not addressed, and a specific priority need and goal was not identified. The ranking committee found it concerning that the proposal refers to the protected classes, but the focus was on Spanish/English resources. For race, only the Native American population was discussed. The agency displayed a lack of understanding of Flagstaff-specific demographics and Impediments to Fair Housing Choice.

11. 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?

How well does the answer describe the way in which the agency will define success beyond CDBG requirements? (10 points)

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

Comments: Local statistics to support the need for the project or how to project will address Flagstaff specific issues were not provided. How success is defined in this answer is not impactful. The ranking committee strongly felt that “call volume” was not a good measure of success. The first part of the question was not answered.

12. 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?

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

Comments: Partnerships, even the one with the City of Flagstaff, are not discussed in the answer. The proposal reads as if it’s written for a different agency/grant. Evidence of partnerships, collaboration, support, or leverage is absent.

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

No (0 points) Yes (10 points)

14. How well does the answer describe: (10 points)

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

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

Comments: The agency does not demonstrate experience with or a history of creating media campaigns. The answer does not demonstrate how the media campaign will be carried out.

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

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

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

Comments: The formatting of this answer was difficult to follow. The answer needed more detail about which responsibilities would be completed by each person involved in the project. No clear scope was identified.

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

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

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

Comments: The schedule of completion needed details beyond quarterly PSAs. Details about what channels would be utilized and how frequently, as well as what funds would be spent and when were missing. This information was vital to answering this question.

17. 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)

- Are leveraged funding sources identified? Was formal documentation provided?
- For construction contracts, were bids and/or quotes provided?

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

Comments: It is unclear why certain roles are included under CDBG funding, given the lack of involvement in the project. Letters of leverage are not included. There is no information about what supplies are needed or what the rent is for if this is a proposal for a project without a physical location.

General Criteria:

13. 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)

Comments: This question was difficult to score by the ranking committee because the application fails to identify how vulnerable individuals will be targeted, as there isn't an effective and impactful way to truly define success.

14. 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)

Comments: The Schedule of Completion is lacking specific details about when the PSA's would run and on what channels.

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

- All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- Leverage numbers on budget match to leverage letters (3 points)
- Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- 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

Comments: Leverage letters were not included. The allocation of CDBG funds to rent is questionable as no physical location was identified as a part of the project. The leverage numbers do not match, and the budget is not thorough. There seems to be a lack of understanding about what is considered leverage and what is considered other grant funding. There are inconsistencies between the scope and budget. Cost of PSA's seems high and no quotes were provided as supporting information. The application is missing vital information about the definition of "media." Since there is not a local news station and there are few local radio stations in Flagstaff, the ranking committee is missing fundamental details.

- 16. Has the applicant exhibited competence in preparing the proposal? (10 points)**
 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)

Comments: This proposal identifies a vital need, but the approach taken by this outreach campaign to vulnerable populations is unclear. How will resources be utilized and developed in ways that low/moderate income individuals can access them? The concept has potential, but the steps to deliver this project in Flagstaff lack detail and specificity. The Fair Housing missions and commitments of SWFHC and the City of Flagstaff are not included in the proposed project.

2021 Community Development Block Grant Application: Educational Program

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) Yes

Amount of funds requested: \$100,000

Project name: *Community-Based STEAM Education*

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

Name: Dr. Alice Christie

Title: Tynkertopia Founder and Executive Director

E-mail: founder@tynkertopia.org

Mailing address: 1165 Flowing Springs Trail, Flagstaff, AZ 86004

Phone number: 928-326-3400

Fax number: 928-774-1875

Brief project description (4 to 5 sentences):

Our project, *Community-Based STEAM Education*, requests operational funding through a Community Development Block Grant (CDBG) in order to provide expanded programming to low-moderate income children and families living in Sunnyside. We wish to grow our STEAM educational programming to children, youth, and families in our target neighborhood by hiring and training two new employees at Tynkertopia: a Science Education Specialist and a Community Outreach Specialist. Tynkertopia is a nonprofit corporation that serves as Flagstaff's STEAM Community Center. Our programming focuses on helping low-moderate income children, youth, and families develop Science, Technology, Engineering, the Arts, and Mathematics (STEAM) knowledge, and skills, as well as creativity, confidence, and inquiry skills.

If funded, the estimated number of people to receive assistance include:

- a minimum of 3,000 low-moderate income children and youth who will receive direct assistance in STEAM learning when they participate in our face-to-face activities or participate in online STEAM learning opportunities;
- a minimum of 1,000 students who will receive direct assistance in STEAM learning when they attend community events sponsored by Tynkertopia; and
- two employees-in-training who will receive direct assistance (training and salary) through one-year of employment at Tynkertopia.

Total estimated number of persons to be assisted: All 4,530 households in Sunnyside

Council CDBG priority: Workforce Development

Target neighborhood: Sunnyside

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



Date: February 1, 2021

Executive Summary

Tynkertopia is Flagstaff's only 501 (c)(3) nonprofit STEAM Community Center. We provide outside-of-school learning opportunities for PK– 12th grade students in Science, Technology, Engineering, the Arts, and Mathematics (STEAM). Tynkertopia's mission is to empower youth of Flagstaff 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. Our vision is to build a stronger future for Flagstaff youth and families by offering community-based STEAM learning opportunities.

Tynkertopia's target population is public, private, charter, and home-schooled children, their parents, grandparents or guardians, and their teachers. In addition, Tynkertopia serves many children from families in distress, youth in poverty, and youth un- or under-represented in STEAM areas who visit Tynkertopia with case workers. During our twenty months of face-to-face operation, Tynkertopia hosted over 10,500 (non-unique) visits from children, parents, grandparents, teachers and community members from Flagstaff and northern Arizona. Admission to Tynkertopia is always free to all.

The Tynkertopia learning environment is based on the 7C Model (see Appendix G) 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, a Google Certified Teacher and Innovator), and an educator with 50+ years of experience in PK through university education.

Tynkertopia's exponential growth and success since mid-2018 indicates the need to expand our staff and our programming. Currently, Tynkertopia employs one low-moderate income person for 80 hours per month. Dr. Alice Christie, Tynkertopia founder, volunteers between 40-60 hours per week. Our volunteer coordinator provides a total of 10 hours of service per week. Because we have grown so quickly and to such a great extent, we are now grossly understaffed.

Our CDBG application requests operational funding to help low-moderate income children develop Science, Technology, Engineering, the Arts, and Mathematics (STEAM) knowledge and skills by expanding our programming and hiring and training two new employees at Tynkertopia: a Science Education Specialist and a Community Outreach Specialist. The employees-in-training will be mentored by Tynkertopia Founder and Executive Director, Dr. Alice Christie.

The employees-in-training will be responsible for:

- facilitating the daily face-to-face and online operations of Tynkertopia;
- fostering excitement and a sense of wonder in children, parents and grandparents, teachers, case workers, and community members;
- expanding our class offerings and extending our hours to better serve the Sunnyside community;
- raising awareness of Tynkertopia's offerings to the children, youth, and families in the community through increased social media and marketing;
- expanding our grant writing and fundraising activities so Tynkertopia can continue serving low-moderate income children, youth, and families in Sunnyside and greater Flagstaff; and
- attending training workshops to improve STEAM knowledge and skills.

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



Narrative Questions

1. The public service activity that best fits our proposed service is **Education Programs**.
2. The proposed service is an **Expansion Service**. Tynkertopia, a nonprofit organization focusing on Science, Technology, Engineering, the Arts, and Mathematics (STEAM) education opened its doors in mid 2018. Since then, Tynkertopia has seen exponential growth in the number of Flagstaff children, youth, and their families we serve. Currently, we are staffed by:
 - our Founder and Executive Director, Dr. Alice Christie, who volunteers full time;
 - one part-time (eighty-hour per month) employee; and
 - one volunteer who provides 10 hours per week of service.

We need to increase our staff so that we are better able to serve our targeted population of low-moderate income children, youth, and families residing in Sunnyside.

3. Currently, Tynkertopia is the ONLY Community Center focusing on STEAM in Flagstaff. Admission to Tynkertopia is always free to all. Once the COVID pandemic is behind us and we have hired additional staff with CDBG funding, we will be open from 9 AM – 6 or 7 PM on weekdays and 9 AM – 5 PM on Saturdays. During the summer, we will be open from 9 AM – 5 PM or later six days a week. We will also be open evenings and Sunday for community events.

The Boys and Girls Club of Flagstaff offers after-school opportunities for students, but their focus is not primarily STEAM, and they operate on a sliding scale fee basis.

4. NA
5. Proposed scope of the project:

Our project, *Community-Based STEAM Education*, focuses on improving STEAM skills in low-moderate income children and youth living in the Sunnyside neighborhood, Flagstaff's most diverse and economically challenged neighborhood. Ten percent of Flagstaff's overall population lives in Sunnyside, including 4,530 households. Tynkertopia was intentional in locating in this neighborhood where:

- Almost half (46.7%) of the residents live in extreme poverty,
- 31% of the neighborhood's population is 17 years old and younger, and
- 72% of neighborhood children aged 5-17 live in poverty.

Tynkertopia's goal is to serve the Flagstaff children and youth most in need of extended, hands-on learning opportunities to improve their STEAM skills and knowledge, as well as their creativity, confidence, and inquiring minds. Such opportunities have the potential to translate into better jobs in their futures. Another of Tynkertopia's goal is to help in the development of Flagstaff's future workforce.

We seek to expand our services in the Sunnyside neighborhood by hiring two people who will receive salaries and training for one year at Tynkertopia. By hiring additional staff through a Community Development Block Grant, Tynkertopia will be able to offer more services to a greater number of children, youth, and families during the 2021-2022 grant cycle. This project has the potential to reach all 4,530 households in Sunnyside, as well as children and families from other neighborhoods who choose to visit Tynkertopia.

Community-Based STEAM Education, if awarded a CDBG, will provide salaries to two new employees through our job training program. This will not only benefit the employees-in-training, it also 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. Each community-based STEAM learning experience will spark creativity and engaged learning for area youth, thereby inspiring learning for an expanded population.

The employees-in-training will receive instruction on COVID-19 response and will assist the founder in carrying out temperature checks, masking, social distancing, sanitizing the facility, and handwashing procedures once we reopen and begin providing face-to-face STEAM learning opportunities to area children, youth, and families.

The proposed project, *Community-Based STEAM Education*, is in the final planning stage and is awaiting funding.

6. The proposed project achieves the CDBG Primary National Objective of **Expanding Economic Opportunity for Low-Moderate Income Neighborhoods**. Our proposed project, *Community-Based STEAM Education*, will provide:
 - Outside-of-school educational opportunities in Science, Technology, Engineering, The Arts, and Mathematics to children and youth living in Sunnyside; and
 - economic opportunities for two new employees who will help expand the services of Tynkertopia, a nonprofit organization located in and serving the children, youth, and families of Sunnyside. It is anticipated that these jobs will become permanent jobs that will continue beyond the grant period.
7. *Community-Based STEAM Education* meets the Flagstaff City Council's CDBG **Workforce Development Priority**.

The objective of our workforce development is to create economic prosperity for children and youth in Sunnyside, thereby fostering future economic prosperity for the Sunnyside community. To achieve this goal, we will offer numerous practical, skill-based learning opportunities aimed to increase the STEAM skills of our target population, so they can become skilled, creative and confident members of Flagstaff's future workforce.

We will help our low-moderate income participants grow their STEAM skills as well as the soft skills they will need to be productive members of the twenty-first century workforce. These soft skills include:

- creative thinking and problem-solving
- oral communication skills
- teamwork and collaboration skills
- digital and financial literacy
- adaptability, flexibility and initiative
- confidence to take risks
- ability to learn through mistakes

In addition, this project will provide job training and employment to two people who will help expand Tynkertopia's programs and services. Our central goal will be to engage, educate, enlighten, and empower

these employees-in-training and provide them with a living wage. Tynkertopia will pay for these individuals to attend a variety of professional development opportunities to help develop or improve skills needed in today's workforce.

The job training will include:

- Defining goals and expectations,
 - Creating a culture that promotes collaboration and student-driven learning,
 - Developing cultural awareness and sensitivity to the low-moderate income population Tynkertopia serves,
 - Training in 21st century skills (soft and hard) in which the employees-in-training will:
 - create personal mission statements,
 - identify/establish time management techniques, and
 - develop strategic plans (with 1- 3- and 5-year goals) in the areas of education, career, and family.
8. Tynkertopia's mission is to serve as a safe, welcoming, and inclusive space for students, teachers, parents, artists, crafters, inventors, makers, and *tynkerers* of all ages. We welcome community collaborations in which partners work together to share expertise, resources, and responsibility for achieving mutual goals.

We chose to locate in Sunnyside to better serve those living in poverty or extreme poverty and those un- or under-represented in STEAM areas. We also chose Sunnyside because it is the most densely populated neighborhood in Flagstaff with the greatest ethnic diversity in Flagstaff. Demographics follows:

- 45% identify as Hispanic or Latino
- 29% identify as Native American
- 19.5% identify as White
- 4.5% identify as of two races or more
- 2% identify as Black/African American

On November 30, 2020, the Tynkertopia Board of Directors developed and adopted a **Non-discrimination Statement and Policy** that states:

Tynkertopia, Inc. does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our staff, visitors, volunteers, subcontractors, vendors, and clients.

Tynkertopia, Inc. is an equal opportunity employer. We will not discriminate and will take affirmative action measures to ensure against discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the basis of race, color, gender, national origin, age, religion, creed, disability, veteran's status, sexual orientation, gender identity or gender expression.

9. The project is located in **Sunnyside**.

10. Our project, *Community-Based STEAM Education*, is consistent with the needs, priorities, goals, and objectives in the **Public Services and Economic Opportunities** category of the City of Flagstaff 2021/2025 HUD Consolidated Plan Draft. Our project provides public service to residents of the Sunnyside neighborhood. It provides innovative, up-to-date, research-based educational programming for thousands of Sunnyside children, youth and families. Dr. Alice Christie, Tynkertopia Founder and Executive Director, brings to this project both her extensive education experience and acumen, as well as her passion for bringing educational programming to those children, youth, and families most in need in our community.
11. Since Tynkertopia’s *Community-Based STEAM Education* project serves the Sunnyside neighborhood, additional statistics about this neighborhood follow.

