



CITY OF FLAGSTAFF

FOR CITY STAFF / RANKING COMMITTEE USE ONLY

Attachment E – Ranking Form and Evaluation Criteria

City staff and the Ranking Committee will use this form to evaluate proposals. Consideration is given to past performance of the submitting applicant.

Applicant (Organization's Legal Name):

Community Assistance Teams of Flagstaff

Program Name:

Mobile Outreach and Shower Bus

Funding Request:

\$99,800.00

Total Program Cost:

\$224,200.00

Does the application meet the threshold criteria for review? **YES/NO**

Average Score:

Average of all evaluator scores based on Total Points – 83

Points Possible: 90

Comments:

500 unduplicated individuals in 1 year / 123 unduplicated individuals per month

Outreach and Mobile Shower Bus Operations/Program Expenses

- + Meets a very unique needs in the community
- + Budget was very detailed
- + Application was informative and well written

- Newer organization
- Concern about demographic data collection being too informal
(Agency does currently require clients to provide this information in an attempt to be respectful)



CITY OF FLAGSTAFF

Applicant Information (18/20 points)

1. Does the applicant provide an overview of the entity and provide evidence demonstrating a history of and experience carrying out similar programs?

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

Comments (required for scores 5 and under):

2. How well does the answer explain how the entity collects data and measures outcomes?

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

Comments (required for scores 2 and under):

3. Is the applicant participating in the Front Door of Coconino County and/or a participating member of the Continuum of Care? Is evidence included?

(No) 0 5 (Yes)

Proposed Program (38/40 points)

1. How well does the answer provide a detailed description of the program? Does the description include program specifics as well as highlight how the program might serve persons impacted by the ruling on Freddy Brown, et al. v. City of Phoenix (court decision to clear and clean The Zone); the expiration of the Public Health Act (Title 42) as it pertained to the border between Arizona and Mexico; or the closure of sober living homes and residential facilities?

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 (Very much)

Comments (required for scores 5 and under):

2. How well does the answer justify the local need for the proposed program? Does the answer provide a clear description of the proposed beneficiaries and performance metrics?

(Not at all) 0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 (Very much)

Comments (required for scores 5 and under):



CITY OF FLAGSTAFF

3. Does Attachment C (Schedule of Completion) include a narrative summary describing the expenditure of funds and the predicted progress of the proposed schedule?

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

Comments (required for scores 2 and under):

-
4. Does Attachment D (Budget) include a comprehensive budget for this proposed Program? Is a narrative summary describing exactly what Local Recovery Funds will pay for included?

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

Comments (required for scores 2 and under):

Fiscal Management and Applicant Capacity (17/20 points)

1. Does the applicant demonstrate a history and realistic capacity for administering these funds and undertaking this Program?

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

Comments (required for scores 5 and under):

-
2. Has the applicant received City of Flagstaff funding in the past? Is the Applicant in good standing to receive federal and/or another City of Flagstaff funding?

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

Comments (required for scores 5 and under)

General Criteria (10/10 points)

1. How realistic is the schedule of completion? Was the correct format used in creating the schedule? How realistic is the program budget and is the program cost effective? Was the correct format used?

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

Comments (required for scores 2 and under):

-
2. Has the applicant exhibited competence in preparing the application? Are the applicant's answers complete, thorough, well-written, correct grammar, easy to follow format, etc.

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

Comments (required for scores 2 and under):



CITY OF FLAGSTAFF

Attachment A – Applicant Information

Applicant (Organization's Legal Name):

Community Assistance Teams of Flagstaff

Executive Director/CEO/Etc. Name, Phone and Email:

Darrell Marks, Board Chair, 928-298-4900, darrell@cats-of-flagstaff.org

Program Manager Name, Phone and Email:

Wendy White, Treasurer 928-699-1786 wendy@cats-of-flagstaff.org

Mailing Address:

1124 Mountaineer Rd

Flagstaff, AZ 86005

Physical Address:

[Empty physical address field]

Is the applicant a 501 (c) 3 non-profit organization, for-profit entity, developer, business, government entity or other (please explain)?

501(c)3 non-profit organization

Federal EIN/TIN #:

87 1996568

Unique Entity ID:

[Empty Unique Entity ID field]

Registered in the Federal System for Award Management (SAM)? YES / NO

Participating member of the Coconino County Continuum of Care? YES / NO

Funding Request:

\$99,800

Total Program Cost:

\$ 224,200

Program Name:

Mobile Outreach and Shower Bus





CITY OF FLAGSTAFF

Brief Description of Program (2-3 sentences):

Community Assistance Teams of Flagstaff provides mobile outreach services to individuals experiencing homelessness including free showers, hygiene supplies, clothing, food, first aid and referrals to other agencies including those who have been displaced by Freddy Brown v. City of Phoenix and the closure of sober living homes and rehab facilities.

If the program already exists, explain how funding creates an increase in services?

