



# CITY OF FLAGSTAFF



# Community Development Block Grant (CDBG)

## Proposal Booklet and Ranking Forms Program Year 2022/2023

City of Flagstaff, Housing Section

3481 N Fanning Dr, Flagstaff, Arizona 86004

(928) 213-2749 (phone)

TTY/TDD (800) 367-8939

City of Flagstaff  
Community Development Block Grant Entitlement Funds

## Summary of Proposals

Program Year 2022/2023

| <b>Public Service Activities</b> | <b>Proposal/Project</b>  | <b>Request</b> | <b>Ranking</b> |
|----------------------------------|--|----------------|----------------|
| Homeless Youth Connection        | Empowering Youth For The Future                                      | \$30,000       | 172            |
| Threaded Together                | Sewing and Textile Employment Pathway (STEP) Program                 | \$39,826       | 171            |
| Flagstaff Shelter Services Inc.  | The Crown: Housing is Healthcare Operation of Non-Congregate Shelter | \$300,000      | 170            |

| <b>Housing Activities</b>       | <b>Proposal/Project</b>                              | <b>Request</b> | <b>Ranking</b> |
|---------------------------------|--|----------------|----------------|
| City of Flagstaff               | Murdoch Neighborhood Park Improvements               | \$362,725      | Internal       |
| Flagstaff Shelter Services Inc. | The Crown Motel: Hotel to Housing Renovation Project | \$250,000      | 161            |

# Description of Programs and Application Instructions

(Application Introduction)

# Notice of Funding Availability

Community Development Block Grant  
(CDBG)

&

American Rescue Plan Act (ARPA)

Coronavirus

Local Recovery Funds

Grant Application

Program Year 2022/2023

City of Flagstaff, Housing Section

3481 N Fanning Dr, Flagstaff, Arizona

(928) 213-2749 (phone)

TTY/TDD (800) 367-8939

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## Funding Timeline

## Funding Timeline

| City of Flagstaff CDBG and ARPA Local Recovery Funds Funding Timeline  |            |  |
|--|------------|--|
| 2022 Program Year (July 1, 2022 -June 30, 2023)  |            |  |
| For more information, please<br>email <a href="mailto:kristine.pavlik@flagstaffaz.gov">kristine.pavlik@flagstaffaz.gov</a> |            |  |
| <b>2022 Annual Action Plan</b>   |            |  |
|  | 12/15/2021 | 2022 Notice of Funding Availability (NoFA) Posted to City Website  |
|  | 12/15/2021 | Applicant Technical Assistance Available by Appointment Only   |
|  | 1/8/2022   | Public Meeting - Neighborhood Townhall Re: CDBG Potential Projects   |
|  | 1/13/2022  | Public Meeting – CDBG/Local Recovery Funds NoFA Informational Meeting  |
|  | 1/15/2022  | CDBG/Local Recovery Funds Applications Posted on City of Flagstaff Website   |
|  | 2/22/2022  | CDBG/Local Recovery Funds Applications Due by 5pm - Online & In-person   |
|  | 2/23/2022  | Applications Reviewed by Staff for Project Eligibility   |
|  | 2/24/2022  | Eligible Applications Forwarded to the Ranking Committee   |
|  | 2/24/2022  | Public Meeting - Review of Applications and Funding Requests   |
|  | 3/1/2022   | Draft 2022 Annual Action Plan Posted to City Website   |
|  | 3/1/2022   | Draft 2022 Annual Action Plan - 30 Day Public Comment Period Opens   |
|  | 4/1/2022   | Draft 2022 Annual Action Plan - 30 Day Public Comment Period Closes  |
|  | 4/12/2022  | Public Meeting - City of Flagstaff Council Work Session Re: Council Direction on 2022 Annual Action Plan (Funding Recommendations) |
|  | 4/19/2022  | Public Hearing - City of Flagstaff Council Meeting Re: Approving Submission of 2022 Annual Action Plan (Funding Recommendations)   |
|  | 5/15/2022  | City of Flagstaff CDBG PY 2022 Annual Action Plan Submitted to HUD   |
|  | TBD        | Council Meeting – Approval of ARPA Local Recovery Funds Contracts  |
|  | 7/1/2022   | Program Year Begins - ARPA Local Recovery Funds Contracts Finalized  |
| <b>Post-award Timeline -CDBG ONLY</b>  |            |  |

|  |                  |  |
|--|------------------|--|
|  | July – Sept      | Environmental Review Process                                     |
|  | October          | Grant Agreement from HUD Expected (Notice to Proceed)            |
|  | Nov-<br>December | Contract Finalization and Routing for Program Year 2022 Projects |

*The Housing Section is always interested in public input concerning the use of CDBG funds.*

*Please feel free to contact us at any time with questions, concerns, or comments.*

**Housing and Grants Administrator - [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov)**

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CDBG Eligibility Information

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## CDBG Public Participation Process

*The City of Flagstaff is conducting its annual public participation process to receive proposals from the community for the use of Community Development Block Grant (CDBG) funds to address the needs of low-moderate income (LMI) persons and neighborhoods. Comments and proposals received will be used to assist in the development of the City of Flagstaff 2022-2022 Annual Action Plan. The Annual Action Plan will describe the use of 2022 CDBG funds while concurrently defining or amending the strategies and priorities outlined in the Program Year 2021-2025 Consolidated Plan. The Consolidated Plan describes the housing, economic, social, and human development needs of LMI persons and special needs populations in Flagstaff, Arizona.*

*Included in this process are three public meetings, two City Council meetings, and a proposal process. The first of the public meetings will be held on Saturday, January 7<sup>th</sup>, 2022 at 11:00AM to discuss neighborhood revitalization projects in CDBG identified target neighborhoods. The second meeting will be held Thursday, January 13<sup>th</sup>, 2022 at 11:00AM and will provide an overview of the CDBG application process, eligible uses of funds and grant management requirements. The meetings will be held virtually due to the health and safety concerns related to the COVID-19 pandemic. The third meeting is scheduled for Thursday, February 24<sup>th</sup>, 2022 at 11:00AM and will include an overview of applications and funding requests received by the City. The meeting links will be posted in advance of the meeting on the City Housing Section's web page located at <https://www.flagstaff.az.gov/626/Community-Development-Block-Grants>.*

*Lastly, City Council meetings will take place on April 12<sup>th</sup> and 19<sup>th</sup>, 2022. These meetings will provide an overview of the CDBG process and CDBG 2022 funding recommendations. Due to COVID-19, City Council meetings may be held virtually and can be accessed on the City of Flagstaff website located at [www.flagstaff.az.gov](http://www.flagstaff.az.gov). Please check the website 2 weeks prior to the meeting date to inquire about an in-person meeting option.*

*Persons requiring hearing, language, visual, mobility or other accommodations may contact the City at (928) 213-2752 or TTY/TDD (800) 367-8939 or 711 to make special arrangements at least 24 hours before the scheduled meeting time.*

## CDBG Proposals Process

*The City of Flagstaff is soliciting proposals for the July 1, 2022 – June 30, 2023 CDBG Program Year funding cycle. The 2022-2023 CDBG allocation has not yet been released by HUD.*

*Proposals will be evaluated based on CDBG eligibility and other criteria discussed in this document. Agencies awarded CDBG funding by the City of Flagstaff will enter into an agreement with the City of Flagstaff to implement programs in accordance with Federal, State, and local laws. The City of Flagstaff is responsible to HUD for the compliant use of CDBG funds, both for itself and for its sub-*

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recipients. The City of Flagstaff reserves the right to partner with external agencies, or to directly provide services to address unmet and/or immediate needs.

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## Determining CDBG Eligibility

The types of activities that can be undertaken with CDBG funds include public improvements, public services, housing, and economic development and must take place within the City of Flagstaff city limits. An activity is eligible for funding only when it meets the following conditions:

- ***Project achieves the CDBG National Objective pertinent to Flagstaff: Activities that Benefit Low-Moderate Income Persons (570.208(a).***

This National Objective is met if the activity meets the criteria of one of four subcategories:

- *Subcategory 1. Area Benefit Activities*
    - *The criteria for this subcategory is met if an activity – benefiting area residents – is undertaken in a service area where at least 51% of residents have income at or below 80% of the Area Median Income.*
    - *This includes the City's four target neighborhoods: Sunnyside, Southside, La Plaza Vieja, and Pine Knoll.*
  - *Subcategory 2. Limited Clientele Activities*
    - *The criteria for this subcategory is met if an activity is designated to benefit a specific group of people and they are either documented through an income verification process or presumed (by HUD) to be LMI persons. The presumed LMI groups are as follows:*
      - *Abused Children*
      - *Elderly Persons*
      - *Severely Disabled Persons*
      - *Victims of Domestic Violence*
      - *Persons with HIV/AIDS*
      - *Migrant Farm Workers*
      - *Homeless Persons*
      - *Illiterate Adults*
  - *Subcategory 3. Housing Activities*
-

- *The criteria for LMI benefit is met to the extent that units are occupied by LMI persons upon completion. It covers both rental and owner-occupied units.*
  - *Subcategory 4. Job Creation or Retention*
    - *The LMI benefit must meet one of three criteria:*
      - *The neighborhood where **jobs are created** is an LMI area; or*
      - *The business being assisted predominantly serves LMI persons; or*
      - *The jobs created or retained are available to or filled by LMI persons.*
-

### 2021 Area Median Income Limits for Flagstaff, AZ

| Household size | 30%      | 50%      | 60%      | 80%      |
|----------------|----------|----------|----------|----------|
| 1              | \$16,150 | \$26,900 | \$32,280 | \$43,050 |
| 2              | \$18,450 | \$30,750 | \$36,900 | \$49,200 |
| 3              | \$21,960 | \$34,600 | \$41,520 | \$55,350 |
| 4              | \$26,500 | \$38,400 | \$46,080 | \$61,450 |
| 5              | \$31,040 | \$41,500 | \$49,800 | \$66,400 |
| 6              | \$35,580 | \$44,550 | \$53,460 | \$71,300 |
| 7              | \$40,120 | \$47,650 | \$57,180 | \$76,200 |
| 8              | \$44,660 | \$50,700 | \$60,840 | \$81,150 |

Note: 30%, 50%, 80% and 100% income categories are provided by HUD. The 60% income category is provided by the Arizona Department of Housing.

Released 4/13/2021

- **Project achieves one of the three CDBG Primary Objectives:**
-

1. *To develop viable urban communities by providing decent housing.*
  2. *To provide a suitable living environment.*
  3. *To expand economic opportunities principally for persons of low to moderate income.*
- ***Project achieves measurable objectives in line with those approved by City Council for the Consolidated Plan. The proposals must assist in meeting the goals and objectives identified in the Consolidated Plan.***
  - ***Agency is able to provide the insurance required by the City of Flagstaff as indicated in Appendix A.***
  - ***The agency applying for funding cannot be in any way an affiliate of ACORN.***

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ARPA Local Recovery Funds Eligibility Information

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## American Rescue Plan Act (ARPA) Local Recovery Funds

*This Notice of Funding Availability will also include the City of Flagstaff's American Rescue Plan Act (ARPA) Local Recovery Funds for congregate care services (such as homeless shelters, incarcerations settings, nursing homes, group living facilities, etc.). Proposals will be evaluated based on project eligibility and other criteria discussed in this document. Agencies awarded Local Recovery funding by the City of Flagstaff will enter into an agreement with the City of Flagstaff to implement programs in accordance with Federal, State, and local laws. The City of Flagstaff is responsible to the U.S. Department of Treasury for the compliant use of ARPA Local Recovery Funds, both for itself and for its sub-recipients. The City of Flagstaff reserves the right to partner with external agencies, or to directly provide services to address unmet and/or immediate needs.*

### Determining ARPA Local Recovery Funds Eligibility

*Projects eligible for the City of Flagstaff Local Recovery Funds Public Health Emergency/ Negative Economic Impacts funding for congregate care services (such as homeless shelters, incarcerations settings, nursing homes, group living facilities, etc.) include COVID-19 response, mitigation, and prevention activities.*

*A broad range of services are needed to contain COVID-19 and are eligible uses, including support for isolation or quarantine; supports for vulnerable populations to access medical or public health services; public health surveillance (e.g., monitoring case trends, genomic sequencing for variants); enforcement of public health orders; public communication efforts; purchases of personal protective equipment; support for prevention, mitigation, or other services in congregate living facilities (e.g., nursing homes, incarceration settings, homeless **shelters, group living facilities**); **ventilation improvements in congregate settings, and other public health responses. Capital investments in public facilities to meet pandemic operational needs are also eligible, such as physical plant improvements or adaptations to public buildings to implement COVID-19 mitigation tactics.***

*Other eligible uses include assistance to nonprofits; including but not limited to: grants to mitigate financial hardship such as declines in revenues or impacts of periods of business closure, for example by supporting payroll and benefits costs, costs to retain employees, mortgage, rent, or utilities costs, and other operating costs; and/or grants to implement COVID-19 prevention or mitigation tactics, such as physical plant changes to enable social distancing, enhanced cleaning efforts, barriers or partitions, or COVID-19 vaccination, testing, or contact tracing programs.*

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### Proposal Review Process

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## ***Determining Approval of Funding Recommendations Made to Flagstaff City Council***

*In addition to being eligible, a project must also meet all of the following criteria to be forwarded to City Council for funding consideration:*

- *Project use of CDBG funds will not result in a violation of the City's certification that at least 70% of the CDBG funds will benefit low-moderate income persons over the fiscal year of July 1, 2022 to June 30, 2023.*
- *Proposed costs appear to be necessary, reasonable, and otherwise conform with Federal OMB guidelines that pertain to the proposed project.*
- *Applying agency has adequate administrative systems and staffing capacity available to carry out proposed activity, as well as comply with CDBG and ARPA Local Recovery Funds regulations.*
- *Applying agency provides documentation of authorization to request CDBG and ARPA Local Recovery Funds and documentation of authorized signature authority (e.g., bylaws, official resolution, or a copy of the minutes of the meeting in which an action was taken).*
- *Relative ranking of the proposed project per the criteria included in Appendix E, titled Project Ranking Form 2022/2023.*

Proposals that meet the minimum review criteria will be forwarded to the Flagstaff City Council for a funding decision. CDBG funding for approved proposals generally becomes available after October 1 and is provided on a reimbursement basis. ARPA Local Recovery Funds will be available upon contract approval by City Council at a date to be determined, sometime in or around May, and are also provided on a reimbursement basis.

### ***City Staff Assistance with Proposal Submission and Special Accommodations***

CDBG and ARPA Local Recovery Funds requirements and eligibility criteria are complex. City staff is available to provide technical assistance appointments to anyone wishing to discuss potential projects or submit a proposal. Phone and e-mail questions will also be accepted, and special accommodations will be made for those with disabilities. For additional information and/or assistance please email or call Kristine Pavlik at [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov), (928) 213-2749 or TTY/TDD (800) 367-8939 or 711.

## ***Proposal Submission Requirements***

Agencies requesting CDBG and/or ARPA Local Recovery Funds must submit a completed application both online and in-person, no later than 5:00PM February 22<sup>nd</sup>, 2022.

The online application will be available beginning at 8:00AM Friday, January 15<sup>th</sup>, 2022 on the City's website at

<https://www.flagstaff.az.gov/626/Community-Development-Block-Grants>.

**Proposals must be completed and submitted, both online and to the following address, prior to 5:00PM February 22<sup>nd</sup>, 2022.**

Please submit a complete, original, paper hardcopy application with original signatures and all requested documents to the address below:

**Mail or deliver one (1) original application in a sealed envelope to**

**City of Flagstaff  
Housing Section – CDBG/Recovery Funds Proposal  
Attn: Kristine Pavlik  
3481 N Fanning Dr.  
Flagstaff, AZ 86004**

Printed proposals are to include original signatures and must be:

- *Submitted on 8 ½ x 11 standard paper, with standard 1-inch margins.*
- *Double sided.*
- *Neither bound nor stapled.*

Proposals postmarked on the due date but not received will be considered late. Incomplete or late proposals will not be considered for funding but will be accepted as part of the public comment process.

The following pages contain the proposal format. To submit the proposal online please visit <https://www.flagstaff.az.gov/626/Community-Development-Block-Grants>.

Online proposals must be submitted by February 22<sup>nd</sup>, 2022 at 5:00PM in addition to the delivery of a hardcopy version.

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For technical difficulties, questions about online submission, or questions or comments about the proposal format or CDBG/Local Recovery Funds process, please email Kristine Pavlik at [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov).

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## Checklist

A proposal will be considered incomplete if it does not contain everything in the below checklist. Incomplete applications will not be considered for funding.

| TAB | ✓ | CHECKLIST  |
|-----|---|--|
| 1   |   | <b>Proposal Cover Page</b> – Include name of proposed activity, name of agency, DUNS Number, SAM Number, and primary contact.  |
| 2   |   | <b>Checklist/Index</b>   |
| 3   |   | <b>Applicant Information and Executive Summary</b> – Please ensure that an authorized representative executes this page. <i>A missing signature on this page will make the proposal incomplete.</i>  |
| 4   |   | <b>Narrative Questions</b> – Answers should be thorough, complete and address all parts of the questions. The format should be easy to follow.   |
| 5   |   | <b>Map of Project Location</b>   |
| 6   |   | <b>Job Descriptions</b> – If applying for operational assistance or position specific funding.   |
| 7   |   | <b>Schedule of Completion</b> - Provide a realistic proposed twelve-month schedule of completion identifying major tasks to be accomplished. Use format in Appendix C.   |
| 8   |   | <b>Budget</b> – 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. Use format in Appendix D.  |
| 9   |   | <b>Leverage/In Kind Letters</b> - 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 (Appendix D).<br><i>Make sure that leverage is for the same Program Year you are applying for.</i> |
| 10  |   | <b>Community Support Letters</b> – To demonstrate community need and collaboration for the specific project please include letters of support.   |

|    |  |
|----|--|
| 11 | <b>Organizational Chart</b> – Provide the agency’s administrative framework; staff positions (indicating where the proposed project will fit into the structure and Identifying any staff positions of shared responsibility).   |
| 12 | <b>Non-Profit Certification</b> - Provide a <b>501(C)3 non-profit certification</b> or local government tax exempt ID. Pending non–profit applications are not accepted for CDBG funding.  |
| 13 | <b>Financial Audit and Management Letter</b> – Provide most recent copy of both.   |
| 14 | <b>List of Board of Directors</b> - Include the name, telephone number, address, occupation, or affiliation of each member and identify the principal officers of the governing body.  |
| 15 | <b>Authorization to Request Funds/Authorized Signature Authority</b> - Documentation of authorization to request CDBG/ ARPA Local Recovery Funds funds and documentation of authorized signature authority (e.g., bylaws, official resolution, or a copy of the minutes of the meeting in which an action was taken) |

# Homeless Youth Connection

## Empowering Youth For The Future

### Public Service Activity

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Agency/Organization Name: Homeless Youth Connection

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Executive Director/CEO Name, Phone & Email: Dawn Bogart, CEO 602-565-3218, [dbogart@hycaz.org](mailto:dbogart@hycaz.org)

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Program Manager/Grant Contact Name, Phone & Email: Dawn Bogart, CEO 602-565-3218, [dbogart@hycaz.org](mailto:dbogart@hycaz.org)

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Mailing Address: 9950 W. Van Buren Street, Ste.

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City: Avondale

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State: AZ

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Zip: 85323

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Physical Address: 9950 W. Van Buren Street, Ste.

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City: Avondale

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State: AZ

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Zip: 85323

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Is your agency/organization a 501 (c) 3 Organization  
501 (c) 3 non-profit organization,  
government entity or  
other(please explain)?

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Please explain: *Field not completed.*

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Federal EIN/TIN #: 27-3182999

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Agency DUNS Number: 042628309

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Is your agency registered in the Federal System for Award Management? Yes

Agency CAGE (Sam.gov) Number: 7WV52

Is your agency/organization a participating member of the Coconino County Continuum of Care? Yes

Is the project for the prevention, response, preparation or mitigation of COVID-19? No

CDBG Funding Request: \$30,000

Local Recovery Funds Request: 0

**To determine your activity's eligibility for CDBG and/or ARPA Local Recovery Funds funding please contact [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov).**

New or existing program: Existing

Is the proposed project a quantifiable increase in services provided? yes

Project Name: Empowering Youth For The Future

Please provide a brief description of the project, including a scope of work and how allocated funds will be used: Homeless Youth Connection (HYC) is requesting funding from the City of Flagstaff to support the housing component of HYC’s Empowering Youth For The Future program. Funding will allow HYC to hire a Community Outreach Manager to recruit host families who will provide safe and stable housing to youth experiencing homelessness through graduation.

HYC partners 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 program is a comprehensive social services program that identifies youth's needs related to academics, health, housing, hygiene, employment, and independent living skills. HYC addresses the housing needs of unaccompanied youth by utilizing a host family model. The Host Family program connects homeless youth with caring adults from their own communities who are willing to provide safe and stable housing while HYC provides the youth with comprehensive support.

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|                  |          |
|------------------|----------|
| Area of service: | Citywide |
|------------------|----------|

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|                  |                         |
|------------------|-------------------------|
| Type of project: | Housing, Public Service |
|------------------|-------------------------|

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|   |     |
|---|-----|
| Is the project related to congregate care services and/or facilities? | yes |
|---|-----|

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|   |    |
|---|----|
| Total estimated number of persons to be assisted: | 60 |
|---|----|

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|                     |                                   |
|---------------------|-----------------------------------|
| Populations Served: | Persons Experiencing Homelessness |
|---------------------|-----------------------------------|

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For CDBG Funding Requests Only:

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|                     |   |
|---------------------|---|
| National Objective: | Low/Mod Limited Clientele Benefit (LMC) |
|---------------------|---|

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|                             |                         |
|-----------------------------|-------------------------|
| City Council CDBG Priority: | Addressing Homelessness |
|-----------------------------|-------------------------|

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|  |   |
|--|---|
| 2021-2025 Consolidated Plan Priority Need: | Support services and projects addressing homelessness |
|--|---|

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|                                       |                               |
|---------------------------------------|-------------------------------|
| 2021-2025 Consolidated Plan Activity: | Increase Shelter Beds/Units ( |
|---------------------------------------|-------------------------------|

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|   |      |
|---|------|
| 2021-2025 Consolidated Plan Priority Level & 5 Year Goal: | High |
|---|------|

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Name and Title of Authorized Representative: Dawn Bogart, CEO

Signature of Authorized Representative: Dawn Bogart, CEO

Date: 2/20/22

Narrative Questions

Narrative Questions

**Please respond to the following questions in the order listed. Be sure to include the entire question in your response where appropriate.**

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Answer Question 1 for CDBG Economic Development Activities ONLY (1 Point)

*To find out if your activity is categorized as an Economic Development Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).*

1. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income individuals. Please check one of these eligible activities if you are applying under the Economic Development Category. *Field not completed.*

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Answer Questions 2, 3 and 4 for CDBG Public Service Activities ONLY (10 Points)

*To find out if your activity is categorized as a Public Service Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov)*

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

Services for homeless persons

3. Clearly define how the proposed service is either a new service or a quantifiable increase in the level of an existing service.

Homeless Youth Connection (HYC) is requesting funds to support housing for youth experiencing homelessness who are participating in the Empowering Youth For The Future program. Funding would help HYC hire a Community Outreach Manager that would be responsible for identifying, recruiting, and training host families that will provide safe and stable housing for unaccompanied homeless youth.

Currently, HYC is providing basic needs, resources, and services to youth experiencing homelessness in the FUSD and Ponderosa High School. Currently, there are no host families providing housing for unaccompanied homeless youth.

HYC addresses the housing needs of unaccompanied youth by utilizing a host family model. Host homes offer a safer transitional-type housing that is non-institutional and allows young people to stay connected to the natural supports in their communities. The Host Family program is a low-cost, community-engagement strategy involving faith-based communities, service organizations, school parent organizations, and nurturing individuals. The Host Family program connects homeless youth with caring adults from their own communities who are willing to provide safe and stable housing while HYC provides the youth with comprehensive support. The host family provides the youth with shelter, food, transportation, and emotional support, while the organization delivers case management, counseling assessments, and other services.

HYC's Community Outreach Manager will identify and recruit community host families who live in the same neighborhood as the youth's schools. This will allow youth to remain in their current school, participate in extra-curricular activities, and continue to socialize with their friends. 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.

4. 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 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. Currently, the only option for youth experiencing homelessness who are 18 to 21 is the adult shelter. Many homeless youth become homeless suddenly. Homeless youth are different from homeless adults because they often have not learned the essential life skills needed to live on

their own, like how to drive or ride a bus, get a job, or pay bills.

Youth are extremely hesitant to find refuge in an adult shelter primarily because of safety. Homeless youth are at an increased risk of harm in comparison to other youth their age. They are more likely to experience mental illness, suffer poor health, drop out of school, and become involved with or become victims of criminal activity. Life on the streets is dangerous and unpredictable, leaving homeless youth vulnerable to being exploited, abused, or killed.

HYC's Host Family Program offers a safe and stable environment. Youth have their own room, as well as access to the kitchen. Our team works with the host family and the youth to create a familial environment. We focus on communication, house guidelines, and educational needs to ensure there are clear expectations for a successful relationship.

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Answer Questions 5, 6, and 7 for CDBG Funding Requests ONLY

*Some projects are eligible for both/either CDBG and ARPA Local Recovery Funds, to find out if your activity is eligible for ONLY CDBG Funding and not also Local Recovery Funds please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).*

5. (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.

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."

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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.

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.

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6. (10 Points) Identify how the proposal meets one or more of the City Council’s CDBG Priorities:

The Host Family Program provides youth experiencing homelessness with safe and stable housing through graduation. This meets the objective of providing a suitable living environment.

Through the Empowering Youth For The Future program, the youth coaches and youth explore the resources offered through our comprehensive social services program, including housing, basic needs, life skills training, a plan for post-graduation, and much more. By providing these services, youth will stay in school, complete their education, and graduate.

Youth who secure a high school diploma have more economic opportunities than those that do not complete school. Approximately 60 percent of youth participating in the program that graduate enroll in post-secondary education. Securing a degree increases the chances of obtaining employment that will provide a sustainable income.

Additionally, approximately 30 percent of youth participating in the program who

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graduate want to go directly into the workforce, 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 long-term employment and economic self-sufficiency.

7. (10 Points) Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff 2021-2025 Consolidated Plan.

HYC's Host Family Program, which is part of the Empowering Youth For The Future program addresses the City's Consolidated Plan Priority Need of Addressing Homelessness by increasing the number of emergency/transitional beds, which is a high priority for the plan.

HYC's Host Family Program will add shelter beds as needed. The host family provides shelter, food and transportation for youth, while the organization delivers case management and comprehensive services. The Host Family Program was highly recommended for rural areas because it addressed the transportation and geographic barriers homeless youth experience when trying to access services. HYC's goal is to identify host families that live near the schools that youth are attending. For many youth, schools provide an essential support system, as well as a sense of consistency and safety. Since the program began, HYC has assisted more than 120 unaccompanied homeless youth with housing through the Host Family program.

Once we have increased awareness and established relationships in the community for the Host Family program, we anticipate having five host homes to serve the unaccompanied youth attending high school in Flagstaff on an annual basis. Host homes allow us to increase the inventory of shelter beds without the construction or operational costs of shelter space.

Narrative Questions Continued

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.

8. (5 Points) If applicable, indicate whether the project is specific to one of the four target neighborhoods and/or if the

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.

program office is located in one of the below target neighborhoods.

9. (10 Points) Describe the proposed scope of the project:

HYC is requesting funds from the City of Flagstaff for the Host Family program part of the Empowering Youth For The Future (EYFTF) program. Funding would be used to hire a Community Outreach Manager to recruit families for the Host Family component of the EYFTF program.

HYC serves homeless youth between the ages of 13 and 21. The AZ Dept. of Education reported more than 7,500 homeless youth, in 9th-12th grade, live in Arizona and more than 1,800 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 120 high schools in Maricopa County and Flagstaff including high schools in the Flagstaff Unified School District and Ponderosa High School. We anticipate serving 600 homeless youth, including 60 youth attending school in Flagstaff.

The EYFTF program was designed in 2014 and is ongoing. In 2015, HYC added the Host Family component to address housing for unaccompanied homeless youth. Because HYC serves 120 high schools in two counties, covering more than 9,000 square miles, HYC needed to implement a program that would provide housing for youth throughout a large geographic area. The Host Family program was highly recommended for rural areas because it addressed the transportation and geographic barriers homeless youth experience when trying to access services. Host homes offer a safer transitional-type housing that is non-institutional and allows young people to stay connected to the natural supports in their communities. Additionally, the host homes do not have the traditional operating costs associated with a traditional residential facility.

HYC has a 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. 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. During the pandemic, youth coaches met with youth at their home, while practicing social distancing, as well as through phone, email, and social media. HYC continues to meet youth at their schools, home, or wherever the youth can meet.

10. (10 Points) Agency mission and 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 3,500 homeless youth. The population is typically made up equally of males and females, with approximately 20% of the population identifying as LGBTQ. Our demographics are 40% Hispanic/Latino, 33% Caucasian, 19% African American, 6% Native American, 1% Asian/Pacific Islander, and 1% Native Hawaiian.

As part of the federal funding HYC receives, 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 Outreach. 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.

For the past year, HYC has participated in trauma informed training with the Arizona Trauma Institute. In May, HYC will complete the process to become a Certified Trauma Informed Agency.

HYC participates in Racial Equity training offered through Maricopa Association of Governments. HYC also provides cultural diversity training to our staff from One-n-Ten and other organizations. HYC has established staff and board diversity committees to ensure the organization addresses diversity and inclusion in all levels of its operation and service, including relationships with staff, youth, donors, volunteers, and community partners.

As part of HYC's policies, the organization has employment policies and procedures that promote equity, inclusion, and diversity.