Almost half (46.7%) of the residents live in extreme poverty. Thirty-one percent of the neighborhood’s population is 17 years old and 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 the American Community Survey, almost one-fourth (24.9%) of households in Sunnyside are linguistically isolated.

In addition, elementary and middle school students in our low-moderate income target neighborhood are **failing** statewide high-stake tests in mathematics and science at an alarmingly high rate, as shown below:

Elementary and Middle Schools Serving Sunnyside Residents	2016 AZ Merit Math Fail Rates	Statewide Average Math Fail Rates	2015 AIMS Science Fail Rates	Statewide Average Science Fail Rates
Killip Elementary School	70%	45%	70%	59%
Puente de Hozho Bilingual Magnet	61%	45%	46%	59%
The PEAK School	71%	45%	61%	59%
Mount Elden Middle School	77%	45%	Not Available	

Statistics on the **fail rates** of students attending schools in our target neighborhood indicate that Flagstaff needs to create more in-school and outside-of-school opportunities for students to learn and thrive in math and science.

Tynkertopia offers numerous enriching outside-of-school STEAM learning opportunities for area students to gain these skills through STEAM-centered activities, challenges, classes, and clubs. With additional staff, Tynkertopia will be able to reach a greater number of students and provide them with varied STEAM learning experiences and opportunities to increase their STEAM skills and knowledge.

Finally, Tynkertopia is proud to support and nurture the City of Flagstaff’s affirmation of Flagstaff as *America’s First STEM Community*. Tynkertopia is proud to be Flagstaff’s first and only STEAM Community Center (STEM + A for the Arts = STEAM).

Our project, *Community-Based STEAM Education*, will identify success as follows:

Success of the Overall Project:

- Providing community-based STEAM learning opportunities to a minimum of 3,000 low-moderate income children, youth, and families at our community center in Sunnyside;
- Providing community-based STEAM learning opportunities to a minimum of an additional 1,000 children, youth, and families in city-wide community events;
- Collaborating with numerous educational and nonprofit entities in Flagstaff;
- Gathering and reporting ethnic data, income data, and program accomplishments;
- Maintaining and filing organization documents, Board of Directors actions/minutes, citizen comments, and spreadsheets showing funding sources and cost allocation formulas; and
- Complying with CDBG regulations

Success of the Employees-in-Training Component of the Project:

- Clear job descriptions, including goals, objectives, and units of service for the two new employees;
- Performance appraisals (self and supervisor) to communicate with the employees regarding areas of achievement and growth;
- Performance appraisals to include documentation of bi-weekly meetings between the employees and their supervisor;
- Successful participation of the employees-in-training in professional development opportunities; and
- Pre/post learning assessment indicating an increase in knowledge, skills and abilities.

12. Tynkertopia collaborates with a number of local agencies including the Boys and Girls Club of Flagstaff, STEM City, Habitat for Humanity, Flagstaff Unified School District (FUSD), many of the charter and private schools, Coconino Community College, Northern Arizona University, Rocky Ridge Boarding School on the Navajo Reservation, Coconino Coalition for Children & Youth, Building Community, and the Flagstaff Family Food Center. 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. We anticipate offering meals to the majority of those who visit Tynkertopia during the grant cycle.

Our new staff members will staff the Center and support outreach to all public schools, charter schools, home schools, and afterschool programs serving low-moderate income children and youth to ensure that 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, youth, and families in the Sunnyside area.

New staff will allow our Executive Director more time to create, expand, and formalize community-based partnerships and collaborations. It will also allow her to devote more time to grant writing and fundraising to support Tynkertopia’s mission and ongoing programming.

Finally, our new staffing pattern will allow us to bring additional Tynkertopia learning opportunities, including additional drop-in hours, field trips and ongoing classes in STEAM areas, to the following youth:

- Low-moderate income children, youth and families living in Sunnyside
- FUSD Family and Community Teaming for Students (FACTS) Program
- Boys and Girls Club
- FUSD
- Charter, Private Schools, and Home School Organizations

It will also allow us to extend partnerships with:

- Willow Bend
- Lowell Observatory
- W.L. Gore
- Festival of Science
- Coconino Coalition for Children & Youth (CCC&Y)
- Master Gardeners
- North Country HealthCare

Leveraged funding information follows.

To date, Tynkertopia has received approximately \$24,000 from the Arizona Community Foundation, \$17,000 from the Flagstaff Arts Council, \$20,000 from United Way of Northern Arizona, and \$1,600 from the City of Flagstaff Sustainability Division to support the Tynkertopia Gardening Program. In addition, we received approximately \$33,000 in COVID Relief Funding. These funds have been used to cover the cost of services we have offered the community since late-March 2020. In order to keep our services free for all and to expand our activities, we will continue submitting annual grant proposals to the Arizona Community Foundation, the Flagstaff Arts Council, and United Way of Northern Arizona. We also plan to pursue Arizona Department of Education grants and grants from corporations such as APS, Findlay, and Nackard Beverages, to name a few.

On Giving Tuesday, 2020, Tynkertopia raised \$8,400 from individual donors. In addition, The Wonder Factory, a nonprofit organization with a mission similar to ours, dissolved and donated approximately \$16,000 to Tynkertopia. Finally, Women Empowering Northern Arizona (WENA) recently donate \$11,000 to Tynkertopia.

In terms of other leveraged funding, our Founder, Dr. Alice Christie, has donated approximately \$60,000 to cover start-up costs, including numerous STEAM materials as well as first year rent and utilities. In addition, her in-kind volunteer time is considerable and invaluable.

13. No. Tynkertopia is not participating in Flagstaff's Front Door. However, we have recently joined the Continuum of Care.

14. 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 youth could come to explore, discover, create, build, *tynker*, 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. During the remainder of our first year of operation, we averaged 20-30 visitors each day at Tynkertopia. As our number of visitors grew, it was obvious we needed more space. We quickly expanded to 2,000 square feet including a STEAM Challenge Room, Art Room, Workshop, Playroom for kids 1-6, Recycling Room,

Library, Multipurpose Room, Videography Room, and Storage Room. Each room was filled with materials that stimulate both creativity and inquiry in our learners. During our second year of operation, we averaged 50-80 visitors each day at Tynkertopia, until we closed on March 14, 2020 due to COVID-19.

Since March 14, 2020, Tynkertopia has reinvented itself. We quickly pivoted from a *come-to-our-location* model to a *we-deliver-to-you* model. During the last 10 months, we have:

- created and distributed over 13,000 STEAM Challenge Kits to low-moderate income children; each kit contains all the materials learners will need to meet the challenge along with directions in English and Spanish to guide the learners as they complete the challenge, plus a Tynkertopia flyer and sticker for personal use;
- hosted 47 online STEAM Challenges, in which Tynkertopia staff served as facilitators to help learners use the Engineering Design Process to build or create a STEAM project;
- hosted 56 families in socially distanced geocaching events designed to help learners understand cardinal directions and follow a map to find hidden treasure;
- offered a Coding Mentorship Program to area youth in which we paired high school mentors with elementary school mentees to develop computer programming/coding skills.

Learning at Tynkertopia focuses on the Engineering Design Process where participants make things based on their own interests. *Tynkering* is a playful way to approach and solve problems through experimentation and discovery. Engineering builds a bridge between the intuition of *tynkering* 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 in students.

One of the main goals of Tynkertopia is to help students to develop the 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.

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. She also wrote, was awarded, and oversaw a number of state, and local grants totaling \$500,000 during her tenure as a professor at Arizona State University.

Most of the board members have successfully managed grant funding while meeting the standards of expectation of those grants. Collectively, these totaled over \$5,000,000 over the last thirty years.

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

15. Dr. Alice Christie, Tynkertopia Founder and Executive Director, will serve as the Project Manager for this project. Her résumé is found in Appendix F. See the Organization Chart in Tab 11 to understand the relationship between the Project Manager, the two new employees-in-training, and the other individuals and groups who contribute to Tynkertopia's operations.

The two new employees-in-training will report directly to the Executive Director of Tynkertopia. The job description for each position follows:

Position 1: Science Education Specialist

This position is designed to provide an opportunity for an individual with little teaching background to gain experience in an educational setting. This position will be mentored by experienced educator, Dr. Alice Christie, and will work to gain real world experience. The teaching engagements at Tynkertopia will provide opportunities to:

- learn by doing, and
- educate students in small groups through workshops and other teaching assignments including group and one-to-one work with children, youth, and parents at Tynkertopia.

Position responsibilities:

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

Required Skills:

- Demonstrated interest in becoming an educator;
- Interest in building rapport and developing relationships with students and families;
- Strong oral and written communication skills;
- Willingness to collaborate with colleagues, children, youth, parents and community members;
- Commitment to learning, growing and developing as a person and an educator; and
- Commitment to becoming an active participant in the Tynkertopia community.

Position 2: Community Outreach Specialist

The person filling this position will be responsible, in partnership with the Tynkertopia Executive Director, for developing and sustaining relationships with the Tynkertopia target community as well as the greater Flagstaff community. This person's primary goal will be to ensure that Tynkertopia is well known in our community for providing challenging learning opportunities for all residents of our target audience and beyond. This position will cultivate and maintain a social media presence and provide marketing, advertising, and fundraising assistance.

Position Responsibilities:

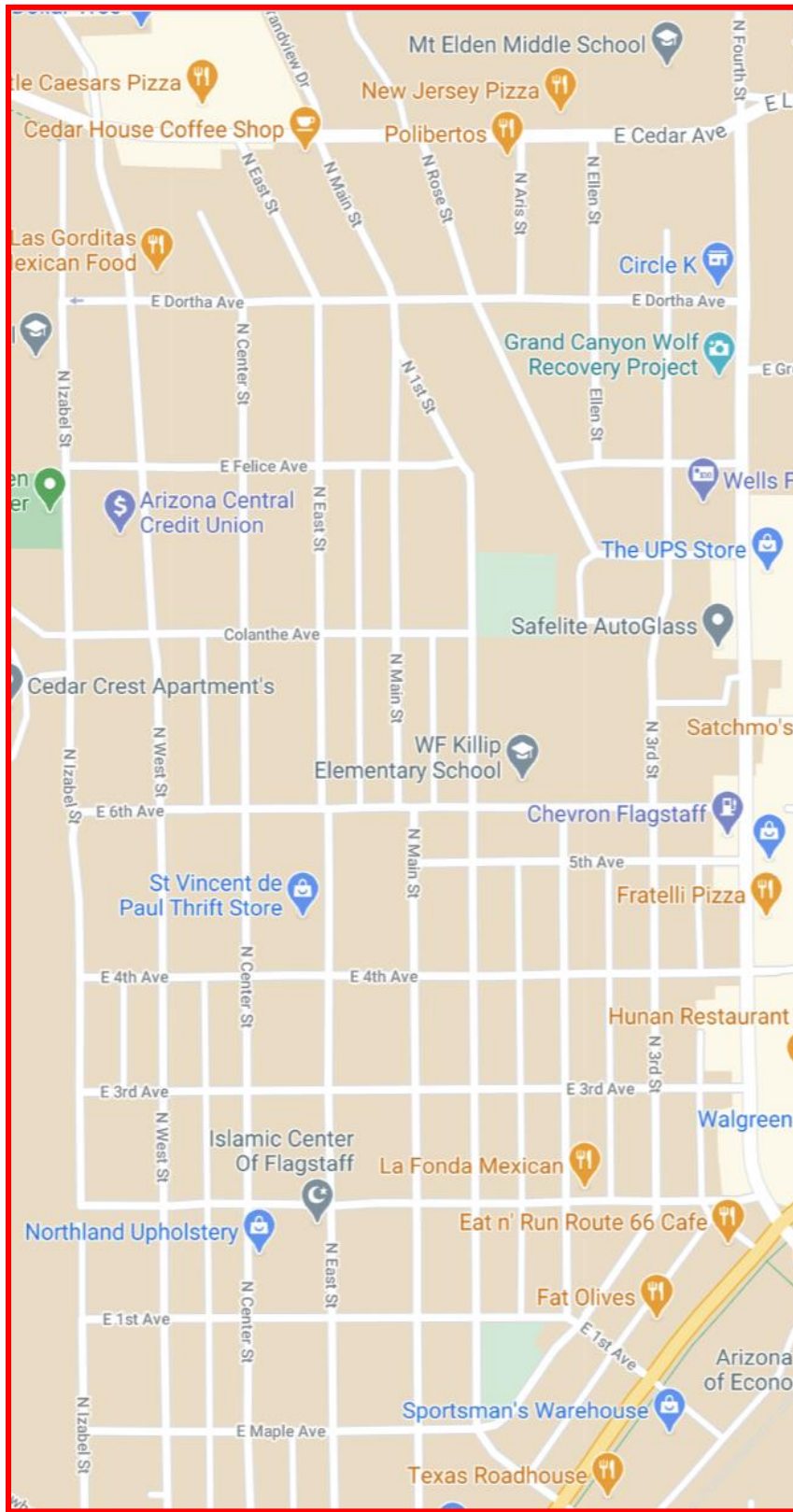
- Write newsletters and other communications targeted at the community, parents and schools;
- Craft marketing media content for social networks and electronic and paper brochures;
- Manage website and social media presence;
- Advise and present ideas and strategies for increasing Tynkertopia's community presence;
- Work with community organizations and schools to recruit children by delivering presentations that promote Tynkertopia in the community;
- Travel throughout the 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;

- Assist the Executive Director in fundraising campaigns;
- Plan, promote and facilitate open houses in conjunction with the Executive Director; and
- Develop connections among staff, parents, and students

Required Skills:

- Basic computer literacy skills;
- Expertise with social media;
- Positive attitude and demeanor, outgoing and engaging with good interpersonal skills;
- Strong oral and written communication skills;
- Advocacy skills;
- Strong organizational skills including time and self-management expertise; and
- Ability to deliver presentations to various groups of people in the community.

Map of Project Location: Sunnyside Neighborhood



16. Schedule Completion

During the first week of the grant, we will advertise our two positions 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 first month, we will complete the interview process, hire two new employees, conduct initial training, review the job descriptions and set goals for each employee-in-training.

During the remainder of the grant period, employees-in-training will receive training specific to their job descriptions. They will participate in bi-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 12th month and finish this process during the 13th month. We will comply with any and all requirements regarding scheduling.

As soon as our new Science Education Specialist is hired and trained, we will expand our class offerings in coding, robotics, engineering, paper circuitry, Arduino, electronics, digital photography, art, web design, and more. We will also be able to welcome a larger number of drop-in learners.