Funding from this grant will allow C.A. Ts to continue its services, increase organizational capacity and increase hours and days of operations.

Beneficiary Description:

All beneficiaries are individuals experiencing homelessness.

Proposed Outcomes:

Number of engagements with individuals, showers taken, supplies provided.

AUTHORIZED SIGNATURE OF APPLICANT:

The signatory declares that he/she is an authorized official of the applicant organization, is authorized to make this application, is authorized to commit the organization in financial matters, and will assure that any funds received as a result of this application are used for the purposes set forth herein and the organization will comply with all contractual obligations.

Wendy White

Name and Title

Community Assistance Teams
of Flagstaff
Organization

Signature

10.9.2023

Date

Please attach:

Authorization to Request Funds/Authorized Signature Authority

Documentation of formal authorization from applicant to request 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)

**Community Assistance Teams of Flagstaff
d/b/a CATs of Flagstaff**

Mailing Address:

1124 Mountaineer Rd

Flagstaff, Arizona 86005

Phone: 928-298-4900

Email: info@cats-of-flagstaff.org

Website: www.cats-of-flagstaff.org

CORPORATE RESOLUTION

WHEREAS, Community Assistance Teams of Flagstaff (the "Corporation") is legally incorporated as a not-for-profit corporation in and in accordance with the laws of the State of Arizona; and

WHEREAS, the Board of Directors of the Corporation has determined that it is in the best interests of the Corporation to allow the Chair and Treasurer to seek grant funds on behalf of the Corporation as long as the funds align with the mission and goals of the Corporation.

BE IT THEREFORE RESOLVED THAT:

1. Both the Chair, Darrell Marks, and Treasurer, Wendy White, are authorized to apply for any amount of grant funds they deem appropriate on behalf of the Corporation as long as the funds align with the mission and goals of the Corporation.
2. The Chair and Treasurer shall regularly inform the Board of all grants applied for and of those that are approved.

Adopted by the Board of Directors on July 12, 2023.

CERTIFICATION

I, Tyler Cooper, duly elected Secretary of the Corporation, certify that the above Resolution was duly adopted by the vote of all members of the Board of Directors present at its regular meeting on July 12, 2023.



Secretary, Community Assistance Teams of Flagstaff

Attachment B – Program Narrative Questions

Applicant Information

Community Assistance Teams of Flagstaff was co-founded in August 2021 by local attorney Wendy White and Indigenous advocate Darrell Marks with input from other community members. Our mission is to reach out, engage, empower and transform the lives of our unsheltered relatives living in Flagstaff. We value k'e which is the Diné term for relationships and indicates that we are all related; to each other and with the natural world. It conveys love, cherishing, caring, esteem, as well as the simple acknowledgement of the inherent value of others.

We started the organization by acquiring a decommissioned 20-year old school bus and retrofitting it into a mobile outreach bus including a full bathroom with shower. Our "grand opening" was on July 16, 2022 and we started providing services in August 2022.

We grew quickly from providing services one day a week to five days a week by November. In January 2023 we experienced a set-back when our bus engine needed significant repairs. While the Bus was out of service, our staff member engaged in outreach in his personal vehicle, so that we could still provide food, hygiene supplies and clothing to those in need despite the mechanical problem. By February the Bus was back on the road and we were able to start full services again, although for only 4 days a week.

Until June 2023, we were averaging around 20 visitors per day and 10-15 showers. In June 2023 we began to experience a large upswing in visitation corresponding to the Forest camping closures and the forceable removal of "homeless encampments" elsewhere. In September 2023, the number of visits increased to 50-60 per day.

In April 2023, we expanded our Board of Directors to include 3 more community members. We maintain a strong focus on delivering services to unsheltered Indigenous persons who are sometimes forgotten by traditional homeless service providers, or who simply distrust those services. We have Indigenous Board members and staff, as well as non-Indigenous, to ensure that our services are culturally appropriate and that we are meeting the unique needs of Indigenous community members.

We are the only agency in town that provides mobile services to those who are experiencing homelessness. We are also the only place in town where people who are not living in one of Flagstaff's shelters can obtain a free shower

The Bus acts not only as a place to receive needed supplies and showers but as a place to experience a sense of belonging and community. People who come to the Bus describe it as a place where they feel welcome and cared about. As one of our P@W employees and frequent Bus visitor stated, "the people who work on the Bus are some of the best people I have ever had the pleasure of meeting. They are my definition of real heroes. They assist people that are in their worst times and make them feel human and like they matter. Their assistance is there solely to help an individual's life to improve."

Our mobile approach allows us to meet people where they are rather than requiring them to search for services-often being frustrated and disappointed. Our approach has also been embraced by other agencies. The Flagstaff Family Food Center co-locates with us one day a week

to distribute food. The Assistance League of Flagstaff provides us with used and new clothing to distribute from the Bus. Sonoran Prevention Works and Coconino County Community Services set up tables outside the Bus to provide harm reduction supplies. TRIO Educational Services has tabled at the Bus to give out information to those who might want to pursue additional education.