The youth who participate in the HYC program are referred by homeless school liaisons in each school. Schools utilize the McKinney-Vento Act definition to identify youth as homeless. The 2019 Arizona Department of Education (ADE) Report found that 21,062 children, kindergarten through 12th grade, were homeless throughout the state. Of the children identified as homeless, 73% of the children were reported as doubled-up, 13% were living in shelters, 3% were living in unsheltered situations (such as cars, parks, campgrounds, and abandoned buildings), and 11% were temporarily residing in hotels or motels due to the lack of alternative adequate accommodations. HYC's population mirrors these statistics. Historically, 70% of youth participating in the HYC program are part of an entire family who is homeless, and 30% are unaccompanied homeless youth.

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This 30% of unaccompanied youth do what they have to in order to survive, such as sleeping in cars, bartering sex for shelter, couch surfing from one friend’s house to another, or residing with abusive family members. Without real support, such youth may find themselves in and out of jail, dependent on the welfare system, or living their lives in a chronic state of crisis and 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 items), are behind academically, have not developed basic life skills, and lack resources to obtain gainful employment. They are at greater risk of developing emotional, mental health, and medical issues; many 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.

Homeless youth are at a greater risk than their non-homeless peers of being chronically absent from school. Chronic absenteeism is associated with lower academic achievement and higher dropout rates. Homeless youth have lower high school graduation rates than their peers.

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11. (10 Points) Accessibility of Programs and Services

Homeless Youth Connection (HYC) will take reasonable steps to ensure that persons with Limited English Proficiency (LEP) have meaningful access and an equal opportunity to participate in our services, activities, programs and other benefits. The policy of HYC is to ensure meaningful communication with LEP clients and their authorized representatives involving their case plans. The policy also provides for communication of information contained in program documents, including but not limited to, intake and disclosure forms, financial and benefit forms, Plan for the Future documents, etc. All interpreters, translators and other aids needed to comply with this policy shall be provided without cost to the person being served, and clients and their representatives will be informed of the availability of such assistance free of charge.

Language assistance will be provided through use of competent bilingual staff, staff interpreters, contracts or formal arrangements with local organizations providing interpretation or translation services, or technology and telephonic interpretation services. All staff will be provided notice of this policy and procedure, and staff that may have direct contact with LEP individuals will be trained in effective communication techniques, including the effective use of an interpreter.

HYC will conduct a regular review of the language access needs of our client population, as well as update and monitor the implementation of this policy and these procedures, as necessary.

Please see the attached policy for full details of procedures.

Homeless Youth Connection (HYC) is committed to complying fully with the Americans with Disabilities Act (ADA) and other applicable federal, state, and

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local laws. We are also committed to ensuring equal opportunity in employment for qualified persons with disabilities. We make our employment decisions based on the merits of the situation in accordance with defined criteria, not the disability of the individual. Further, HYC is committed to not discriminating against any qualified employee or applicant because the person is related to or associated with a person with a disability.

Reasonable accommodation is available to an employee with a disability when the disability affects the performance of job functions. HYC will attempt to reasonably accommodate qualified individuals with a temporary or long-term disability so that they can perform the essential functions of the job, unless doing so would create an undue hardship for the operations of HYC.

If an employee is currently disabled or becomes disabled during their employment and is in need of a reasonable accommodation, they will be instructed to contact their supervisor to assist them with evaluating reasonable accommodations that may enable the employee to perform the essential functions of their job.

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12. (10 Points) Provide recent statistics, data, or other information to define the local community need for the proposed project. Please be detailed regarding local needs within Flagstaff city limits. Be sure to provide data relative to the population your project will serve.

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. Last 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.

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13. (10 Points) How will you identify success? Describe how your successes will be monitored/evaluated beyond CDBG/Local Recovery Funds requirements.

Program success will be measured by the number of host families HYC is able to identify and recruit to provide safe and stable housing to homeless youth through graduation. Expected outcomes include:

Five unaccompanied homeless youth will receive safe and stable housing through the Host Family program.

- 90% of host family youth will have housing stability through the school year in the Host Family program.
- 100% of host family youth will participate in a clinical assessment with a licensed professional counselor.
- 90% of exiting host family youth will exit to a safe and stable housing destination.
- 75% of host family youth will be employed or looking for work.

Additionally, youth will benefit from the following as a result of their participation in the EYFYF program including:

60 homeless youth will be served through case management.

- 90% of homeless youth will remain enrolled and complete the school year.
- 80% of homeless youth will be fluent in public transportation.
- 75% of homeless youth will self-report an increase in their independent living skills.
- 35% of homeless youth will participate in workforce services through partnership.
- 80% of homeless youth will have health insurance, food assistance, vital documents.
- 90% of homeless youth will complete a human trafficking screening.
- 90% of homeless youth will develop their Plan for the Future.
- 90% of homeless youth will complete a Permanent Connections graph.
- 90% of homeless youth will report having one non-RHY staff adult who they can go to for support and advice through their Permanent Connections graph.

10 homeless youth who are seniors will graduate high school.

- 90% of homeless youth who are seniors will remain enrolled or graduate.
- 90% of homeless youth who are seniors will complete their Plan for the Future.
- 30% of homeless youth who are seniors will be employed.

HYC uses short- and long-term goals 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.

Evaluation

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

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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 again at the end of each youth's program to determine areas of success. Success is determined individually for each youth. At the beginning of 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 unique 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 also allows the youth coaches and HYC's management team to evaluate data department-wide to compare with HYC's program goals.

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14. (10 Points) Briefly describe the scope of the community collaboration surrounding the proposed project.

HYC's primary collaborative partners are the high schools throughout Maricopa and Coconino Counties. HYC has a Memorandum of Understanding (MOU) with each district including Flagstaff Unified School District (FUSD). Please find attached the MOU for FUSD. HYC's youth coach utilizes the office and resource closet at Summit High School, as well as an office at Ponderosa High School.

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

HYC is working with Catholic Charities to identify a housing unit that can be used as an emergency home while host families are being identified. HYC has had a partnership with Catholic Charities to operate an emergency/transitional home in Goodyear for the past three years. Please find attached a copy of the MOU with Catholic Charities for the Goodyear property.

HYC has a commitment from Northern Arizona United Way for \$3,250.00 to support the EYFTF program. Please find attached the award letter.

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15. (10 Points) Is your agency participating in the coordinated entry, also known as Flagstaff's Front Door? Is your agency a member of Continuum of Care? To what extent does your agency participate?

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's Director of Youth Services and Flagstaff Youth Coach attend the Continuum of Care meetings. They are not official members of the committee; however, we are researching the possibility when it becomes available.

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Question 15 Attachment

Field not completed.

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Narrative Questions Continued

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16. (10 Points) Briefly describe the organizations capacity for federal grant management:

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 are 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     | 4,500     |
| 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

During the past twelve years, HYC has built a strong, diverse funding base to include support from corporations, foundations, churches, service organizations, local businesses, municipalities, United Way, and individuals to support the needs of homeless youth. Eighty-five percent of HYC donors have supported the program for multiple years. Their areas of focus include education, youth, and homelessness, which align with the EYFTF program. HYC also has an annual campaign that focuses on the Charitable Tax Credit, which targets individual donors. Additionally, HYC’s development team has developed and implemented a comprehensive donor and volunteer cultivation program.

HYC has never been asked to return awarded funds for cause.

HYC has never requested a budget amendment or contract extension.

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17. (10 Points) Divide the execution and administration of the project into areas of responsibility.

Dawn Bogart is HYC's CEO, and she is responsible for completing the application to the City of Phoenix. She oversees the majority of fund-raising efforts including government applications and contracts.

Dana Bailey is HYC's COO, and she is responsible for agency operations including the development team. She is responsible for the supervision of the Community Outreach Manager.

Korina Mitchell is HYC's office manager, and she is responsible for the financial reporting of the grant.

HYC's CEO Dawn Bogart has 30 years of 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.

Dana Bailey joined HYC as our Chief Development and Marketing Officer in January 2019 and became our Chief Operating Officer in March 2020. Oversees HYC's ongoing operations and procedures while establishing policies that promote the organization's culture and vision. Directs the fundraising strategy for individual and corporate giving through a variety of initiatives. Develops and manages communications and marketing strategy for the agency's public relations, social media, donor relations, and community outreach efforts. Actively involved with board development and organization's strategic planning. Creates and directs the fundraising strategy for individual and corporate giving through a variety of initiatives. Develops and manages communications and marketing strategy for agency's public relations, social media, donor relations, development campaigns, speeches, etc. Oversees community outreach efforts including special events, volunteer relations, in-kind donations, and third-party events. Actively involved with board development and organization's strategic planning. Responsible for leading the development team.

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.

18. (10 Points) Tab 7 of the checklist requests a Schedule of Completion for this proposed project.

Funding from the City of Flagstaff will pay a portion of the Community Outreach Manager's salary. HYC will provide 1 FTE Community Outreach Manager to recruit host families to assist with housing for youth experiencing homelessness in the FUSD. Funding will be drawn quarterly (\$7,500.00) and will be expended by the end of the school year.

Question 18 Attachment -  
Schedule of Completion

[Schedule of Completion COM rev2.docx](#)

19. (10 Points) Tab 8 of the checklist requests a budget for this proposed project.

Please see the attached budget.

Question 19 Attachment -  
Project Budget

[2022-2023 Budget EYFTF.xlsx](#)

20. (10 Points) Evidence-based interventions are practices or programs that have evidence to show that they are effective at producing results and improving outcomes when implemented.

In 2015, HYC decided to implement the Host Family program as a result of extensive research on housing models for homeless youth. The research included a study by the National Alliance to End Homelessness - Housing and Outreach Strategies for Rural Youth Best Practices from the Rural Youth Survey. The report detailed the significant challenges homeless youth who live in rural areas experience. Considering that HYC serves 120 high schools across 9,000 square miles in Maricopa County and the City of Flagstaff, the geographic locations are more aligned to rural areas versus a metropolitan city.

The report indicated that the major causes of rural homelessness include high rates of poverty and unemployment, a lack of affordable housing, and inadequate incomes. Youth experience greater challenges than their adult counterparts, since housing and employment opportunities are even more severely limited. Additionally, many rural areas have limited social services options, and many youth lack transportation options for accessing these services when they do exist. The report indicates that the host home model worked well in rural communities because it addresses the challenge of transportation, geographic barriers, and lack of services.

The report indicated that part of the recruitment process included making presentations to speaking to community groups, Rotary Clubs, Kiwanis, local businesses, service provider groups about the host family model. Because HYC was founded by a grassroots group of churches and services organizations we reached out to these initial groups to see if anyone would be interested in being a host family. Thankfully because of several strong relationships, HYC identified a number of individuals that were interested in becoming a host family. This strategy worked well because the groups were already familiar with and engaged in HYC's program.

As HYC expanded throughout Phoenix, we identified more service organizations,

churches, and employee groups interested in supporting the Host Family program. Since implementing the program, HYC has secured more than 130 host families to provide safe and stable housing for youth experiencing homelessness. Many of the host families provide housing to youth beyond graduation if the youth enrolled in college.

Unfortunately, this is not the case in Flagstaff. Since the determination was made to expand services to Flagstaff, HYC’s development team has been contacting local churches, service organizations, and PTO groups to introduce the HYC program, including the Host Family program. The development team has given presentations and followed up with phone calls and emails to individuals that may be interested in being a host family. Primarily due to the pandemic, presentations have been given virtually. Additionally, the development team is in Phoenix. HYC believes that having an individual that lives in the Flagstaff community and is willing to meet with groups and individuals in person, we would have more success in recruiting individuals to be host families.

Once a Community Outreach Manager is hired, they will follow up with the groups HYC has already contacted and schedule in-person meetings to provide more detail about the program. Our goal is to identify, recruit and train a minimum of five families or individuals to participate in the Host Family program.

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21. (10 Points) Has your agency received CDBG funding and/or other City of Flagstaff funding in the past? What is the status of CDBG grant allocations from a prior year(s)?

HYC was awarded a CDBG grant from the City of Flagstaff this past year to support the Empowering Youth For The Future program. Funding is designated to support case management services for youth experiencing homelessness who are attending high school in Flagstaff. HYC signed the contract in January 2022. HYC has not drawn any funding, however, we began providing services to the FUSD and Ponderosa High School in August 2021. HYC hired a youth coach to work with the four high schools to meet the needs of youth identified as homeless by their school liaisons. To date, HYC has served 24 youth, including four unaccompanied youth who are in need of housing.

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Is there any other information you would like the Ranking Committee to know about your organization or project that is not already covered?

To ensure sustainability in each district, HYC works with local municipalities, churches, service organizations, PTO groups, and employee organizations in each district to secure funding and engage volunteers to support the high schools in their neighborhood. On average it costs HYC approximately \$114,000 to serve one school district. Our goal is to secure approximately 50 percent of those funds from the local community. HYC will cover the remaining cost with funding from large corporations, foundations, federal and county grants, individuals, community events, and United Way.

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Appendix A

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Appendix A

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### City of Flagstaff Sub-Grant Agreement – Insurance Requirements

The Agency and it's sub-agencies shall procure and maintain insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Agency, its agents, representatives, employees, or sub-agencies, until all of their obligations have been discharged, including satisfaction of any warranty periods under this Agreement.

The insurance requirements herein are minimum requirements for this Agreement and in no way limit the indemnity covenants contained in this Agreement. The City in no way warrants that the minimum limits contained herein are sufficient to protect the Agency from liabilities that might arise out of the performance of the work under this Agreement by the Agency, its agents, representatives, employees, or sub-agencies, and the Agency is free to purchase additional insurance as may be determined necessary.

1.1 Minimum Scope and Limits of Insurance. The Agency shall provide coverage at least as broad and with limits of liability not less than those stated below.

1.1.1... Commercial General Liability - Occurrence Form

General Aggregate ..... \$ 2,000,000

Products-Completed Operations Aggregate..... \$ 1,000,000

Each Occurrence ..... \$ 1,000,000

1.1.2 .. Umbrella Coverage..... \$ 2,000,000

1.1.3... Automobile Liability - Any Auto or Owned, Hired, and Non-Owned Vehicles

Combined Single Limit Per Accident

or Bodily Injury and Property Damage..... \$ 1,000,000

1.1.4... Workers' Compensation and Employer's Liability

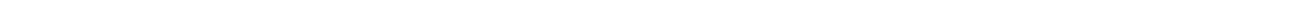
Workers' Compensation..... Statutory

Employer's Liability: Each Accident ..... \$ 500,000

Disease-Each Employee..... \$ 500,000

Disease-Policy Limit..... \$ 500,000

1.2 Self-Insured Retentions/Deductibles. Any self-insured retentions and deductibles shall be declared to and approved by the City. If not approved, the City may require that the



insurer reduce or eliminate such self-insured retentions with respect to the City, its officers, agents, employees, and volunteers. The Agency shall be solely responsible for any self-insured retention amounts. City at its option may require the Agency to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

1.3 Other Insurance Requirements. The policies are to contain, or be endorsed to contain, the following provisions:

1.3.1 Commercial General Liability and Automobile Liability Coverages

- 1.3.1.1 The City of Flagstaff, its officers, officials, agents, employees, and volunteers are to be listed as additional insureds with respect to liability arising out of: activities performed by, or on behalf of, the Agency, including the City's general supervision of the Agency; products and completed operations of the Agency; and automobiles owned, leased, hired, or borrowed by the Agency.
- 1.3.1.2 The Agency's insurance shall contain broad form contractual liability coverage.
- 1.3.1.3 The Agency's insurance coverage shall be primary insurance with respect to the City, its officers, officials, agents, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, agents, employees, or volunteers shall be in excess to the coverage of the Agency's insurance and shall not contribute to it.
- 1.3.1.4 The Agency's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- 1.3.1.5 Coverage provided by the Agency shall not be limited to the liability assumed under the indemnification provisions of this Agreement.
- 1.3.1.6 The policies shall contain a waiver of subrogation against the City, its officers, officials, agents, employees, and volunteers for losses arising from work performed by the Agency for the City.

1.3.2 Workers' Compensation and Employer's Liability Coverage. The insurer shall agree to waive all rights of subrogation against the City, its officers, officials, agents, employees, and volunteers for losses arising from work performed by the Agency for the City.

1.3.3 Notice of Cancellation. Each insurance policy required by the insurance provisions of this Agreement shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City. Such notice shall be sent directly to: Risk Manager, 211

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W. Aspen Avenue, Flagstaff, AZ, 86001, and shall be sent by certified mail, return receipt requested.

- 1.3.4 Acceptability of Insurers. Insurance shall be placed with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. The City in no way warrants that the above-required minimum insurer rating is sufficient to protect the Agency from potential insurer insolvency.
  
- 1.3.5 Verification of Coverage. The Agency shall furnish the City with Certificates of Insurance as required by this Agreement. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the Certificate of Insurance. The Project name/description and City contract number shall be noted on the certificates of insurance. The City must receive and approve all certificates of insurance and endorsements before the Agency commences work.
  - 1.3.5.1 Each insurance policy required by this Agreement shall be in effect at or prior to commencement of work under this Agreement and remain in effect for the duration of this Agreement. Failure to maintain the insurance policies as required by this Agreement or to provide evidence of renewal shall be a material breach of Agreement.
  
  - 1.3.5.2 All Certificates of Insurance required by this Agreement shall be sent directly to: Stacey Brechler-Knaggs, Grants Administrator, 211 West Aspen Avenue, Flagstaff, Arizona, 86001. The City reserves the right to require complete, certified copies of all insurance policies and endorsements required by this Agreement, at any time.
  
- 1.3.6 Sub-agencies. The Agency's Certificates of Insurance shall include all sub-agencies as insureds under its policies, or the Agency shall furnish to the City separate Certificates of Insurance for each sub-agency. All coverages for sub-agencies shall be subject to the minimum requirements identified above.
  
- 1.3.7 Approval. Any modification or variation from the insurance requirements in this Agreement shall have prior approval from the Flagstaff City Attorney's Office and the Risk Manager, whose decision shall be final. Such action shall not require a formal Agreement Amendment but may be made by administrative action.

## 2021 Area Median Income Limits for the City of Flagstaff

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### Appendix C

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Appendix C - Schedule of Completion

Funding from the City of Flagstaff will pay a portion of the Community Outreach Manager's salary. HYC will provide 1 FTE Community Outreach Manager to recruit host families to assist with housing for youth experiencing homelessness in the FUSD. Funding will be drawn quarterly (\$7,500.00) and will be expended by the end of the school year.

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Schedule of Completion - Template

[Click to Download Schedule of Completion Template](#)

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Upload Appendix C - Schedule of Completion

[Schedule of Completion COM rev2\\_1.docx](#)

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Schedule of Completion (Example)

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### Appendix D

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Appendix D - Project Budget

HYC is requesting funding to pay for a portion of the salary for a Community Outreach Manager who will be responsible for securing host families to provide safe and stable housing for homeless youth participating in the EYFYF program.

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Project Budget - Template

[Click to download project budget template](#)

---

Upload Appendix D - Project Budget

[2022-2023 Budget EYFTF\\_2.xlsx](#)

---

Project Budget - Example

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### Appendix E

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Appendix E Project Ranking Form 2022/2023

[City staff and the Ranking Committee will use this form to evaluate potential projects.](#) (Click to Download)

**Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question.**

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Appendix F

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Appendix F

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Additional Attachments: [Community Outreach Manager 12-2021\\_Final.pdf](#)

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Additional Attachments: [FUSD MOU FY22.pdf](#)

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Additional Attachements: [Homeless Youth Connections Letter of Support.pdf](#)

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Additional Attachements: [School District Boundaries.pdf](#)

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## Homeless Youth Connection Schedule of Completion

|  |  |                      |
|--|--|----------------------|
| <b>Project Description</b> - Empowering Youth For The Future – Host Family Program   |  |                      |
| <b>Implementing Agency</b> - Homeless Youth Connection   |  |                      |
| <b>Persons Served</b> – 60 youth experiencing homelessness in the FUSD and Ponderosa High School   |  |                      |
| HYC is requesting funding for a community outreach manager to help secure host families who will provide housing to youth experiencing homelessness who are enrolled in Flagstaff high schools.          |  |                      |
| <b>Action Items</b>  | <b>Staff</b>                               | <b>Timeline</b>      |
| Post job opening - Daily Sun, indeed, LinkedIn, community contacts including Flag COC to include in their job posting, and Lodestar job bank.  | Office Manager                             | May 2022             |
| Interview potential candidates   | COO and Development Manager                | June 2022            |
| Hire Community Outreach Manager  | Written offer completed by COO             | July 2022            |
| Onboard Community Outreach Manager – complete application and employee documents   | Office Manager                             | July 2022            |
| Training – introduction to HYC and Host Family program   | Development team                           | July and August 2022 |
| Community outreach to secure host families – presentations to churches, service organizations, PTO groups, and employee groups   | Community Outreach Manager                 | Begin September 2022 |
| Individuals from the above groups that are interested in becoming host families will meet with Community Outreach Manager to learn more information and address questions about the Host Family program. | Community Outreach Manager                 | Ongoing              |
| Once a family/individual decides to become a host family they complete the application process. Please see attached application and check list   | Director of Youth Services and Youth Coach | Ongoing              |
| Potential host family meets with youth to determine if match will be a good fit.   | Youth Coach                                | Ongoing              |
| Once host family and youth agree, they review program guidelines   | Youth Coach                                | Ongoing              |
| Host family meets with youth coach monthly to ensure relationship is positive and safe.  | Youth Coach                                | Ongoing              |

| Project Budget           |   |                           |                                 |                     |           |           |
|--------------------------|---|---------------------------|---------------------------------|---------------------|-----------|-----------|
| City of Flagstaff        | Community Development Block Grant PY 2022/2023  |                           |                                 |                     |           |           |
| Project Description:     | Homeless Services   |                           |                                 |                     |           |           |
| Implementing Agency:     | Homeless Youth Connection   |                           |                                 |                     |           |           |
| CoF Project Number:      |   |                           |                                 |                     |           |           |
| Persons Served:          | 60  |                           |                                 |                     |           |           |
| Date Submitted:          | 2/19/2022   |                           |                                 |                     |           |           |
| Item/Activity Identifier | Item/Activity Description   | Source 1                  | Source 2                        | Leverage            | In-Kind   | Project   |
|                          |   | City of Flagstaff<br>CDBG | Federal/State/<br>Local Funding | Agency<br>Financing | Donations | TOTALS    |
| <b>1</b>                 | <b>Program or Project Related Expenses</b>  |                           |                                 |                     |           |           |
| A                        | Staff training  |                           |                                 | 10,000              |           | 10,000    |
| B                        | Stipend   |                           |                                 | 80,000              |           | 80,000    |
| C                        | Counseling  |                           |                                 | 40,000              |           | 40,000    |
| D                        | Student assistance(clothing, food, beds, vital documents, hotspots, computers, wi-fi, healthcare copays, prescriptions, educational assistance, household items, bikes, transportation) |                           |                                 | 50,000              |           | 50,000    |
| E                        | Program Supplies  |                           |                                 | 5,000               |           | 5,000     |
| F                        | Emergency Host Home - Goodyear  |                           |                                 | 30,000              |           | 30,000    |
| G                        | Emergency Host Home - Flagstaff   |                           |                                 | 30,000              |           | 30,000    |
| H                        | Hatcher   |                           |                                 | 20,000              |           | 20,000    |
| I                        | HMIS/student database   |                           |                                 | 8,000               |           | 8,000     |
| J                        | Truck rental/car for Resource Closets   |                           |                                 | 6,300               |           | 6,300     |
| J                        | 5 interns   |                           |                                 | 10,000              |           | 10,000    |
| K                        | In-kind donations and gift cards  |                           |                                 |                     | 240,000   | 240,000   |
| <b>2</b>                 | <b>Administration</b>   |                           |                                 |                     |           | -         |
| A                        | Youth Coaches 12 FTE  | 30,000                    | 450,000                         | 73,386              |           | 553,386   |
| B                        | Program Manager 3FTE  |                           |                                 | 155,000             |           | 155,000   |
| C                        | Director of Youth Services 1 FTE  |                           |                                 | 85,000              |           | 85,000    |
| D                        | Community Outreach Manager 2 FTE  |                           |                                 | 94,658              |           | 94,658    |
| E                        | Residential Assistant THH 2 FTE   |                           |                                 | 62,000              |           | 62,000    |
| F                        | Residential Assistants 7 Part-time  |                           |                                 | 141,440             |           | 141,440   |
| G                        | Payroll and EREs  |                           |                                 | 185,552             |           | 185,552   |
| H                        | Staff expenses (travel reimbursement cms, phone, training)  |                           |                                 | 55,000              |           | 55,000    |
| <b>3</b>                 | <b>Facility Value</b>   |                           |                                 |                     |           | -         |
| A                        | <b>Rent, utilities, maintenance</b>   |                           |                                 | 84,000              |           | 84,000    |
| B                        | Operating - accounting fees, bank fees, insurance, office supplies, printing, postage, IT, advertising, etc.  |                           |                                 | 44,192              |           | 44,192    |
|                          |   |                           |                                 |                     |           | -         |
| Total                    |   | 30,000                    | 450,000                         | 1,269,528           | 240,000   | 1,989,528 |

# Appendix E

## Project Ranking Form 2022/2023

City staff will use this form to evaluate potential projects. Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question

Agency Name: Homeless Youth Connection

CDBG Funding Requested: \$30,000 ARPA CLFRF Funding Requested: \_\_\_\_\_

Name of Project: Empowering Youth for the Future

Area of service:  Citywide  Other Qualified Census Tract: \_\_\_\_\_

Sunnyside  La Plaza Vieja  Pine Knoll  Southside

Type of Project:  Public Service If Public Service, Congregate Care?

Economic Development  Public Facilities and Improvements  Housing

CDBG Eligible?  YES / NO ARPA CLFRF Eligible? YES /  NO

Additional Considerations:

Ratio of dollars per person benefitted by proposed project: \$500/ person

Has the organization administered a successful CDBG contract in past years? YES /  NO

TOTAL RANKING SCORE: 172

POINTS POSSIBLE: 215

FOR CITY STAFF / RANKING COMMITTEE USE ONLY

~~1. (1 Point) Economic Development Activities ONLY~~

- ~~○ Did the agency correctly identify which economic development activity it was applying for?~~
- ~~○ Did the agency request technical assistance to determine the correct project category?~~

~~No (0 points) — Yes (1 point)~~

2. – 4. (10 Points) Public Service Activities ONLY

How well does the answer define 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)

5. (10 points) CDBG Activities ONLY

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:

- 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)

6. (10 Points) CDBG Activities ONLY

How well does the answer explain whether the proposal meets one or more of the Council’s CDBG Priorities?

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)

7. (10 Points) CDBG Activities ONLY

How well does the answer document that the proposed project will meet the needs proposed in the in the City of Flagstaff 2021-2025 Consolidated Plan?

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

---

8. (5 Points)

Does the proposed project take place in one of the target neighborhoods? Does the answer explain how the organization will provide outreach to residents in target neighborhoods and LMI households city wide?

**No (0 points)** Yes (5 points)

---

9. (10 points)

How well does the answer explain the proposed scope of the project?  
Does the answer include:

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

---

10. (10 Points)

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?

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

---

11. (10 Points)

How well does the answer explain how the organization will provide services to LEP and/or ADA persons?

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

## 12. (10 Points)

How well does the answer justify the local need for the proposed project within Flagstaff city limits?  
Are recent local data and/or supportive statistics attached?

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

## 13. (10 Points)

How well does the answer describe the way in which the agency will define success beyond CDBG/ ARPA CLFRF requirements?

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

## 14. (10 Points)

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

- Additional leverage letters
- 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)

The Ranking Committee would have liked to see additional partnerships between HYC and other service providers in Flagstaff beyond the school district. HYC is encouraged to participate in Front Door case conferencing meetings to keep apprised of local resources.

## 15. (10 Points)

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)

## 16. (10 Points)

How well does the answer describe?

- 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)

17. (10 Points)

Did the answer divide the organization’s execution and administration of the project by the following?

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

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

18. (10 Points)

Does Appendix C (Schedule of Completion) include the following?

- A narrative summary describing the expenditure of 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)

19. (10 Points)

Does Appendix D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG and/or ARPA CLFRF funds will pay for found in Appendix D?

- 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)

20. (10 Points)

How well does the answer explain how evidence-based interventions are used in this project? Does the answer include information regarding:

- Obstacle(s) being addressed.
- Goals (s) set for the project.
- Methods used to reach the goal(s).
- Outcomes intended.

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

21. (10 Points)

Has the agency received CDBG funding and/or another City of Flagstaff funding in the past? Is the Agency in good standing to receive federal and/or another City of Flagstaff funding?

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

General Criteria

1. (10 Points)

How realistic is this project in terms of probability of success within the community?

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

2. (5 Points)

How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?

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

3. (15 Points)

How realistic is the project budget? Was the correct format used? Does the budget include:

- All funding sources to be used for the project, separating CDBG and/or ARPA CLFRF funds from non CDBG and/or ARPA CLFRF 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? 5+
  - Is the budget logical? Etc.

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

4. (10 Points)

Has the applicant exhibited competence in preparing the proposal?

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)

## 5. Comments:

The Ranking Committee is concerned about the difficulties HYC will encounter in recruiting host families during a pandemic.

The Committee would like to see more collaboration between HYC and other housing service providers in Flagstaff to locate long-term, permanent housing options.

More information about how youth exit the program after graduation would have been appreciated.