As soon as our Community Outreach Specialist is hired, we will expand our social media presence and marketing presence to inform the Sunnyside community of the expanded offerings at Tynkertopia. We will also begin building new partnerships with other nonprofits and local businesses so that we truly are serving as the STEAM Community Center in America's First STEM Community. The more embedded we are in our community, the more impact we will have on our community. As the African proverb states, "it takes a village to raise a child."

Our expanded staffing will allow us to extend our hours so we can serve low-moderate income pre-school children and their families in the morning, and school aged children and youth from noon onward. We will also be able to accommodate more field trips from local public, private, and charter schools for teachers who wish to engage their students in the deeper learning that is possible in a hands-on STEAM-centered environment.

We also plan to start offering classes to parents of pre-school children on literacy and STEAM educational strategies and materials they can incorporate into their at-home environments.

See Appendix C for the required spreadsheet delineating the schedule completion.

17. Budget Narrative (Appendix D)

The primary beneficiaries of this CDBG application are the low-moderate income children, youth, and families living in the Sunnyside neighborhood. To serve this group, Tynkertopia needs to expand its staffing so we are able to:

- offer longer hours in which community members can visit Tynkertopia,
- offer a greater number of classes and STEAM activities so we can serve a greater number of children, youth, and families in Sunnyside,
- offer a wider range of classes in order to engage a greater number of Sunnyside students,
- offer classes to a wider age range of children, youth, and adults,
- offer classes to parents of pre-school children about early literacy and STEAM,
- focus on helping youth improve their 21st century skills so they are prepared for higher education and/or the future workforce,
- garner a wider range of funding to support the activities we offer the Sunnyside community,
- increase our social media presence and our marketing so more people know what Tynkertopia offers the Sunnyside community, and
- open our doors for special community functions.

Tynkertopia will use other grant funding and donations to pay for rent, utilities, insurance, professional development, a variety of professional services, office supplies, and all STEAM materials needed for our face-to-face and online learning opportunities.

A summary of project funding is shown below:

Community Development Block Grant	\$100,000
Other Grant Funding	\$ 84,500
In-Kind Donations	\$186,460
Total	\$370,960
CDBG % of Total Budget	27%

See Appendix D: Budget for the budget of the proposed project.

18. Leverage/In-Kind Support

Tynkertopia currently has the following in-kind support:

- Volunteer hours of the Executive Director (40–60 hours per week)
- Volunteer hours of Community Members (1300 per year)
- Hours of NAU and CCC students serving internships at Tynkertopia (500 per year)
- Materials donations from the community
- Access and storage at the Boys and Girls Club of Flagstaff
- Access and storage at the Flagstaff Family Food Center
- An all-volunteer Board of Directors

Since Tynkertopia currently has no physical location, we have no rent and utilities expenses. We plan to reopen as soon as it is safe to do so. We are currently investigating several options for our new home. Rent, utilities, and insurance for our new home are included in the budget under the *Other Grant Funding* category.

Rational for several in-kind donations follow:

According to Salary.com (<https://www.salary.com/research/salary/posting/chief-executive-officer-ceo-non-profit-organization-salary>) the salary of the Executive Director of a nonprofit corporation in 2021 ranges between \$130,693 and \$222,783. Salary ranges can vary widely depending on many important factors, including education, certifications, additional skills, the number of years spent in a profession.

When calculating the value of our Executive Director’s in-kind contribution, we noted that Dr. Alice Christie holds a PhD in Curriculum and Instruction, is a Google Certified Teacher and Google Certified Innovator, has a full repertoire of 21st century skills, and has been an educator for over 50 years. Those credentials put her at the top of that salary range. However, we also took into account that Tynkertopia is a relatively young nonprofit organization operating in a relatively small city. We, therefore, chose to calculate the value of her in-kind contribution at the bottom end of the scale, or \$130,000.

Each year, the Independent Sector of the Nonprofit Leadership Center gathers data and conducts research on volunteerism in the nonprofit sector. The results of that research provide nonprofits a way to calculate the value of volunteer time. As of July 2020, their estimated national value of each volunteer hour is currently \$27.20. (<https://nlctb.org/tips/value-of-volunteer-time/>) We, therefore, have calculated the value of the in-kind contributions of our volunteers and interns at this rate.

Many members of our community donate materials to Tynkertopia. These include paper, crayons, markers, fabric, yarn, tape, rulers, recyclable materials, older computers and printers, furniture, toys, books, and more. We have valued this in-kind donation at \$5000, using the standard thrift store valuation of used items.

See Appendix D for the required spreadsheet delineating the program budget.

Appendix C: Schedule of Completion

Project Schedule														
City of Flagstaff														
Community-based STEAM Education														
Implementing Agency Tynkertopia, Inc.														
Project Number:														
Children, Youth, and Families in the Sunnyside Neighborhood														
Persons Served:														
Date Submitted: 2/22/21														
Action Items	Item Description	YEAR 1st month begins with the Notice to Proceed												
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	13th
1	Community-Based STEAM Education Program	█	█	█	█	█	█	█	█	█	█	█	█	█
2	Advertise Positions	█												
3	Hire Employees in Training													
4	Conduct Initial Training	█	█											
5	Review Job Descriptions and Set Goals for each new hires		█											
6	Science Education Specialist Working	█	█	█	█	█	█	█	█	█	█	█	█	
7	Community Outreach Specialist Working	█	█	█	█	█	█	█	█	█	█	█	█	
8	Ongoing Training and Review		█	█	█	█	█	█	█	█	█	█	█	
9	Assessment of Success													
10	CDBG Monitoring		█	█	█	█	█	█	█	█	█	█	█	
11	Reports to the City of Flagstaff	█	█	█	█	█	█	█	█	█	█	█	█	█
12	Close Out												█	█

Appendix D: Budget

Project Description: Community-Based STEAM Education Tynkertopia, Inc.		Source 1		Source 2		Source 3		Source 4		Project	
Implementing Agency: Tynkertopia, Inc.		City of Flagstaff		Other Grant		Leverage		In-Kind		TOTALS	
Project Number: Children, Youth, and Families in the Sunnyside Neighborhood		CDBG		FUNDING		FINANCING		DONATIONS		TOTALS	
Persons Served: Sunnyside Neighborhood		CDBG		FUNDING		FINANCING		DONATIONS		TOTALS	
Date: Program Year 2021-2022		CDBG		FUNDING		FINANCING		DONATIONS		TOTALS	
Item and Activity	Item/Activity Description	City of Flagstaff		Other Grant		Leverage		In-Kind		Project	
1	Program or Project Related Expenses	CDBG		FUNDING		FINANCING		DONATIONS		TOTALS	
A	Employee 1 Salary	\$	43,400							\$	43,400
B	Employee 1 Worker's Compensation	\$	780							\$	780
C	Employee 1 FICA Taxes (.153/2)	\$	3,320							\$	3,320
D	Employee 2 Salary	\$	43,400							\$	43,400
E	Employee 2 Worker's Compensation	\$	780							\$	780
F	Employee 2 FICA Taxes (.153/2)	\$	3,320							\$	3,320
G	Rent			\$	24,000					\$	24,000
H	Utilities			\$	6,000					\$	6,000
I	Office Supplies and Equipment			\$	18,000					\$	18,000
J	STEAM Supplies			\$	20,000			\$	5,000	\$	25,000
K	Volunteer Services (\$27.20/hour)							\$	48,960	\$	48,960
L	Insurance			\$	1,500					\$	1,500
M	Professional Development			\$	3,000			\$	1,000	\$	4,000
N	Professional Services			\$	12,000			\$	1,500	\$	13,500
2	Administration										
A	Salaries							\$	130,000	\$	130,000
B	Agency Indirect	\$	5,000							\$	5,000
3	Facility Value	\$	-								
A											
CDBG Totals		\$	100,000	\$	84,500	\$	-	\$	186,460	\$	370,960
Totals											

Appendix E

CDBG Project Ranking Form 2021/2022

The ranking committee 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 draft 2021-2025 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: **Community STEAM Education**

Public Service

Housing

Economic Development

Additional Considerations:

\$22/Household Ratio of dollars per person benefitted by proposed project

0% 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 Has your organization administered a successful CDBG contract in past years? (yes or no)

65 Total Points out of 175 possible

1- 3. (For Public Service Submissions Only) (10 points)

How well does the answer define one of the following:

- A new service?
- A quantifiable increase in the level of an existing service?
- 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)

Comments: More clarity was necessary in determining how a drop-in center that is open during school hours is supportive of existing education in the City. Sunnyside is listed as a target service area, but there is no specific location identified. Without a stable location in a target neighborhood, the project may not be eligible under CDBG regulations.

4. Question is not applicable to this application

5. How well does the answer explain the proposed scope of the project?

Does the answer include: (10 points)

- Estimated number of persons to be served
- Whether or not the project prepares for, prevents and/or responds to COVID-19 and how.
- Current status of the project
- Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- 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)

Comments: The ranking committee would have liked to see a more concrete scope of work and detailed status of the project. The proposal does not specify if the scope is for STEAM education or for job training. This creates confusion. The estimated number of persons to be served seems inaccurate as not every home in Sunnyside is LMI, nor do they all have children. The ranking committee is not entirely informed by this answer of what qualifies as STEAM education.

18. 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)

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

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

Comments: The answer does not provide information about how STEAM education expands economic opportunity for LMI households. There is confusion about whether the beneficiaries of the program are the two employees hired or the community/Sunnyside residents as a whole.

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

Council's Priorities:

- Housing – Rental/Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Development

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

Comments: The answer to this question leads to additional confusion because, after the list of STEAM skills, the proposal states that the central goal is to engage education, enlighten, and empower employees. Again, the ranking committee is unclear as to whether the beneficiaries of the program are the two employees hired or the community/Sunnyside residents as a whole.

20. How well does the answer explain how the project advances the agency's mission? Does the answer demonstrate the agency's commitment to diversity, equity and inclusion as well as documented steps taken to strengthen that commitment? (10 points)

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

Comments: The answer does not include an explanation of how this project advances the agency's mission.

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

Target Neighborhoods: (5 points)

- Southside

- Sunnyside
- La Plaza Vieja
- Pine Knoll

0 5

Comments: A specific location is not identified and is only referenced in other questions.

10. How well does the answer document that the proposed project will meet the needs proposed in the in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan? (10 points)

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

Comments: While the answer did include an identified priority need, it did not provide information about the goals that would be met. Additionally, the answer lacked specifics regarding how the services would be delivered to the community.

11. 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?

How well does the answer describe the way in which the agency will define success beyond CDBG requirements? (10 points)

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

Comments: Points cannot be given for the demographics associated with the Sunnyside location as the exact location is not identified. There are no quantitative measuring tools included. The ranking committee has concerns about the use of data that is not current (from 5-6 years ago). The answer lacked necessary detail about measuring the success of the overall project in data driven way.

12. 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?

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

Comments: Several of the included letters of support are not current and from last year's CDBG application that proposed a different project. There is no documented

leverage or staffing partnerships. The ranking committee would encourage the agency to seek information about the AmeriCorps program, Teach for America, and NAU internships, which may be able to provide individuals to staff educational programs and provide administrative assistance for free or for a fraction of the cost.

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

No (0 points) Yes (10 points)

Comments: While the answer indicates that the agency is a member of the Continuum of Care, there is no letter provided from Continuum or MOU.

14. How well does the answer describe: (10 points)

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

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

Comments: The organization does not have experience working with Federal/State grant funding. The realistic capacity for undertaking this project is concerning given the amount of administrative work and oversight necessary to utilize and report on federal funding.

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

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

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

Comments: The ranking committee has concerns about why the job descriptions indicate the agency would be seeking candidates who are not already skilled in STEAM education. As the project proposed is not a job training project and the salary is not one for a trainee, it would be to the agency's best interest to hire employees that have experience/education in STEAM education services.

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

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

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

Comments: The schedule includes timelines for hiring employees in training, but does not include information about when educational programming would be provided (i. e. afterschool programming during school months, summer programming during summer months, etc.)

17. 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)

- Are leveraged funding sources identified? Was formal documentation provided?
- For construction contracts, were bids and/or quotes provided?

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

Comments: The agency's indirect amount is not listed in the narrative, but is listed on the budget. The employees in training proposed would average a pay rate of about \$20+ an hour. Is there a possibility of utilizing the Americorp program, which would leverage funding from NAU and Americorp for the proposed staff? Supporting documentation for in-kind contributions is not included. Rent is listed on the budget, but there is no identified physical location.

General Criteria:

17. 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)

Comments: The ranking committee does not feel confident the agency is ready to administer federal funding. The agency seems to be in the early stages of development with very little paid staff and a very low yearly budget - even lower than their requested CDBG allocation. At the level of CDBG funding requested, the project is not well developed as there is no identified location, no continued funding identified, etc. There are also concerns about how the agency proposes to continue the project following the full spend-down of CDBG funds.

18. 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)

Comments: The Ranking Committee is concerned about CDBG timeliness expenditure requirements. The timeline does not indicate when the children/youth would be able to start engaging with the program, especially without an identified location.

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

- All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- Leverage numbers on budget match to leverage letters (3 points)
- Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- 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

Comments: There are no leverage letters included confirming the amounts proposed. The agency does not indicate financial processes or policies in the absence of an audit. The CDBG funding is reimbursement based and the agency does not show how they will pay monthly salaries, location costs, etc. Additionally, the project isn't cost effective as entry level employees would be paid more than \$20/hr. The amount of funds being contributed by CDBG would make up more than 50% of the organization's entire annual budget. Rent costs are included, but there is no evidence of a physical space. In-kind donations listed seem somewhat inflated and no supporting documentation is provided to support the quantities listed. There is no demonstration of how these positions would be permanent without CDBG funding in the following years.

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

Comments: While some answers were robust with information about the organization, many lacked the information necessary to thoroughly and completely answer the questions with the information requested. The proposal seems to address two different projects – the employee job training and the public education services project – and has conflicting intentions. The proposal was misleading in regards to the intended location. Without supporting documentation proving there is an identified location in Sunnyside, the project may not be eligible for CDBG funding under the area benefit national objective.

Closing the Gap Facility Purchase
Catholic Charities Community Services

DUNS Number: 078993326

SAM Number: 51TH9

Contact: Sandra Flores

(928) 699-2289

SFlores@cc-az.org

Executive Summary

(Not to exceed one page)

Agency requesting funding: Catholic Charities Community Services, Inc.

Agency DUNS Number: 078993326

Agency CAGE (SAM.org) Number: 51TH9

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

Amount of funds requested: \$300,000

Project name: Closing the Gap Facility Purchase

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

- Name Sandra Flores - Fax number 928-774-0697
- Title Sr. Programs Director - E-mail SFlores@cc-az.org
- Mailing address 2101 N 4th St, Flagstaff, AZ 86004 - Phone number (928) 699-2289

Brief project description (4 to 5 sentences): Closing the Gap serves individuals experiencing homelessness and extreme substance use who are high utilizers of public services. This proposal is for the purchase of the program’s facility currently being leased with CDBG Cares Act funds. Catholic Charities desires to purchase this 1556 sq ft, 3-bedroom, 1.75-bathroom house in east Flagstaff to serve as a permanent location for Closing the Gap. Through this program residents are provided permanent supportive housing and a suitable living environment as well as supportive services that lead to permanent housing stability. Closing the Gap also reduces community costs associated with high utilizers of public services.

Total estimated number of persons to be assisted (Average household size is 2.61 people per household): 7

Council CDBG priority (mark all that apply):

- Housing – Rental and Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Development

Will the activity take place in a target neighborhood? N/A

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

Special population (if any) to be assisted:

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

Name of authorized representative: Catherine Peterson **Title:** Executive Director, Northern AZ Region

Signature: _____ **Date:** February 15, 2021

Answer questions 1 - 3 for Public Service submissions only

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

- Employment services (e.g., job training)
- Crime prevention and public safety
- Childcare
- 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
- COVID-19 Preparation, Prevention and Response services
- Other

Not applicable

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

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

Not applicable

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 proposed service fill?):

Not applicable

Answer question 4 for Economic Development submissions only

4. (1 Point)

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

- Special economic development

- Economic development undertaken by a Community Based Development Organization (CBDO)
- Technical assistance to businesses
- Microenterprise development
- Commercial rehabilitation
- Public facilities and improvements
- Job Training (not including job training offered as a public service)

Not applicable

Answer the following questions for ALL submissions:

Please ensure that each question is accompanied with a thorough answer in the proper order. Repetition is acceptable.

5. (10 Points)

Describe the proposed scope of the project, including:

- An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).
- Whether or not the proposed activity prepares for, prevents and/or responds to COVID-19 and how.
- 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 a price estimate or quote if applying for construction or rehabilitation funding (required if applicable). Multiple quotes are encouraged to ensure an accurate estimation of project costs and to anticipate inflation.

Catholic Charities Community Services (Catholic Charities) is requesting CDBG 2021 dollars to purchase the facility currently being leased for one of our two *Closing the Gap* program locations. The facility is a home located at 2480 East Linda Vista Drive in east Flagstaff. Providing permanent supportive housing for up to seven residents at a time, this facility will serve men experiencing homelessness and extreme substance use who are high utilizers of community resources. It is expected this facility will house and serve approximately ten persons each year.

Closing the Gap prepares for, prevents, and responds to COVID-19. Because the individuals to be served by the program are experiencing homelessness and chronic substance use, they are extremely vulnerable to both contracting and transmitting COVID-19 in the community, especially among first responders with whom they frequently come into contact. Additionally, people experiencing homelessness have inadequate access to hygiene, thus increasing their risk related to the virus. By providing safe, stable housing for an estimated 10 men experiencing homelessness in 2021, *Closing the Gap* will prevent the spread of COVID-19.

Closing the Gap is also a response to COVID-19. The Centers for Disease Control and Prevention has identified people experiencing homelessness as a vulnerable group. They recommend stable housing for this group be a priority. Therefore, in 2020, the City of Flagstaff reached out to various local housing agencies, including Catholic Charities, to utilize CDBG Cares Act funds for people experiencing homelessness in order to reduce the spread of COVID-19 in the community. Catholic Charities responded to this call and expects to soon receive a Notice to Proceed from the second allocation of CDBG Cares Act funds which will provide the monies to lease the home that will soon become a second location for *Closing the Gap*. While the leasing of this home is temporary while funds are being raised to purchase it, this *Closing the Gap* facility provides a response to COVID-19 by providing permanent supportive housing for seven community members at a time.

Located near bus stops, grocery stores, and (more importantly) behavioral health services, this facility was chosen for its excellent location to nearby services as well as the owner's willingness to lease the property to Catholic Charities while we await the funds to purchase it utilizing these CDBG 2021 dollars as well as leveraged funding. Catholic Charities took possession of the property February 1, 2021 and is preparing to open it as a second *Closing the Gap* location. Purchasing this 1,556 sq ft, 3-bedroom, 1.75-bathroom house will provide increased program sustainability by giving Catholic Charities more permanency and control over the property than leasing provides. It will also lower program costs by allowing current leasing dollars to be rerouted to operations. By providing permanent supportive housing, this home will ensure access to decent housing and a suitable living environment to low or no-income individuals who generally do not qualify for leasing at scattered site properties due to issues with background and credit checks.

Closing the Gap program participants sign a lease with no time limit, allowing them to work toward stability while addressing their behavioral health needs without threat of eviction. Each resident receives support with basic needs, behavioral health, medical care, case management, and criminal justice support. Residents meet with a Catholic Charities housing-based Case Manager on a weekly basis for both one-on-one case management as well as weekly house meetings. During one-on-one meetings, residents work to establish a strengths-based case plan geared toward permanent housing stability. While residency in the home has no specific time limit, residents are expected to use the time and support services to work toward a successful transition to permanent housing beyond the program. Weekly house meetings, facilitated by Case Managers, create a culture of accountability among residents and allow them to promptly address issues that may arise in the home.

Closing the Gap reduces the community costs associated with high utilizers of public services, such as "man down" calls for police, fire, ambulance, EMT and jail. Individuals who require frequent crisis response represent a high cost to the City of Flagstaff related to these services. The program reduces these costs by providing "harm reduction" housing, allowing men experiencing homelessness a safe place to live even though they may struggle with alcohol misuse. While alcohol use is not allowed on property, the program does not prohibit residents from coming home intoxicated provided they are not a danger to others' safety. Harm reduction is a set of practical strategies and ideas aimed at reducing negative

consequences associated with substance misuse. This approach is evidence-based and has a positive impact on individual and community health.

6. (10 Points)

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:

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

Since 2016, *Closing the Gap* has served adult males experiencing homelessness who have a history of high hospital emergency department utilization in Flagstaff due to substance use. This population creates a significant strain on the healthcare, criminal justice, and human services systems. To address this, Catholic Charities is proposing to purchase a second location for *Closing the Gap*, thereby doubling the number of people served by the program annually. This project achieves the CDBG National Objective of benefiting low to moderate income (LMI) persons as *Closing the Gap* serves people experiencing homelessness, a group presumed by the U.S. Department of Housing and Urban Development to be LMI. The project also achieves all three CDBG Primary Objectives by providing decent housing and a suitable living environment while expanding economic opportunities for low-income persons.

Closing the Gap provides harm reduction housing, allowing residents a safe place to live even as they struggle with substance misuse. While residents must agree to enroll in a behavioral health program with The Guidance Center, the program operates under the evidence-based Housing First model that, per the National Alliance to End Homelessness, “prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life” because “...people need basic necessities like food and a place to live before attending to anything less critical, such as getting a job, budgeting properly, or attending to substance use issues.” Past *Closing the Gap* participants (residents of the program’s first location) who achieved stability had an average stay of 411 days.

In addition to providing permanent supportive housing, *Closing the Gap* assists residents in obtaining the skills necessary to successfully obtain and sustain permanent housing in the future. Residents receive education and life skills training that enable them to increase their economic opportunities and prevent future homelessness. Residents are expected to pay 30% of their gross income toward rent and utilities, and those who do not have any income upon program entry are expected to consistently work toward income.

7. (10 Points)

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

Note: Your project doesn't have to address every Council Priority.

- Housing – Rental/ Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Development

The purchase of a second *Closing the Gap* location meets the Flagstaff City Council CDBG Priority of Homelessness. The facility will provide permanent supportive housing for men with substance abuse issues who are also experiencing homelessness. *Closing the Gap* meets a critical community need for stable housing and services for this vulnerable population. Immediate assistance is often limited to short-term detoxification at The Guidance Center or Flagstaff Medical Center's emergency department. Often, longer-term residential substance abuse programs are full or geographically distant. An unfortunate scenario that occurs all too often is a person experiencing homelessness completes detoxification or substance use disorder treatment and then is expected to reintegrate into the community without stable, supportive housing. This only continues the cyclical nature of chronic homelessness and substance abuse.

By contrast, *Closing the Gap* residents are provided decent housing and a suitable living environment as well as supportive services that lead to long-term housing stability. Housing eligibility is processed through Coconino County's Front Door Coordinated Entry program in partnership with Flagstaff Shelter Services and Catholic Charities to ensure *Closing the Gap* residents have future opportunities for housing. This project ensures men with substance abuse issues who are also experiencing homelessness have access to permanent supportive housing and appropriate behavioral health and other supportive services.

8. (10 Points)

Agency mission and commitment to diversity, equity and inclusion.

- How will this project advance the agency's mission?
- How does the agency assure that all programs and projects serve to promote equity, inclusion, diversity and that the delivery of services are provided with cultural awareness and sensitivity as a priority?
- What steps has the organization taken to advance its commitment to diversity, equity, and inclusion?
 - Does the agency have established policies and practices supporting diversity, equity and inclusion? Provide any documentation that demonstrates this commitment.
 - What steps have been taken to strengthen the agency's commitment to diversity, equity, and inclusion?

The mission of Catholic Charities is to “help our community’s most vulnerable with solutions that permanently improve lives.” We help people transition out of at-risk situations and into stable living environments where they can thrive and achieve the long-term benefits of self-sufficiency. Purchasing a second location for our long-standing *Closing the Gap* program directly supports the mission of Catholic Charities by ensuring men with extreme substance use disorder who are experiencing homelessness have access to permanent supportive housing and the comprehensive services needed to achieve housing stability.

Catholic Charities develops, implements and monitors programs using an equity lens. The agency’s Diversity Council is responsible for considering diversity of age, gender, race, ethnicity, abilities, socio-economic status and other characteristics when planning program protocols. This includes everything from printing materials in several languages and ensuring ADA compliance to ensuring regular diversity training for all Catholic Charities staff. Catholic Charities’ programs are intentionally designed to be low-barrier and its policies, procedures and practices recognize, respect and respond to the unique, culturally defined needs of individuals and families being served. Cultural competency is an integral part of the mission, values, vision and strategic direction of Catholic Charities. Our agency philosophy regarding clients and staff alike, as well as our board authorized policies and procedures, demonstrates not only an acceptance of diversity in background, culture and lifestyle, but embraces these differences to enhance our ability to provide quality services. Agency staff have experience serving diverse individuals who practice different faiths, speak different languages, and live along the entire economic spectrum. Catholic Charities places great importance on cultural diversity and requires all staff complete four hours of cultural diversity training every two years. This training covers sensitivity to diversity of race, ethnicity, religious faith, age, gender, nationality, and sexual orientation. Agency staff represent 18 countries of origin and speak more than a dozen languages fluently. These in-house resources available to all Catholic Charities programs allow deep understanding of issues related to cultural diversity and acculturation. Our Client’s Rights policy is attached at the end of the narrative and the following official statement demonstrates Catholic Charities’ commitment to diversity, equity, and inclusion:

Catholic Charities Statement on Diversity, Equity, and Inclusion
Approved by PQI Committee December 2020

Catholic Charities does develop, implement and monitor programs using an equity lens. Catholic Charities has a Diversity Council whose responsibility it is to consider diversity of age, gender, race, ethnicity, abilities, socio- economic and other diverse populations when planning program protocols. This includes everything from printing materials in several languages, ensuring ADA compliance, to ensuring regular diversity training for all Catholic Charities’ staff. Catholic Charities’ policies, procedures and practices recognize, respect and respond to the unique, culturally-defined needs of persons and families being served. Catholic Charities adheres to the Council on Accreditation’s Client Rights policies and procedures throughout our organization and programs ensuring all clients are treated with dignity.

9. (5 Points)

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

- Southside
- Sunnyside
- Plaza Vieja
- Pine Knoll

The *Closing the Gap* facility to be purchased with these CDBG 2021 funds is not located in one of the four target neighborhoods.

10. (10 Points)

Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan.

Include activity, special population if applicable, priority level and 5 year goal

Closing the Gap is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff’s draft 2021-2025 Consolidated Plan. It provides low-income individuals with activities that address homelessness. By purchasing a second *Closing the Gap* facility, this project addresses the following from the proposed 2021-2025 Consolidated Plan Goals:

Priority Need: Addressing Homelessness

Activity: Increase number of emergency/transitional shelter and permanent supportive housing beds

Special Population: Homeless Populations

Priority Level: High

5-year Goal: 10 beds

Catholic Charities began leasing this home as a second *Closing the Gap* location on February 1, 2021, with the intention of leasing it temporarily until CDBG 2021 funds became available to purchase the property. Therefore, this project will directly support the City of Flagstaff’s goal by providing 7 of the 10 permanent supportive housing beds desired in the draft City of Flagstaff 2021-2025 Consolidated Plan. 70% of the city’s goal would be reached by calendar year-end 2021.

Over the course of five years, this project is expected to provide permanent supportive housing and comprehensive services to approximately 50 individuals experiencing homelessness with extreme substance use who are high utilizers of community resources.

11. (10 Points)

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.

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

Closing the Gap provided much needed services for men experiencing homelessness with extreme substance use who are high utilizers of costly community resources, such as police, ambulance, EMT,

hospitals and jail. Catholic Charities currently operates one *Closing the Gap* location, with a second location, the subject of this application, opening soon. Especially in light of COVID-19, it is imperative Flagstaff increases access to permanent supportive housing, and this second *Closing the Gap* location will do just that. It will provide seven additional permanent supportive housing beds within Flagstaff city limits.