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# Threaded Together

## Sewing and Textile Employment Pathway (STEP) Program

### Public Service Activity

Agency/Organization Name: Threaded Together

---

Executive Director/CEO Name, Phone & Email: Lindsey Watson, 928-527-3031, [lindsey@threadedtogether.org](mailto:lindsey@threadedtogether.org)

---

Program Manager/Grant Contact Name, Phone & Email: Eileen Baca, 928-527-3031, [info@threadedtogether.org](mailto:info@threadedtogether.org)

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Mailing Address: 2710 N Steves Blvd, Suite 2

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City: Flagstaff

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State: Arizona

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Zip: 86004

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Physical Address: 2710 N Steves Blvd, Suite 2

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City: Flagstaff

---

State: Arizona

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Zip: 86004

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Is your agency/organization a 501 (c) 3 non-profit organization, government entity or other (please explain)? 501 (c) 3 Organization

---

Please explain: *Field not completed.*

---

Federal EIN/TIN #: 84-3148291

---

Agency DUNS Number: 117424607

---

Is your agency registered in the Federal System for Award Management? Yes

---

Agency CAGE (Sam.gov) Number: 8HNB4

---

Is your agency/organization a participating member of the Coconino County Continuum of Care? No

---

Is the project for the prevention, response, preparation or mitigation of COVID-19? No

---

CDBG Funding Request: \$39,826

---

Local Recovery Funds Request: *Field not completed.*

---

**To determine your activity's eligibility for CDBG and/or ARPA Local Recovery Funds funding please contact [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov).**

---

New or existing program: Existing Program

---

Is the proposed project a quantifiable increase in services provided? Yes

---

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

---

Please provide a brief description of the project, including a scope of work

The Sewing and Textile Employment Pathway (STEP) program is a 4-6 month paid vocational training program in Flagstaff, AZ that expands economic opportunity for low to moderate income (LMI) residents and enriches our community. Housed in our Threaded Together Workroom, a full-service sewing

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and how allocated funds will be used:

shop in the Sunnyside/Lower Greenlaw neighborhood, this program provides residents the opportunity to learn technical and employable skills in a safe and empowering environment. Through the STEP program, Threaded Together is also helping to develop viable urban communities by providing employment opportunities within walking distance of our partnering organizations. CDBG grant funds will be used to cover STEP training participants' wages, and to supplement staff wages for training time. Our space is a hub of creativity and connection for all of Flagstaff, and aims to promote inclusion, accessibility, and diversity through arts education and vocational textile training for LMI residents.

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Area of service: Sunnyside

---

Type of project: Economic Development

---

Is the project related to congregate care services and/or facilities? No

---

Total estimated number of persons to be assisted: 6

---

Populations Served: Income Qualified LMI Households, Victims of Domestic Violence

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(Section Break)

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For CDBG Funding Requests Only:

---

National Objective: Low/Mod Job Service Benefit (LMJ)

---

City Council CDBG Priority: Workforce Development

---

2021-2025 Consolidated Plan Priority Need: Public Services & Economic Opportunities

---

2021-2025 Consolidated Plan Activity: Employment & Job Training Support Services

---

2021-2025 Consolidated Plan Priority Level & 5 Year Goal: Low Priority, 15 people

---

(Section Break)

Name and Title of Authorized Representative: Lindsey Watson, Executive Director

Signature of Authorized Representative: Lindsey Watson

Date: 02/22/22

Narrative Questions

Narrative Questions

**Please respond to the following questions in the order listed. Be sure to include the entire question in your response where appropriate.**

(Section Break)

Answer Question 1 for CDBG Economic Development Activities ONLY (1 Point)

*To find out if your activity is categorized as an Economic Development Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).*

1. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income individuals. Please check one of these eligible activities if you are applying under the Economic Development Category. Job Training (not including job training offered as a public service)

(Section Break)

Answer Questions 2, 3 and 4 for CDBG Public Service Activities ONLY (10 Points)

To find out if your activity is categorized as a Public Service Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov)

- 
- |   |  |
|---|--|
| 2. Mark the public service activity that best fits your proposed service.   | Employment services (e.g., job training)   |
| <hr/>   |  |
| 3. Clearly define how the proposed service is either a new service or a quantifiable increase in the level of an existing service.  | The proposed program is a quantifiable increase in our existing service. Our current vocational training program serves three low to moderate income (LMI) individuals over 18 months. Our proposed program expands service to six LMI individuals over 12 months.   |
| <hr/>   |  |
| 4. 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 many employment opportunities for individuals with professional sewing skills in Flagstaff. Although there are many jobs in this industry, Threaded Together currently offers the only vocational training program in the area to teach these employable skills. The Sewing and Textile Employment Pathway (STEP) program at Threaded Together provides LMI residents with the education they need to confidently move into these roles and help our local businesses flourish and grow. In addition, STEP is a paid vocational program, unlike many apprenticeship programs that do not offer compensation during training. |

(Section Break)

Answer Questions 5, 6, and 7 for CDBG Funding Requests ONLY

*Some projects are eligible for both/either CDBG and ARPA Local Recovery Funds, to find out if your activity is eligible for ONLY CDBG Funding and not also Local Recovery Funds please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).*

- 
- |   |   |
|---|---|
| 5. (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. | <p>The STEP program expansion improves economic opportunity for six LMI individuals over 12 months. In this program, STEP participants learn employable production sewing skills, while earning wages, in a flexible, creative, and uplifting environment. Upon completion of the program, our staff will help STEP participants transition to production sewing jobs in the area, or help them find a career path suited for them. Specifically, this program expands economic opportunities for participants by providing them with training in marketable skills, which will qualify them for higher wage jobs, and can also serve as a start towards entrepreneurship.</p> <p>Threaded Together is located in the Lower Greenlaw/Sunnyside neighborhood. The STEP program contributes to a viable urban community by offering</p> |
|---|---|
-

vocational training and employment opportunities that are easily accessible for those living in surrounding areas.

6. (10 Points) Identify how the proposal meets one or more of the City Council’s CDBG Priorities:

Our proposal meets the City Council’s priority of increasing workforce development in our community. This program expansion provides paid vocational training and employment assistance for six LMI community members, preparing them to join the skilled labor workforce in Flagstaff. By training and employing residents of the Council’s target neighborhoods, Threaded Together is serving LMI residents through a vocational program that increases their economic opportunities and their ability to participate in our local business economy.

7. (10 Points) Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff 2021-2025 Consolidated Plan.

Threaded Together’s STEP program is consistent with the Council’s needs, priorities, goals, and objectives, as defined in the Consolidated Plan under “Priority Need: Public Services & Economic Opportunities > Employment & Job Training Support Services > Low Priority > 15 people.” Through our current cycle of STEP and our proposed expansion, Threaded Together facilitates employment training for over half (or 9 of 15 people) of the Council’s desired 5-year goal. All STEP participants will be qualified as LMI, and we will specifically promote this program with our partner organizations in the target neighborhood of Sunnyside. This program provides participants with skills and support to significantly impact their individual economic opportunity, while also contributing to the city’s economy by providing skilled workers to Flagstaff’s textile businesses.

Narrative Questions Continued

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.

8. (5 Points) If applicable, indicate whether the project is specific to one of the four target neighborhoods and/or if the program office is located in one of the below target neighborhoods.

Our STEP program takes place at our facility in the Sunnyside/Lower Greenlaw Neighborhood. The program expansion specifically serves residents of Sunnyside through our continued partnerships with Sharon Manor and Northland Family Help Center. Both of these organizations serve LMI residents, and specifically offer help to survivors of domestic violence. We work closely with these organizations to provide materials and resources for residents about our programs and local job opportunities in the textile industry. While our focus is on promoting this program to participants from our partners, we will also expand eligibility to participate in the program to LMI residents citywide.

9. (10 Points) Describe the proposed scope of the project:

Our Sewing and Textile Employment Pathway (STEP) program expansion increases Threaded Together's capacity to support our community by providing vocational training to six LMI residents over 12 months, giving them the skills and tools they need to find meaningful employment at local businesses in Flagstaff's textile industry.

Our STEP program is a vocational training opportunity that provides instruction in professional production sewing techniques, so that participants gain the confidence and knowledge needed to secure employment in the textile industry. Currently, our STEP program serves three LMI individuals over 18 months. Using the knowledge and feedback gained from this program, our proposed STEP expansion has an adapted curriculum to prepare participants to enter the workforce more quickly and continue to grow their skills in the job they choose. This module-based curriculum teaches production sewing skills in conjunction with the projects coming into our workroom from local businesses, and other community needs such as PPE production. This curriculum is designed to teach foundational textile and sewing skills as well as production sewing, and gives apprentices an understanding of different ways they can apply what they are learning both professionally and personally. The projects in the curriculum build on each other to teach more advanced skills, and culminate in the apprentices designing and producing their own project in a small production run.

Participants will have 4 to 6 months to complete the STEP program, depending on the individual's learning capabilities and availability. This 4 to 6 month curriculum allows participants to be eligible to earn higher wages and contribute to supporting local businesses in a faster and more flexible timeframe than our original program. Participants' progress will be measured by their competence in the skills outlined in our STEP curriculum, and periodic evaluations with our staff will ensure the program is working for them. Upon completion of the program, Threaded Together supports participants in obtaining meaningful employment in the textile industry. We have worked with local businesses to develop and maintain an employment resource guide, which connects participants with employers looking for trained sewists.

The STEP program expansion continues to partner with two local agencies, Sharon Manor and Northland Family Help Center, to specifically provide this opportunity to their residents. As the STEP program takes place in our Threaded Together workroom, located at our facility at 2710 N Steves Blvd Suite 2 in the Lower Greenlaw/Sunnyside neighborhood, residents of these two facilities are within walking distance to this vocational training opportunity. In addition to partnering with these two organizations, we are expanding eligibility for this program to any Flagstaff resident who can be income qualified as LMI.

The STEP program is run primarily by Eileen Baca, Threaded Together's Administrative Director and Workroom Manager. Eileen guides apprentices through the STEP curriculum, and coordinates the curriculum with incoming workroom projects to provide educational opportunities. Tasha Miller Griffith, our

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Education Director, also helps develop the STEP curriculum and teaches fundamental skills to participants. Together they will continue to develop and implement our training program to help participants learn the skills they need to succeed in the textile industry workforce.

While this program was not originally created in response to Covid-19, Threaded Together has seen first hand both the disruption that the pandemic caused to our medical facilities and their ability to obtain vital PPE, and the role that trained sewists can play in providing PPE to keep our medical professionals and community members safe in times of crisis. Threaded Together staff, contractors, and volunteers worked with Flagstaff Medical Center and Northern Arizona Volunteer Medical Corp to produce and distribute more than 25,000 masks and hospital gowns since the beginning of the pandemic. Our current STEP program participants are working on supplying reusable masks and scrub caps to facilities in Flagstaff and nearby reservation communities. While we cannot predict the course of the pandemic, we are confident that future participants in our STEP program will gain the skills to supply reusable PPE to our community if needed.

Additionally, Covid-19 has caused unemployment rates to rise. By offering paid vocational training in a safe and flexible work environment, we have been able to provide residents in Flagstaff with employment opportunities during this uncertain time. This program was designed prior to the pandemic, but it is clear that this opportunity has been necessary in the age of Covid-19. With school closures, quarantines and illness, flexible work environments are even more vital for workplace success. Additionally, the need for sewists dramatically increased as supply chain issues disturbed our economy and caused PPE shortages, exposing workforce gaps in manufacturing. By training residents in these vital skills, we are contributing to the preparedness and resiliency of our community.

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

The Sewing and Textile Employment Pathway (STEP) program is at the core of our organizational mission. At Threaded Together our mission is to inspire creativity and connection through textile arts programs that partner with participants to nurture inclusive communities, cultivate agency, and develop employment pathways for people who have faced personal challenges and institutional injustices. The STEP program is designed to help all of our participants realize their own potential to affect positive change in their lives and their world, and foster interconnectedness for a more resilient community.

Each year, we make organizational shifts towards becoming the most inclusive, equitable, and welcoming space possible. In 2021, we updated our mission statement to include asset-based language, respecting our participants and the strengths they bring to our programs, and to clarify our goals in supporting our community and its needs. Our staff participate in trainings on topics such as mental health first aid, diversity, and cultural awareness. In 2022, we are launching a new program to bring guest instructors from diverse backgrounds to teach textile arts workshops at Threaded Together. We have also recently developed a cultural equity statement to help guide our next steps to strengthen

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diversity, equity, and inclusion.

One of our core goals is to improve the accessibility of quality arts programming and economic opportunities for everyone in our community. To further this goal, we focus on removing financial barriers to participation, creating a safe and inclusive community space, and diversifying those representing our organization to be reflective of the vibrant community we inhabit. We offer free and donation-based programs, and provide a sliding scale fee structure and scholarship opportunities for our classes. We explicitly welcome everyone to our space and celebrate the expression of different identities.

At Threaded Together, we acknowledge that textile arts hold importance in many cultures. We are intentional about the content we offer, understanding that the history of textile arts in this country is often whitewashed. Our classes and events begin with a land acknowledgement. We offer freedom to our participants to create something that is both meaningful and interesting to them, and we do not uphold any type of hierarchy of techniques or ideas. We have created guidelines for our staff and volunteers to ensure that all of our participants are encouraged to express themselves freely and authentically.

Because a majority of our staff and STEP participants are LMI, we work hard to maintain a flexible and safe work environment at all times. We understand that LMI individuals and families face extra challenges in maintaining a regular work schedule, and we know that providing a flexible schedule means that we are able to employ people who may struggle to meet the rigid requirements of other job opportunities. We strive to create a workplace culture of openness and support, where anyone experiencing an issue feels comfortable in expressing their concerns to our staff. Our staff is practiced at handling difficult situations with compassion and fairness, and holding tough conversations when needed, including addressing our own biases and blind spots.

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11. (10 Points) Accessibility of Programs and Services

Improving accessibility of arts programming and economic opportunity is at the core of our mission. Although we do not currently have any permanent staff that are fluent in a language other than English, we are actively seeking opportunities to be able to better provide services to persons with Limited English Proficiency (LEP). We have hired our first STEP apprentice who is proficient in Spanish. We have also recently found a volunteer who is helping us translate some of our educational materials into Spanish. We have been able to make accommodations to our programming to better serve people with learning disabilities and those that are hard of hearing. And as our organization grows, we are keeping this commitment to improving accessibility at the forefront, and will continue to learn and seek out opportunities that improve our ability to provide services to those with disabilities and those with LEP.

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12. (10 Points) Provide recent statistics, data, or

In 2021, the Zippia employment site ranked Flagstaff as the second worst job market in the nation. A lack of meaningful, well-paid job opportunities for

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other information to define the local community need for the proposed project. Please be detailed regarding local needs within Flagstaff city limits. Be sure to provide data relative to the population your project will serve.

residents without post-secondary education is an ongoing challenge for our community. In addition, there are at least six small businesses in the city of Flagstaff which need individuals with professional sewing skills in order to operate and grow. Threaded Together frequently receives inquiries from these businesses looking to hire additional sewists.

Threaded Together’s STEP program is the only local training for these marketable skills. We are specifically tailoring this program to meet the needs of Flagstaff’s LMI residents who have faced institutionalized injustices and personal hardships, based on insights gained through our partnering organizations and through working with our current STEP participants. STEP provides a flexible and safe learning and work environment where LMI residents can access the education and support they need to find skilled employment and help our local businesses flourish.

13. (10 Points) How will you identify success? Describe how your successes will be monitored/evaluated beyond CDBG/Local Recovery Funds requirements.

For the proposed STEP program expansion, we will identify success using two frameworks:

Success, as determined through quantitative evaluation:

Six participants completing the STEP curriculum, demonstrating competence in production sewing skills as outlined in the curriculum modules, and completing their final STEP projects

Two-thirds of participants obtaining employment in the textile industry after completing the program

Success, as determined through qualitative evaluation (pre- and post-program surveys):

Participants report feeling improved quality of life, self-determination, sense of belonging, and resiliency after the program

Participants report feeling supported during the program and in looking for employment upon graduation

We will continue to monitor success of the program, beyond CDBG requirements, through our STEP Impact Evaluation System. Through yearly questionnaires, we monitor the impact of our program for at least 5 years post-graduation for apprentices who elect to participate.

14. (10 Points) Briefly describe the scope of the community collaboration surrounding the proposed project.

We currently have informal partnerships with both Northland Family Help Center (NFHC) and Sharon Manor to specifically provide the STEP apprenticeship opportunity to their residents. In addition, our STEP apprentices manufacture sewn items like reusable face masks and toiletry bags for donation to these facilities. We will work with both of these organizations over the course of the funding period to deepen these partnerships; for example, through separate funding we are working to expand our teen sewing programming to include a bridge site at the teen shelter at NFHC.

Threaded Together will be providing \$54,333 of the \$94,159 proposed project budget through leveraged funding in the form of generated revenue from our workroom, retail store and classroom, volunteer time, and individual donations. We currently have production sewing projects with local businesses such as Dr. B Essential Weighted Blankets, Northern Arizona University and Northern Arizona Volunteer Medical Corps. We will continue to expand our contracts with community members and partner organizations. In addition, we anticipate funds for STEP to be donated from individuals and corporations.

15. (10 Points) Is your agency participating in the coordinated entry, also known as Flagstaff’s Front Door? Is your agency a member of Continuum of Care? To what extent does your agency participate?

No, however, we have joined Continuum of Care and look forward to participating in meetings and developing further partnerships which will allow us to better serve our community

Question 15 Attachment

*Field not completed.*

Narrative Questions Continued

16. (10 Points) Briefly describe the organizations capacity for federal grant management:

In May of 2021, Threaded Together received our notice to proceed for a Community Development Block Grant in the amount of \$32,240.00, for our first implementation of the STEP program. Even through the challenges of a global pandemic, we have been successfully training three apprentices in the program and are prepared for a program expansion. We have been completing our monthly reports and have experience complying with the regulations and requirements of the CDBG funding. We are confident in our ability to administer the proposed program expansion, as our team has shown an unwavering ability to adapt and adjust as needed amidst the dynamic nature of the pandemic.

Eileen Baca’s work currently includes training STEP participants, STEP curriculum development, completing administrative tasks for the CDBG grant and STEP, and grant reporting. Tasha Miller Griffith’s work currently includes training STEP participants, STEP curriculum development, and assisting with grant reporting as needed. Rachel Kalnbach’s work currently includes grant reporting and assisting with STEP training when needed. Lindsey Watson’s work currently includes project oversight, outreach to partner organizations, and providing staff support. Our staff is committed to a successful implementation of this program expansion, and confident that we have the capacity to implement it.

We have not been asked to return awarded funds. We have requested a contract extension for our original CDBG grant to extend our program from 12 months to

18 months due to the pandemic. This allowed us to stagger the hiring of our apprentices to ensure safe practices at the height of the pandemic.

17. (10 Points) Divide the execution and administration of the project into areas of responsibility.

Eileen Baca - Administrative Director, Workroom Manager, and Project Manager  
 Lindsey Watson - Executive Director  
 Tasha Miller Griffith - Education Director  
 Rachel Kalnbach - Programs Director  
 See Tab 6 for STEP participant job description

At this time, we do not foresee that any contracted assistance will be utilized.

See Tab 11 for Threaded Together's Organizational Chart.

Question 17 Attachments

[Resumes, Org Chart, Job Description Q 17.zip](#)

18. (10 Points) Tab 7 of the checklist requests a Schedule of Completion for this proposed project.

The CDBG funds will be used to pay STEP participant wages and to supplement wages for staff time implementing the STEP program. As the participants work through the program, they and our staff will be paid on a bi-weekly basis, which will in turn expend our CDBG funds. Threaded Together will begin hiring the new STEP apprentices once we are given notice to proceed. The 4-6 month timeline for a program of approximately 350 total training hours will allow apprentices to work and learn at a pace that is compatible with their other responsibilities and their learning styles. Flexibility in the program duration for each apprentice will also allow Threaded Together to stagger the hiring of apprentices based on our workroom projects, community needs, and the progress of the participants already in the program. Our goal is for all six apprentices under the program expansion to complete their training within 12 months from the notice to proceed.

Question 18 Attachment - Schedule of Completion

[EX-E Schedule of Completion - CDBG Step.xlsx](#)

19. (10 Points) Tab 8 of the checklist requests a budget for this proposed project.

Our Workroom Manager currently spends 50% of her time working on the STEP program. With the quantifiable increase in participants served in this expansion, we expect at least a 30% increase in instructor time for the STEP program, increasing her total time to 65%. 50% of her salary (\$16,908) is leveraged through agency funding, and we are asking the additional 15% (\$5,073) to be included in our grant funding.

Our Education Director currently spends 15% of her time working on the STEP program (\$3,843) and with the 30% increased instructor time, she will spend an additional 4.5% of her time on the STEP program (\$1,153).

Our Programs Director spends 5% of her time on STEP (\$1,548).

Our Executive Director volunteers 20% of her time to STEP, equating to \$5,400 of in-kind donation.

Apprentices are paid \$16/hour for approximately 350 hours over the course of 4-5 months, equating to approximately \$5,600 per participant.

Fringe benefits equate to 11.06 percent of total salary costs Threaded Together pays to employees.

General Operating costs were determined as follows

Rent:  $\$18,593 \times 70\% = \$13,015$  (While we have classes, workshops and other activities in our shop, the primary use is for STEP)

Utilities:  $\$2,997 \times 70\% = \$2,098$

Workers Compensation Insurance:  $\$1200 \times 70\% = \$840$

Office Supplies:  $\$1,400 \times 30\% = \$420$

CDBG funds will be used to pay STEP apprentices and for the increase in instructor time.

Leveraged Funding Sources include the following:

\$28,700 in Workroom Revenue from secured production sewing contracts with local businesses

\$4,000 in projected additional workroom revenue from added production sewing contracts

\$4,000 in revenue from our retail shop with thrifted and made goods for sale

\$3,000 in individual donations

\$8,000 from classroom revenue to supplement STEP costs

Question 19 Attachment -  
Project Budget

[Budget CDBG - STEP.xlsx](#)

20. (10 Points) Evidence-based interventions are practices or programs that have evidence to show that they are effective at producing results and improving outcomes when implemented.

Flagstaff has a challenging job market, including a high cost of living, and a lack of meaningful, well-paid job opportunities for residents without post-secondary education. LMI residents who have faced many challenges often struggle in traditional low wage, high stress work environments. By providing paid training in production sewing skills to these residents, we are combating these obstacles by giving them access to higher-paying, more satisfying job opportunities. We are also able to aid local businesses needing skilled workers, allowing them to grow and provide more sustainable job opportunities.

Our goal is for six LMI Flagstaff residents to complete the STEP training program, and at least two thirds of graduates find employment with a local sewing business. To accomplish this goal, we have designed a module-based curriculum to teach professional sewing skills in an approachable, incremental format. Apprentices will work closely with our staff to monitor their progress and needs throughout the program to further their success. We are creating networking opportunities where apprentices can meet with local sewing businesses, to support our apprentices in transitioning from the STEP program into meaningful local employment. We will also offer our STEP participants resources and support if they are interested in starting their own small sewing business.

Across the country, vocational training is gaining recognition as a meaningful tool for education and transitioning workers into higher-paying jobs. As STEP is a new program for us, we are still in the stage of collecting information from our

current apprentices about how the program has helped or aided them. However, our current participants report a very positive experience, and say that they feel very supported by our staff and excited about the skills they are learning. In addition, we have already adapted our STEP program model, based on feedback from our current participants and local businesses, to help participants enter the workforce more quickly as we have seen that some of our current participants have picked up skills quickly and the need for skilled sewists in Flagstaff is very high. We are committed to collecting qualitative and quantitative data from our participants as this program progresses, and continuing to adapt the program based on this feedback to best meet the needs of our participants and our community.

21. (10 Points) Has your agency received CDBG funding and/or other City of Flagstaff funding in the past? What is the status of CDBG grant allocations from a prior year(s)?

We were awarded a CDBG grant of \$32,240.00 with a notice to proceed in May of 2021, to implement our initial STEP program. We are currently training three STEP apprentices, who are all at different stages of building their sewing skills and working their way through our curriculum. We have successfully created a work environment that supports our apprentices' needs, such as greater flexibility in scheduling and the ability to bring children to work occasionally, while responding to other demands such as increases in our production contracts. We have received very positive feedback from our current apprentices about their experience in the STEP program. We anticipate that our current apprentices will successfully complete the program. The initial program will be complete by October 2022.  
Based on feedback from our current program and from local sewing businesses, we have modified the STEP program for this proposed extension to be completed in a shorter time frame and to focus on production sewing skills. This shift will allow us to train more apprentices within a year, serving more LMI residents and making more skilled workers available for local sewing jobs. We have sent a program amendment to the CDBG committee to allow our current apprentices to elect to modify their participation in the STEP program and finish in a shorter time frame, as we have outlined in this application. The current participants will also have the opportunity to continue their training for the full 9 months/720 hours of the initial program if they wish to do so.

Is there any other information you would like the Ranking Committee to know about your organization or project that is not already covered?

As part of expanding eligibility to serve more LMI residents of Flagstaff for this program extension, we will make contact with the programs director of the Inmate Sewing Program at the Coconino County Detention Facility. Our goal is to promote the STEP program to formerly incarcerated individuals who have participated in the Inmate Sewing Program as a pathway to meaningful employment and participation in our community.

Appendix A

Appendix A

### City of Flagstaff Sub-Grant Agreement – Insurance Requirements

The Agency and it's sub-agencies shall procure and maintain insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Agency, its agents, representatives, employees, or sub-agencies, until all of their obligations have been discharged, including satisfaction of any warranty periods under this Agreement.

The insurance requirements herein are minimum requirements for this Agreement and in no way limit the indemnity covenants contained in this Agreement. The City in no way warrants that the minimum limits contained herein are sufficient to protect the Agency from liabilities that might arise out of the performance of the work under this Agreement by the Agency, its agents, representatives, employees, or sub-agencies, and the Agency is free to purchase additional insurance as may be determined necessary.

1.1 Minimum Scope and Limits of Insurance. The Agency shall provide coverage at least as broad and with limits of liability not less than those stated below.

1.1.1... Commercial General Liability - Occurrence Form

General Aggregate ..... \$  
2,000,000

Products-Completed Operations Aggregate..... \$  
1,000,000

Each Occurrence ..... \$  
1,000,000

1.1.2 .. Umbrella Coverage..... \$  
2,000,000

1.1.3... Automobile Liability - Any Auto or Owned, Hired, and Non-Owned Vehicles

Combined Single Limit Per Accident

or Bodily Injury and Property Damage..... \$  
1,000,000

1.1.4... Workers' Compensation and Employer's Liability

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Workers' Compensation..... Statutory

Employer's Liability: Each Accident ..... \$ 500,000

Disease-Each Employee..... \$ 500,000

Disease-Policy Limit..... \$ 500,000

1.2 Self-Insured Retentions/Deductibles. Any self-insured retentions and deductibles shall be declared to and approved by the City. If not approved, the City may require that the insurer reduce or eliminate such self-insured retentions with respect to the City, its officers, agents, employees, and volunteers. The Agency shall be solely responsible for any self-insured retention amounts. City at its option may require the Agency to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

1.3 Other Insurance Requirements. The policies are to contain, or be endorsed to contain, the following provisions:

1.3.1 Commercial General Liability and Automobile Liability Coverages

1.3.1.1 The City of Flagstaff, its officers, officials, agents, employees, and volunteers are to be listed as additional insureds with respect to liability arising out of: activities performed by, or on behalf of, the Agency, including the City's general supervision of the Agency; products and completed operations of the Agency; and automobiles owned, leased, hired, or borrowed by the Agency.

1.3.1.2 The Agency's insurance shall contain broad form contractual liability coverage.

1.3.1.3 The Agency's insurance coverage shall be primary insurance with respect to the City, its officers, officials, agents, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, agents, employees, or volunteers shall be in excess to the coverage of the Agency's insurance and shall not contribute to it.



- 1.3.1.4 The Agency's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
  - 1.3.1.5 Coverage provided by the Agency shall not be limited to the liability assumed under the indemnification provisions of this Agreement.
  - 1.3.1.6 The policies shall contain a waiver of subrogation against the City, its officers, officials, agents, employees, and volunteers for losses arising from work performed by the Agency for the City.
- 1.3.2 Workers' Compensation and Employer's Liability Coverage. The insurer shall agree to waive all rights of subrogation against the City, its officers, officials, agents, employees, and volunteers for losses arising from work performed by the Agency for the City.
- 1.3.3 Notice of Cancellation. Each insurance policy required by the insurance provisions of this Agreement shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City. Such notice shall be sent directly to: Risk Manager, 211 W. Aspen Avenue, Flagstaff, AZ, 86001, and shall be sent by certified mail, return receipt requested.
- 1.3.4 Acceptability of Insurers. Insurance shall be placed with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. The City in no way warrants that the above-required minimum insurer rating is sufficient to protect the Agency from potential insurer insolvency.
- 1.3.5 Verification of Coverage. The Agency shall furnish the City with Certificates of Insurance as required by this Agreement. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the Certificate of Insurance. The Project name/description and City contract number shall be noted on the certificates of insurance. The City must receive and approve all certificates of insurance and endorsements before the Agency commences work.
- 1.3.5.1 Each insurance policy required by this Agreement shall be in effect at or prior to commencement of work under
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this Agreement and remain in effect for the duration of this Agreement. Failure to maintain the insurance policies as required by this Agreement or to provide evidence of renewal shall be a material breach of Agreement.

1.3.5.2 All Certificates of Insurance required by this Agreement shall be sent directly to: Stacey Brechler-Knaggs, Grants Administrator, 211 West Aspen Avenue, Flagstaff, Arizona, 86001. The City reserves the right to require complete, certified copies of all insurance policies and endorsements required by this Agreement, at any time.

1.3.6 Sub-agencies. The Agency’s Certificates of Insurance shall include all sub-agencies as insureds under its policies, or the Agency shall furnish to the City separate Certificates of Insurance for each sub-agency. All coverages for sub-agencies shall be subject to the minimum requirements identified above.

1.3.7 Approval. Any modification or variation from the insurance requirements in this Agreement shall have prior approval from the Flagstaff City Attorney’s Office and the Risk Manager, whose decision shall be final. Such action shall not require a formal Agreement Amendment but may be made by administrative action.