In addition to the natural support systems and relationships formed while residing in a *Closing the Gap* home, residents also have decent, safe housing and a suitable living environment. This decreases the likelihood they will fall back on behaviors triggered by environmental cues they experienced while unsheltered. In short, stable housing positively impacts individuals' health, and this benefit can be quantitatively measured. According to data from Northern Arizona Healthcare, after moving into the program's facility, *Closing the Gap* residents utilize hospital services less frequently than they did prior to joining the program. Between 2018 and 2021, individuals who would later become *Closing the Gap* residents had a total of 268 cumulative hospital encounters prior to their participation in the program. We are happy to report there were only 104 cumulative encounters among these same individuals while they lived in the house. This represents a more than 60% reduction in hospital encounters! Residents of *Closing the Gap* were also high utilizers of emergency department services prior to their participation in the program. Between 2018 and 2021, individuals who would later become *Closing the Gap* residents had a total of 148 emergency department visits prior to their participation in the program. During their tenure as *Closing the Gap* residents in the same period, that number decreased to just 58, nearly a 61% improvement! Additionally, prior to moving into *Closing the Gap*, relatively few clients utilized The Guidance Center's services, representing just 55 encounters between 2018 and 2021, for a total cost of \$13,145. At an average of just \$239 per encounter, this option is clearly preferable to emergency department services. However, during their stay at *Closing the Gap*, residents increased their utilization of The Guidance Center's services more than ninefold, for a total of 510 encounters. The total cost of these encounters came out to \$21,559 – just \$42.28 per encounter. By providing permanent supportive housing using a harm reduction model, as well as helping residents connect with non-emergency services to treat underlying behavioral and physical health conditions, *Closing the Gap* saves on hospital and other community resources and clients gain access to more appropriate services.

Criminal justice involvement also improves with participation in *Closing the Gap*. According to data from the Flagstaff Police Department, cumulative arrests dropped among residents of *Closing the Gap* from 39 in 2018 to 21 in 2020. According to the Vera Institute, the average cost per arrested and detained inmate in Arizona is about \$25,397. This means the savings to our community reached approximately \$457,146 through the decrease in criminal justice events. As shown by the incredible success *Closing the Gap* has demonstrated among residents of the program's first location, this project represents a cost-effective approach to lowering the community costs associated with high utilizers of public services.

Increased life skills among participants are another solid indicator of program success. In 2018, residents had a total of 11 arrest warrants, but that number fell steadily to just three in 2020. This is a 36% reduction, suggesting clients faced and cleared more of their warrants during and after residency at *Closing the Gap*. Additionally, this statistic suggests that after clearing warrants, clients did not receive additional warrants at the same rate as before their residency at *Closing the Gap*. It also suggests an increase in life skills gained by program participants to stay accountable for their actions and reverse trends toward criminal actions. Another indicator of life skills attainment gained by residents of *Closing the Gap* is, when looking at client victimization rates among all program participants, the numbers fall in a similar pattern to the warrant arrests mentioned above. In 2018, residents reported eight victimization instances. That number fell to six in 2019 and five in 2020. This is a 37.5% improvement in clients' victimization rates, suggesting that participation in *Closing the Gap*, through stable housing and

wraparound case management and behavioral health services, equipped clients with the skills necessary to manage potential conflict and navigate unsafe situations with more finesse, protecting their own safety in the process.

Beyond CDBG requirements, *Closing the Gap* outputs and outcomes will be measured on a monthly and quarterly basis and reviewed by a collaborative committee at regular meetings. *Closing the Gap* and The Guidance Center will meet on a monthly basis to review data, discuss concerns regarding residents or neighbors, and review the program for necessary changes for continued process improvement. Baseline data regarding emergency department utilization and hospitalizations will be obtained for each resident and post-involvement utilization will be tracked by number of visits and estimated cost. The average length of participation in the program as well as barriers to transitioning from the program to independent, stable housing will be tracked. Based on data received, qualitative and quantitative evaluation tools will be developed to assist residents who have reached the average length of participation identify barriers and new objectives to attain independent, stable housing. Finally, inflow and outflow data will be tracked against employment, income, and hospitalization data to obtain a list of actionable items that alert staff when a resident is approaching an optimal moment to transition to long-term, stable housing.

12. (10 Points)

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

- Be specific, citing additional leverage³ funding sources, agreements, staffing partnerships, etc.
- If formal partnerships⁴ exist, please include documentation of all leveraged resources and identify leverage in budget.
- Attach letters of community collaboration/support for the specific project.

Collaborations with social service agencies, healthcare providers, and government agencies are essential to the success of *Closing the Gap*. Catholic Charities has a formal partnership with The Guidance Center (MOU attached) to ensure *Closing the Gap* residents have access to appropriate behavioral health care and treatment options. The Guidance Center and Catholic Charities provide resources to support each resident through the transition of all areas that encompass and improve opportunities for recovery.

³ Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project.

⁴ Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

Housing eligibility is processed through Front Door Coordinated Entry in partnership with Flagstaff Shelter Services and Catholic Charities to ensure the residents have future opportunities for housing after their participation in *Closing the Gap*. See attached letter from Front Door.

Catholic Charities also collaborates with a number of Flagstaff agencies through informal partnerships in order to provide services and referrals to *Closing the Gap* residents. Additionally, the agency has established, active relationships with the Flagstaff police and fire departments as well as the Coconino County Sheriff's Office. Other agencies *Closing the Gap* collaborates with include Flagstaff Shelter Services, The Flagstaff Family Food Center, Health Choice Arizona, Coconino County Continuum of Care, Sunshine Rescue Mission and Northern Arizona Veteran's Resource Center. Some specific examples of our collaborations include:

1. Housing Solutions of Northern Arizona serves as a referral partner to help *Closing the Gap* residents with decent, affordable housing once they decide to leave the program.
2. Referrals are made by Northern Arizona Healthcare discharge planners to provide individuals with the resources they need to avoid stressors which could lead them back to inpatient care.
3. Regular contact is made with the Veterans Administration's Healthcare Worker, Housing Voucher Case Manager and Job Services Coordinator to provide clients who are veterans with additional resources.
4. Job skills training and workforce development activities are provided through Goodwill Industries of Northern Arizona.
5. *Closing the Gap* is a member of the Coconino County Criminal Justice Coordinating Council which consists of representation from city and county law enforcement, probation, court officials and behavioral health professionals. This group has been reviewing data regarding the *Closing the Gap* program related to arrests and jail, emergency department visits and behavioral health increases and is in full support of the expansion of this program in order to provide permanent supportive housing to more individuals.
6. Coconino County Health & Human Services provides assistance in obtaining birth certificates from other states for clients in need of obtaining identification.

The expected cost of the facility to be purchased by this CDBG 2021 funding is \$400,000, though the exact price will be determined by an appraisal of the property once Notice to Proceed has been received, plus \$3,000 for closing costs. Leverage funding of \$3,000, supported by attached documentation, for closing costs has been secured by Catholic Charities Community Services. Additionally, we expect Catholic Charities USA to provide \$100,000 in leverage funding.

Catholic Charities Community Services has also committed leverage funding for program operations as in-kind donations of furniture and household supplies (\$3,000) and cash (\$15,604). Additional leverage for program operations has been received from Steward Health Choice (\$30,000) and the City of Flagstaff through CDBG-CV funding (\$73,643.60). These leveraged funds are supported by attached documentation.

Included in this proposal is a pro-forma budget to demonstrate that funds have been secured for ongoing *Closing the Gap* program operations. The budget represents a secured program cost to ensure vulnerable clients receive not just housing, but also the support services necessary to keep them housed and further

reduce the cost burden to public services that would occur if these clients were not housed. Additionally, supports are provided to assist residents in achieving housing stability beyond this program, allowing us to serve additional members of our community.

13. (10 points)

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

As evidenced by the attached letter, Catholic Charities is not only a participant in Flagstaff's Front Door coordinated entry system but is one of two entry points for the program.

14. (10 Points)

Briefly describe:

- The organization's history administering this or similar projects.
- The organization's realistic capacity for undertaking this project.
- Experience administering federal and state grants and complying with federal statutes. Please provide funding dates and award amounts.
- Was the agency ever asked to return awarded funds for cause?
- Has your agency ever requested a budget amendment or contract extension? If yes, why?

Founded in 1933, Catholic Charities has a long history of serving people of all faiths, backgrounds, and abilities throughout central and northern Arizona. Our 23 programs are designed to, and staff are skilled at, moving individuals and families out of crisis and at-risk situations and into stable living conditions where they can thrive. Catholic Charities leverages partner agencies and resources to create the greatest impact possible in an effective manner. Our organization serves over 23,000 lives each year and is held to the highest standard of service through the Council on Accreditation.

Catholic Charities has more than 26 years of experience helping individuals experiencing homelessness find permanent, affordable housing. The agency has adequate administrative system and staffing capacity available to carry out the proposed activity as well as comply with CDBG regulations. Catholic Charities currently administers the following programs in northern Arizona:

- Homeless Outreach: Outreach teams search streets and forests for persons experiencing homelessness and a serious mental illness, substance use disorder, or co-occurring disorder, connecting them with life-sustaining supplies, healthcare, other services and ultimately housing.
- Supportive Services for Veteran Families: This program provides case management, rapid rehousing options and ongoing services for very low-income veterans and their families who are experiencing homelessness or are at risk of homelessness.
- Emergency Shelter: A three-unit facility serves as emergency shelter for families for up to four months in Coconino County. Case management and referrals are also offered.

- Permanent Supportive Housing: Over 100 apartment units in Flagstaff, Winslow and Page are available for families and individuals with a HUD qualifying disability. Many of these clients experienced chronic homelessness.
- Jail Re-entry Housing Program: Provides safe, stable housing for individuals exiting Coconino County jail.
- Financial Education: Provides financial literacy education and behavior change strategies to help families and individuals move out of poverty.
- Families FIRST/In-Home Programs: Provides services to families referred by the Arizona Department of Child Safety for help with substance misuse and family support.
- Foster Care/Adoption: Facilitates training for proposed foster parents and counseling services for pregnancy, parenting and adoption.

Catholic Charities manages an annual budget of over \$42 million which includes nearly \$32 million in city, county, state, and federal grants and contracts and includes CDBG funding. Catholic Charities' Board of Directors, management, and other personnel contribute to the organization's ability to safeguard its assets, use its resources economically and efficiently, and produce accurate and reliable financial information. A two-tiered approach to fiscal management is utilized. Agency-wide financial policies and procedures govern a variety of post-award requirements including cost allocation, procurement, use of Federal funds, etc. At the program level, all expenditures are approved by the supervisor to ensure they are allowable and reasonable. Program staff are also responsible for ensuring that any procurement policies and procedures are adhered to. At the agency level, the Chief Financial Officer and his team are responsible for the ongoing monitoring of financial operations, ongoing communication with the Board of Directors, and resolving any issues that may be identified through the annual audit.

Catholic Charities currently holds 38 state and federal grants/contracts spanning programs across central and northern AZ including Head Start, refugee programs, foster care, homeless services, veteran services and more. Three current contract examples are:

U.S. Department of Veteran Affairs – October 1, 2019 - \$894,698

U.S. Department of Health and Human Services – September 30, 2020 - \$370,766

AZ Dept. of Child Safety – February 1, 2021 - \$2,298,000

Catholic Charities has administered numerous successful CDBG contracts by complying with federal statutes associated with the contract. The agency has never been asked to return awarded funds. Catholic Charities has requested a budget amendment for some state and federal grants. These amendments were due to budgeted items costing less or more than anticipated and needing to redirect funds to/from other areas within the scope of work.

15. (10 Points)

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

- **Names, titles, and resumes** of all staff involved with carrying out these areas of responsibility.
- Job descriptions for any new positions created for the proposed project.
- Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency).
- Distinguish between in-house agency staff and contracted assistance.
- Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab 11- organization chart.

Steve Capobres will be the project manager overseeing the utilization of these CDBG 2021 funds to purchase the *Closing the Gap* facility. Since 2011, Mr. Capobres has been Catholic Charities' Vice President of Business Development and Executive Director of Housing for Hope, a non-profit affiliate of Catholic Charities, whose mission is to develop, own and maintain decent affordable housing for low-income families and individuals.

The program administrator for ongoing operations of *Closing the Gap* is Camie Rasband, Catholic Charities' Director of Homeless Services in northern Arizona. Ms. Rasband has been with Catholic Charities for over ten years as a Housing Case Manager, Housing Supervisor and now Homeless Services Director. She has overseen various housing programs for special populations throughout northern Arizona and currently co-chairs the Coconino County Continuum of Care. She is also Co-Chair of the Arizona Balance of State Governance Board. She has been a leader in both the *Closing the Gap* program as well as Front Door Coordinated Entry. Ms. Rasband will oversee the property management, leasing and client housing support for the project's ongoing operations.

Program supervisor for *Closing the Gap* will be Sarah Rendon, Catholic Charities' Housing Supervisor. Ms. Rendon has been with the agency since 2019 and has over eight years of experience working with individuals experiencing homelessness and providing case management.

Catholic Charities' Homeless Services Team Lead, Tatum Covey, who has been with the agency since 2017, will provide *Closing the Gap* case management and lead a team of housing case managers. *Closing the Gap* case managers are fully trained in Strengths-Based Case Management, Trauma-Informed Care, Crisis Intervention, De-escalation, and Mental Health First Aid. Catholic Charities employs two individuals in our homeless services programs who are certified "Train the Trainers" for Mental Health First Aid, a critical training in order to effectively serve this vulnerable population.

Contracted behavioral health services will be overseen by Lauren Lauder, CEO of The Guidance Center. She began her collaboration with *Closing the Gap* as Vice President of Southwest Behavioral & Health Services covering the five northern counties of Arizona. She has extensive experience working with community partners as well as direct service with clients with substance use disorder residing in rural counties. Ms. Lauder will oversee the recovery aspect of *Closing the Gap* by supervising the peer and recovery support personnel as well as the crisis responders from behavioral health.

Resumes are attached for the above-named in-house and contracted staff. Additionally, while we do not expect to hire anyone to carry out the purchase of the *Closing the Gap* facility, Catholic Charities' job descriptions for all positions involved with the purchase and the program's ongoing services are included to demonstrate the professionalism provided by this program.

16. (10 Points)

Tab 7 of the checklist requests a Schedule of Completion for this proposed project. In Appendix C, provide the following:

- A proposed schedule in the provided Excel format.
- A narrative summary describing the expenditure of CDBG Funds.
- Explain the rate of expenditure and the predicted progress of the proposed schedule.
- 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.

Catholic Charities will work to secure additional funding once this CDBG funding request is approved by the Flagstaff City Council. When the Notice to Proceed is issued, Catholic Charities will execute a contract to purchase the *Closing the Gap* facility currently being leased, and escrow will be opened with an estimated closing date within 60 days from date of contract. At time of closing, all CDBG 2021 funds will be expended. Catholic Charities anticipates spending down the entirety of the funds requested, thus completing the project, by December 31, 2021.

Project Schedule	
City of Flagstaff	
Project Description:	Closing the Gap
Implementing Agency:	Catholic Charities Community Services
Project Number:	
Persons Served:	10 approximately

Date Submitted:	2/13/2021
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Action Items:	Item Description	YEAR: 2021 1st Month Begins with the Notice to Proceed											
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th
1	Contract Execution												
2	Inspection Period in Escrow												
3	Purchase Complete												
3	Monthly Reporting												
3	Contract Monitoring and Close Out												

17. (10 Points)

Tab 8 of the checklist requests a budget for this proposed project. In Appendix D, please provide a detailed budget in the provided Excel format, and a narrative summary describing exactly for what CDBG funds will pay.

- Include any contract bids or quotes for construction projects.
- Include leverage amounts listed in Question 10.

Project Description:		Closing the Gap - Home Purchase			
Implementing Agency:		Catholic Charities Community Services			
Project Number:					
Persons Served:		10			
Date:		Program Year 2021			
Item and		1 Source	2 Source	3 Source	4 Source

Activity	Item/Activity Description	City of Flagstaff	Other Grant	Leverage	In-Kind	Project
		CDBG	FUNDING	FINANCING	DONATIONS	TOTALS
1	Program or Project Related Expenses					
A	Home Purchase	\$ 300,000.00	\$ 100,000.00			\$400,000.00
B	Closing Costs				\$3,000.00	\$3,000.00
C	Program Operations		\$ 107,643.60		\$18,604.40	\$126,248.00
D						
E						
F						
G						
H						
I						
2	Administration					
A	Salaries					
B	Agency Indirect					
3	Facility Value					
A						\$410,000.00
4	Grant Leverage Resources					
A	Catholic Charities USA		\$100,000.00			
B	Health Choice/CDBG Cares I/client rent		\$107,643.60			
	CDBG Totals					
	Totals	\$300,000.00	\$207,643.60		\$21,604.40	\$529,248.00

As referenced in the attached budget, Catholic Charities is requesting \$300,000 in CDBG 2021 funding. This award will be applied in its entirety to the purchase of the 1,556 sq ft, 3-bedroom 1.75-bathroom house in east Flagstaff to serve as a second *Closing the Gap* location. This project represents a cost-effective approach to lowering the community costs associated with high utilizers of public services. At any given time, this house will provide permanent supportive housing for seven unrelated men who are experiencing homelessness, struggling with substance misuse, and known to be high utilizers of police, fire, ambulance, EMT and/or jail services.

Catholic Charities is currently leasing this home with CDBG Cares Act funds. Purchasing this facility will provide permanency and improved program sustainability by giving Catholic Charities control over the property. It will also lower program costs by allowing current leasing dollars to be rerouted to operations.

The purchase price will be approximately \$400,000, though the exact price will be determined by an appraisal of the property once Notice to Proceed has been received. The additional \$3,000 needed for closing costs is secured through leverage funding provided by Catholic Charities. Additionally, we expect Catholic Charities USA to provide the remaining \$100,000 in funding needed to purchase the property.

Though these CDBG 2021 funds are for the purchase of the *Closing the Gap* facility, we have also included a pro-forma budget to demonstrate that funds have been secured for ongoing program operations. The budget represents a secured program cost to ensure vulnerable clients receive not just housing, but also the support services necessary to keep them housed and further reduce the cost burden to public services that would occur if these clients were not housed. Additionally, *Closing the Gap* provides supports to assist residents to permanent stability beyond this program, allowing Catholic Charities to serve additional members of our community. Leverage funding for program operations will be provided by Catholic Charities as in-kind donations of furniture and household supplies (\$3,000) and cash (\$15,604). Additional leverage for program operations has been received from Steward Health Choice (\$30,000) and the City of Flagstaff through CDBG-CV funding (\$73,643.60).



SUMMARY OF CLIENT RIGHTS and RESPONSIBILITIES

ALL CLIENTS WILL BE AFFORDED THE FOLLOWING BASIC RIGHTS

1. You will be treated with dignity, respect and consideration.
2. You will have the right to all available services without discrimination because of age, race, gender, religion or national origin, sexual orientation, physical or mental disability, or HIV status.
3. You have the right to refuse service or withdraw consent to service.
4. You have the right to refuse to participate in research.
5. You have the right to confidentiality.
6. You have the right to review, upon written request, your record.
7. You have right to legal counsel and all other requirements of due process.
8. You have the right to submit a grievance without the fear of retaliation.
9. You have the right to a smoke-free environment.
10. You have the right to receive service, fee and refund information.
11. You have the right to include other family members or significant others in decisions regarding the services provided.
12. You have a right to receive a copy of financial, grievance policy, client rights, consent for treatment, and confidentiality information.
13. You have the right to the freedom to express and practice religious and spiritual beliefs.

ALL CLIENTS HAVE THE FOLLOWING RESPONSIBILITIES

1. You are responsible for your verbal and non-verbal behavior.
2. You will not threaten or harm another person while at Catholic Charities. This will result in immediate discharge and possible legal charges.
3. You will actively participate in your program.
4. You will attend all meetings or give at least 8 hours advanced cancellation notice if the meeting must be canceled.
5. You will schedule appointments during normal business hours as posted at each region.
6. You will pay all fees, if any, at the time of contact unless other arrangements have been made.
7. You are responsible for providing relevant information as a basis for receiving services and participating in service decisions.

Appendix E CDBG Project Ranking Form 2021/2022

The ranking committee 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 draft 2021-2025 Consolidated Plan. Consideration is given to past performance of the submitting organization. A summary of this evaluation is presented to City Council for their review and consideration in making final funding decisions. Maximum potential scores are listed in parenthesis next to the ranking form questions.

Agency Name: **Catholic Charities**

Amount of Funds Requested: **\$300,000**

Name of Project: **Closing the Gap Facility Purchase**

Public Service

Housing

Economic Development

Additional Considerations:

\$42,857/Person (1st Year Only)/\$7,000 over 6 years assuming 1 year of residency per person Ratio of dollars per person benefitted by proposed project

0% 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 Has your organization administered a successful CDBG contract in past years? (yes or no)

153 Total Points out of 165 possible

Questions 1-4 are not applicable to this application

5. How well does the answer explain the proposed scope of the project?

Does the answer include: (10 points)

- Estimated number of persons to be served
- Whether or not the project prepares for, prevents and/or responds to COVID-19 and how.
- Current status of the project
- Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- 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)

21. 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)

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

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

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

Council's Priorities:

- Housing – Rental/Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Job Training

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

23. How well does the answer explain how the project advances the agency's

mission? Does the answer demonstrate the agency's commitment to diversity, equity and inclusion as well as documented steps taken to strengthen that commitment? (10 points)

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

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

Target Neighborhoods: (5 points)

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

0 5

10. How well does the answer document that the proposed project will meet the needs proposed in the in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan? (10 points)

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

11. 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?

How well does the answer describe the way in which the agency will define success beyond CDBG requirements? (10 points)

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

12. 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?

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

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

No (0 points) **Yes (10 points)**

14. How well does the answer describe: (10 points)

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

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

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

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

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

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

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

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

17. 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)

- Are leveraged funding sources identified? Was formal documentation provided?
- For construction contracts, were bids and/or quotes provided?

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

Comments: The Ranking Committee felt that more data on the home value, such as an appraisal or neighborhood comps, would have been helpful.

General Criteria:

21. 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)

22. 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)

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

- All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- Leverage numbers on budget match to leverage letters (3 points)
- Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- 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

Comments: There was no leverage included in the budget. The Ranking Committee would have liked to see a proforma for program operations for the

next 5 years. Do the rent payments generate all funding needed to continue wrap around services and programing in the event of operational dollars from other grants being lost?

24. Has the applicant exhibited competence in preparing the proposal? (10 points)

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)



DUNS #: 799570114

SAM #: 46QB1

Primary Contact:

Devonna McLaughlin, Chief Executive Officer

Direct: (928) 440-6194

devonnam@housingnaz.org

Executive Summary

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

Agency DUNS Number: 799570114

Agency CAGE Number: 46QB1

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

Amount of funds requested: \$257,896.00

Project Name: Owner-Occupied Housing Rehabilitation

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

Name: Devonna McLaughlin

Fax Number: (928) 774-6937

Title: CEO

E-mail: devonnam@housingnaz.org

Mailing Address: PO Box 30134, Flagstaff, AZ 86003

Phone Number: (928) 214-7456

Brief project description (4 to 5 sentences): HSNA is seeking City of Flagstaff CDBG funds to create an Owner-Occupied Housing Rehab program (OOHR) similar to the one administered by the City of Flagstaff Housing Section in the past. This program will provide grants and/or no interest, no payment loans to low-income households, enabling them to repair critical home systems (heating, hot water, roofing, electrical) to ensure their homes are safe and provide a decent & suitable living environment. Too often, low-income households and those living on fixed incomes don't have the financial resources to repair their homes if there is a disruption to a critical housing system. When the heat doesn't work, or the roof leaks or the electricity constantly shorts out, families are at risk. Delaying repair makes smaller problems more significant and harder (more expensive) to fix. The HSNA Owner-Occupied Housing Rehab program will ensure low-income owner-occupied households live in decent and safe homes.

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

Council CDBG priority (mark all that apply):

- Neighborhood Revitalization
- Housing – Rental and Ownership
- Homelessness
- Workforce Job Training

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: CEO

Signature:  Date: February 22, 2021

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

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

1. (10 Points)

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
- Childcare
- 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
- COVID-19 Preparation, Prevention and Response services
- Other

Our proposed project is not a public service activity. This question is not applicable.

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

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

Our proposed project is not a public service activity. This question is not applicable.

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 proposed service fill?):

Our proposed project is not a public service activity. This question is not applicable.

Answer question 4 for **Economic Development submissions only**

4. (1 Point)

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.

Definitions for the below categories can be found at:

<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 including job training offered as a public service)

Our proposed project is not an economic development activity. This question is not applicable.

Answer the following questions for ALL submissions:

Please ensure that each question is accompanied with a thorough answer in the proper order. Repetition is acceptable.

5. (10 Points)

Describe the proposed scope of the project, including:

- **An estimated number of persons who will receive assistance from the proposed activity (an average of 2.61 people per household).**
- **Whether or not the proposed activity prepares for, prevents and/or responds to COVID-19 and how.**
- **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 a price estimate or quote if applying for construction or rehabilitation funding (required if applicable). Multiple quotes are encouraged to ensure an accurate estimation of project costs and to anticipate inflation.**

Housing Solutions of Northern Arizona, Inc. (HSNA), will utilize CDBG funding from the City of Flagstaff to implement an Owner-Occupied Housing Rehab Program (OOHR). The program would be similar to one offered through the City of Flagstaff Housing Section in the past. The City's program has been discontinued at this time; our Housing Solutions' OOHR program would be a new service and NOT a duplication of resources, as it is our understanding the City is supportive of an outside agency taking over administration of the project at this time.

The HSNA OOHR program will provide funding support to help low-income households, earning no more than 80% of the area median income based on household size complete rehabilitation work on their homes to ensure the home is safe and decent. The program can help with emergency repairs and modifications to the home for ADA accessibility. The OOHR program will be divided into two layers of assistance.

The first assistance level is for minor repairs needed for health & safety or accessibility modifications that are less than \$10,000.00 in total cost. This program can help, for example, with the replacement of a furnace or a water heater or roof. If a single system is needed to be repaired, the scope of work can be limited to one subcontractor. If this is the case, the assistance will be in the form of a grant that does not need to be repaid to the City of Flagstaff. We estimate that ten households will benefit from the minor repair OOHR program, with an average cost per household of \$7,500.

For larger or more comprehensive home repairs (those needing multiple subcontractors and where the repair value is greater than \$10,000.00), the scope of work will be discussed and agreed to between AHC Construction/Housing Solutions and the homeowner. Once the scope of work is created, Housing Solutions will work to identify a general contractor who can complete the identified work, utilizing licensed subcontractors. Total cost of repairs cannot exceed \$40,000.00 per home. We estimate that four households will benefit from the major OOHR program. Based on historic OOHR program data from the City of Flagstaff, we have budgeted an average cost per household of \$32,500. This assistance will be in the form of a silent second loan, which will be recorded against the property. Silent second loans will be repaid if the home is sold, no longer owner-occupied or if the

homeowner refinances their first mortgage to pull equity out of the home. The silent second can be subordinated in the future if the homeowner wants to refinance their first mortgage to reduce their payment or interest rate. Ongoing loan servicing can be done by Housing Solutions of Northern Arizona, or the City of Flagstaff Housing Section, whichever is preferred by the City of Flagstaff.

Total estimated households served through the OOHR program = 14 households (36.54 persons).

The proposed activity does not prepare for, prevent or respond to COVID-19.

The current status of the project is that it is in the planning stages. Until last year, the City of Flagstaff administered their own OOHR program. This administration was done by an employee of the City of Flagstaff, who retired last year. Several years ago, HSNA was contracted by the City of Flagstaff to administer their OOHR program on a short-term basis while staffing was finalized. Greg Pishkur, with AHC Construction & Housing Solutions administered the program for approximately six months. During this time, he worked with homeowners to create a scope of work for repairs. He then advertised the scope of work to local general contractors, completed bid walks with prospective respondents, reviewed bids and awarded the projects to the general contractors. Greg was responsible for making sure the work was done in a workmanlike manner and completed on time and on budget.

If awarded funding for our OOHR program, we have the expertise and experience to re-launch an OOHR program to benefit low-income homeowners in our community in a timely and effective manner.

In addition to construction financing for contractors and subcontractors to complete the rehab work, we are seeking CDBG funding to oversee the program, paying for a 0.5 FTE staff member to work with prospective clients to determine scopes of work, complete lead-based paint and asbestos testing and work with contractors and sub-contractors to complete projects on time and on budget. Angela Koder, our Housing Programs Manager will complete income eligibility determinations for program applicants. Her time is leverage to the CDBG grant, as it will be funded from other grant funding sources. Program oversight and grant administration is also leverage to CDBG funds, as this will be funded from other grant/donation sources.