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Appendix B

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Appendix B

## 2021 Area Median Income Limits for the City of Flagstaff

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Appendix C

Appendix C - Schedule of Completion

The CDBG funds will be used to pay STEP participant wages and to supplement wages for staff time implementing the STEP program. As the participants work through the program, they and our staff will be paid on a bi-weekly basis, which will in turn expend our CDBG funds. Threaded Together will begin hiring the new STEP apprentices once we are given notice to proceed. The 4-6 month timeline for a program of approximately 350 total training hours will allow apprentices to work and learn at a pace that is compatible with their other responsibilities and their learning styles. Flexibility in the program duration for each apprentice will also allow Threaded Together to stagger the hiring of apprentices based on our

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workroom projects, community needs, and the progress of the participants already in the program. Our goal is for all six apprentices under the program expansion to complete their training within 12 months from the notice to proceed.

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## Schedule of Completion - Template

[Click to Download Schedule of Completion Template](#)

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Upload Appendix C -  
Schedule of Completion

[EX-E Schedule of Completion - CDBG Step 1.xlsx](#)

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## Schedule of Completion (Example)

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## Appendix D

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### Appendix D - Project Budget

#### Budget Narrative

Our Workroom Manager currently spends 50% of her time working on the STEP program. With the quantifiable increase in participants served in this expansion, we expect at least a 30% increase in instructor time for the STEP program, increasing her total time to 65%. 50% of her salary (\$16,908) is leveraged through agency funding, and we are asking the additional 15% (\$5,073) to be included in our grant funding.

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Leveraged Funding Sources include the following:

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contracts  
\$4,000 in revenue from our retail shop with thrifted and made goods for sale  
\$3,000 in individual donations  
\$8,000 from classroom revenue to supplement STEP costs

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Project Budget - Template

[Click to download project budget template](#)

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Upload Appendix D - Project Budget [Budget CDBG - STEP 2.xlsx](#)

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Project Budget - Example

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Appendix E

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Appendix E Project Ranking Form 2022/2023

[City staff and the Ranking Committee will use this form to evaluate potential projects.](#) (Click to Download)

**Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question.**

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Appendix F

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Appendix F

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Additional Attachments: [Threaded Together Letters of Support.zip](#)

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Additional Attachments: [Other Documents.zip](#)

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Additional Attachments: [Financial Documents.zip](#)

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Additional Attachements: [2022 CDBG FINAL.docx](#)

| Project Schedule of Completion |   |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
|--------------------------------|---|-------------------------|-----|-----|-----|---|-----|-----|-----|-----|------|------|------|------|--|--|--|--|
| City of Flagstaff              | CDBG/ARPA CLFRF 2022/2023                             |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| Project Description:           | Sewing and Textile Employment Pathways (STEP) program |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| Implementing Agency:           |   |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| CoF Project Number:            |   |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| Persons Served:                | 6 individuals   |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| Date Submitted:                | 2/22/2022   |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| Action Items:                  | Item Description                                      | Program Year: 2022/2023 |     |     |     | 1st Month Begins with the Notice to Proceed |     |     |     |     |      |      |      |      |  |  |  |  |
|                                |   | 1st                     | 2nd | 3rd | 4th | 5th   | 6th | 7th | 8th | 9th | 10th | 11th | 12th | 13th |  |  |  |  |
| 1                              | Promote program and list job openings                 |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| 2                              | Train STEP apprentices                                |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| 3                              | Refine Training Program                               |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| 4                              | Collect STEP pre and post surveys                     |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| 5                              | Report progress                                       |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| 7                              | Monitor employment post STEP                          |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |
| 8                              | Final Report  |                         |     |     |     |   |     |     |     |     |      |      |      |      |  |  |  |  |

| Project Budget           |  |                        |                             |                  |                |                 |
|--------------------------|--|------------------------|-----------------------------|------------------|----------------|-----------------|
| City of Flagstaff        | CDBG / ARPA CLFRF 2021/2022            |                        |                             |                  |                |                 |
| Project Description:     | Sewing and Textile Employment Pathways |                        |                             |                  |                |                 |
| Implementing Agency:     |  |                        |                             |                  |                |                 |
| CoF Project Number:      |  |                        |                             |                  |                |                 |
| Persons Served:          | 6 Individuals                          |                        |                             |                  |                |                 |
| Date Submitted:          | 2/22/2022                              |                        |                             |                  |                |                 |
| Item/Activity Identifier | Item/Activity Description              | Source 1               | Source 2                    | Leverage         | In-Kind        | Project         |
|                          |  | City of Flagstaff CDBG | Federal/State/Local Funding | Agency Financing | Donations      | TOTALS          |
| <b>1</b>                 | <b>Salaries &amp; Wages</b>            |                        |                             |                  |                | <b>74,396</b>   |
| A                        | Administrative Director                | \$5,073                |                             | \$16,908         |                |                 |
| B                        | Education Director                     | \$1,153                |                             | \$3,843          |                |                 |
| C                        | Programs Director                      |                        |                             | \$1,548          |                |                 |
| D                        | Executive Director                     |                        |                             |                  | \$5,400        |                 |
| E                        | STEP Apprentices                       | \$33,600               |                             |                  |                |                 |
| F                        | Fringe Benefits                        |                        |                             | \$6,871          |                |                 |
| <b>2</b>                 | <b>Equipment &amp; Supplies</b>        |                        |                             |                  |                | <b>\$1,850</b>  |
| A                        | Sewing Machine Maintenance             |                        |                             | \$850            |                |                 |
| B                        | Sewing Supplies                        |                        |                             | \$500            |                |                 |
| C                        | Sewing Ergonomic Supplies              |                        |                             | \$500            |                |                 |
| <b>3</b>                 | <b>Program Related Expenses</b>        |                        |                             |                  |                | <b>\$250</b>    |
| A                        | Printing Costs                         |                        |                             | \$250            |                |                 |
| <b>4</b>                 | <b>Operating Costs</b>                 |                        |                             |                  |                | <b>\$16,373</b> |
| C                        | Overhead costs                         |                        |                             | \$16,373         |                |                 |
| <b>Totals</b>            |  | <b>\$39,826</b>        | <b>\$0</b>                  | <b>\$47,643</b>  | <b>\$5,400</b> | <b>\$92,869</b> |

# Appendix E

## Project Ranking Form 2022/2023

City staff will use this form to evaluate potential projects. Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question

Agency Name: Threaded Together

CDBG Funding Requested: \$39,826 ARPA CLFRF Funding Requested: \_\_\_\_\_

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

Area of service:  Citywide  Other Qualified Census Tract: \_\_\_\_\_

Sunnyside  La Plaza Vieja  Pine Knoll  Southside

Type of Project:  Public Service If Public Service, Congregate Care?

Economic Development  Public Facilities and Improvements  Housing

CDBG Eligible?  YES / NO ARPA CLFRF Eligible? YES /  NO

Additional Considerations:

Ratio of dollars per person benefitted by proposed project: \$6,637 / person served

Has the organization administered a successful CDBG contract in past years?  YES / NO

TOTAL RANKING SCORE: 171

POINTS POSSIBLE: 215

FOR CITY STAFF / RANKING COMMITTEE USE ONLY

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~~1. (1 Point) Economic Development Activities ONLY~~

- ~~○ Did the agency correctly identify which economic development activity it was applying for?~~
- ~~○ Did the agency request technical assistance to determine the correct project category?~~

~~No (0 points) — Yes (1 point)~~

2. – 4. (10 Points) Public Service Activities ONLY

How well does the answer define 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)

5. (10 points) CDBG Activities ONLY

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:

- 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)

6. (10 Points) CDBG Activities ONLY

How well does the answer explain whether the proposal meets one or more of the Council’s CDBG Priorities?

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)

7. (10 Points) CDBG Activities ONLY

How well does the answer document that the proposed project will meet the needs proposed in the in

the City of Flagstaff 2021-2025 Consolidated Plan?

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

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8. (5 Points)

Does the proposed project take place in one of the target neighborhoods? Does the answer explain how the organization will provide outreach to residents in target neighborhoods and LMI households city wide?

**No (0 points)** Yes (5 points)

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9. (10 points)

How well does the answer explain the proposed scope of the project?  
Does the answer include:

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

---

10. (10 Points)

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?

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

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11. (10 Points)

How well does the answer explain how the organization will provide services to LEP and/or ADA persons?

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

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12. (10 Points)

How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent local data and/or supportive statistics attached?

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

While the answer provided information about the Flagstaff job market’s need for employees with sewing and textile skills, no details were provided. Specific data and/or names of businesses, confirmation from business owners, or locally sourced data would have strengthened this answer.

13. (10 Points)

How well does the answer describe the way in which the agency will define success beyond CDBG/ ARPA CLFRF requirements?

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

14. (10 Points)

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

- Additional leverage letters
- 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)

There is evidence of collaboration and partnerships with local non-profits; however, the Ranking Committee would have liked to see evidence of partnerships with organizations or agencies offering similar or additional beneficial programs. I.e. the Coconino County Small Business Development Center and/or NACA.

Though leverage is not required, the Committee questioned how the program will continue after CDBG funds are exhausted.

15. (10 Points)

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)

16. (10 Points)

How well does the answer describe?

- 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)

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17. (10 Points)

Did the answer divide the organization's execution and administration of the project by the following?

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

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

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18. (10 Points)

Does Appendix C (Schedule of Completion) include the following?

- A narrative summary describing the expenditure of 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)

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19. (10 Points)

Does Appendix D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG and/or ARPA CLFRF funds will pay for found in Appendix D?

- 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)

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20. (10 Points)

How well does the answer explain how evidence-based interventions are used in this project? Does the answer include information regarding:

- Obstacle(s) being addressed.
- Goals (s) set for the project.

- Methods used to reach the goal(s).
- Outcomes intended.

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

21. (10 Points)

Has the agency received CDBG funding and/or another City of Flagstaff funding in the past? Is the Agency in good standing to receive federal and/or another City of Flagstaff funding?

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

General Criteria

1. (10 Points)

How realistic is this project in terms of probability of success within the community?

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

2. (5 Points)

How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?

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

3. (15 Points)

How realistic is the project budget? Was the correct format used? Does the budget include:

- All funding sources to be used for the project, separating CDBG and/or ARPA CLFRF funds from non CDBG and/or ARPA CLFRF 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

## 4. (10 Points)

Has the applicant exhibited competence in preparing the proposal?

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)

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## 5. Comments:

The Ranking Committee would have like to see more information about potential partnerships with Coconino County Small Business Development Center, Inmate Sewing, and/or NACA. These partnerships are important and could help identify funding sources for the STEP program beyond CDBG funds and retail sales from Threaded Together.

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**Flagstaff Shelter Services Inc.**  
**The Crown: Housing is Healthcare Operation of**  
**Non-Congregate Shelter**  
**Public Service Activity**

Agency/Organization Name: Flagstaff Shelter Services Inc.

Executive Director/CEO Name, Phone & Email: Ross Altenbaugh, 928-225-2533 x303, [ross@flagshelter.org](mailto:ross@flagshelter.org)

Program Manager/Grant Contact Name, Phone & Email: Ross Altenbaugh, 928-225-2533 x303, [ross@flagshelter.org](mailto:ross@flagshelter.org)

Mailing Address: PO BOX 1808

City: Flagstaff

State: AZ

Zip: 86002-1808

Physical Address: 4185 E. Huntington Drive

City: Flagstaff

State: Arizona

Zip: 86004

Is your agency/organization a 501 (c) 3 Organization  
501 (c) 3 non-profit organization,  
government entity or  
other(please explain)?

Please explain: *Field not completed.*

Federal EIN/TIN #: 20-4921369

Agency DUNS Number: 833108801

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Is your agency registered in the Federal System for Award Management? Yes

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Agency CAGE (Sam.gov) Number: 666CB

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Is your agency/organization a participating member of the Coconino County Continuum of Care? Yes

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Is the project for the prevention, response, preparation or mitigation of COVID-19? Yes

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CDBG Funding Request: if needed

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Local Recovery Funds Request: \$300,000

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**To determine your activity's eligibility for CDBG and/or ARPA Local Recovery Funds funding please contact [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov).**

New or existing program: Existing Program

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Is the proposed project a quantifiable increase in services provided? Yes

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Project Name: The Crown: Housing is Healthcare Operation of Non-Congregate Shelter

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Please provide a brief description of the project, including a scope of work and how allocated funds will be used:

In response to community needs resulting from the ongoing COVID-19 pandemic, Flagstaff Shelter Services will provide safe, non-congregate, emergency shelter to an estimated 1,200 diverse Flagstaff residents experiencing homelessness over the course of the 12-month grant period. Since congregate shelter is not an appropriate setting for extremely vulnerable individuals or those who have contracted the Coronavirus, Flagstaff Shelter Services will provide private rooms to these guests at a 56-room motel being

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acquired by the agency. The requested funds will support operational costs of these units to get vulnerable households out of congregate shelter. As a result of this timely project, every individual and family experiencing homelessness in Flagstaff (regardless of COVID-19 status) will have access to safe shelter, nutritious meals, culturally sensitive medical and behavioral health care, day services, and evidence-based housing placement services.

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Area of service: Citywide

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Type of project: Public Service

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Is the project related to congregate care services and/or facilities? Yes, it will allow our congregate emergency shelter to have a cost-effective, non-congregate component.

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Total estimated number of persons to be assisted: 1,200

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Populations Served: Income Qualified LMI Households, Elderly Persons, Persons with HIV/AIDS, Illiterate Adults, Victims of Domestic Violence, Severely Disabled Adults, Persons Experiencing Homelessness

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(Section Break)

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For CDBG Funding Requests Only:

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National Objective: Low/Mod Limited Clientele Benefit (LMC)

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City Council CDBG Priority: Addressing Homelessness

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2021-2025 Consolidated Plan Priority Need: Addressing Homelessness

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2021-2025 Consolidated Plan Activity: Service and Facility Operating Support; Increasing Shelter Beds/Units

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2021-2025 Consolidated Plan Priority Level & 5 Year Goal: High priority; 1,500 people five year goal; 15 Beds/Units five year goal

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(Section Break)

Name and Title of Authorized Representative: Ross S. Altenbaugh, Executive Director

Signature of Authorized Representative: Ross S. Altenbaugh

Date: 2/19/22

Narrative Questions

Narrative Questions

**Please respond to the following questions in the order listed. Be sure to include the entire question in your response where appropriate.**

(Section Break)

Answer Question 1 for CDBG Economic Development Activities ONLY (1 Point)

*To find out if your activity is categorized as an Economic Development Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).*

1. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income individuals. Please check one of these eligible activities if you are applying under the Economic Development Category. *Field not completed.*

(Section Break)

Answer Questions 2, 3 and 4 for CDBG Public Service Activities ONLY (10 Points)

*To find out if your activity is categorized as a Public Service Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov)*

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

Services for homeless persons, COVID-19 preparation, prevention, response and/or mitigation

3. Clearly define how the proposed service is either a new service or a quantifiable increase in the level of an existing service.

The proposed service is a quantifiable increase in Flagstaff Shelter Services' existing COVID-19 response. While we are currently renting 20-30 motel rooms nightly for COVID-positive individuals and families experiencing homelessness (down from 150-170 COVID prevention rooms during the first year of the pandemic), this project will allow for the operation of 56 non-congregate, emergency shelter units at our new property: a former motel on east Route 66. All non-congregate motel shelter guests will have access to the same culturally appropriate wrap-around services as guests of our long-standing, congregate, emergency shelter. This includes nutritious meals, warm showers, laundry facilities, medical and behavioral healthcare, clothing, hygiene supplies, housing placement services, and additional day services.

4. 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?).

As the COVID-19 pandemic continues, there is a great need for non-congregate, emergency shelter space in Flagstaff. According to the Center for Disease Control, people experiencing homelessness are at increased risk of both contracting and dying from the Coronavirus, and this is in part due to a devastating shortage of non-congregate, emergency shelter. Flagstaff has very limited non-congregate shelter space for families and ZERO non-congregate, emergency shelter units for individuals aside from what Flagstaff Shelter Services is currently providing via rented motel rooms. This is problematic as (1) congregate shelter has been found to promote virus transmission, including transmission of COVID-19; (2) a congregate shelter setting is not appropriate for those who are COVID-positive or who have recently been exposed as it does not allow for adequate quarantining or isolating; and (3) nightly rental of local motel rooms to provide non-congregate shelter is financially unsustainable. In response, the proposed project represents an unprecedented community service that integrates non-congregate motel shelter with established and culturally relevant medical, behavioral health, and housing services for diverse individuals and families experiencing homelessness in Flagstaff. Thanks to a Vitalyst Foundation Innovation Grant in 2018, Flagstaff Shelter Services established robust partnerships with service providers in town to provide these comprehensive services, and this paved the way for our strong and coordinated response during the global public health crisis.

(Section Break)

Answer Questions 5, 6, and 7 for CDBG Funding Requests ONLY

*Some projects are eligible for both/either CDBG and ARPA Local Recovery Funds, to find out if your activity is eligible for ONLY CDBG Funding and not also Local Recovery Funds please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).*

5. (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.

During the first year of the COVID-19 pandemic, homeless service providers across the country blazed a trail by swiftly learning how to use motels to safely shelter and house vulnerable populations. In Northern Arizona, this innovative and critical work was done by Flagstaff Shelter Services. Because of our groundbreaking work and the work of other agencies across the country, the federal government has made a meaningful financial investment in purchase and renovation of motel properties nationwide. The proposed project, The Crown: Housing is Healthcare Operation of Non-Congregate Shelter, is in direct alignment with this work and with the CDBG National Objective pertinent to Flagstaff of serving individuals that are defined by the Department of Housing and Urban Development (HUD) as low to moderate income (LMI) persons. The project falls under the Limited Clientele Activities (subcategory 2) as all households served by Flagstaff Shelter Services meet the federal definition of homeless as determined by HUD and are presumed to be extremely LMI. Additionally, Flagstaff Shelter Services clients also fall under the following specific people groups:

- **Elderly Persons:** In 2021, Flagstaff Shelter Services served over 300 seniors (14% of our total population served). Continuing to serve this vulnerable population is critical as the Center for Disease Control notes older people experiencing homelessness may be at increased risk of severe illness from COVID-19.
- **Severely Disabled:** On average, 50% of those served by Flagstaff Shelter Services report having a chronic mental or physical health issue.
- **Victims of Domestic Violence:** About 40% of clients served by Flagstaff Shelter Services are women, 90% of whom report having experienced domestic or sexual violence.
- **Persons with HIV/AIDS:** Flagstaff Shelter Services welcomes all, regardless of health status. This means we occasionally serve Flagstaff residents living with HIV/AIDS.
- **Illiterate Adults:** Academic attainment levels are low among many of the individuals served by Flagstaff Shelter Services, and some of the adults served are illiterate.

The proposed project will safely shelter some of Flagstaff's most vulnerable people groups by getting them out of congregate, emergency shelter and into private rooms owned and operated by Flagstaff Shelter Services. The project will also provide the comprehensive, culturally appropriate, wrap-around services shelter guests need to achieve long-term housing stability. This supports the following two CDBG Primary Objectives:

1) Providing a suitable living environment: The COVID-19 pandemic has highlighted how housing truly is healthcare and has demonstrated the need for non-congregate shelter that allows individuals and families to safely distance and quarantine. For the past two years, Flagstaff Shelter Services has provided a critical community response for diverse people experiencing homelessness who have contracted COVID-19 by contracting with local motels to provide a temporary, suitable living environment. While extremely expensive, renting private motel rooms to safely shelter people in has proved effective in protecting vulnerable individuals and our community as a whole. Now, through the acquisition of a former motel property, Flagstaff Shelter Services is prepared to provide a safe and suitable living environment (via motel rooms serving as non-congregate, emergency shelter) for extremely LMI individuals in crisis until permanent housing can be secured. This represents an important investment in the physical and mental health of our community. Our non-congregate, emergency shelter program will provide a safe living environment without barriers or preconditions (such as sobriety or COVID status) to an estimated 1,200 unduplicated people annually, many of whom are turned away by every other agency in town. This motel shelter program will include families as the 56-room former motel site includes 12 family units. Families experiencing homelessness-particularly those that include fathers- will benefit greatly from this project as it will fill an urgent community need for shelter space for two-parent households and single fathers with children. Currently, Flagstaff only has the capacity to serve three of these families at a time. There is a desperate need for emergency shelter space that allows fathers to stay with their children. This project will help keep parents and children in crisis together and provide a suitable living environment by ensuring there is safe, barrier-free space and services for entire families.

2) Providing decent housing: In accordance with this CDBG Primary Objective, the ultimate goal of The Crown: Housing is Healthcare Operation of Non-Congregate Shelter is to help extremely LMI persons secure permanent, decent, and affordable housing. By increasing the capacity of our emergency shelter by operating a non-congregate motel shelter site, Flagstaff Shelter Services will be well equipped to help more individuals and families in crisis become stably housed. This will be achieved through culturally relevant supportive services, housing-focused case management, and community partnerships. Flagstaff Shelter Services already operates a successful housing program that is easily able to fold in new individuals and families. As such, we will leverage our Housing Case Management staff to bring necessary housing stabilization to guests of our non-congregate, motel shelter. Additionally, once COVID-19 is no longer an active threat to our community, this motel site will provide decent housing to 56 households by serving as a Permanent Supportive Housing complex for the most vulnerable in our community.

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6. (10 Points) Identify how the proposal meets one or more of

The primary City Council CDBG Priority met by The Crown: Housing is Healthcare Operation of Non-Congregate Shelter is Addressing Homelessness. All households served by Flagstaff Shelter Services, including guests of our non-

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the City Council’s CDBG  
Priorities:

congregate, emergency motel shelter, qualify as homeless under the Department of Housing and Urban Development’s definition. Supporting non-congregate, emergency shelter at Flagstaff Shelter Services (the only agency in all of Coconino County to offer temporary shelter to anyone regardless of faith, mental health, sobriety, criminal record or COVID status) is critical to decreasing the number of unsheltered individuals in Flagstaff.

The other City Council CDBG Priority met by Flagstaff Shelter Services’ operation of non-congregate motel shelter is Housing – Rental/ Ownership. Individuals, couples, and families staying at our motel shelter site will work with a Flagstaff Shelter Services Housing Case Manager as appropriate to secure permanent housing (generally through renting) that they can maintain using the financial resources they have or those they can cultivate. Our skilled Housing Case Managers work with a network of reputable landlords in the community, and Flagstaff Shelter Services provides shallow financial assistance to help clients cover rental application fees, deposits, and first/last months’ rent. This promotes a successful transition to housing stability. Since we started offering these housing placement services in 2015, over 800 individuals have been housed, and 86% of them remain successfully housed one year later.

7. (10 Points) Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff 2021-2025 Consolidated Plan.

Flagstaff Shelter Services’ operation of non-congregate, motel shelter will benefit extremely low to moderate income households with activities consistent with the CDBG Priority Need: Revitalization, Public Facilities & Infrastructure. This Facility Improvement project is in direct alignment with the City of Flagstaff’s 5-Year Consolidated Plan goals as it addresses the following:

Priority Need: Addressing Homelessness  
Activity: Service & Facility Operating Support  
Special population: Yes (individuals experiencing homelessness)  
Priority level: High  
5-year goal: 1,500 people

This shelter operations support will ensure all Flagstaff residents have access to a healthy, safe, and decent place to sleep even during the ongoing COVID-19 pandemic. This is in direct alignment with the City of Flagstaff’s high priority, five-year goal to invest in homeless services that serve 1,500 people as it will ensure 1,200 unduplicated individuals (each of whom meet the federal definition of homeless) annually have access to critical, non-congregate emergency shelter regardless of faith, mental health, sobriety, criminal record, or COVID-19 status. With this safe shelter will come access to nutritious meals, warm showers, laundry facilities, culturally relevant medical and behavioral healthcare, clothing, hygiene supplies, housing placement services, and additional day services.

The project is also consistent with the following City of Flagstaff’s 5-Year Consolidated Plan goal:

Priority Need: Addressing Homelessness

Activity: Increase shelter beds/units  
Special population: Yes (individuals experiencing homelessness)  
Priority level: High  
5-year goal: 15 beds

In direct alignment with the City of Flagstaff’s high priority goal to increase the number of emergency shelter beds/units by 15 beds/units, the proposed project will operate 56 new non-congregate, emergency motel shelter units that will provide a suitable alternative to people sleeping in unsafe places such as in a car or camping in the forest.

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Narrative Questions Continued

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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.

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8. (5 Points) If applicable, indicate whether the project is specific to one of the four target neighborhoods and/or if the program office is located in one of the below target neighborhoods.

Flagstaff Shelter Services’ non-congregate, emergency shelter will operate out of a former motel on the north side of east Route 66. These proposed services are not specific to or located in any of the target neighborhoods but rather will serve diverse, LMI households experiencing homelessness citywide.

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9. (10 Points) Describe the proposed scope of the project:

To better respond to the ongoing COVID-19 pandemic and prevent further spread of the Coronavirus, Flagstaff Shelter Services is proposing to utilize \$300,000 of ARPA Local Recovery Funds (or CDBG funds if needed) to provide safe, non-congregate, emergency shelter to diverse households experiencing homelessness using 56 former motel rooms owned and operated by Flagstaff Shelter Services. This crucial funding is needed to support (1) the wages of the Coordinators who will staff the location around the clock (see attached job description) and (2) shelter operations (utilities, phone, internet, property maintenance and repair, supplies, and insurance).

This financial support will enable Flagstaff Shelter Services to provide safe, non-congregate, emergency shelter to 1,200 vulnerable Flagstaff residents experiencing homelessness over the course of the grant period via 56 private rooms (12 of which are family units). This Center for Disease Control-recommended model of providing safe shelter during a pandemic has been shown to drastically reduce virus transmission. By increasing the number of non-congregate, emergency shelter units in our community, we can keep individuals and families experiencing homelessness—as well as the general Flagstaff

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community—safe from the ongoing public health crisis. To protect the most vulnerable in our community, the elderly, families, and people with underlying health conditions will be prioritized for non-congregate motel shelter. However, motel shelter will not be limited to these populations and, just like at our congregate shelter and all programs Flagstaff Shelter Services operates, this shelter will be low-barrier and open to all regardless of faith, sobriety, and mental health status. Individuals and families will be encouraged to take the necessary step of meeting with a Specialist from Front Door Coordinated Entry upon seeking shelter. Front Door is a community-wide, collaborative project that uses real time data to (1) expedite referrals for people in crisis to the housing partner best equipped to help individuals further develop their plan for housing permanence; (2) quickly end stays in homelessness; and (3) eliminate duplication of community services.

Also, in support of Flagstaff's continued conversation around options for emergency drop off of people in crisis, this new shelter site will create an additional location where much needed, culturally sensitive community services can be accessed. Just like at Flagstaff Shelter Services' congregate shelter, guests at this non-congregate motel shelter will have access to nutritious meals daily, warm showers, laundry facilities, coordinated medical and behavioral healthcare, seasonally appropriate clothing and shoes, hygiene supplies, day services, and housing placement services. Providing safe shelter is the first step to helping diverse individuals and families experiencing homelessness move into permanent housing and toward self-sufficiency.

Flagstaff Shelter Services is committed to bringing the right collaborators to the table to best serve vulnerable community residents and address otherwise unmet community needs. With 16 years of experience providing emergency shelter and five years of experience serving as one of two Front Doors for the coordinated entry project, we see the gaps in the local social service safety net every day and are prepared to help fill them through our non-congregate, motel shelter. After all, identifying and addressing unmet community needs regarding shelter and housing is at the heart of what we do at Flagstaff Shelter Services.

This project is in the expansion stage. While this is a new building, Flagstaff Shelter Services has been staffing and safely sheltering diverse individuals and families in rented motel rooms since the onset of the pandemic. Operating non-congregate motel shelter in our own building has been approved by Flagstaff Shelter Services' Board of Directors and is pending closing on the motel property purchase, which will occur soon thanks to secured funding from the Arizona Department of Housing (see attached award letter). With nearly two years of experience providing emergency shelter and wrap-around services via the use of rented motel rooms, Flagstaff Shelter Services has comprehensive, culturally relevant services ready to immediately implement at this new location. Additionally, as a result of COVID, we have already nearly doubled our personnel and are prepared to appropriately staff this non-congregate, motel shelter site.

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

The mission of Flagstaff Shelter Services is to provide individuals and families experiencing homelessness with crisis stabilization (via emergency shelter) and the tools needed to achieve housing stability; regardless of faith, mental health, or sobriety. For 16 years, Flagstaff Shelter Services has filled a critical gap in services by serving vulnerable Flagstaff residents without preconditions or barriers. This includes our neighbors who have contracted COVID-19. The Crown: Housing is Healthcare Operation of Non-Congregate Shelter will advance our mission as it will support Flagstaff Shelter Services' efforts to provide safe, non-congregate emergency shelter to diverse households in crisis. This is the first step to helping individuals and families experiencing homelessness achieve long-term housing stability. Additionally, once the pandemic no longer poses a significant threat to the Flagstaff community, this new motel site will serve as a long-term housing solution for the most vulnerable individuals in our community, which currently has a severe affordable housing shortage, as it will create 56 new, centrally located units of Permanent Supportive Housing in Flagstaff.

Racial inequity is a dominant truth that permeates all areas of American life. Social and housing service agencies are not exempt. Therefore, Flagstaff Shelter Services is intentionally transforming the way we care for diverse individuals experiencing homelessness with the provision of accessible, inclusive, and client-led services. Three years ago, we made a commitment to begin the difficult and dynamic work around diversity, equity, and inclusion (DEI). We know this work is never-ending, and we have taken steps to assure our programs and projects serve to promote DEI and that our services are delivered with cultural awareness and sensitivity as a priority. Using guidance from the National Alliance to End Homelessness and the Corporation for Supportive Housing, we have and will continue to evaluate racial and cultural disparities among the homeless services system as we carefully tailor our programs to address these disparities in a way that affirms the dignity and rights of all humans.

The population Flagstaff Shelter Services serves each year is generally representative of the overall homeless population in Flagstaff. About 40% of those served annually are women, 98% of whom report having experienced physical or sexual abuse. Around 20% are veterans, and about half of those we serve report struggling with chronic physical or mental illness. Our Indigenous neighbors are particularly over-represented in the homeless population in comparison to their portion of the general population in Flagstaff. This is evidenced in the following racial/ethnic breakdown of the ~2,200 unduplicated people served last year:

- 56% Indigenous– this is a substantial increase since the beginning of the pandemic (as compared to 7.8% of the general Flagstaff population)
  - 28% White (as compared to 64.5% of the general Flagstaff population)
  - 7% Hispanic/Latino (as compared to 19.3% of the general Flagstaff population)
  - 5% multiracial (as compared to 5.3% of the general Flagstaff population)
  - 4% Black (as compared to 2% of the general Flagstaff population)
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Flagstaff Shelter Services takes equity work very seriously. Over 70% of those we serve annually are people of color, and it is important to the organization to have a Board of Directors and staff that reflects the people we serve. Nearly 50% of our Board and 60% of our staff are people of color, and over half of our Board and staff bring valuable lived experience as formerly homeless, veterans, justice-involved, and survivors of domestic violence. Our Board of Directors is dedicated to advising and directing all agency policies and operations. We depend on their strong and diverse voices to guide decisions and direction for our agency. Within the Board is a Committee on Social Justice & Racial Equity, and our Board of Directors is working with a contracted Racial Equity Officer and the Corporation for Supportive Housing's Arizona Supportive Housing Institute to establish and codify written policies and practices supporting diversity, equity, and inclusion. (See attached Board Retreat Report from November 2021, developed in conjunction with Moline Creative.) Our Executive Director is also proud to sit on the Arizona Department of Housing's Balance of State Social Justice & Racial Equity Committee.

Additionally, we recognize the importance of having appropriate representation at decision-making tables. Since we serve a significant number of unsheltered, Indigenous relatives and aim to ensure the provision of culturally appropriate services, we have intentionally taken steps to include and learn from those who bring expertise and experience in addressing the service and housing needs of this population. For example, 28% of our Board of Directors and 48% of our staff are Indigenous. Also, recognizing the limits of our cultural knowledge and understanding, Flagstaff Shelter Services is committed to partnering with other agencies who bring expertise. For example, we have a Memorandum of Understanding with Native Americans for Community Action (NACA) for the purpose of providing cultural training to Flagstaff Shelter Services' staff and culturally relevant support services to Indigenous populations seeking services at Flagstaff Shelter Services. Guests of our non-congregate motel shelter will benefit from this partnership as NACA and Flagstaff Shelter Services will continue to collaborate to provide culturally appropriate physical and behavioral health services to shelter guests at this new site.

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**11. (10 Points) Accessibility of Programs and Services**

Flagstaff Shelter Services is committed to providing accessible services to diverse persons experiencing homelessness, including those with Limited English Proficiency. To this end, we have staff members who are fluent in the languages spoken- primarily Spanish, Dine and Hopi- by persons who seek our services. We also utilize a language line to serve guests who speak languages not represented by our staff.

Regarding how the motel location will provide accessible services to persons with disabilities, there are rooms that are fully ADA-compliant, and our five-year plan includes efforts to create more fully ADA-compliant rooms. Additionally, there are four ADA-compliant parking spaces on the property. Although the building is exempt from ADA requirements based on its construction date, Flagstaff Shelter

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Services is committed to bringing the entire property into compliance through future phases of facility improvement.

12. (10 Points) Provide recent statistics, data, or other information to define the local community need for the proposed project. Please be detailed regarding local needs within Flagstaff city limits. Be sure to provide data relative to the population your project will serve.

Homelessness is a significant challenge in Flagstaff, but due to the COVID-19 pandemic, there is limited recent data on the extent of the problem in our community. Nationwide, the public health crisis disrupted the 2021 Point-in-Time count, which is the primary way local, state, and federal governments collect data on homelessness. As a result, only sheltered individuals were counted in Coconino County's 2021 Point-in-Time Count, and not unsheltered people living in tents, in the forests, in their cars, or on the streets of Flagstaff. Nevertheless, Flagstaff Shelter Services' increase in service numbers in 2020 and 2021 as compared to pre-pandemic years demonstrate how the public health crisis has exacerbated homelessness in our community.

As the COVID-19 pandemic continues, there is a great need for non-congregate, emergency shelter space in Flagstaff. Congregate shelter has been found to promote virus transmission, including transmission of COVID-19, and a congregate shelter setting is simply not appropriate for those who are COVID-positive or who have recently been exposed as it does not allow for adequate quarantining or isolating. Yet Flagstaff has very limited non-congregate shelter space for families and ZERO non-congregate, emergency shelter units for individuals aside from what Flagstaff Shelter Services is currently providing via rented motel rooms. However, nightly rental of local motel rooms to provide non-congregate shelter is expensive and financially unsustainable. In response, at the recommendation of and with financial support from the Arizona Department of Housing (see attached award letter), Flagstaff Shelter Services is acquiring the Howard Johnson motel on Route 66 in order to add 56 units to the city's non-congregate, emergency shelter inventory. In addition to alleviating a glaring deficit in non-congregate, emergency shelter options for individuals, this will address an identified community need for more family shelter space as 12 of the rooms are family units. In Flagstaff, there are currently only three emergency/transitional units for families that include a father or a second head-of-household (two-parent households and single fathers with minor children). For two-parent households, the lack of adequate family space means fathers (and sometimes boys over the age of 12) are often separated and sent to one shelter while a mother and children are sent to another. Not only is this an extremely traumatizing solution for a family experiencing homelessness, but it is an extremely costly intervention for multiple agencies to be serving one family. By operating non-congregate, emergency shelter at this new location, we can keep parents and children in crisis safely together using 12 barrier-free family shelter units.

Like all Flagstaff Shelter Services programs, the ultimate goal of this project is to help individuals and families experiencing homelessness secure safe, long-term housing that they have the resources to maintain. Flagstaff Shelter Services' housing case management staff work with people experiencing homelessness to move households into permanent housing. Motel shelter guests will be

encouraged to meet with Front Door Coordinated Entry to be appropriately referred to an agency for housing placement. Flagstaff Shelter Services is proud to be one of the partnering agencies that works to provide housing opportunities.

In December 2020, Flagstaff City Council declared a housing emergency. The declaration recognizes the need to make housing a leading priority within the city and the community. Therefore, it is noteworthy that, once COVID-19 is no longer a widespread threat, Flagstaff Shelter Services will transition use of our motel property from emergency shelter to Permanent Supportive Housing (PSH), filling another glaring community need. PSH options are extremely limited in our community as the 253 PSH units in Coconino County maintain a long wait list (over 100 households currently waiting for one of these units). This new property therefore not only represents an investment in today’s current non-congregate shelter crisis, but it is also in direct alignment with the City’s approved 10-Year Housing Plan as it will successfully add 56 units to the affordable housing inventory in Flagstaff. As a proud participant in the Corporation for Supportive Housing’s 2022 Arizona Supportive Housing Institute, Flagstaff Shelter Services is learning from the nation’s experts on supportive housing to help build a stronger foundation for the PSH work we look forward to engaging in when COVID-19 no longer necessitates the property be used as non-congregate, emergency shelter.

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13. (10 Points) How will you identify success? Describe how your successes will be monitored/evaluated beyond CDBG/Local Recovery Funds requirements.

The emergency shelter operations for which funding is being requested will be considered a success when 100% of individuals and families in crisis who attempt to access emergency shelter at Flagstaff Shelter Services are provided a safe, suitable living environment and resources the same day. Over the course of the 12-month grant period, we expect to provide non-congregate, motel shelter and culturally sensitive wrap-around services to 1,200 men, women, and children of Flagstaff annually. This is a critical first step in assisting vulnerable households in securing stable housing and ensuring they have access to the supportive services necessary to achieve housing permanence. Therefore, the ultimate goal of the project is to successfully rehouse an average of two households every week, ending their stays in homelessness once and for all.

Just like at our congregate shelter, meticulous records will be kept regarding who stays at this non-congregate motel shelter each night. Flagstaff Shelter Services staff will also enter guest data into the web-based Homeless Management Information System at guests’ point of entry and during case manager visits. Based on this information, we can easily determine how many individuals and families are provided temporary, emergency shelter each year and how many successfully transition to permanent housing.

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14. (10 Points) Briefly describe the scope of the community collaboration surrounding the proposed project.

The success of this non-congregate, emergency motel shelter will be in large part due to strong community collaborations. These partnerships will equip Flagstaff Shelter Services to cost-effectively provide a suitable living environment and culturally appropriate wrap-around services to an estimated 1,200 diverse,

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unduplicated individuals at our motel shelter over the course of the grant period.

Community collaborators providing leverage for this project are as follows (see attached leverage letters):

- Flagstaff Family Food Center (FFFC) will provide meals to Flagstaff Shelter Services' non-congregate, emergency shelter guests daily. This agreement will not only ensure households experiencing homelessness have access to nutritious food but will also save Flagstaff Shelter Services approximately \$498,687.18 annually by leveraging this support.
- North Country HealthCare (NCHC) will leverage \$1,050,000 for the proposed project by providing uncompensated medical care and crucial medications to guests of Flagstaff Shelter Services' non-congregate, emergency shelter.
- Native Americans for Community Action will leverage \$15,000 by providing medical and behavioral health staff to ensure culturally appropriate services and resources are made available to Indigenous, non-congregate, emergency shelter guests.
- The Guidance Center will leverage \$80,000 by providing behavioral health staff to care for non-congregate, emergency shelter guests.
- Southwest Behavioral & Health Services will leverage \$100,000 by providing behavioral health staff to serve guests of the proposed non-congregate, emergency shelter.
- Flagstaff Shelter Services will leverage the \$6.19 million purchase of the motel property to be used as non-congregate shelter. We will also leverage 75% of three Housing Case Management salaries (\$90,000) needed to bring necessary housing stabilization to guests of this emergency shelter site. This brings our total agency leverage amount to \$6,280,000.

Other community supporters include but are not limited to the following (see attached letters of support):

- U.S. Representative Tom O'Halleran has visited Flagstaff Shelter Services on multiple occasions (most recently in January 2022) and fully supports the vital services we provide to communities in his district. Additionally, his office works with to help bring light to important Veteran issues in the community.
  - Northland Family Help Center (NFHC) has collaborated and will continue to collaborate with Flagstaff Shelter Services on Front Door coordinated entry, housing placement services, and other efforts aimed at ending homelessness in Flagstaff. NFHC supports our work to create a safer Flagstaff community.
  - North Country HealthCare (NCHC) will provide Flagstaff Shelter Services' emergency shelter guests with onsite primary care. Additionally, NCHC will connect guests to affordable medications, help them apply for health benefits, and coordinate COVID-19 vaccinations and testing.
  - Native Americans for Community Action will partner with Flagstaff Shelter Services to ensure culturally appropriate medical and behavioral health services and resources are made available to Indigenous shelter guests and to provide culturally-sensitive training opportunities to Flagstaff Shelter Services' staff in partnership with Health Choice.
  - The Guidance Center has a long-standing partnership with Flagstaff Shelter
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Services and supports our operation of 56 non-congregate, emergency shelter units. They are committed to providing coordinated behavioral health services, including substance misuse treatment, to emergency shelter guests.

- Southwest Behavioral & Health Services is pleased to support the proposed project as they recognize the interconnectedness of safe shelter/housing and mental/behavioral health. They will offer low-barrier, coordinated behavioral health services to Flagstaff Shelter Services' emergency shelter guests.
- Catholic Charities supports Flagstaff Shelter Services' request for ARPA/CDBG dollars to support non-congregate, emergency shelter operations in Flagstaff. The two agencies partner closely, as they each serve as one of the Coordinated Entry project's Front Doors. Catholic Charities conducts outreach via Project for Assistance in Transition from Homelessness (PATH) and brings people seeking shelter to Flagstaff Shelter Services as appropriate.

Flagstaff Shelter Services is committed to working in a system of coordinated assessment. This system includes recognizing what resources already exist in the community and leaning on those partners in order to be strong stewards of our limited resources. For instance, we refer clients that are more appropriately served by another agency instead of trying to recreate service paths that already exist in our community. Flagstaff Shelter Services is an active member of the local Continuum of Care (CoC) in Northern Arizona, working in partnership with other homeless services providers to develop and implement a strategy to prevent and end homelessness in and around Flagstaff. Additionally, the Executive Director of Flagstaff Shelter Services is the Co-Chair of the Local Coalition to End Homelessness (LCEH) formerly known as our local CoC, is a member of the Executive Committee of the LCEH, sits on the Arizona Department of Housing's (ADOH) Balance of State Social Justice & Racial Equity Committee, is on the Flagstaff Housing Commission, and is a member of the Governance Advisory Board of the Arizona Balance of State CoC run by ADOH. Membership in these collaborations promotes sharing best practices, setting local priority for resources, and coordinating services so as not to duplicate efforts and waste valuable resources.

15. (10 Points) Is your agency participating in the coordinated entry, also known as Flagstaff's Front Door? Is your agency a member of Continuum of Care? To what extent does your agency participate?

Flagstaff Shelter Services is one of the two entry points for Flagstaff's coordinated entry program, Front Door, and we currently hold an executed Memorandum of Understanding with Front Door. See the attached signed MOU.

Flagstaff Shelter Services is an active member of the local Continuum of Care (CoC), now known as the Coconino Local Coalition to End Homelessness, and our Executive Director serves as the Co-Chair. See attached letter from the CoC

Question 15 Attachment

[Front Door MOU - CoC Letter.pdf](#)

Narrative Questions Continued

16. (10 Points) Briefly describe the organizations capacity for federal grant management:

Flagstaff Shelter Services has a long history of responding to identified community needs by successfully developing, implementing, and administering projects that directly address those needs. Since 2006, the agency has provided life-saving emergency shelter to Northern Arizona's most vulnerable residents experiencing homelessness, many of whom are turned away by every other shelter provider in town (primarily because of criminal background, mental health status, sobriety issues, or previous shelter stays). For the first eight years, Flagstaff Shelter Services was a seasonal operation designed to shield individuals from Flagstaff's extreme winter temperatures and inclement weather. Then in 2014, when the community identified the need for a year-round shelter, executive leadership and the Board of Directors made the commitment to keep Flagstaff Shelter Services' 86-bed emergency shelter open 365 nights a year. Our services expanded again in 2015 when we identified a community need for services that promote long-term housing stability. To address this, Flagstaff Shelter Services began offering a range of supportive housing services aimed at quickly and successfully connecting individuals experiencing homelessness to safe, affordable, permanent housing. By providing these services, we have successfully shortened stays in homelessness, prevented returns to homelessness, and helped over 800 diverse individuals transition to permanent housing (86% of whom remain stably housed one year later).

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

In 2019, thanks in large part to 2018 CDBG Public Facility Improvement funding, Flagstaff Shelter Services expanded our emergency shelter by adding on a second story to our existing building. This brought our nightly capacity up to 163, and the added space of this expansion allowed us to begin better addressing housing and health outcomes by partnering with physical and behavioral health providers to design and implement the innovative Housing as Healthcare Program. Implemented in late 2019, no one could have ever imagined how timely this program would be in light of the COVID-19 pandemic. The global public health crisis hit Flagstaff just four months later and further highlighted the connection between health and housing as individuals experiencing homelessness were found to be at increased risk of contracting and dying from the Coronavirus.

In response to the pandemic and rampant transmission within congregate shelter, Flagstaff Shelter Services swiftly moved shelter guests into rented motel rooms in March 2020 in order to provide adequate opportunity for social distancing. We partnered closely with North Country HealthCare to conduct regular COVID-19 testing, and once vaccines became available, to host onsite vaccine clinics. We are proud to report that 83% of our shelter guests are now vaccinated against the deadly virus. In recognition of our swift pandemic

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response and innovative Housing as Healthcare program, Flagstaff Shelter Services was awarded the 2021 Housing Hero Award for an Innovative Housing Program by the Arizona Department of Housing.

In April 2021, as a direct result of our high vaccination rates, Flagstaff Shelter Services was able to cautiously resume congregate shelter for most guests. Therefore, we still rent 20-30 local motel rooms each night to safely quarantine those who have contracted the Coronavirus. Temporarily sheltering Flagstaff's most vulnerable residents in private motel rooms through this Center for Disease Control-recommended model of emergency shelter is costly, but it is addressing the immediate needs of our community while also minimizing virus transmission rates. Another way we began addressing the needs of diverse individuals in our community in 2021 was by partnering with Care1st and a statewide transportation company to provide emergency transportation response for people experiencing homelessness in danger of dying on the streets of Flagstaff.

Since we are not out of the woods yet and the pandemic has demonstrated the need for non-congregate, emergency shelter in our community, Flagstaff Shelter Services is acquiring a local motel on the historic Route 66 to better care for our vulnerable neighbors. With the requested ARPA/CDBG dollars, we will operate 56 non-congregate, emergency shelter units at this new location. This will allow us to decompress our congregate shelter and will provide a safe place for diverse individuals and families to stay until permanent housing is secured. With almost two years of experience providing emergency shelter and wrap-around services via rented motel rooms, Flagstaff Shelter Services is fully prepared to quickly implement comprehensive, onsite services at this new location. We have the partnerships already in place to accomplish this. This includes behavioral health and medical care in partnership with Native Americans for Community Action, North Country HealthCare, The Guidance Center, and Southwest Behavioral & Health Services. Additionally, as a result of COVID, we have already nearly doubled our personnel and are prepared to appropriately staff this non-congregate emergency shelter site.

Flagstaff Shelter Services' organizational success with past programmatic expansions, our strong community partnerships, and our experience successfully administering federal and state funds position us well to successfully operate a second emergency shelter site. Flagstaff Shelter Services has successfully administered the following City of Flagstaff/CDBG funds without issue and complying with all statutes:

- 2022 - \$150,000 (in process)
  - 2021 - \$562,248\*
  - 2020 - \$350,000\*
  - 2019 - \$59,597.45
  - 2018 - \$332,768
  - 2018 - \$60,000
  - 2017 - \$57,794
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- 2016 - \$89,800
- 2015 - \$50,000
- 2014 - \$38,911

Flagstaff Shelter Services also has successfully administered the following Arizona Department of Housing Trust Fund monies without issue:

- 2021 - \$150,000\*
- 2020 - \$150,000\*
- 2019 - \$115,000
- 2018 - \$100,000
- 2017 - \$100,000
- 2016 - \$105,000
- 2015 - \$100,000
- 2014 - \$98,000

Flagstaff Shelter Services has successfully administered the following Arizona Department of Economic Security funds without issue:

- 2021 - \$1,334,736\*
- 2020 - \$975,497\*
- 2019 - \$250,000
- 2018 - \$160,000
- 2017 - \$160,000
- 2016 - \$160,000

\*Please note: Funding amounts for 2020 and 2021 significantly increased to account for COVID-response expenses incurred by Flagstaff Shelter Services.

Also, while the Federal Emergency Management Agency ultimately denied Flagstaff Shelter Services' reimbursement request for \$949,540, the Arizona Department of Emergency & Military Affairs awarded \$534,116.59 to support non-congregate, emergency shelter operations in 2020. Lastly, in 2021, Flagstaff Shelter Services' COVID-mitigation work was supported by \$400,000 in emergency funds from the Governor's office and \$50,000 from Coconino County.

While we have never had to return awarded funds at any point, we did receive a contract extension for less than \$5,000 of the 2018 CDBG funds awarded due to staffing and hiring challenges.

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17. (10 Points) Divide the execution and administration of the project into areas of responsibility.

Flagstaff Shelter Services' non-congregate, motel shelter operations will be overseen by our in-house Director of Operations, Charles Arabas, who will serve as Project Manager. Mr. Arabas has served as Flagstaff Shelter Services' Director of Operations since 2015 and has been with the organization since 2013. He oversees all our emergency shelter operations, including at rented motel sites sheltering COVID-positive households. Mr. Arabas will be responsible for ensuring policies and procedures are appropriately managed, and he will supervise the Coordinators who will run the around-the-clock, non-congregate shelter. (See attached Coordinator job description). As a result of our COVID-

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response of safely sheltering vulnerable households in rented motel rooms staffed by Flagstaff Shelter Services' Coordinators, we have already nearly doubled our personnel and are prepared to appropriately staff this new, non-congregate, emergency shelter site.

Flagstaff Shelter Services' Director of Programs, Holly Creager, will be responsible for developing programming at the site, guiding housing case management, and coordinating onsite wrap-around services including but not limited to medical care and behavioral health services. Mrs. Creager has been with Flagstaff Shelter Services since summer 2019 and brings rich behavioral health experience.

See attached Organization Chart, Coordinators job description, and resumes for Mr. Arabas and Mrs. Creager.

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Question 17 Attachments

[Org Chart, Job Description, Resumes.pdf](#)

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18. (10 Points) Tab 7 of the checklist requests a Schedule of Completion for this proposed project.

Upon Notice to Proceed, Flagstaff Shelter Services will begin spending down awarded funds on Coordinator wages and shelter operations expenses. Funds will be spent down monthly, and the grant will be fully expended by the 12th month after the Notice to Proceed, with close-out and monitoring taking place in months 12 and 13.

See attached Schedule of Completion.

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Question 18 Attachment -  
Schedule of Completion

[Schedule of Completion.xlsx](#)

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19. (10 Points) Tab 8 of the checklist requests a budget for this proposed project.

ARPA Local Recovery funds/CDBG funds will help cover Coordinator wages to staff the non-congregate, motel shelter site and will pay shelter operations expenses, including motel utilities, phone, internet, supplies, insurance, and property maintenance and repairs. These funds will enable Flagstaff Shelter Services to successfully provide safe, non-congregate, motel shelter to diverse individuals and families in Flagstaff.

A full Project Budget of \$8,549,087.18 is attached and includes the following leverage:

- Flagstaff Family Food Center (FFFC) will provide meals to Flagstaff Shelter Services' non-congregate, emergency shelter guests daily (valued at \$498,687.18).
  - North Country HealthCare (NCHC) will provide uncompensated medical care and crucial medications to shelter guests (valued at \$1,050,000).
  - Native Americans for Community Action will provide culturally-relevant medical and behavioral services and resources to Indigenous shelter guests (valued at
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\$15,000).

- The Guidance Center will provide behavioral health services, including substance abuse treatment, to shelter guests (valued at \$80,000).
- Southwest Behavioral & Health Services will offer behavioral health services to shelter guests (valued at \$100,000).
- Flagstaff Shelter Services will leverage the \$6.19 million purchase of the motel property to serve as non-congregate shelter. We will also leverage 75% of three Housing Case Management salaries. This brings our total agency leverage amount to \$6,280,000.

Question 19 Attachment -  
Project Budget

[Budget Shelter Ops.xlsx](#)

20. (10 Points) Evidence-based interventions are practices or programs that have evidence to show that they are effective at producing results and improving outcomes when implemented.

According to the Center for Disease Control (CDC), people experiencing homelessness are at increased risk of both contracting and dying from the Coronavirus. This is in part due to a devastating shortage of non-congregate, emergency shelter. As the COVID-19 pandemic continues, there is a great need for non-congregate, emergency shelter space in Flagstaff. The city has very limited non-congregate shelter for families and ZERO non-congregate, emergency shelter units for individuals aside from what Flagstaff Shelter Services is currently providing through rented motel rooms. This project will address that obstacle by operating 56 non-congregate, emergency shelter units including 12 family units. This is important as non-congregate shelter is the CDC-recommended model for providing shelter during a pandemic because it enables guests to effectively social distance, and when necessary, isolate or quarantine. It has been found to reduce virus transmission, including transmission of COVID-19. As a result of this much needed project, Flagstaff Shelter Services expects to provide non-congregate, motel shelter and crucial, onsite, culturally appropriate resources to an estimated 1,200 vulnerable individuals experiencing homelessness over the course of the grant period.

More than a bandage to the persistent challenge of homelessness in Flagstaff, all of Flagstaff Shelter Services' programs— including this non-congregate, motel shelter— aim to help extremely low to moderate income persons secure permanent, decent, and affordable housing. Therefore, the ultimate goal of the project is to successfully rehouse an average of two households every week, ending their stays in homelessness once and for all. Operating under the nationally recognized, evidence-based Housing First model, Flagstaff Shelter Services' skilled Housing Case Managers will provide persons experiencing homelessness with housing services designed to reduce lengthy stays in homelessness, promote improved health and self-sufficiency, and prevent returns to homelessness. Our Housing Case Managers work closely with a network of reputable landlords to identify appropriate, affordable, long-term housing for individuals and families, and Flagstaff Shelter Services offers shallow financial assistance for housing-related expenses such as security deposits, rental application fees, and first/last months' rent. Housing Case Managers also

coordinate the wrap-around, supportive services households need to achieve housing stability. These supportive services include culturally appropriate housing-focused case management, budgeting support, and benefit application assistance, as well as coordinated care with our medical and behavioral health care partners. Once clients are housed, Housing Case Managers help identify and address barriers to remaining successfully housed and on the path to employment, good health, and self-sufficiency. Flagstaff Shelter Services has a long track record of accomplishing this. Since we started offering these housing services in 2015, over 800 individuals have been housed, and 86% of them remain successfully housed one year later.

21. (10 Points) Has your agency received CDBG funding and/or other City of Flagstaff funding in the past? What is the status of CDBG grant allocations from a prior year(s)?

Flagstaff Shelter Services has successfully administered the following City of Flagstaff/CDBG/CARES Act grants, spending all funds without issue and complying with all statutes:

- 2022 - \$150,000 in process (for emergency shelter)
- 2021 - \$562,248 for Front Door Coordinated Entry & motel sheltering for COVID-19 prevention
- 2020 - \$100,000 fully expended on COVID-response operations
- 2019 - \$60,000 fully expended on workforce development services for individuals experiencing homelessness
- 2018 - \$332,768 fully expended on emergency shelter renovation project (facility expansion)
- 2018 - \$60,000 fully expended to hire a new staff member, the Director of Shelter and Housing Services, to guide program expansion
- 2017 - \$57,794 fully expended to support Front Door Coordinated Entry
- 2016 - \$89,800 fully expended on overflow shelter services and a laundry facility project
- 2015 - \$50,000 fully expended in support of housing services
- 2014 - \$38,911 fully expended for the provision of emergency shelter for vulnerable women

Is there any other information you would like the Ranking Committee to know about your organization or project that is not already covered?

Flagstaff Shelter Services is extremely proud to have been accepted into the prestigious Corporation for Supportive Housing's 2022 Arizona Supportive Housing Institute. Participation in the Institute is providing our organization with education and technical assistance on a variety of topics including best practices, capacity building, sustainability, and implementation of low-barrier policies and procedures that take a harm reduction approach, are centered on choice and education, and promote long-term housing stability. This is an invaluable resource that will help Flagstaff Shelter Services better address glaring community needs around homelessness and housing for years to come.

Appendix A

Appendix A

### City of Flagstaff Sub-Grant Agreement – Insurance Requirements

The Agency and it's sub-agencies shall procure and maintain insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Agency, its agents, representatives, employees, or sub-agencies, until all of their obligations have been discharged, including satisfaction of any warranty periods under this Agreement.

The insurance requirements herein are minimum requirements for this Agreement and in no way limit the indemnity covenants contained in this Agreement. The City in no way warrants that the minimum limits contained herein are sufficient to protect the Agency from liabilities that might arise out of the performance of the work under this Agreement by the Agency, its agents, representatives, employees, or sub-agencies, and the Agency is free to purchase additional insurance as may be determined necessary.

1.1 Minimum Scope and Limits of Insurance. The Agency shall provide coverage at least as broad and with limits of liability not less than those stated below.

1.1.1... Commercial General Liability - Occurrence Form

General Aggregate ..... \$ 2,000,000

Products-Completed Operations Aggregate..... \$ 1,000,000

Each Occurrence ..... \$ 1,000,000

1.1.2 .. Umbrella Coverage..... \$ 2,000,000

1.1.3... Automobile Liability - Any Auto or Owned, Hired, and Non-Owned Vehicles

Combined Single Limit Per Accident

or Bodily Injury and Property Damage..... \$ 1,000,000

1.1.4... Workers' Compensation and Employer's Liability

Workers' Compensation..... Statutory

Employer's Liability: Each Accident ..... \$ 500,000

Disease-Each Employee..... \$ 500,000

Disease-Policy Limit..... \$ 500,000

1.2 Self-Insured Retentions/Deductibles. Any self-insured retentions and deductibles shall be declared to and approved by the City. If not approved, the City may require that the



insurer reduce or eliminate such self-insured retentions with respect to the City, its officers, agents, employees, and volunteers. The Agency shall be solely responsible for any self-insured retention amounts. City at its option may require the Agency to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

1.3 Other Insurance Requirements. The policies are to contain, or be endorsed to contain, the following provisions:

1.3.1 Commercial General Liability and Automobile Liability Coverages

- 1.3.1.1 The City of Flagstaff, its officers, officials, agents, employees, and volunteers are to be listed as additional insureds with respect to liability arising out of: activities performed by, or on behalf of, the Agency, including the City's general supervision of the Agency; products and completed operations of the Agency; and automobiles owned, leased, hired, or borrowed by the Agency.
- 1.3.1.2 The Agency's insurance shall contain broad form contractual liability coverage.
- 1.3.1.3 The Agency's insurance coverage shall be primary insurance with respect to the City, its officers, officials, agents, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, agents, employees, or volunteers shall be in excess to the coverage of the Agency's insurance and shall not contribute to it.
- 1.3.1.4 The Agency's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- 1.3.1.5 Coverage provided by the Agency shall not be limited to the liability assumed under the indemnification provisions of this Agreement.
- 1.3.1.6 The policies shall contain a waiver of subrogation against the City, its officers, officials, agents, employees, and volunteers for losses arising from work performed by the Agency for the City.

1.3.2 Workers' Compensation and Employer's Liability Coverage. The insurer shall agree to waive all rights of subrogation against the City, its officers, officials, agents, employees, and volunteers for losses arising from work performed by the Agency for the City.

1.3.3 Notice of Cancellation. Each insurance policy required by the insurance provisions of this Agreement shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City. Such notice shall be sent directly to: Risk Manager, 211

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W. Aspen Avenue, Flagstaff, AZ, 86001, and shall be sent by certified mail, return receipt requested.