We will also work with the homeowners to identify minor/cosmetic repairs that can be completed by volunteers. Often, homes in need of OOHR services can also benefit from cosmetic or minor repairs such as exterior landscaping, interior painting, caulking of windows and fixtures, etc. We have volunteer groups who have worked with us in the past to complete minor rehab and cleaning of our Sharon Manor property and scattered-site rentals. As we work to identify a scope of work for OOHR, additional in-kind volunteer services can be offered to homeowners to help them with the minor work that does not require a contractor's license. We estimate five volunteers will work two hours on each of the 14 homes that benefit from OOHR. Total estimated value of this leverage is \$2,100.00.

Because the scope of work of repairs for each OOHR is dependent on the home being repaired, we are unable to provide specific cost estimates. The City of Flagstaff housing section staff has informed us that past OOHR projects averaged in cost between \$25,000 and \$40,000. That is why we have budgeted \$32,500 (the average) for four major repairs. We also know, due to ongoing maintenance of our existing rental properties, that furnace

replacement is approximately \$3,500.00, roof replacement (depending on the size of the roof and the condition) is approximately \$8,000, and water heater replacement is approximately \$1,250.00.

6. (10 Points)

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:

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

HSNA is proposing to create an owner-occupied housing rehab program, similar to the one administered by the City of Flagstaff Housing Section in the past. This program will provide grants and loans to low-income owner-occupants without the financial means to repair their homes to ensure safety within the home. The program will ensure low-income households have decent housing and a suitable living environment, aligning with two of the CDBG Primary and National Objectives. We understand too many low-income households struggle to pay for larger home repairs and that those repairs can go unaddressed for long periods of time. When home systems are not functional, the home is not safe; individuals living in the home are at-risk of injury and disease when there is not hot water in the home, when the roof is leaking and when the heating systems are not functional. This OOHR program will help address deferred maintenance and emergency repair needs, ensuring the home is decent and that it is a suitable living environment for those who live there.

7. (10 Points)

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

Note: Your project doesn't have to address every Council Priority.

- **Housing – Rental/ Ownership**
- **Homelessness**
- **Neighborhood Revitalization**
- **Workforce Development**

HSNA's owner-occupied housing rehab program will meet City Council CDBG Priorities to address housing – ownership and neighborhood revitalization. The program is designed to assist low-income owner-occupants to complete repairs on their homes to ensure the homes provide a decent and suitable living environment. The OOHR program addresses ownership housing, ensuring low-income households can remain in their homes and that those homes continue to provide decent and safe housing. When homes are rehabilitated and made to be safe, the entire neighborhood is impacted. As we rehab homes in Flagstaff, we will be working to revitalize the neighborhood, one house at a time.

8. (10 Points)

Agency mission and commitment to diversity, equity and inclusion.

- **How will this project advance the agency's mission?**
The mission of Housing Solutions of Northern Arizona is to build opportunity for sustainable, affordable housing in northern Arizona. We meet our mission through a myriad of programs which provide affordable housing opportunities for predominately low-income households in our service delivery area. Our

programs help families along the housing continuum, from those experiencing homelessness (Sharon Manor) to low-income renters, to first-time homebuyers, to our foreclosure mitigation counseling programs, which help families maintain homeownership. The creation of an Owner-Occupied Housing Rehabilitation program under Housing Solutions will further our mission to build sustainable, affordable housing in northern Arizona. We know investing to keep families in their homes is less expensive and more cost-effective than dealing with families who lose their homes. Our OOH program will keep families in their homes and ensure the homes are safe and decent – this is consistent with our organization’s mission and a terrific way to help additional low-income households maintain homeownership.

- **How does the agency assure that all programs and projects serve to promote equity, inclusion, diversity and that the delivery of services are provided with cultural awareness and sensitivity as a priority?**

HSNA does not discriminate in the delivery of services, the hiring of staff or the recruitment of volunteers. We follow Fair Housing guidelines and actively advertise our non-discrimination policy on our website and in outreach materials. On every page of our website we have the following statement: “Housing Solutions does not discriminate on the basis of age, race, color, religion, sex, gender identity (including gender expression), national origin, disability, marital status, political beliefs or familial status in employment or program services. Special accommodations will be made for the physically challenged, upon request.”

HSNA is a Community Housing Development Organization (CHDO), regulated by the Arizona Dept. of Housing. As a CHDO, we work to develop housing (new construction & rehabilitation) for low-income households. But we also meet criteria for oversight. One third of our Board of Directors meets one of the following criteria: (1) is low-income, (2) lives in a designated low-income neighborhood, or (3) is an elected representative of a low-income group (like the Housing Authority Board of Directors). In addition, four of our current board members (22%) are former clients of Housing Solutions. We believe it is critical to have client input in the design and implementation of our programs to ensure we are meeting the needs of those we are working to serve.

HSNA has the following organizational values in our statement of values, published on our website:

Values

Safe, decent and affordable housing is an essential element for quality of life, and contributes to individual and community success. The entire community shares in achieving housing affordability. Program recipients should actively participate in identifying and obtaining their goals. We are inclusive of the people we serve in developing and delivering our programs, policies and procedures. We treat everyone with dignity and respect.

- **What steps has the organization taken to advance its commitment to diversity, equity, and inclusion?**
 - **Does the agency have established policies and practices supporting diversity, equity and inclusion? Provide any documentation that demonstrates this commitment.**

- **What steps have been taken to strengthen the agency's commitment to diversity, equity, and inclusion?**

HSNA has a history of inclusion and celebrating diversity. We have always followed fair housing and equal housing opportunity guidelines in the delivery of services to clients. We do not discriminate in our hiring practices.

Even though we have always embraced diversity, our organization is re-committed to this value. We have started the process to formally adopt a Statement of Inclusion to better advertise and explain our organizational philosophy. Specifically, the Statement of Inclusion provided below has been reviewed and approved by our Sharon Manor Oversight Committee. It will be presented to our Board of Directors for formal adoption at our regularly-scheduled March meeting. The draft Statement of Inclusion is:

Housing Solutions of Northern Arizona, Inc., and its various programs including Sharon Manor and housing counseling services, is an inclusive and diverse organization; we thrive on inviting unique and diverse individuals into our sphere – clients, employees, volunteers, board members, donors and the community. We understand we are better when we work together. Housing Solutions of Northern Arizona does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), physical or mental disability, marital status, sexual orientation, or military status, in any of its activities or operations. The activities include, but are not limited to, service delivery to clients and prospective clients, the appointment to and termination from its Board of Directors, hiring and firing of staff or contractors, selection of volunteers and the selection of vendors.

9. (5 Points)

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

- **Southside**
- **Sunnyside**
- **Plaza Vieja**
- **Pine Knoll**

The Housing Solutions' OOHR program will serve low-income owner-occupants living within the City of Flagstaff City limits. Although we anticipate serving households who live in target neighborhoods, the project is not limited to these neighborhoods, as we would not want to deny services to a low-income household in need of help who happens to live in another neighborhood.

10. (10 Points)

Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan.

Include activity, special population if applicable, priority level and 5-year goal

The proposed 2021-2025 Consolidated Plan Goals are available at

<https://www.flagstaff.az.gov/626/Community-Development-Block-Grants>.

Our proposed Owner-Occupied Housing Rehabilitation project is consistent with the needs, priorities, goals and objectives identified in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan. Specifically, this project would address the Priority Need: Decent Affordable Housing, Housing Rehabilitation. The 5-year goal identified in this draft is for 20 housing units and it's listed as a high priority level in the Draft Consolidated Plan. The

Consolidated Plan supports CDBG investment in an OOHR program, such as the one we are proposing.

11. (10 Points)

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

An Owner-Occupied Housing Rehab program (OOHR) is a critical need for low-income homeowners in our community. The FY2021-2025 HUD Consolidated Plan Executive Summary draft, created by the City of Flagstaff Housing Section identifies Housing Rehabilitation as a high priority level with a goal of rehabbing 20 housing units over the next five years. We know that our Flagstaff housing stock is relatively old; 31.4% of housing units in Flagstaff were built prior to 1980 and are at least 41 years old. Another 21.4% of our housing stock is at least 31 years old. That means that more than half of our housing inventory is 30+ years old. (American Communities Survey) We also know that older houses are more affordable and are more likely to be occupied by low-income households who purchased their homes several years ago or who were able to purchase a lower-priced home, but one that is in need of repairs.

According to the American Communities survey, 22% of households with a mortgage payment are payment more than 35% of their gross monthly income on housing and are housing cost burdened. 7.7% of households without a mortgage payment have housing costs greater than 35% of their gross monthly incomes. These are typically households on fixed incomes who struggle with the ongoing costs of homeownership, even after they have paid off their mortgages.

According to the American Communities survey, 22% of Flagstaff households earn less than \$25,000 annually. Another 7.5% earn less than \$35,000 annually. The mean household income for households with Social Security income is \$19,664. These households would struggle to pay for household repairs.

The City of Flagstaff Housing Section reported that between 1996 and 2020, they assisted 175 households with OOHR assistance. There are currently 91 actively OOHR loans to be repaid by homeowners when they sell or no longer owner-occupy the properties. Although the program has been on pause for a year and the City is not maintaining an interest or waiting list, they report receiving 2-4 calls a month seeking OOHR assistance.

HSNA will identify success if we are able to assist a minimum of 14 low-income Flagstaff households with OOHR assistance within 12 months of receiving our Notice to Proceed. We will evaluate if funding levels were sufficient to help clients applying for the program and if there are changes to the program we'd recommend in the future to make sure we continue to help those in need. We will also seek feedback from homeowners in the program to determine their level of satisfaction with the program and HSNA staff services.

12. **(10 Points)**

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

- **Be specific, citing additional leverage⁵ funding sources, agreements, staffing partnerships, etc.**
- **If formal partnerships⁶ exist, please include documentation of all leveraged resources and identify leverage in budget.**
- **Attach letters of community collaboration/support for the specific project.**

HSNA has a history of collaboration and community support for its programs to meet the housing needs of our community members. For this project, we will be collaborating with volunteers in the community who will provide in-kind support to help homeowners with minor, cosmetic repairs to their property. For example, volunteers can provide landscaping help, interior painting, etc. We may also have volunteers and our HSNA maintenance staff help with in-kind minor repairs such as minor drywall repair, minor plumbing leaks, etc. We have had volunteers support our programs with in-kind work at our Sharon Manor facility and at our scattered-site rental properties in the past. These volunteers have completed landscaping, interior painting, cleaning and other minor repairs. We will seek volunteer support from past volunteer groups once we have a list of homeowners identified and the scope of repairs needed.

HSNA is providing leverage for salaries for eligibility determination, grant administration and marketing/outreach from unrestricted donations we receive each year. The total value of this leverage is \$11,000.00. We have included a letter from Devonna McLaughlin, CEO to document this leverage. We are also providing in-kind office space for the OOHR program administrator, valued at \$100/mo.

13. **(10 points)**

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

Yes. HSNA is an active participant in the Continuum of Care; our CEO serves on the CoC executive committee. HSNA participates in Front Door. We take referrals for our Sharon Manor Transitional Housing program from Front Door and our Sharon Manor Program Manager participates in weekly case conferencing. Evidence of this participation is provided.

14. **(10 Points)**

Briefly describe:

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

⁵ Leveraged funds are specific non-city, non-federal (unless specifically allowed) funds committed toward this project.

⁶ Formal Partnerships are contractual agreements that exist between two agencies. Informal partnerships are existing proposed business relationships not formalized by contract or funding agreement.

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.

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

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

In addition to having extensive experience successfully administering and completing CDBG projects in partnership with the City of Flagstaff, Housing Solutions of Northern Arizona also has experience with other federal and state grants. We have successfully utilized HOME funding through the State of Arizona to construct homes in Sunnyside and West Village Estates that helped increase the supply of safe, decent and affordable homes available to low-income working families. Our West Village Estates project was recognized by

the State of Arizona with an Innovative Partnership Housing Hero Award. In May 2014, we completed construction on three new-construction and one rehab rental unit in Sunnyside utilizing HOME funds. This project resulted in four affordable housing units in Flagstaff. 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)
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
6/6/2020	\$258,232.67	Sharon Manor Expansion
NTP Not Issued	\$244,400	Sharon Manor Communal Living Rehab

- **Was the agency ever asked to return awarded funds for cause?**
During the past 18 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.
- **Has your agency ever requested a budget amendment or contract extension? If yes, why?**
We have asked for, and received, contract extensions in the past to enable us to spend down funding associated with the BFAP down payment assistance program. This extension was needed as home prices increased during the contract period, making it challenging for low-income households to identify homes to purchase within their purchasing power. With the contract extensions, we were able to successfully spend down all down payment assistance CDBG funding and successfully close out the contracts.

15. (10 Points)

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

- **Names, titles, and resumes of all staff involved with carrying out these areas of responsibility.**
Devonna McLaughlin, CEO (in-house staff) – Devonna is the proposed project manager and would be responsible for overall program design and implementation. She is also responsible for ensuring the project is completed in accordance with grant funder guidelines and will provide reports as required.

Greg Pishkur, General Contractor (in-house staff for AHC Construction) – Greg is responsible for providing in-house construction expertise to Housing Solutions of Northern Arizona. AHC Construction be enlisted to help create scopes of work for the owner-occupied housing rehabilitation projects completed through this CDBG grant program, helping to ensure the repairs are necessary and that all home systems are in good working order.

Angela Koder, Housing Programs Manager (in-house staff) – Angela will work with owner-occupied housing program applicants to complete an income qualification, ensuring the household's income does not exceed 80% AMI. Angela is a HUD-certified housing counselor with Housing Solutions; she has many years' experience in determining program eligibility for housing programs (down payment assistance & foreclosure prevention programs).

Ashley Page, Rental Programs Manager & Business Manager (in-house staff) – Ashley provides property management services for HSNA scattered-site rentals, ensuring we remain compliant with grant funder requirements and that our rental units remain in good condition. She also provides financial management services for the organization, including grant administration, billing and compliance reviews.

- **Job descriptions for any new positions created for the proposed project.** We have attached job descriptions for all staff members working on the project. At this time, we are proposing for eligibility determination to be completed by existing housing counseling staff (Angela Koder) and for the construction management/oversight work to be completed by AHC Construction (Greg Pishkur). Project management and program oversight will be completed by the CEO (Devonna McLaughlin) and by our Rental Programs Manager/Business Manager (Ashley Page).
- **Identify the project manager (this person is responsible for the project and must be directly employed by the applying agency).** The project manager is Devonna McLaughlin, CEO of Housing Solutions. Devonna is employed by HSNA, the applying agency and in-house staff.
- **Distinguish between in-house agency staff and contracted assistance.** This designation has been done as part of the previous question.
- **Include a listing of all staff positions and proposed CDBG funded positions in the Organization Chart, found in Tab 11- organization chart.** Please see the Organization Chart in Tab 11. The only CDBG-funded positions through this grant would be for Greg Pishkur, general contractor. CDBG funds would primarily be used for testing (lead-based paint & asbestos) and construction-related expenses.