- 1.3.4 Acceptability of Insurers. Insurance shall be placed with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. The City in no way warrants that the above-required minimum insurer rating is sufficient to protect the Agency from potential insurer insolvency.
- 1.3.5 Verification of Coverage. The Agency shall furnish the City with Certificates of Insurance as required by this Agreement. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the Certificate of Insurance. The Project name/description and City contract number shall be noted on the certificates of insurance. The City must receive and approve all certificates of insurance and endorsements before the Agency commences work.
- 1.3.5.1 Each insurance policy required by this Agreement shall be in effect at or prior to commencement of work under this Agreement and remain in effect for the duration of this Agreement. Failure to maintain the insurance policies as required by this Agreement or to provide evidence of renewal shall be a material breach of Agreement.
- 1.3.5.2 All Certificates of Insurance required by this Agreement shall be sent directly to: Stacey Brechler-Knaggs, Grants Administrator, 211 West Aspen Avenue, Flagstaff, Arizona, 86001. The City reserves the right to require complete, certified copies of all insurance policies and endorsements required by this Agreement, at any time.
- 1.3.6 Sub-agencies. The Agency's Certificates of Insurance shall include all sub-agencies as insureds under its policies, or the Agency shall furnish to the City separate Certificates of Insurance for each sub-agency. All coverages for sub-agencies shall be subject to the minimum requirements identified above.
- 1.3.7 Approval. Any modification or variation from the insurance requirements in this Agreement shall have prior approval from the Flagstaff City Attorney's Office and the Risk Manager, whose decision shall be final. Such action shall not require a formal Agreement Amendment but may be made by administrative action.

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Appendix B

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Appendix B

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## 2021 Area Median Income Limits for the City of Flagstaff

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### Appendix C

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#### Appendix C - Schedule of Completion

Upon Notice to Proceed, Flagstaff Shelter Services will begin spending down awarded funds on Coordinator wages and shelter operations expenses. Funds will be spent down monthly, and the grant will be fully expended by the 12th month after the Notice to Proceed, with close-out and monitoring taking place in months 12 and 13. See attached Schedule of Completion.

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#### Schedule of Completion - Template

[Click to Download Schedule of Completion Template](#)

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#### Upload Appendix C - Schedule of Completion

[Schedule of Completion\\_1.xlsx](#)

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#### Schedule of Completion (Example)

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### Appendix D

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#### Appendix D - Project Budget

ARPA Local Recovery funds/CDBG funds will help cover Coordinator wages to staff the non-congregate, motel shelter site and will pay shelter operations expenses, including motel utilities, phone, internet, supplies, insurance, and property maintenance and repairs. These funds will enable Flagstaff Shelter Services to successfully provide safe, non-congregate, motel shelter to diverse individuals and families in Flagstaff.

A full Project Budget of \$8,549,087.18 is attached and includes the following leverage:

- Flagstaff Family Food Center (FFFC) will provide meals to Flagstaff Shelter Services' non-congregate, emergency shelter guests daily (valued at \$498,687.18).
  - North Country HealthCare (NCHC) will provide uncompensated medical care and crucial medications to shelter guests (valued at \$1,050,000).
  - Native Americans for Community Action will provide culturally-relevant medical and behavioral services and resources to Indigenous shelter guests (valued at \$15,000).
  - The Guidance Center will provide behavioral health services, including substance abuse treatment, to shelter guests (valued at \$80,000).
-

- Southwest Behavioral & Health Services will offer behavioral health services to shelter guests (valued at \$100,000).
- Flagstaff Shelter Services will leverage the \$6.19 million purchase of the motel property to serve as non-congregate shelter. We will also leverage 75% of three Housing Case Management salaries. This brings our total agency leverage amount to \$6,280,000.

Project Budget - Template

[Click to download project budget template](#)

Upload Appendix D - Project Budget

[Budget Shelter Ops 2.xlsx](#)

Project Budget - Example

Appendix E

Appendix E Project Ranking Form 2022/2023

[City staff and the Ranking Committee will use this form to evaluate potential projects.](#) (Click to Download)

**Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question.**

Appendix F

Appendix F

Additional Attachments:

[Leverage Letters.pdf](#)

Additional Attachments:

[Community Support Letters.pdf](#)



# Appendix E

## Project Ranking Form 2022/2023

City staff will use this form to evaluate potential projects. Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question

Agency Name: Flagstaff Shelter Services

CDBG Funding Requested:     If needed     ARPA CLFRF Funding Requested:     \$300,000    

Name of Project: The Crown: Housing is Healthcare Program

Area of service:  Citywide  Other Qualified Census Tract: \_\_\_\_\_

Sunnyside  La Plaza Vieja  Pine Knoll  Southside

Type of Project:  Public Service If Public Service, Congregate Care?

Economic Development  Public Facilities and Improvements  Housing

CDBG Eligible?  YES / NO

ARPA CLFRF Eligible?  YES / NO

Additional Considerations:

Ratio of dollars per person benefitted by proposed project:     \$250/person    

Has the organization administered a successful CDBG contract in past years?  YES / NO

TOTAL RANKING SCORE:     170    

POINTS POSSIBLE:     215    

FOR CITY STAFF / RANKING COMMITTEE USE ONLY

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~~1. (1 Point) Economic Development Activities ONLY~~

- ~~○ Did the agency correctly identify which economic development activity it was applying for?~~
- ~~○ Did the agency request technical assistance to determine the correct project category?~~

~~No (0 points) — Yes (1 point)~~

2. – 4. (10 Points) Public Service Activities ONLY

How well does the answer define 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)

5. (10 points) CDBG Activities ONLY

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:

- 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)

6. (10 Points) CDBG Activities ONLY

How well does the answer explain whether the proposal meets one or more of the Council’s CDBG Priorities?

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)

7. (10 Points) CDBG Activities ONLY

How well does the answer document that the proposed project will meet the needs proposed in the in

the City of Flagstaff 2021-2025 Consolidated Plan?

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

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8. (5 Points)

Does the proposed project take place in one of the target neighborhoods? Does the answer explain how the organization will provide outreach to residents in target neighborhoods and LMI households city wide?

**No (0 points)** Yes (5 points)

---

9. (10 points)

How well does the answer explain the proposed scope of the project?  
Does the answer include:

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

---

10. (10 Points)

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?

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

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11. (10 Points)

How well does the answer explain how the organization will provide services to LEP and/or ADA persons?

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

---

12. (10 Points)

How well does the answer justify the local need for the proposed project within Flagstaff city limits? Are recent local data and/or supportive statistics attached?

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

13. (10 Points)

How well does the answer describe the way in which the agency will define success beyond CDBG/ ARPA CLFRF requirements?

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

Providing emergency non-congregate shelter for individuals and families is a crucial service in the community, but the Ranking Committee wasn't provided details about the program. How long can families/individuals stay? Do they have a time limit? Is there follow-up with clients?

14. (10 Points)

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

- Additional leverage letters
- 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)

15. (10 Points)

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)**

16. (10 Points)

How well does the answer describe?

- 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?

While the agency has many years of successful funding with the City of Flagstaff the Ranking Committee was confused about the comments re: FEMA funding for motel rooms. There was no background provided.

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

17. (10 Points)

Did the answer divide the organization’s execution and administration of the project by the following?

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

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

18. (10 Points)

Does Appendix C (Schedule of Completion) include the following?

- A narrative summary describing the expenditure of 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)

19. (10 Points)

Does Appendix D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG and/or ARPA CLFRF funds will pay for found in Appendix D?

- 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)

The leveraged funding was not confirmed, and it was difficult to understand how the budgeted amounts were determined.

20. (10 Points)

How well does the answer explain how evidence-based interventions are used in this project? Does the answer include information regarding:

- Obstacle(s) being addressed.

- Goals (s) set for the project.
- Methods used to reach the goal(s).
- Outcomes intended.

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

21. (10 Points)

Has the agency received CDBG funding and/or another City of Flagstaff funding in the past? Is the Agency in good standing to receive federal and/or another City of Flagstaff funding?

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

General Criteria

1. (10 Points)

How realistic is this project in terms of probability of success within the community?

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

2. (5 Points)

How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?

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

3. (15 Points)

How realistic is the project budget? Was the correct format used? Does the budget include:

- All funding sources to be used for the project, separating CDBG and/or ARPA CLFRF funds from non CDBG and/or ARPA CLFRF 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

The budget is unclear regarding leverage and whether funding is secured for the project.

## 4. (10 Points)

Has the applicant exhibited competence in preparing the proposal?

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)

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## 5. Comments:

The application was very similar to the construction application, which made it confusing for the Ranking Committee to understand the outcomes of the project.

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# City of Flagstaff

## Murdoch Neighborhood Park Improvements

### Housing Activity – Internal

#### City of Flagstaff – 2022 CDBG Internal Project Funding Request

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

|                 |                         |        |                             |
|-----------------|-------------------------|--------|-----------------------------|
| Name:           | Mark Reavis, AICP/NCARB | Phone: | (928) 213-2633              |
| Title and Dept: | Neighborhood Planner/CD | Email: | Mark.Reavis@flagstaffaz.gov |

Project Details:

|                                  |   |
|----------------------------------|---|
| Project Name:                    | Murdoch Neighborhood Park   |
| Department:                      | Community Development   |
| Project Location:                | Murdoch Center, 203 E Brannen Ave                                   |
| Total Project Cost:              | \$382,725.00  |
| CDBG Amount Requested:           | \$370,411.32  |
| Other Funding Sources & Amounts: | Arts and Science - Southside green space & art allocation. \$20,000 |

Brief project description including: a scope of work; current status; project schedule and timeline; how CDBG funds will be utilized; funding leverage; identify funding gaps; and any pending/committed funding sources and amounts:

Current conditions: The Murdoch Park project proposes to solve multiple nuisance and environmental issues within the Southside Neighborhood and placing a renewed focus on the Murdoch Community Center as the public meeting center of the Southside and the community at large. The landscaped area to the west (closed off right-of-way) and the grounds immediately north of the Murdoch are proposed as a public park. The landscaped area to the west has been the site of behavioral problems and police calls that has included public health issues. The north Murdoch grounds is currently not supported by working irrigation and park-like improvements. These conditions add to the impression that this area is uncared for and reduce the utilization of the space by the neighborhood residents. In a 2018 survey of neighborhood residents, this area was highlighted as a place that individuals felt unsafe walking through because of these environmental factors.

Scope of work: The western right-of-way landscaped area is proposed to be incorporated into the current Murdoch grounds with a low decorative fence that is consistent in defining the overall park area. Problematic landscaping will be thinned, and improved lighting (dark sky compliant), park rules signage, and security provisions provided. The existing chain-link fence is to be removed from the north perimeter and replaced with the decorative pier and rail fencing. The north grounds currently has a mega sized chess board that will be incorporated with new hardscape and paths that provides ADA access into the

site improvements. A turf lawn area is planned as a general play area. Playground equipment is not initially planned unless public input dictates. Informal areas are conceived that promotes creative play opportunities. Existing trees will be retained and additional provided. New shrubbery will not be provided but low-water native plantings encouraged where appropriate and limited. Appropriate site furnishings and lighting (dark sky) are to be provided.

The project schedule is conceived as being designed and completed within a years' time. The project proposes to utilize CDBG funding for the majority of construction costs, including but not limited to: excavation, irrigation, hardscape, sidewalks, retaining walls, storage, site furnishing & lighting, signage (rules, ID, interpretation) etc. Flagstaff Arts and Science has some funding available for green space development within the Southside (& Southside Plan) that can be reallocated to Murdoch Park to leverage CDBG funding. A small grant is currently approved for native planting around the chess board. There are no anticipated funding gaps.

Public participation has been initiated with the Murdoch Center Board (Southside Association) and an outreach to some interested neighbors. The Murdoch Center has expressed that they wish to have the City's Parks program manage the new neighborhood park while they will continue to manage the building and parking lot and look for opportunities to improve the parking configuration (per the plan) and develop a plaza area in the triangular area south of the building as a Phase 2 project under their management. Public participation will continue and be part of the project and as plans are developed further. The limited square footage of the north grounds, retention of the chess board and the need for multi-use areas will limit some potential opportunities. The intent is to provide a small safe neighborhood park, landscaped and irrigated that promotes creative plan and contemplative areas with overall improved security. It has been state by many that the importance of the Murdoch and its relationship to Flagstaff's ethnic history should be shared and integrated into the site in the potential for art and interpretive plaque installations.

The project schedule is estimated for completion within one year and be completed within the cost estimates. Beyond the CDBG funding sources and Arts and Science funding request of allocated funds there are no anticipated funding gaps. There is considerable interest from the community in assisting with the ethnic heritage interpretation for the park.

|                             |                             |                              |
|-----------------------------|-----------------------------|------------------------------|
| <b>Total Beneficiaries:</b> | <u>  1,257  </u> Households | <u>  2,666  </u> Individuals |
|-----------------------------|-----------------------------|------------------------------|

*Average household size is 2.61 people per household Utilize census tract information for target neighborhood infrastructure projects and/or utilization data for public facilities*

Please reference the 2021-2025 5 Year Consolidated Plan Goals:

|                  |                                |                        |              |
|------------------|--------------------------------|------------------------|--------------|
| <b>Category:</b> | Neighborhood Revitalization    | <b>Priority Level:</b> | High         |
| <b>Activity:</b> | Public Facilities Improvements | <b>5 Year Goal:</b>    | 3,000 people |

Council CDBG priority (mark all that apply):

- Neighborhood Revitalization
- Addressing Homelessness
- Housing
- 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
- Homeless Persons
- Illiterate Adults

**CDBG Primary Objective:**

- Providing Decent Housing  
*(Ex. Owner Occupied Housing Rehabilitation)*
- Providing a suitable living environment  
*(Ex. Neighborhood Revitalization/Infrastructure Improvements)*
- Expanding Economic Opportunities for LMI Persons or Neighborhoods  
*(Ex. Job Creation)*

**CDBG National Objective:**

- Area Benefit Activities (LMA)
- Limited Clientele Activities (LMC)
- Housing Activities (LMH)
- Job Creation/Retention (LMJ)

**Please attach (if available):**

- Map of Project Location
- Detailed Scope of Work for Construction Projects
- Construction and/or Concept Plans

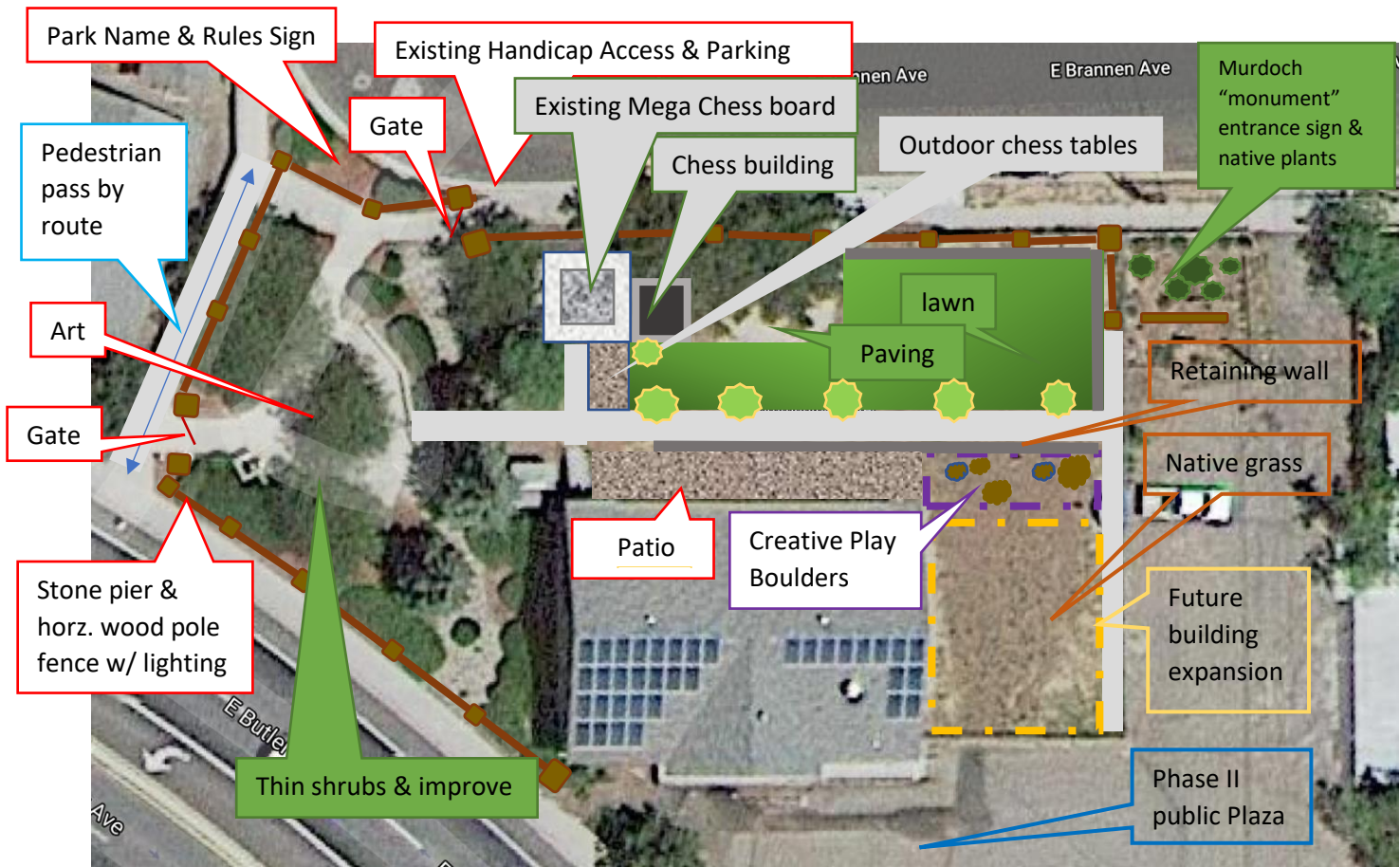
Price Estimates

Please briefly describe how this project aligns with the City's Regional Plan, Carbon Neutrality Plan, and (if applicable) Neighborhood or Community Specific Plan:

The project aligns with the City's Regional Plan in its approach in the preparation of the Southside Neighborhood Specific Plan adopted by the City Council. The Southside plan had a particular focus on the importance of the Murdoch Center as a publicly available community meeting facility for the Southside and the Community at large. The Southside Plan specifically noted the need to improve the Murdoch grounds and the Plan presented potential improvements conceptually. Park landscaping assists in Carbon Neutrality.

# Murdoch Center Phase 1- Landscape Concept

*NOTE: This is just the current general concept calling out existing features and enhancements.*



## Phase I Murdoch concepts consistent with adopted Southside Plan

**Phase I:** The concept shows a variation of landscaping styles, solid green area as turf, dull green shows more natural feeling. A new monument sign and area for native landscape NE corner. Large boulders for creative active play space for all ages. Existing mega chess board concept to remain with large chess piece storage building with expansion with pavers with normal sized boards on tables added. Concept incorporates the existing west pocket park with thinned shrubs that will effectively double the available park area. Additional dark-sky lighting improvements and security provisions are provided to address the west areas issues. Stone pier and pole fence with incorporated (dark sky) lights should balance safety, inclusiveness, and aesthetics (one possible fence design). Concept presents opportunities for public art and ethnic history interpretation. The new concrete path planned for ADA access into the site.

**Phase II & Future Expansion** (Murdoch Center managed): Create a public plaza with pavers in the triangular space currently used for parking, area immediately south of the Murdoch. Orient all new parking parallel to alley that improves organized parking numbers and frees up the plaza area. Provide an elevated platform at west end of plaza triangle at the height of the Murdoch entry doors as a stage.

# Murdoch Park – Scope of Work & Cost Estimate

**General Description:** The area to be improved encompasses approximately 10,000 SF that includes the current west landscaped area and land north of the Murdoch building. Improvements include but are not limited to: stone pier & pole perimeter fencing with lighting enclosing the park on south, west & north, Thinning improvements to right-of-way park west of Murdoch. For the area north of Murdoch to include but not limited to: excavated land preparation, retaining wall blocks, irrigated turf lawn, hard scape pavers, trees, native plantings, large boulders for imaginative play and storage building for large chess pieces and facility maintenance with typical site furnishings of benches, trash cans and other amenities.

## Estimate of Scope of Work:

General work and mobilization for \$10,000 SF

Incorporation of Right-of-way landscaped area @ 4,400 SF:

- Thinning of shrubs
- Lava stone mulch
- Lighting & security provisions
- Ethnic history interpretation – 6 stations

Park Perimeter decorative fence (stone pier & pole w/ lighting):

- 320 LF of fencing
- 32 stone piers with lighting (dark sky/low profile

North Murdoch Park Area (5,000 SF):

- Site preparation & excavation
- 180 LF of 4 ft wide sidewalk (ADA) east-west & east parking
- Lawn area leveling, retaining blocks, soil, etc.
- Irrigated Turf lawn @ 2,000 SF
- Native plantings @ 800 SF

Mega Chess Board Area:

- Pavers for ADA connectivity & other hardscape 1,200 SF
- 10' x 10" CMU Storage building with castle/Rook detailing (mega chess pieces, general storage, sprinkler controls, etc.
- Outdoor chess tables/bench x2

Adjacent land to Murdoch (future deck (north) building expansion (east):

- Area at north patio w/ rock mulch (or pavers) 600 SF
- Area east for building expansion (native grass) 1,200 SF

Driveway entry area (Murdoch Center sign, native plantings) 400 SF

Creative Play – not formal:

- 5 large boulders, Small slide, Tan-bark (soft landing), Perimeter

Trees: 6 substantial trees

- Accessories/furnishings (benches, trash cans, etc.)

**Total Estimated Project Scope**

**Murdoch Park**

| No. | Description           | Quantity | Unit | Unit Price   | Extended Price       |
|-----|-----------------------|----------|------|--------------|----------------------|
| 1   | General Conditions    | 10,000   | SF   | \$ 1.00      | \$ 10,000.00         |
| 2   | Site Preparation      | 10,000   | SF   | \$ 0.50      | \$ 5,000.00          |
| 3   | Grading               | 10,000   | SF   | \$ 0.50      | \$ 5,000.00          |
| 4   | Drainage              | 10,000   | SF   | \$ 0.30      | \$ 3,000.00          |
| 5   | Utilities (Wet & Dry) | 10,000   | SF   | \$ 1.50      | \$ 15,000.00         |
| 6   | Landscaping           | 5,000    | SF   | \$ 4.00      | \$ 20,000.00         |
| 7   | Turf/Lawn             | 2,000    | SF   | \$ 27.50     | \$ 55,000.00         |
| 8   | Pavers                | 1,200    | SF   | \$ 15.00     | \$ 18,000.00         |
| 9   | Storage Building      | 1        | EA   | \$10,000.00  | \$ 10,000.00         |
| 10  | Chess/Furnishings     | 1        | EA   | \$ 7,000.00  | \$ 7,000.00          |
| 11  | Fencing               | 320      | LF   | \$ 35.00     | \$ 11,200.00         |
| 12  | Stone Piers           | 32       | EA   | \$ 1,000.00  | \$ 32,000.00         |
| 13  | Historic Staitons     | 6        | EA   | \$ 2,500.00  | \$ 15,000.00         |
| 14  | Sidewalk              | 180      | LF   | \$ 15.00     | \$ 2,700.00          |
| 15  | Subtotal              |          |      |              | <b>\$ 208,900.00</b> |
| 16  | Contingency           |          | %    | 10.0%        | <b>\$ 20,890.00</b>  |
|     |                       |          |      |              |                      |
|     |                       |          |      |              |                      |
|     |                       |          |      | <b>Total</b> | <b>\$ 229,790.00</b> |

**Additional participation from Arts & Science @ \$20,000 for interpretive art & “green” improvements.**

Phase 2 for Murdoch Park includes creating a paver event plaza and reconfiguring the existing parking lot to a functional perpendicular parking capacity as well as minor landscape features.



Phase 2 Murdoch Southside  
"Green Space Creation" Event  
Plaza

## Murdoch Park Phase 2

| No. | Description                  | Quantity | Unit | Unit Price   | Extended Price       |
|-----|------------------------------|----------|------|--------------|----------------------|
| 1   | General Conditions           | 9,500    | SF   | \$ 1.00      | \$ 9,500.00          |
| 2   | Site Preparation             | 9,500    | SF   | \$ 0.50      | \$ 4,750.00          |
| 3   | Grading                      | 9,500    | SF   | \$ 0.50      | \$ 4,750.00          |
| 4   | Drainage                     | 9,500    | SF   | \$ 0.30      | \$ 2,850.00          |
| 5   | Parking Lot Overlay & Stripe | 5,000    | SF   | \$ 6.00      | \$ 30,000.00         |
| 6   | Landscaping                  | 200      | SF   | \$ 4.00      | \$ 800.00            |
| 7   | Pavers                       | 3,600    | SF   | \$ 17.00     | \$ 61,200.00         |
| 8   | Stage                        | 1        | EA   | \$ 4,000.00  | \$ 4,000.00          |
| 14  | Sidewalk                     | 200      | LF   | \$ 15.00     | \$ 3,000.00          |
| 15  | Subtotal                     |          |      |              | <b>\$ 120,850.00</b> |
| 16  | Contingency                  |          | %    | 10.0%        | <b>\$ 12,085.00</b>  |
|     |                              |          |      |              |                      |
|     |                              |          |      |              |                      |
|     |                              |          |      | <b>Total</b> | <b>\$ 132,935.00</b> |

# Flagstaff Shelter Services Inc.

## The Crown Motel: Hotel to Housing Renovation Project

### Housing Activity

Agency/Organization Name: Flagstaff Shelter Services Inc.

Executive Director/CEO Name, Phone & Email: Ross Altenbaugh, 928-225-2533 x303, [ross@flagshelter.org](mailto:ross@flagshelter.org)

Program Manager/Grant Contact Name, Phone & Email: Ross Altenbaugh, 928-225-2533 x303, [ross@flagshelter.org](mailto:ross@flagshelter.org)

Mailing Address: PO BOX 1808

City: Flagstaff

State: AZ

Zip: 86002-1808

Physical Address: 3300 E. Route 66

City: Flagstaff

State: AZ

Zip: 86004

Is your agency/organization a 501 (c) 3 non-profit organization, government entity or other (please explain)? 501 (c) 3 Organization

Please explain: *Field not completed.*

Federal EIN/TIN #: 20-4921369

Agency DUNS Number: 833108801

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Is your agency registered in the Federal System for Award Management? Yes

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Agency CAGE (Sam.gov) Number: 666CB

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Is your agency/organization a participating member of the Coconino County Continuum of Care? Yes

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Is the project for the prevention, response, preparation or mitigation of COVID-19? Yes

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CDBG Funding Request: \$250,000

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Local Recovery Funds Request: *Field not completed.*

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**To determine your activity's eligibility for CDBG and/or ARPA Local Recovery Funds funding please contact [kristine.pavlik@flagstaffaz.gov](mailto:kristine.pavlik@flagstaffaz.gov).**

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New or existing program: New Program

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Is the proposed project a quantifiable increase in services provided? Yes

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Project Name: The Crown Motel: Hotel to Housing Renovation Project

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Please provide a brief description of the project, including a scope of work

With the support and financial backing of the Arizona Department of Housing, Flagstaff Shelter Services is acquiring a 56-room motel on Route 66, complete with 12 family units. To address community needs resulting from the COVID-19 pandemic, Flagstaff Shelter Services will use this new site to provide non-

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and how allocated funds will be used: congregate, emergency shelter to diverse Flagstaff individuals and families experiencing homelessness. Eventually, once the pandemic is no longer an active threat to our community, the site will offer much-needed Permanent Supportive Housing units for vulnerable, housing-insecure community members. In the meantime, CDBG funds are needed to support crucial renovation costs to the motel property.

Area of service: Citywide

Type of project: Public Facilities & Improvements

Is the project related to congregate care services and/or facilities? Yes, it will renovate a motel for non-congregate shelter use to provide an alternative to congregate shelter.

Total estimated number of persons to be assisted: 1,200

Populations Served: Income Qualified LMI Households, Elderly Persons, Persons with HIV/AIDS, Illiterate Adults, Victims of Domestic Violence, Severely Disabled Adults, Persons Experiencing Homelessness

(Section Break)

For CDBG Funding Requests Only:

National Objective: Low/Mod Limited Clientele Benefit (LMC)

City Council CDBG Priority: Addressing Homelessness

2021-2025 Consolidated Plan Priority Need: Neighborhood revitalization, public facilities and infrastructure

2021-2025 Consolidated Plan Activity: Public Facilities

2021-2025 Consolidated Plan Priority Level & 5 Year Goal: High; 100 people

(Section Break)

Name and Title of Authorized Representative: Ross S. Altenbaugh, Executive Director

Signature of Authorized Representative: Ross S. Altenbaugh

Date: 2/19/22

Narrative Questions

Narrative Questions

**Please respond to the following questions in the order listed. Be sure to include the entire question in your response where appropriate.**

(Section Break)

Answer Question 1 for CDBG Economic Development Activities ONLY (1 Point)

To find out if your activity is categorized as an Economic Development Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).

1. Economic Development activities create jobs or support businesses in low income neighborhoods or for low income individuals. Please check one of these eligible activities if you are applying under the Economic Development Category. *Field not completed.*

(Section Break)

Answer Questions 2, 3 and 4 for CDBG Public Service Activities ONLY (10 Points)

To find out if your activity is categorized as a Public Service Activity please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov)

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2. Mark the public service activity that best fits your proposed service. *Field not completed.*

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3. Clearly define how the proposed service is either a new service or a quantifiable increase in the level of an existing service. N/A

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4. 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?). N/A

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(Section Break)

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Answer Questions 5, 6, and 7 for CDBG Funding Requests ONLY

*Some projects are eligible for both/either CDBG and ARPA Local Recovery Funds, to find out if your activity is eligible for ONLY CDBG Funding and not also Local Recovery Funds please contact [Kristine.Pavlik@flagstaffaz.gov](mailto:Kristine.Pavlik@flagstaffaz.gov).*

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5. (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. During the first year of the COVID-19 pandemic, homeless service providers nationwide blazed a trail for learning how to use motels to safely shelter and house vulnerable populations. In Northern Arizona, this work was done by Flagstaff Shelter Services. Because of our ground-breaking work and the work of other agencies across the country, the federal government has made a meaningful financial investment in the purchase of motel properties nationwide to meet identified shelter and housing needs. Flagstaff Shelter Services has received federal funding via the Arizona Department of Housing to purchase the Howard Johnson Motel (historically known as the Crown Motel) on east Route 66 (see attached award letter). The proposed Crown Motel: Hotel to Housing Renovation Project will support safety-related renovations of the property. This project is in direct alignment with the CDBG National Objective pertinent to

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Flagstaff of serving individuals that are defined by the Department of Housing and Urban Development (HUD) as low to moderate income (LMI) persons. The project falls under the Limited Clientele Activities (subcategory 2) as all households served by Flagstaff Shelter Services meet the federal definition of homeless as determined by HUD and are presumed to be extremely LMI. Additionally, Flagstaff Shelter Services' clients also fall under the following specific people groups:

- **Elderly Persons:** In 2021, Flagstaff Shelter Services served over 300 seniors (14% of our total population served). Continuing to serve this vulnerable population is critical as the Center for Disease Control notes older individuals experiencing homelessness may be at increased risk of severe illness from COVID-19.
- **Severely Disabled:** On average, 50% of those served by Flagstaff Shelter Services report having a chronic mental or physical health issue.
- **Victims of Domestic Violence:** About 40% of clients served by Flagstaff Shelter Services are women, 90% of whom report having experienced domestic or sexual violence.
- **Persons with HIV/AIDS:** Flagstaff Shelter Services welcomes all, regardless of health status. This means we occasionally serve Flagstaff residents living with HIV/AIDS.
- **Illiterate Adults:** Academic attainment levels are low among many of the individuals served by Flagstaff Shelter Services, and some of the adults served are illiterate.

The proposed Crown Motel: Hotel to Housing Renovation Project will create critical, non-congregate emergency shelter space to meet the housing needs of some of the most vulnerable people groups in our community and will support the following two CDBG Primary Objectives:

1) **Providing a suitable living environment:** The COVID-19 pandemic has highlighted how housing truly is healthcare and has demonstrated the need for non-congregate shelter space that allows individuals and families to safely distance and quarantine. For the past two years, Flagstaff Shelter Services has provided a critical community response for diverse people experiencing homelessness who have contracted COVID-19 by contracting with local motels to provide a temporary, suitable living environment. While extremely expensive, this has proved effective in protecting vulnerable individuals and our community as a whole. Now, Flagstaff Shelter Services is acquiring our own former motel property, and the proposed renovation of this property will allow us to provide a safe and suitable living environment (via non-congregate emergency shelter) for extremely LMI individuals in crisis until permanent housing can be secured. This represents an important investment in the health of our community. This new emergency motel shelter site will provide a safe living environment without barriers or preconditions (such as sobriety or COVID status) to an estimated 1,200 unduplicated people annually. It will serve the most vulnerable households in crisis, many of whom are turned away by every other agency in town. This

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includes families as the 56-room motel site includes 12 family units. Families experiencing homelessness, particularly those that include fathers, will benefit greatly from this project as it will fill an urgent community need for shelter space for two-parent households and single fathers with children. Currently, Flagstaff only has the capacity to serve three of these families at a time. There is a desperate community need for emergency shelter space that allows fathers to stay with their children. This project will help keep parents and children in crisis together and provide a suitable living environment by ensuring there is safe, sufficient, barrier-free space and culturally sensitive services for entire families.

Additionally, it is worth noting that this motel site will provide a suitable living environment to vulnerable Flagstaff residents for years to come. Once the COVID-19 pandemic is no longer a significant threat to our community, Flagstaff Shelter Services will transition this site from being used as non-congregate, emergency shelter to providing Permanent Supportive Housing for the most vulnerable in our community under our already successful Housing as Healthcare program.

2) Providing decent housing: In accordance with this CDBG Primary Objective, the ultimate goal of the Crown Motel: Hotel to Housing Renovation Project is to help extremely LMI persons secure permanent, decent, and affordable housing. By increasing the capacity of our emergency shelter, Flagstaff Shelter Services will be well equipped to help more individuals and families in crisis become stably housed. This will be achieved through culturally appropriate supportive services, housing-focused case management, and community partnerships. Flagstaff Shelter Services operates a successful housing program that can easily fold in new individuals and families. As such, we will leverage our experienced Housing Case Management staff to bring necessary housing stabilization to guests of this new non-congregate, emergency motel shelter site.

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6. (10 Points) Identify how the proposal meets one or more of the City Council's CDBG Priorities:

The primary City Council CDBG Priority met by the proposed Crown Motel: Hotel to Housing Renovation Project is Addressing Homelessness. All households served by Flagstaff Shelter Services, and in turn this motel shelter renovation project, qualify as homeless under the Department of Housing and Urban Development's definition. Expanding non-congregate, emergency shelter capacity at Flagstaff Shelter Services (the only agency in all of Coconino County to offer temporary shelter to anyone regardless of faith, mental health, sobriety, criminal record or COVID status) is critical to decreasing the number of unsheltered individuals in Flagstaff.

The other City Council CDBG Priority met by the proposed Crown Motel: Hotel to Housing Renovation Project is Housing – Rental/ Ownership. Individuals, couples, and families served by at this new site will work with a Flagstaff Shelter Services Housing Case Manager as appropriate to secure permanent housing (generally through renting) that they have or will cultivate the financial resources to maintain. Our skilled Housing Case Managers work with a network of reputable landlords in the community, and Flagstaff Shelter Services provides

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shallow financial assistance to help clients cover rental application fees, deposits, and first/last months' rent. This promotes a successful transition to housing stability. Since we started offering these housing placement services in 2015, over 800 individuals have been housed, and 86% of them remain successfully housed one year later.

7. (10 Points) Identify how the proposed project is consistent with the needs, priorities, goals, and objectives identified in the City of Flagstaff 2021-2025 Consolidated Plan.

Flagstaff Shelter Services' Crown Motel: Hotel to Housing Renovation Project will benefit extremely low to moderate income households with activities consistent with the CDBG Priority Need: Revitalization, Public Facilities & Infrastructure. This Facility Improvement project is in direct alignment with the City of Flagstaff's 5-Year Consolidated Plan goals as it addresses the following:

Priority Need: Neighborhood Revitalization, Public Facilities & Infrastructure

Activity: Public Facility Improvements

Special population: Yes (individuals experiencing homelessness)

Priority level: High

5-year goal: 100 people

This facility improvement project will increase access to a healthy, safe, and decent place to sleep by increasing non-congregate emergency shelter space in Flagstaff. This is in direct alignment with the City of Flagstaff's high priority goal to invest in facility improvement projects that serve 100 people as it will ensure 1,200 unduplicated individuals (each of whom meet the federal definition of homeless) have access to critical, non-congregate motel shelter annually. This will help ensure every person experiencing homelessness in Flagstaff on any given night (regardless of faith, mental health, sobriety, criminal record, or COVID-19 status) has access to safe shelter, nutritious meals, warm showers, laundry facilities, culturally relevant medical and behavioral health care, clothing, hygiene supplies, housing placement services, and additional day services.

The project is also consistent with the following City of Flagstaff's 5-Year Consolidated Plan goal:

Priority Need: Addressing Homelessness

Activity: Increase shelter beds/units

Special population: Yes (individuals experiencing homelessness)

Priority level: High

5-year goal: 15 beds

In direct alignment with the City of Flagstaff's high priority goal to increase the number of emergency shelter beds/units by 15 beds/units, the proposed Crown Motel: Hotel to Housing Renovation Project will add 56 new non-congregate, emergency shelter units that will provide a suitable alternative to people sleeping in unsafe places such as in a car or camping in the forest.

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.

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8. (5 Points) If applicable, indicate whether the project is specific to one of the four target neighborhoods and/or if the program office is located in one of the below target neighborhoods.

Flagstaff Shelter Services' Crown Motel: Hotel to Housing Renovation Project, located on the north side of east Route 66, is not specific to or located in any of the target neighborhoods but rather will serve diverse, low to moderate income households experiencing homelessness citywide.

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9. (10 Points) Describe the proposed scope of the project:

To better respond to the ongoing COVID-19 pandemic and prevent further spread of the Coronavirus, Flagstaff Shelter Services is proposing to utilize \$250,000 of CDBG funds to renovate a former motel that will bring 56 much-needed, non-congregate emergency shelter units to Flagstaff. While the Crown Motel (currently known as the Howard Johnson on Route 66) is livable and includes all furnishings, the proposed renovations are needed to improve safety and security. These changes include installing wrought iron fencing around the property, filling in the existing pool, installing an interior fire sprinkler system, removing the existing porte cochere, updating the existing laundry facilities to add four additional washers and dryers, and redoing the dilapidated parking lot (see attached Concept Plan and Price Estimate). It is also worth noting that Flagstaff Shelter Services is in discussion with City of Flagstaff staff to explore opportunities for preserving this unique property, which has been determined to be an eligible candidate for Historic Preservation. In acquiring and renovating this motel on the historic Route 66, we aim to enrich the community as a whole and to beautify a space for diverse, vulnerable community members to live.

The proposed renovation project will enable Flagstaff Shelter Services to provide safe, non-congregate motel shelter to vulnerable individuals and families experiencing homelessness through the remainder of the COVID-19 crisis. This Center for Disease Control-recommended model of providing safe shelter during a pandemic has been shown to drastically reduce virus transmission. By increasing the number of non-congregate, emergency shelter units in our community, we can keep vulnerable populations experiencing homelessness—as well as the general Flagstaff community as a whole—safe from the ongoing public health crisis. Of course, providing emergency shelter is also the first step to helping diverse individuals and families experiencing homelessness move into permanent housing and toward long-term self-sufficiency. Also, in support of Flagstaff's continued conversation around options for emergency drop-off of people in crisis, this project will create an additional location where much

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needed, culturally appropriate community services can be accessed.

As of the February 2022 writing of this application, this motel renovation project is in the planning stage. We are awaiting closing on the motel property purchase, which will occur very soon thanks to secured funding from the Arizona Department of Housing (see attached award letter), and renovations have been approved by the Flagstaff Shelter Services Board of Directors. As a result of the proposed Crown Motel: Hotel to Housing Renovation Project, 56 private rooms (12 of which are family rooms) will serve an estimated 1,200 vulnerable Flagstaff residents experiencing homelessness annually through the ongoing COVID-19 pandemic. As is already the case at Flagstaff Shelter Services' long-standing congregate shelter, individuals and families will be encouraged to take the necessary step of meeting with a Specialist from Front Door Coordinated Entry upon seeking shelter. Front Door is a community-wide, collaborative project that uses real time data to (1) expedite referrals for people in crisis to the housing partner best equipped to help individuals further develop their plan for housing permanence; (2) quickly end stays in homelessness; and (3) eliminate duplication of community services.

Just like at Flagstaff Shelter Services' congregate shelter, guests at this non-congregate motel shelter site will have access to nutritious meals daily, warm showers, laundry facilities, coordinated medical and behavioral healthcare, seasonally appropriate clothing and shoes, hygiene supplies, day services, and housing placement services. With nearly two years of experience providing emergency shelter and culturally sensitive wrap-around services via the use of rented motel rooms, Flagstaff Shelter Services has these comprehensive services ready to immediately implement at this new location. Additionally, as a result of COVID, we have already nearly doubled our personnel and are prepared to appropriately staff this non-congregate motel shelter site.

Flagstaff Shelter Services is committed to bringing the right collaborators to the table to best serve vulnerable community residents and address otherwise unmet community needs. With 16 years of experience providing emergency shelter and five years of experience serving as one of two Front Doors for the coordinated entry project, we see the gaps in the local social service safety net every day and are prepared to help fill them by developing this non-congregate, emergency shelter site. After all, identifying and addressing unmet community needs regarding shelter and housing is at the heart of what we do at Flagstaff Shelter Services. That is why, once the pandemic no longer represents an active threat to the Flagstaff community, this renovated motel site will serve as much needed Permanent Supportive Housing for our most vulnerable neighbors.

As soon as the Notice to Proceed is received, in compliance with procurement procedures, Flagstaff Shelter Services will move forward with appropriate bids through the formal procurement process. Once a contract has been secured, construction will begin. The renovation price estimate we have received from Kinney Construction Services is for \$551,990. Factoring in \$6,190,000 for the

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motel purchase, \$63,211 for construction contingency, \$24,799 for project oversight from our Director of Operations, and \$2,149,047.18 for first year of program food and staffing, the total project budget is \$8,979,047.18. The motel purchase is fully covered by secured funding from the Arizona Department of Housing (see attached award letter). Program operations are covered by secured leverage funds from Flagstaff Shelter Services, Flagstaff Family Food Center, Native Americans for Community Action, Southwest Behavioral & Health Services, The Guidance Center, and North Country HealthCare. The remainder of the project budget is being covered by other funding sources, namely foundation and corporate grants diligently being pursued.

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

The mission of Flagstaff Shelter Services is to provide individuals and families experiencing homelessness with crisis stabilization (via emergency shelter) and the tools needed to achieve housing stability; regardless of faith, mental health, or sobriety. For 16 years, Flagstaff Shelter Services has filled a critical gap in services by serving vulnerable Flagstaff residents without preconditions or barriers. This includes our neighbors who have contracted COVID-19. The proposed Crown Motel: Hotel to Housing Renovation Project will advance our mission as it will enable Flagstaff Shelter Services to provide safe, non-congregate emergency shelter to diverse households in crisis. This is the first step to helping individuals and families experiencing homelessness achieve long-term housing stability. Additionally, in future years, this new site will offer a long-term housing solution for the most vulnerable individuals in our community, which currently has a severe affordable housing shortage, as it will create 56 new units of Permanent Supportive Housing in Flagstaff.

Racial inequity is a dominant truth that permeates all areas of American life. Social and housing service agencies are not exempt. Therefore, Flagstaff Shelter Services is intentionally transforming the way we care for diverse households experiencing homelessness with the provision of accessible, inclusive, and client-led services. Three years ago, we made a commitment to begin the difficult and dynamic work around diversity, equity, and inclusion (DEI). We know this work is never-ending, and we have taken steps to assure our programs and projects serve to promote DEI and that our services are delivered with cultural awareness and sensitivity as a priority. Using guidance from the National Alliance to End Homelessness and the Corporation for Supportive Housing, we have and will continue to evaluate racial and cultural disparities among the homeless services system as we carefully tailor our programs to address these disparities in a way that affirms the dignity and rights of all people.

The population Flagstaff Shelter Services serves each year is generally representative of the overall homeless population in Flagstaff. About 40% of those served annually are women, 98% of whom report having experienced physical or sexual abuse. Around 20% are veterans, and about half of those we serve report struggling with chronic physical or mental illness. Our Indigenous neighbors are particularly over-represented in the homeless population in comparison to their portion of the general population in Flagstaff. This is

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evidenced in the following racial/ethnic breakdown of the ~2,200 unduplicated people Flagstaff Shelter Services cared for last year:

- 56% Indigenous— this is a substantial increase since the beginning of the pandemic (as compared to 7.8% of the general Flagstaff population)
- 28% White (as compared to 64.5% of the general Flagstaff population)
- 7% Hispanic/Latino (as compared to 19.3% of the general Flagstaff population)
- 5% multiracial (as compared to 5.3% of the general Flagstaff population)
- 4% Black (as compared to 2% of the general Flagstaff population)

Flagstaff Shelter Services takes equity work very seriously. Over 70% of those we serve annually are people of color, and it is important to the organization to have a Board of Directors and staff that reflects the people we serve. Nearly 50% of our Board of Directors and 60% of our staff are people of color, and over half of our Board of Directors and staff bring valuable lived experience as formerly homeless, veterans, justice-involved, and survivors of domestic violence. Our Board of Directors is dedicated to advising and directing all agency policies and operations. We depend on their strong and diverse voices to guide decisions and direction for our agency. Within the Board is a Committee on Social Justice & Racial Equity, and our Board of Directors is working with a contracted Racial Equity Officer and the Corporation for Supportive Housing's 2022 Arizona Supportive Housing Institute to establish and codify written policies and practices supporting diversity, equity, and inclusion. (See attached Board Retreat Report from November 2021, developed in conjunction with Moline Creative.) Our Executive Director is also proud to sit on the Arizona Department of Housing's Balance of State Social Justice & Racial Equity Committee.

Additionally, Flagstaff Shelter Services recognizes the importance of having appropriate representation at decision-making tables. Since we serve a significant number of unsheltered, Indigenous relatives and aim to ensure the provision of culturally appropriate services, we have intentionally taken steps to include and learn from those who bring expertise and experience in addressing the service and housing needs of this population. For example, 28% of our Board of Directors and 48% of our staff are Indigenous. Also, recognizing the limits of our cultural knowledge and understanding, Flagstaff Shelter Services is committed to partnering with other agencies who bring expertise. For example, we have a Memorandum of Understanding with Native Americans for Community Action (NACA) for the purpose of providing cultural training to Flagstaff Shelter Services' staff and culturally relevant support services to Indigenous populations seeking services at Flagstaff Shelter Services. Guests of our non-congregate motel shelter will benefit from this partnership as NACA and Flagstaff Shelter Services will continue to collaborate to provide culturally appropriate physical and behavioral health services to shelter guests at this new site.

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**11. (10 Points) Accessibility of Programs and Services**

Flagstaff Shelter Services is committed to providing accessible services to diverse persons experiencing homelessness, including those with Limited English Proficiency. To this end, we have staff members who are fluent in the languages spoken—primarily Spanish, Dine and Hopi—by persons who seek our

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services. We also utilize a language line to serve guests who speak languages not represented by our staff.

Regarding how the motel location will provide accessible services to persons with disabilities, there are rooms that are fully ADA-compliant, and our five-year plan includes efforts to create more fully ADA-compliant rooms. Additionally, there are four ADA-compliant parking spaces on the property. Although the building is exempt from compliance with ADA based on its construction date, Flagstaff Shelter Services is committed to bringing the entire property into compliance through future phases of facility improvement.

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12. (10 Points) Provide recent statistics, data, or other information to define the local community need for the proposed project. Please be detailed regarding local needs within Flagstaff city limits. Be sure to provide data relative to the population your project will serve.

Homelessness is a significant challenge in Flagstaff, but due to the COVID-19 pandemic, there is limited recent data on the extent of the problem in our community. Nationwide, the public health crisis disrupted the 2021 Point-in-Time count, which is the primary way local, state, and federal governments collect data on homelessness. As a result, only sheltered individuals were counted in Coconino County's 2021 Point-in-Time Count, and not unsheltered people living in tents, in the forests, in their cars, or on the streets of Flagstaff. Nevertheless, Flagstaff Shelter Services' increase in service numbers in 2020 and 2021 as compared to pre-pandemic years demonstrate how the public health crisis has exacerbated homelessness in our community.

As the COVID-19 pandemic continues, there is a great need for non-congregate, emergency shelter space in Flagstaff. According to the Center for Disease Control, people experiencing homelessness are at increased risk of both contracting and dying from the Coronavirus, and this is in part due to a devastating shortage of non-congregate, emergency shelter. Flagstaff has very limited non-congregate shelter units for families and ZERO non-congregate, emergency shelter units for individuals aside from what Flagstaff Shelter Services is currently providing through the use of rented motel rooms. This is extremely problematic as (1) congregate shelter has been found to promote virus transmission, including transmission of COVID-19; (2) a congregate shelter setting is not appropriate for those who are COVID-positive or who have recently been exposed as it does not allow for adequate quarantining or isolating; and (3) nightly rental of local motel rooms to provide non-congregate shelter is financially unsustainable.

In response, at the recommendation of and with financial support from the Arizona Department of Housing (see attached award letter), Flagstaff Shelter Services is acquiring the Howard Johnson motel on Route 66 in order to add 56 units to the city's non-congregate, emergency shelter inventory. This will allow us to decompress our congregate shelter and will provide a safe place for diverse, medically vulnerable individuals and families to stay until permanent housing is secured. In addition to alleviating a glaring deficit in non-congregate, emergency shelter options for individuals, this will address an identified community need for more family shelter space as 12 of the rooms are family units. In Flagstaff, there are currently only three emergency/transitional units for families that include a

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father or a second head-of-household (two-parent households and single fathers with minor children). For two-parent households, the lack of adequate family space means fathers (and sometimes boys over the age of 12) are often separated and sent to one shelter while a mother and children are sent to another. Not only is this an extremely traumatizing solution for a family experiencing homelessness, but it is an extremely costly intervention for multiple agencies to be serving one family. The proposed Crown Motel: Hotel to Housing Renovation Project will help keep parents and children in crisis safely together by creating 12 barrier-free family shelter units.

In December 2020, Flagstaff City Council declared a housing emergency. The declaration recognizes the need to make housing a leading priority within the city and the community. Therefore, it is noteworthy that, once COVID-19 is no longer a widespread threat, Flagstaff Shelter Services will transition our new, former motel property from emergency shelter to Permanent Supportive Housing (PSH), filling another glaring community need. PSH options are extremely limited in our community as the 253 PSH units in Coconino County maintain a long wait list (over 100 households currently waiting for one of these units). This new property therefore not only represents an investment in today’s current non-congregate shelter crisis, but it is also in direct alignment with the City’s approved 10-Year Housing Plan as it will successfully add 56 units to the affordable housing inventory in Flagstaff. As a proud member of the Corporation for Supportive Housing’s 2022 Arizona Supportive Housing Institute, Flagstaff Shelter Services is learning from the nation’s experts on supportive housing to help build a stronger foundation for the PSH work we look forward to engaging in when COVID-19 no longer necessitates the use of non-congregate shelter.

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13. (10 Points) How will you identify success? Describe how your successes will be monitored/evaluated beyond CDBG/Local Recovery Funds requirements.

This proposed Crown Motel: Hotel to Housing facility renovation project will be considered a success when 100% of individuals and families in crisis who attempt to access safe, emergency shelter at Flagstaff Shelter Services are provided a suitable living environment and resources the same day. This is a critical first step in assisting diverse households in securing stable housing and ensuring they have access to the supportive services needed to achieve housing permanence. The proposed renovation of the 56-room motel property will allow Flagstaff Shelter Services to provide safe, non-congregate, emergency shelter and culturally relevant wrap-around services to 1,200 men, women, and children of Flagstaff annually. Like all of Flagstaff Shelter Services’ programs, the ultimate goal of this project is to help individuals and families experiencing homelessness secure safe, long-term housing that they have the financial resources to maintain.

Just like at our congregate shelter, meticulous records will be kept regarding who stays at this motel shelter each night. Flagstaff Shelter Services staff will also enter guest data into the web-based Homeless Management Information System at guests’ point of entry and during case manager visits. Based on this information, we can easily determine how many individuals and families are

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provided temporary, emergency shelter each year and how many successfully transition to permanent housing.

14. (10 Points) Briefly describe the scope of the community collaboration surrounding the proposed project.

The success of the non-congregate, emergency motel shelter project will be in large part due to strong community collaborations. These partnerships will equip Flagstaff Shelter Services to cost-effectively provide a suitable living environment to an estimated 1,200 diverse, unduplicated individuals served annually at this new site.

A list of community collaborations providing leverage are as follows (see attached leverage letters):

- Flagstaff Family Food Center (FFFC) will provide meals to Flagstaff Shelter Services' non-congregate, emergency shelter guests daily. This agreement will not only ensure households experiencing homelessness have access to nutritious food but will also save Flagstaff Shelter Services approximately \$498,687.18 annually by leveraging this support.
- North Country HealthCare (NCHC) will leverage \$1,050,000 for the proposed project by providing uncompensated medical care and crucial medications to guests of Flagstaff Shelter Services' new non-congregate, emergency shelter.
- Native Americans for Community Action will leverage \$15,000 by providing medical and behavioral health staff to ensure culturally appropriate services and resources are made available to Indigenous, non-congregate, emergency shelter guests.
- The Guidance Center will leverage \$80,000 by providing behavioral health staff to care for non-congregate, emergency shelter guests.
- Southwest Behavioral & Health Services will leverage \$100,000 by providing behavioral health staff to serve guests of the proposed non-congregate, emergency shelter.
- Flagstaff Shelter Services will leverage the \$6.19 million purchase of the motel property to be renovated with CDBG funding. We will also leverage the wages of our Shelter Coordinators (\$315,360) who will staff the property 24 hours a day, 7 days a week, and will leverage 75% of three Housing Case Management salaries (\$90,000) needed to bring necessary housing stabilization to guests of this new non-congregate emergency shelter site. This brings our total agency leverage amount to \$6,595,360.

Other community supporters include but are not limited to the following (see attached letters of support):

- U.S. Representative Tom O'Halleran has visited Flagstaff Shelter Services on multiple occasions (most recently in January 2022) and fully supports the vital services we provide to communities in his district. Additionally, his office works with to help bring light to important Veteran issues in the community.
- Northland Family Help Center (NFHC) has collaborated and will continue to collaborate with Flagstaff Shelter Services on Front Door coordinated entry, housing placement services, and other efforts aimed at ending homelessness in Flagstaff. NFHC supports our work to create a safer Flagstaff community.
- North Country HealthCare (NCHC) will provide Flagstaff Shelter Services'

emergency shelter guests with onsite primary care. Additionally, NCHC will connect guests to affordable medications, help them apply for health benefits, and coordinate COVID-19 vaccinations and testing.

- Native Americans for Community Action will partner with Flagstaff Shelter Services to ensure culturally appropriate medical and behavioral health services and resources are made available to Indigenous shelter guests and to provide culturally-sensitive training opportunities to Flagstaff Shelter Services' staff in partnership with Health Choice.
- The Guidance Center has a longstanding partnership with Flagstaff Shelter Services and supports the addition of 56 new non-congregate emergency shelter units. They are committed to providing coordinated behavioral health services, including substance misuse treatment, to emergency shelter guests.
- Southwest Behavioral & Health Services is pleased to support the proposed project as they recognize the interconnectedness of safe shelter/housing and mental/behavioral health. They will offer low-barrier, coordinated behavioral health services to Flagstaff Shelter Services' emergency shelter guests.
- Catholic Charities supports Flagstaff Shelter Services' request for CDBG dollars to renovate the motel property that will soon provide non-congregate, emergency shelter in Flagstaff. The two agencies partner closely, as they each serve as one of the Coordinated Entry project's Front Doors. Catholic Charities conducts outreach via Project for Assistance in Transition from Homelessness (PATH) and brings people seeking shelter to Flagstaff Shelter Services as appropriate.

Flagstaff Shelter Services is committed to working in a system of coordinated assessment. This system includes recognizing what resources already exist in the community and leaning on those partners in order to be strong stewards of our limited resources. For instance, we refer clients that are more appropriately served by another agency instead of trying to recreate service paths that already exist in our community. Flagstaff Shelter Services is an active member of the local Continuum of Care (CoC) in Northern Arizona, working in partnership with other homeless services providers to develop and implement a strategy to prevent and end homelessness in and around Flagstaff. Additionally, the Executive Director of Flagstaff Shelter Services is the Co-Chair of the Local Coalition to End Homelessness (LCEH) formerly known as our local CoC, is a member of the Executive Committee of the LCEH, sits on the Arizona Department of Housing's (ADOH) Balance of State Social Justice & Racial Equity Committee, is on the Flagstaff Housing Commission, and is a member of the Governance Advisory Board of the Arizona Balance of State CoC run by ADOH. Membership in these collaborations promotes sharing best practices, setting local priority for resources, and coordinating services so as not to duplicate efforts and waste valuable resources.

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15. (10 Points) Is your agency participating in the coordinated entry, also known as Flagstaff's Front Door? Is your agency a

Flagstaff Shelter Services is one of the two entry points for Flagstaff's coordinated entry program, Front Door, and we currently hold an executed Memorandum of Understanding (MOU) with Front Door. (See the attached signed MOU.)

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member of Continuum of Care? To what extent does your agency participate?

Flagstaff Shelter Services is an active member of the local Continuum of Care (CoC), now known as the Coconino Local Coalition to End Homelessness, and our Executive Director serves as the Co-Chair. (See attached letter from the CoC.)

Question 15 Attachment

[Front Door MOU and CoC Letter.pdf](#)

### Narrative Questions Continued

16. (10 Points) Briefly describe the organizations capacity for federal grant management:

Flagstaff Shelter Services has a long history of responding to identified community needs by successfully developing and administering projects that directly address those needs. Since 2006, the agency has provided life-saving emergency shelter to Northern Arizona's most vulnerable residents experiencing homelessness, many of whom are turned away by every other shelter provider in town (primarily because of criminal background, mental health status, sobriety issues, or previous shelter stays). For the first eight years, Flagstaff Shelter Services was a seasonal operation designed to shield individuals from Flagstaff's extreme winter temperatures and inclement weather. Then in 2014, when the community identified the need for a year-round shelter, executive leadership and the Board of Directors made the commitment to keep Flagstaff Shelter Services' 86-bed emergency shelter open 365 nights a year. Our services expanded again in 2015 when a community need for services that promote long-term housing stability was identified. To address this, Flagstaff Shelter Services began offering a range of supportive housing services aimed at quickly and successfully connecting individuals experiencing homelessness to safe, affordable, permanent housing. By providing these services, we have successfully shortened stays in homelessness, prevented returns to homelessness, and helped over 800 diverse individuals transition to permanent housing (86% of whom remain stably housed one year later).

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

In 2019, thanks in large part to 2018 CDBG Public Facility Improvement funding, Flagstaff Shelter Services expanded our emergency shelter by adding on a second story to our existing building. This brought our nightly capacity up to 163, and the added space of this expansion allowed us to begin better addressing housing and health outcomes by partnering with physical and behavioral health providers to design and implement the innovative and culturally sensitive Housing as Healthcare Program. Implemented in late 2019, no one could have ever imagined how timely this program would be in light of the COVID-19 pandemic. The global public health crisis hit Flagstaff just four months later and further highlighted the connection between health and housing as individuals

experiencing homelessness were found to be at increased risk of contracting and dying from the Coronavirus.