16. **(10 Points)**

Tab 7 of the checklist requests a Schedule of Completion for this proposed project. In Appendix C, provide the following:

- **A proposed schedule in the provided Excel format.**
Please see completion schedule in Tab 7
- **A narrative summary describing the expenditure of CDBG Funds.**

The proposed schedule of completion is realistic and based on HSNA's past experience in administering program assistance and in completing minor rehabilitation projects – those funded in the past with CDBG and those undertaken by our organization on our existing affordable rental units. We understand City Council will make CDBG award determinations in April/May 2021. Based on past experience, we expect the Notice to Proceed to be issued in December 2021 or January 2022. That gives us sufficient time to create program application documents and internal processes to ensure we can launch the program to the public as soon as we receive a Notice to Proceed. If City Council awards funds to the project, we can also start advertising that the program is “coming soon” and begin to create an interest list for the program. This will ensure we have clients who are ready to go once the Notice to Proceed is issued so we can ensure a timely spend-down of funding.

- **Explain the rate of expenditure and the predicted progress of the proposed schedule.**
Expenditure should occur within 11 months of the Notice to Proceed being issued. We will spend funds consistently throughout the project on program administration and construction oversight. The testing funds will be spent near the beginning of the proposed schedule, as we work with homeowners to create a scope of work. Construction funding will be spent as work is completed on each home with final payment at the end of construction, once the City has inspected the work, AHC Construction has inspected the work and the homeowner is satisfied.

- **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.
CDBG funding should be spent within 12 months of issuance of the Notice to Proceed. We understand there is demand in the market for contractors and subcontractors. That is why we would work to advertise and identify potential clients prior to the issuance of the Notice to Proceed. It would be our intention to start with income/eligibility review as soon as the NTP is issued so we can begin working on the scope of work for the first family within 30 days of Notice to Proceed. We hope most of the work will be done within 9-10 months of Notice to Proceed so we can account for delays in materials and labor, if necessary, and still meet our completion timeline.

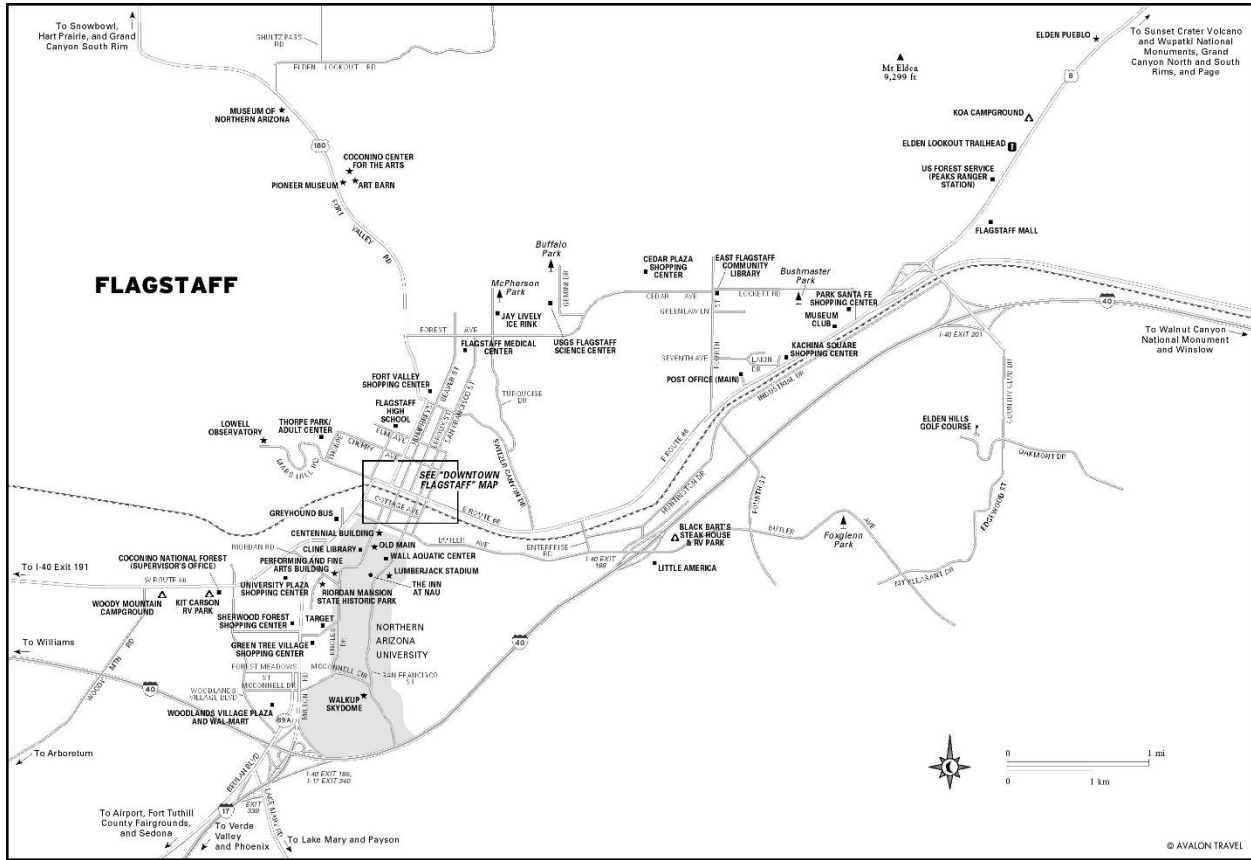
17. (10 Points)

Tab 8 of the checklist requests a budget for this proposed project. In Appendix D, please provide a detailed budget in the provided Excel format, and a narrative summary describing exactly for what CDBG funds will pay.


- **Include any contract bids or quotes for construction projects.**
- **Include leverage amounts listed in Question 10**

In Tab 8, please find the proposed budget for our Owner-Occupied Housing Rehab project. We have also provided a budget narrative.


Tab 5 Map of Project Location



Tab 7-Schedule of Completion

 <p>Housing SOLUTIONS OF NORTHERN ARIZONA</p>						
Project Description:	Owner-Occupied Housing Rehab					
Implementing Agency:	Housing Solutions of Northern Arizona					
Project Number:						
Persons Served:	36.54 (14 households)					
Date:	Program Year 2021					
Item and		Source 1	Source 2	Source 3	Source 4	
Activity	Item/Activity Description	City of Flagstaff	Other Grant	Leverage	In-Kind	Project
		CDBG	FUNDING	FINANCING	DONATIONS	TOTALS
1	Program or Project Related Expenses					
A	Program Implementation: Salary & Indirect	26000				\$26,000.00
B	Minor Construction < \$10,000	75000				\$75,000.00
C	Major Construction > \$10,000	130000				\$130,000.00
D	Lead-Based Paint & Asbestos Testing	21000				\$21,000.00
E	Temporary Relocation	2100				\$2,100.00
F	Minor cosmetic repair/maintenance				2100	\$2,100.00
2	Administration					
A	Salaries - Eligibility Determination		3500			\$3,500.00
B	Salaries - Grant Administration		5000			\$5,000.00
C	Agency Indirect @ 14.6%	3796				\$3,796.00
D	Marketing & Outreach		2500			\$2,500.00
3	Facility Value					
A	Office Space				1200	\$1,200.00
4	Grant Leverage Resources					
A	ADOH					
B	United Way					
CDBG Totals		257896				
Totals		\$257,896.00	\$11,000.00	\$0.00	\$3,300.00	

TAB 8-Budget

						
Project Description:	Owner-Occupied Housing Rehab					
Implementing Agency:	Housing Solutions of Northern Arizona					
Project Number:						
Persons Served:	36.54 (14 households)					
Date:	Program Year 2021					
Item and		Source 1	Source 2	Source 3	Source 4	
Activity	Item/Activity Description	City of Flagstaff	Other Grant	Leverage	In-Kind	Project
		CDBG	FUNDING	FINANCING	DONATIONS	TOTALS
1	Program or Project Related Expenses					
A	Program Implementation: Salary & Indirect	26000				\$26,000.00
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C	Major Construction > \$10,000	130000				\$130,000.00
D	Lead-Based Paint & Asbestos Testing	21000				\$21,000.00
E	Temporary Relocation	2100				\$2,100.00
F	Minor cosmetic repair/maintenance				2100	\$2,100.00
2	Administration					
A	Salaries - Eligibility Determination		3500			\$3,500.00
B	Salaries - Grant Administration		5000			\$5,000.00
C	Agency Indirect @ 14.6%	3796				\$3,796.00
D	Marketing & Outreach		2500			\$2,500.00
3	Facility Value					
A	Office Space				1200	\$1,200.00
4	Grant Leverage Resources					
A	ADOH					
B	United Way					
CDBG Totals		257896				
Totals		\$257,896.00	\$11,000.00	\$0.00	\$3,300.00	

Budget Narrative

The proposed budget is reasonable and informed by successes with the City-operated Owner-Occupied Rehab Program. Specifically, we have worked to tier assistance so that smaller projects are grants to low-income households and larger, more complicated and comprehensive rehab projects are loans, which have no payments and no interest, but are repaid when a client sells their home or no longer owner-occupies the property. The City ran their OOHR program as a tiered program in the past with successful results.

We estimate that the average assistance amount for a household utilizing minor rehab funding will be \$7,500 per household. This is conservative, and would cover the cost of one major home system repair/replacement, such as a roof, HVAC system, electrical upgrade, etc. We estimate the average assistance amount for a household utilizing major rehab funding will be \$32,500. This is based on information received from the City of Flagstaff Housing Section staff, who shared with us their average assistance amount for larger rehab projects was \$25,000 to \$40,000. The maximum amount of assistance per household will be capped at \$40,000. Based on the average assistance amounts listed above, we believe we can conservatively help 14 low-income households.

The proposed cost to administer the project are based on a 0.5FTE position, paid \$25.00/hr. This hourly rate is reasonable considering the person who runs this program will need to have construction expertise and be able to work effectively with homeowners to explain the scope of the project, testing results, etc.

We have budgeted for \$21,000 in cost for lead-based paint and asbestos testing. This is based on estimates received from Tall Pines Environmental, a local lead-based paint and asbestos testing company. The scope of testing will depend on the scope of the proposed work and/or disruption to the home due to repairs.

City of Flagstaff Housing Section staff shared that temporary relocation costs associated with OOHR are rare, but do happen, if a family is unable to remain in their home during the repairs because electricity, water or gas are shut off. We have budgeted for 14 days of hotel stays @ \$150/night.

HSNA will seek volunteers to help with minor, cosmetic repairs and maintenance such as landscaping, interior painting, etc. The budget of \$2,100 in in-kind volunteer services reflects 5 volunteers working two hours for each of the 14 households served. Volunteer rate is \$15.00/hr., which is minimum wage.

HSNA is able to provide funding to cover the cost of eligibility determination, grant administration and marketing & outreach. We receive funding support from individual

donors, as HSNA is a qualified charitable organization, as determined by the Arizona Department of Revenue. Annually, we receive approximately \$100,000 in donations from individuals who then take advantage of the Arizona Charitable Tax Credit. These donations help pay for staff salaries, including costs for our Housing Programs Manager, Business Manager and CEO.

HSNA has office space located at 2304 N. Third St., in the Sunnyside Neighborhood of Flagstaff. We will dedicate a portion of our office space for use by AHC Construction, for program implementation of the OOHR program. We value this space at \$1.00/sq ft. and estimate that we'd provide 100 sq/ft of space for program implementation.

Appendix E CDBG Project Ranking Form 2021/2022

The ranking committee 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 draft 2021-2025 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: **\$257,896**

Name of Project: **Owner Occupied Housing Rehabilitation**

Public Service

Housing

Economic Development

Additional Considerations:

\$19,762/Person Ratio of dollars per person benefitted by proposed project

0% 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 Has your organization administered a successful CDBG contract in past years? (yes or no)

142 Total Points out of 165 possible

Questions 1-4 are not applicable to this application

5. How well does the answer explain the proposed scope of the project?

Does the answer include: (10 points)

- Estimated number of persons to be served
- Whether or not the project prepares for, prevents and/or responds to COVID-19 and how.
- Current status of the project
- Are construction/concept plans attached with a scope of work for construction/rehabilitation projects (this is required if applicable)
- 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)

24. 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)

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

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

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

Council's Priorities:

- Housing – Rental/Ownership
- Homelessness
- Neighborhood Revitalization
- Workforce Job Training

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

26. How well does the answer explain how the project advances the agency’s mission? Does the answer demonstrate the agency’s commitment to diversity, equity and inclusion as well as documented steps taken to strengthen that commitment? (10 points)

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

Comments: Are the demographics of the clients being served measured and representative of the community? The agency doesn’t seem to require, encourage, provide any inclusion training for staff.

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

Target Neighborhoods: (5 points)

- Southside
- Sunnyside
- La Plaza Vieja
- Pine Knoll

0 5

10. How well does the answer document that the proposed project will meet the needs proposed in the in the DRAFT City of Flagstaff 2021-2025 Consolidated Plan? (10 points)

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

11. 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?

How well does the answer describe the way in which the agency will define success beyond CDBG requirements? (10 points)

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

12. 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?

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

Comments: Additional letters of support from potential referring or partner agencies (Habitat for Humanity, Coconino County, etc) may have strengthened this answer.

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

No (0 points) Yes (10 points)

14. How well does the answer describe: (10 points)

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

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

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

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

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

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

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

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

Comments: The schedule of completion was not included.

17. 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)

- Are leveraged funding sources identified? Was formal documentation provided?
- For construction contracts, were bids and/or quotes provided?

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

General Criteria:

25. 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)

26. 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)

Comments: The schedule of completion was not included.

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

- All funding sources to be used for the project, separating CDBG funds from non CDBG funds? (1 points)
- Leverage numbers on budget match to leverage letters (3 points)
- Is a realistic dollar amount assigned to any in-kind contributions? (1 points)
- 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

28. Has the applicant exhibited competence in preparing the proposal? (10 points)

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)