In response to the pandemic and rampant transmission within congregate shelter, Flagstaff Shelter Services swiftly moved shelter guests into rented motel rooms in March 2020 in order to provide adequate opportunity for social distancing. We partnered closely with North Country HealthCare to conduct regular COVID-19 testing, and once vaccines became available, to host onsite vaccine clinics. We are proud to report that 83% of our shelter guests are now vaccinated against the deadly virus. In recognition of our swift pandemic response and innovative Housing as Healthcare program, Flagstaff Shelter Services was awarded the 2021 Housing Hero Award for an Innovative Housing Program by the Arizona Department of Housing.

In April 2021, as a direct result of our high vaccination rates, Flagstaff Shelter Services was able to cautiously resume congregate shelter for most guests. However, to this day, we continue to be Flagstaff's community response for COVID-positive residents who lack stable housing. Therefore, we still rent 20-30 local motel rooms each night to safely quarantine those who have contracted the Coronavirus. Temporarily sheltering Flagstaff's most vulnerable residents in private motel rooms through this Center for Disease Control-recommended model of emergency shelter is costly, but it is addressing the immediate needs of our community while also minimizing virus transmission rates. Another way we began addressing the needs of diverse individuals in our community in 2021 was by partnering with Care1st and a statewide transportation company to provide emergency transportation response for people experiencing homelessness in danger of dying on the streets of Flagstaff.

Since we are not out of the woods yet and the pandemic has demonstrated the need for non-congregate, emergency shelter options in our community, Flagstaff Shelter Services is preparing to close on a local motel on the historic Route 66 to better care for our vulnerable neighbors. With CDBG dollars, the proposed Crown Motel: Hotel to Housing Project will make crucial renovations to the property, ensuring it can safely serve as non-congregate, emergency shelter for as long as is needed and then as Permanent Supportive Housing (PSH) for decades to follow. Flagstaff Shelter Services is extremely proud to have been accepted into the Corporation for Supportive Housing's 2022 Arizona Supportive Housing Institute. Learning from the nation's experts in supportive housing is helping us build a stronger foundation for the PSH work we look forward to engaging in when COVID-19 no longer necessitates our new property be used as non-congregate, emergency shelter.

With almost two years of experience providing emergency shelter and culturally sensitive wrap-around services via the use of rented motel rooms, Flagstaff Shelter Services is fully prepared to quickly implement comprehensive services for all guests of this new location. We are skilled at partnering with other local service providers to offer co-located services and will ensure these services are

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also provided at our new location. This includes culturally appropriate behavioral and physical healthcare in partnership with Native Americans for Community Action, North Country HealthCare, The Guidance Center, and Southwest Behavioral & Health Services. Additionally, as a result of COVID, we have already nearly doubled our personnel and are prepared to appropriately staff this non-congregate motel shelter site.

Flagstaff Shelter Services' success with past programmatic expansions and building renovations, our strong community partnerships, and our experience successfully administering federal and state funds position us well to successfully renovate this new property, operate this second location, and protect the health and safety of the most vulnerable in our community for the long-term.

Flagstaff Shelter Services has successfully administered the following City of Flagstaff/CDBG/CARES Act funds without issue and complying with all statutes:

- 2022 - \$150,000 (in process)
- 2021 - \$562,248\*
- 2020 - \$350,000\*
- 2019 - \$59,597.45
- 2018 - \$332,768
- 2018 - \$60,000
- 2017 - \$57,794
- 2016 - \$89,800
- 2015 - \$50,000
- 2014 - \$38,911

Flagstaff Shelter Services also has successfully administered the following Arizona Department of Housing Trust Fund monies without issue:

- 2021 - \$150,000\*
- 2020 - \$150,000\*
- 2019 - \$115,000
- 2018 - \$100,000
- 2017 - \$100,000
- 2016 - \$105,000
- 2015 - \$100,000
- 2014 - \$98,000

Flagstaff Shelter Services has successfully administered the following Arizona Department of Economic Security funds without issue:

- 2021 - \$1,334,736\*
- 2020 - \$975,497\*
- 2019 - \$250,000
- 2018 - \$160,000
- 2017 - \$160,000
- 2016 - \$160,000

\*Please note: Funding amounts for 2020 and 2021 significantly increased to

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account for COVID-response expenses incurred by Flagstaff Shelter Services.

Also, while the Federal Emergency Management Agency ultimately denied Flagstaff Shelter Services' reimbursement request for \$949,540, the Arizona Department of Emergency & Military Affairs awarded \$534,116.59 to support non-congregate, emergency shelter operations in 2020. Lastly, in 2021, Flagstaff Shelter Services' COVID-mitigation work was supported by \$400,000 in emergency funds from the Governor's office and \$50,000 from Coconino County.

While we have never had to return awarded funds at any point, we did receive a contract extension for less than \$5,000 of the 2018 CDBG funds awarded due to staffing and hiring challenges.

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17. (10 Points) Divide the execution and administration of the project into areas of responsibility.

The proposed Crown Motel: Hotel to Housing Renovation Project will be overseen by Flagstaff Shelter Services' Executive Director, Ross Schaefer Altenbaugh, and Board Member, David Hayward. Flagstaff Shelter Services' in-house Director of Operations, Charles Arabas, will serve as Project Manager. See attached resumes.

Ms. Altenbaugh has been the Executive Director of Flagstaff Shelter Services since 2014 and has nearly two decades of experience working in homeless services, specifically in agency transformation leadership. She is the Co-Chair of the Local Coalition to End Homelessness (LCEH) formerly known as our local CoC, is a member of the Executive Committee of the LCEH, sits on the Arizona Department of Housing's (ADOH) Balance of State Social Justice & Racial Equity Committee, is on the Flagstaff Housing Commission, and is a member of the Governance Advisory Board of the Arizona Balance of State CoC run by ADOH. She is also the 2021 Northern Arizona University Commission on Status of Women Community Award winner.

Mr. Hayward is a Flagstaff Shelter Services Board Member and real estate developer who focuses on niche, complex, and triple bottom line development opportunities in Flagstaff. This focus, along with his background in rehabilitating historic properties, has led him to chair the Flagstaff Heritage Preservation Commission and sit on the Business Advocacy Board for the Greater Flagstaff Chamber of Commerce. Mr. Hayward brings a wealth of applicable knowledge and experience to the proposed project. Through the motel property acquisition process and conversations around how to best promote the historic preservation of the property, he has already proved to be a tremendous asset to Flagstaff Shelter Services.

Mr. Arabas has served as Flagstaff Shelter Services' Director of Operations since 2015, and has been with the organization since 2013. He successfully managed Flagstaff Shelter Services' 2018-19 shelter expansion project and is well versed in working with vendors and contractors. He currently handles necessary follow up on many of our contracts and projects and is skilled at managing resources and relationships to ensure quality at the agency. Since Mr. Arabas also

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supervises all staff who coordinate the day-to-day shelter services, he will oversee programming and be responsible for ensuring policies and procedures are appropriately managed once the non-congregate, motel shelter site is operational.

To complete the renovations of this new motel property, Flagstaff Shelter Services will hire licensed contractors that can provide information on internal practices and procedures assuring compliance with The Davis Bacon Act (40 U.S.C.A. §§ 276a to 276a-5). We are familiar with and agree to follow the required procurement process.

See attached Organization Chart and resumes.

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Question 17 Attachments

[Org Chart - Resumes.pdf](#)

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18. (10 Points) Tab 7 of the checklist requests a Schedule of Completion for this proposed project.

Upon Notice to Proceed, Flagstaff Shelter Services will begin the procurement process. The majority of renovation design is expected to occur in month two, and permitting of project components will follow in months three through five. The exception to this is fire suppression design and permitting, which will occur in months four, five, and six. Actual renovations will be done in months six through ten, and renovations are expected to be completed and funding fully expended by the end of the 10th month. Supervision and support will be provided by Flagstaff Shelter Services' Board of Directors, staff, and community experts throughout the entire process to ensure the project stays on schedule. Final inspections and grant closeout are expected to occur in months 11 and 12. (See attached Schedule of Completion.)

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Question 18 Attachment -  
Schedule of Completion

[Schedule of Completion Motel Rehab.xlsx](#)

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19. (10 Points) Tab 8 of the checklist requests a budget for this proposed project.

CDBG funds will support motel renovation expenses, which include installing wrought iron fencing around the motel property, removing the existing porte cochere, updating the existing laundry facilities to add four additional washers and dryers, installing an interior fire sprinkler system, redoing the dilapidated parking lot, and filling in the existing motel pool (see attached Concept Plan and Kinney Construction Services' \$551,990 renovation estimate). This will enable the property to safely serve as non-congregate emergency shelter through the remainder of the COVID-19 pandemic, and then as Permanent Supportive Housing once the public health crisis is behind us.

A full Project Budget of \$8,979,047.18 is attached and includes the following leverage:

- Flagstaff Family Food Center (FFFC) will provide meals to Flagstaff Shelter Services' non-congregate, emergency shelter guests daily (valued at \$498,687.18).
  - North Country HealthCare (NCHC) will provide uncompensated medical care
-

and crucial medications to shelter guests (valued at \$1,050,000).

- Native Americans for Community Action will provide culturally relevant medical and behavioral services and resources to Indigenous shelter guests (valued at \$15,000).
- The Guidance Center will provide behavioral health services, including substance abuse treatment, to shelter guests (valued at \$80,000).
- Southwest Behavioral & Health Services will offer behavioral health services to shelter guests (valued at \$100,000).
- Flagstaff Shelter Services will leverage the \$6.19 million purchase of the motel property to be renovated with CDBG funding. We will also leverage the wages of our Shelter Coordinators (\$315,360) and 75% of three Housing Case Management salaries (\$90,000). This brings our total agency leverage amount to \$6,595,360.

Question 19 Attachment -  
Project Budget

[Concept Plan and Estimate.pdf](#)

20. (10 Points) Evidence-based interventions are practices or programs that have evidence to show that they are effective at producing results and improving outcomes when implemented.

As the COVID-19 pandemic continues, there is a great need for non-congregate, emergency shelter space in Flagstaff. According to the Center for Disease Control (CDC), people experiencing homelessness are at increased risk of both contracting and dying from the Coronavirus. This is in part due to a devastating shortage of non-congregate, emergency shelter. Flagstaff has very limited non-congregate shelter space for families and ZERO non-congregate, emergency shelter units for individuals aside from what Flagstaff Shelter Services is currently providing through rented motel rooms. This project will address that obstacle by creating 56 non-congregate, emergency shelter units including 12 family units. This is important as non-congregate shelter is the CDC-recommended model for providing shelter during a pandemic. Non-congregate shelter enables guests to effectively social distance, and when necessary, isolate or quarantine. It has been found to reduce virus transmission, including transmission of COVID-19. As a result of this much needed project, Flagstaff Shelter Services expects to provide non-congregate, motel shelter and crucial, culturally relevant resources (including housing services) to an estimated 1,200 vulnerable individuals experiencing homelessness annually for the duration of the pandemic.

Once the pandemic is determined to no longer be an active threat to the Flagstaff community, this renovated property will be used as Permanent Supportive Housing (PSH) to help primarily chronically homeless Flagstaff residents live more stable, productive lives. According to the Center for Evidence-based Solutions to Homelessness, "PSH has been shown to be an effective intervention for people who have multiple barriers to finding and maintaining stable housing." The Corporation for Supportive Housing (CSH) cites research that has shown PSH to be a cost-effective response to homelessness that results in "decreased use of expensive homeless shelters, hospitals, emergency rooms, jails and prisons." CSH also notes this model of providing affordable housing "has positive

effects on housing stability, employment, mental and physical health, and school attendance.”

21. (10 Points) Has your agency received CDBG funding and/or other City of Flagstaff funding in the past? What is the status of CDBG grant allocations from a prior year(s)?

Flagstaff Shelter Services has successfully administered the following City of Flagstaff/CDBG grants, spending all funds without issue and complying with all statutes:

- 2022 - \$150,000 in process (for emergency shelter)
- 2021 - \$562,248 for Front Door Coordinated Entry & motel sheltering for COVID-19 prevention
- 2020 - \$100,000 fully expended on COVID-response operations
- 2019 - \$60,000 fully expended on workforce development services for individuals experiencing homelessness
- 2018 - \$332,768 fully expended on emergency shelter renovation project (facility expansion)
- 2018 - \$60,000 fully expended to hire a new staff member, the Director of Shelter and Housing Services, to guide program expansion
- 2017 - \$57,794 fully expended to support Front Door Coordinated Entry
- 2016 - \$89,800 fully expended on overflow shelter services and a laundry facility project
- 2015 - \$50,000 fully expended in support of housing services
- 2014 - \$38,911 fully expended for the provision of emergency shelter for vulnerable women

Is there any other information you would like the Ranking Committee to know about your organization or project that is not already covered?

Flagstaff Shelter Services is extremely proud to have been accepted to the prestigious Corporation for Supportive Housing’s 2022 Arizona Supportive Housing Institute. Participation in the Institute is providing our organization with education and technical assistance on a variety of topics relating to the proposed Crown Motel: Hotel to Housing Project. This including best practices, capacity building, sustainability, and implementation of low-barrier policies and procedures that take a harm reduction approach, are centered on choice and education, and promote long-term housing stability. This is an invaluable resource that will help ensure the project’s long-term success in meeting glaring community needs.

Appendix A

Appendix A

### City of Flagstaff Sub-Grant Agreement – Insurance Requirements

The Agency and it's sub-agencies shall procure and maintain insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Agency, its agents, representatives, employees, or sub-agencies, until all of their obligations have been discharged, including satisfaction of any warranty periods under this Agreement.

The insurance requirements herein are minimum requirements for this Agreement and in no way limit the indemnity covenants contained in this Agreement. The City in no way warrants that the minimum limits contained herein are sufficient to protect the Agency from liabilities that might arise out of the performance of the work under this Agreement by the Agency, its agents, representatives, employees, or sub-agencies, and the Agency is free to purchase additional insurance as may be determined necessary.

1.1 Minimum Scope and Limits of Insurance. The Agency shall provide coverage at least as broad and with limits of liability not less than those stated below.

1.1.1... Commercial General Liability - Occurrence Form

General Aggregate ..... \$  
2,000,000

Products-Completed Operations Aggregate..... \$  
1,000,000

Each Occurrence ..... \$  
1,000,000

1.1.2 .. Umbrella Coverage..... \$  
2,000,000

1.1.3... Automobile Liability - Any Auto or Owned, Hired, and Non-Owned Vehicles

Combined Single Limit Per Accident

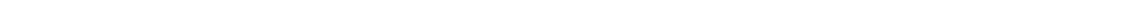
or Bodily Injury and Property Damage..... \$  
1,000,000

1.1.4... Workers' Compensation and Employer's Liability

Workers'  
Compensation..... Statutory

Employer's Liability: Each Accident ..... \$  
500,000

Disease-Each Employee..... \$  
500,000



Disease-Policy Limit..... \$  
500,000

1.2 Self-Insured Retentions/Deductibles. Any self-insured retentions and deductibles shall be declared to and approved by the City. If not approved, the City may require that the insurer reduce or eliminate such self-insured retentions with respect to the City, its officers, agents, employees, and volunteers. The Agency shall be solely responsible for any self-insured retention amounts. City at its option may require the Agency to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

1.3 Other Insurance Requirements. The policies are to contain, or be endorsed to contain, the following provisions:

1.3.1 Commercial General Liability and Automobile Liability Coverages

1.3.1.1 The City of Flagstaff, its officers, officials, agents, employees, and volunteers are to be listed as additional insureds with respect to liability arising out of: activities performed by, or on behalf of, the Agency, including the City's general supervision of the Agency; products and completed operations of the Agency; and automobiles owned, leased, hired, or borrowed by the Agency.

1.3.1.2 The Agency's insurance shall contain broad form contractual liability coverage.

1.3.1.3 The Agency's insurance coverage shall be primary insurance with respect to the City, its officers, officials, agents, employees, and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, agents, employees, or volunteers shall be in excess to the coverage of the Agency's insurance and shall not contribute to it.

1.3.1.4 The Agency's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

1.3.1.5 Coverage provided by the Agency shall not be limited to the liability assumed under the indemnification provisions of this Agreement.

1.3.1.6 The policies shall contain a waiver of subrogation against the City, its officers, officials, agents, employees, and



volunteers for losses arising from work performed by the Agency for the City.

- 1.3.2 Workers' Compensation and Employer's Liability Coverage. The insurer shall agree to waive all rights of subrogation against the City, its officers, officials, agents, employees, and volunteers for losses arising from work performed by the Agency for the City.
  - 1.3.3 Notice of Cancellation. Each insurance policy required by the insurance provisions of this Agreement shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days prior written notice has been given to the City. Such notice shall be sent directly to: Risk Manager, 211 W. Aspen Avenue, Flagstaff, AZ, 86001, and shall be sent by certified mail, return receipt requested.
  - 1.3.4 Acceptability of Insurers. Insurance shall be placed with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. The City in no way warrants that the above-required minimum insurer rating is sufficient to protect the Agency from potential insurer insolvency.
  - 1.3.5 Verification of Coverage. The Agency shall furnish the City with Certificates of Insurance as required by this Agreement. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the Certificate of Insurance. The Project name/description and City contract number shall be noted on the certificates of insurance. The City must receive and approve all certificates of insurance and endorsements before the Agency commences work.
    - 1.3.5.1 Each insurance policy required by this Agreement shall be in effect at or prior to commencement of work under this Agreement and remain in effect for the duration of this Agreement. Failure to maintain the insurance policies as required by this Agreement or to provide evidence of renewal shall be a material breach of Agreement.
    - 1.3.5.2 All Certificates of Insurance required by this Agreement shall be sent directly to: Stacey Brechler-Knaggs, Grants Administrator, 211 West Aspen Avenue, Flagstaff, Arizona, 86001. The City reserves the right to require
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complete, certified copies of all insurance policies and endorsements required by this Agreement, at any time.

- 1.3.6 Sub-agencies. The Agency’s Certificates of Insurance shall include all sub-agencies as insureds under its policies, or the Agency shall furnish to the City separate Certificates of Insurance for each sub-agency. All coverages for sub-agencies shall be subject to the minimum requirements identified above.
- 1.3.7 Approval. Any modification or variation from the insurance requirements in this Agreement shall have prior approval from the Flagstaff City Attorney’s Office and the Risk Manager, whose decision shall be final. Such action shall not require a formal Agreement Amendment but may be made by administrative action.

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Appendix B

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Appendix B

## 2021 Area Median Income Limits for the City of Flagstaff

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Appendix C

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Appendix C - Schedule of Completion

Upon Notice to Proceed, Flagstaff Shelter Services will begin the procurement process. The majority of renovation design is expected to occur in month two, and permitting of project components will follow in months three through five. The exception to this is fire suppression design and permitting, which will occur in months four, five, and six. Actual renovations will be done in months six through ten, and renovations are expected to be completed and funding fully expended by the end of the 10th month. Supervision and support will be provided by Flagstaff Shelter Services’ Board of Directors, staff, and community experts throughout the entire process to ensure the project stays on schedule. Final inspections and grant closeout are expected to occur in months 11 and 12. (See attached Schedule of Completion.)

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Schedule of Completion - Template

[Click to Download Schedule of Completion Template](#)

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Upload Appendix C -  
Schedule of Completion

[Schedule of Completion Motel Rehab\\_1.xlsx](#)

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## Schedule of Completion (Example)

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### Appendix D

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**Appendix D - Project Budget** CDBG funds will support motel renovation expenses, which include installing wrought iron fencing around the motel property, removing the existing porte cochere, updating the existing laundry facilities to add four additional washers and dryers, installing an interior fire sprinkler system, redoing the dilapidated parking lot, and filling in the existing motel pool (see attached Concept Plan and Kinney Construction Services' \$551,990 renovation estimate). This will enable the property to safely serve as non-congregate emergency shelter through the remainder of the COVID-19 pandemic, and then as Permanent Supportive Housing once the public health crisis is behind us.

A full Project Budget of \$8,979,047.18 is attached and includes the following leverage:

- Flagstaff Family Food Center (FFFC) will provide meals to Flagstaff Shelter Services' non-congregate, emergency shelter guests daily (valued at \$498,687.18).
- North Country HealthCare (NCHC) will provide uncompensated medical care and crucial medications to shelter guests (valued at \$1,050,000).
- Native Americans for Community Action will provide culturally relevant medical and behavioral services and resources to Indigenous shelter guests (valued at \$15,000).
- The Guidance Center will provide behavioral health services, including substance abuse treatment, to shelter guests (valued at \$80,000).
- Southwest Behavioral & Health Services will offer behavioral health services to shelter guests (valued at \$100,000).
- Flagstaff Shelter Services will leverage the \$6.19 million purchase of the motel property to be renovated with CDBG funding. We will also leverage the wages of our Shelter Coordinators (\$315,360) and 75% of three Housing Case Management salaries (\$90,000). This brings our total agency leverage amount to \$6,595,360.

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### Project Budget - Template

[Click to download project budget template](#)

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Upload Appendix D - Project Budget [Budget Template.xlsx](#)

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### Project Budget - Example

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Appendix E

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Appendix E Project Ranking Form 2022/2023

[City staff and the Ranking Committee will use this form to evaluate potential projects.](#) (Click to Download)

**Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question.**

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Appendix F

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Appendix F

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Additional Attachments: [ADOH Award, Project Map, DEI Commitment, Authorization to Submit.pdf](#)

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Additional Attachments: [Community Support Letters.pdf](#)

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Additional Attachements: [Leverage Letters.pdf](#)

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Additional Attachements: [Board List, IRS Letter, FY21 Financials.pdf](#)

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# Appendix E

## Project Ranking Form 2022/2023

City staff will use this form to evaluate potential projects. Assessments are based on CDBG and/or ARPA CLFRF eligibility criteria and the needs of the citizens of Flagstaff as identified in the 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 question

Agency Name: Flagstaff Shelter Services

CDBG Funding Requested: \$250,000 ARPA CLFRF Funding Requested: \_\_\_\_\_

Name of Project: The Crown: Hotel to Housing Renovations

Area of service:  Citywide  Other Qualified Census Tract: \_\_\_\_\_

Sunnyside  La Plaza Vieja  Pine Knoll  Southside

Type of Project:  Public Service If Public Service, Congregate Care?

Economic Development  Public Facilities and Improvements  Housing

CDBG Eligible?  YES / NO

ARPA CLFRF Eligible?  YES / NO

Additional Considerations:

Ratio of dollars per person benefitted by proposed project: \$4,446 / new unit

Has the organization administered a successful CDBG contract in past years?  YES / NO

TOTAL RANKING SCORE: 161

POINTS POSSIBLE: 205

FOR CITY STAFF / RANKING COMMITTEE USE ONLY

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~~1. (1 Point) Economic Development Activities ONLY~~

- ~~○ Did the agency correctly identify which economic development activity it was applying for?~~
- ~~○ Did the agency request technical assistance to determine the correct project category?~~

~~No (0 points) — Yes (1 point)~~

~~2. — 4. (10 Points) Public Service Activities ONLY~~

~~How well does the answer define 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)~~

5. (10 points) CDBG Activities ONLY

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:

- 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)

6. (10 Points) CDBG Activities ONLY

How well does the answer explain whether the proposal meets one or more of the Council’s CDBG Priorities?

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)

7. (10 Points) CDBG Activities ONLY

How well does the answer document that the proposed project will meet the needs proposed in the in

the City of Flagstaff 2021-2025 Consolidated Plan?

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

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8. (5 Points)

Does the proposed project take place in one of the target neighborhoods? Does the answer explain how the organization will provide outreach to residents in target neighborhoods and LMI households city wide?

**No (0 points)** Yes (5 points)

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9. (10 points)

How well does the answer explain the proposed scope of the project?  
Does the answer include:

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

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

The status of the project and whether the property will be occupied by clients prior to construction or if construction would lead to resident displacement was ambiguous.

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10. (10 Points)

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?

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

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11. (10 Points)

How well does the answer explain how the organization will provide services to LEP and/or ADA persons?

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

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12. (10 Points)

How well does the answer justify the local need for the proposed project within Flagstaff city limits?  
Are recent local data and/or supportive statistics attached?

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

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13. (10 Points)

How well does the answer describe the way in which the agency will define success beyond CDBG/ ARPA CLFRF requirements?

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

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14. (10 Points)

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

- Additional leverage letters
- 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)

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15. (10 Points)

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)**

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16. (10 Points)

How well does the answer describe?

- 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)

17. (10 Points)

Did the answer divide the organization’s execution and administration of the project by the following?

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

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

18. (10 Points)

Does Appendix C (Schedule of Completion) include the following?

- A narrative summary describing the expenditure of 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)

19. (10 Points)

Does Appendix D include a comprehensive budget for this proposed project? Is a narrative summary describing exactly what CDBG and/or ARPA CLFRF funds will pay for found in Appendix D?

- 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)

The Ranking Committee was unable to determine if the other funds needed to carry out the project have been confirmed/committed or if they are still being requested/considered.

20. (10 Points)

How well does the answer explain how evidence-based interventions are used in this project? Does the answer include information regarding:

- Obstacle(s) being addressed.
- Goals (s) set for the project.
- Methods used to reach the goal(s).

- Outcomes intended.

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

21. (10 Points)

Has the agency received CDBG funding and/or another City of Flagstaff funding in the past? Is the Agency in good standing to receive federal and/or another City of Flagstaff funding?

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

General Criteria

1. (10 Points)

How realistic is this project in terms of probability of success within the community?

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

2. (5 Points)

How realistic is the 12-month Schedule of Completion? Was the correct format used in creating the schedule?

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

3. (15 Points)

How realistic is the project budget? Was the correct format used? Does the budget include:

- All funding sources to be used for the project, separating CDBG and/or ARPA CLFRF funds from non CDBG and/or ARPA CLFRF 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

4. (10 Points)

Has the applicant exhibited competence in preparing the proposal?

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



|                             |   |
|-----------------------------|---|
| <b>Project Budget</b>       |   |
| <b>City of Flagstaff</b>    | <b>CDBG / ARPA CLFRF 2021/2022</b>                                      |
| <b>Project Description:</b> | Renovation of former motel to serve as non-congregate emergency shelter |
| <b>Implementing Agency:</b> | Flagstaff Shelter Services  |
| <b>CoF Project Number:</b>  |   |
| <b>Persons Served:</b>      | 1200 individuals  |
| <b>Date Submitted:</b>      | 2/22/2022   |

| Item/Activity Identifier | Item/Activity Description   | Source 1               | Source 2                    | Source 3  | Leverage              | In-Kind               | Project               |
|--------------------------|---|------------------------|-----------------------------|---|-----------------------|-----------------------|-----------------------|
|                          |   | City of Flagstaff CDBG | Federal/State/Local Funding | Other Funding Requests (Foundations & Corporations) | Agency Financing      | Donations             | TOTALS                |
| <b>1</b>                 | <b>Program or Project Related Expenses</b>                                    |                        |                             |   |                       |                       |                       |
| A                        | Motel Purchase  |                        |                             |   | \$6,190,000.00        |                       | <b>\$6,190,000.00</b> |
| B                        | Renovation Expenses (As Estimated by KCS)                                     | \$250,000.00           |                             | \$301,990.00  |                       |                       | <b>\$551,990.00</b>   |
| C                        | Contingency   |                        |                             | \$63,211.00   |                       |                       | <b>\$63,211.00</b>    |
| <b>2</b>                 | <b>Administration</b>   |                        |                             |   |                       |                       |                       |
| A                        | Project Oversight: Director of Operations (.33 FTE for this project)          |                        |                             | \$24,799.00   |                       |                       | <b>\$24,799.00</b>    |
| <b>3</b>                 | <b>Program Operations</b>   |                        |                             |   |                       |                       |                       |
| A                        | Food for Shelter Guests (from Flagstaff Family Food Center)                   |                        |                             |   |                       | \$498,687.18          | <b>\$498,687.18</b>   |
| B                        | Shelter Coordinator Wages (24 hrs/day, 7 days/week)                           |                        |                             |   | \$315,360.00          |                       | <b>\$315,360.00</b>   |
| C                        | Housing Case Manager Salaries (3 staff x .75 FTE each)                        |                        |                             |   | \$90,000.00           |                       | <b>\$90,000.00</b>    |
| E                        | Medical Care (via North Country HealthCare)                                   |                        |                             |   |                       | \$1,050,000.00        | <b>\$1,050,000.00</b> |
| F                        | Behavioral Health & Medical Care (from Native Americans for Community Action) |                        |                             |   |                       | \$15,000.00           | <b>\$15,000.00</b>    |
| G                        | Behavioral Health Care (from the Guidance Center)                             |                        |                             |   |                       | \$80,000.00           | <b>\$80,000.00</b>    |
| H                        | Behavioral Health Care (from Southwest Behavioral & Health Services)          |                        |                             |   |                       | \$100,000.00          | <b>\$100,000.00</b>   |
| <b>Totals</b>            |   | <b>\$250,000.00</b>    | <b>\$0.00</b>               | <b>\$390,000.00</b>                                 | <b>\$6,595,360.00</b> | <b>\$1,743,687.18</b> | <b>\$8,979,047.18</b> |

**Use of CDBG Funds:** Awarded funds will pay for a portion of motel renovation expenses, which include installing wrought iron fencing around the motel property, removing the existing porte cochere, updating the existing laundry facilities to add four additional washers and dryers, installing an interior fire sprinkler system, redoing the dilapidated parking lot, and filling in the existing hotel pool (see attached Concept Plan and Kinney Construction Services' \$551,990 renovation estimate). These renovations will enable the property to safely serve as non-congregate emergency shelter through the remainder of the COVID-19 pandemic, and then as Permanent Supportive Housing once the public health crisis is behind us.