In addition to our general Outreach program, we operate a work program called People at Work (P@W). We started the P@W pilot program in September 2022 with the EEE Grant from the City Sustainability office. With the P@W program, we employ people experiencing homelessness to pick up litter around the City of Flagstaff. The pilot program lasted 3 months during which we provided income to over 30 individuals and removed over 7,000 cubic feet of litter from Flagstaff's streets. The grant was reissued in July 2023 and to date we have employed 16 individuals who have removed over 3,000 cubic feet of litter from our streets. The people we employ for the P@W program also use the other services that we provide on the Bus and receive enhanced assistance through personalized "case management."

We are also planning to expand the P@W program with the addition of a workshop and art room that will provide economic opportunities for those experiencing homelessness while simultaneously reducing construction waste and are developing plans for a Sleeping Pod Village similar to those in other communities.

We have been able to run these programs with very minimal staff and funding. Our founders and Board members invest significant unpaid hours to ensure our success. We believe that we have proven both the value and need for the unique programs we operate and are more than qualified to continue the unique Outreach program we have developed.

Data Collection

Our approach to the provision of services is different than other agencies as it is very low barrier. We collect basic data regarding the people who use the Bus and the services provided, by maintaining a daily visitor log. Without being invasive we collect the first name of each visitor on each visit, note whether they are returning or new, note the approximate time of entry, whether they take a shower, and what general types of supplies they take with them. If we refer them to another agency, we attempt to make a note of that. We note basic demographics using visual cues so as not to make visitors uncomfortable. The demographics we collect are gender, estimated age range, likely race/ethnicity, veteran status, and any behavioral health issues we notice.

We transfer the hand-written visitation logs to a spreadsheet from which we aggregate the data. We review the data regularly and use it to determine when our services seem to be most needed, what services are most needed and to engage with people on an individual basis to help direct them to other services that they might need. We also engage in conversation with people to find out more about the needs of those who are unsheltered although we do not conduct formal surveys.

From our logs we were able to determine that the number of showers we provided increased from 51 in the month of April 2023 to 220 in the month of August. Our monthly service encounters increased from 238 to 500 during the same period. During that time, we provided services to at least 123 unduplicated individuals. The majority of visits and showers occur between 11am (when we open) and 2pm. From this data, we are considering opening the Bus earlier in the day to reduce the crush during the busy hours. Our logs and experience also tell us that Mondays are the busiest days, although it doesn't tell us why.

As we grow, we expect to improve our data collection methods without creating more barriers to obtaining needed services.

Continuum of Care Participation

C.A.Ts participates in the Continuum of Care. We attend the bi-monthly meeting of the COC. A letter of participation is attached.

Proposed Program – Mobile Outreach and Shower Bus

C.A.Ts provides services to unsheltered relatives in Flagstaff primarily by using our retrofitted mobile outreach bus to reach people where they are. We park at different locations on different days around the City. Our current schedule is Sunday, Monday, Wednesday and Thursday from 11 to 5. Our current locations are downtown on the Southside, near the Family Food Kitchen on 2nd and in the parking lot of Coconino Community College/Eastside Library on 4th Street.

The mobile approach makes it easier for people in need to get basic survival, hygiene and health supplies. We distribute hygiene items such as toothbrushes, toothpaste, shampoo, soap, feminine products and PPE. Free showers are available to all. We provide clean clothes and will even wash and recycle clothes after a shower. There isn't much worse than taking a shower and having only filthy clothes to put back on.

We provide socks and underwear thus helping reduce the spread of disease. We maintain first aid kits and provide basic first aid care on the Bus. We have transported people in need of more significant care to the Emergency Room and call Terros or 911 for true emergencies. We distribute harm reduction supplies provided by Sonoran Prevention Works.

An integral component of our outreach program is collaboration with other agencies. Agencies are invited to do outreach on or next to the Bus when we are out. The Flagstaff Family Food Center co-locates with us every Monday for an hour to distribute food. The Assistance League of Flagstaff provides us with used and new clothing to distribute from the Bus. Sonoran Prevention Works and Coconino County Community Services set up tables outside the Bus to provide harm reduction supplies and opioid overdose education. TRIO Educational Services has tabled at the Bus to give out information to those who might want to pursue additional education. Nation's Finest will be working with us to reach more veterans in need by spending a few hours a month on the Bus.

Our program is on-going: it commenced in August 2022. There is no expected end date. As noted in the previous sections, we have seen a large increase in the number of people seeking our services since April 2023. While we have no specific data to tie the increase to the ruling in *Freddy Brown v City of Phoenix* or the closure of sober living homes and residential facilities, the timing of the increase suggests that it is at least in part a result of those policy and program changes. Based on our data and experience we anticipate that we will continue to see an increase in requests for services adjusted for the seasonal differences in the overall population of unsheltered persons in Flagstaff.

We are requesting \$99,800 with this application. Based upon the number of unduplicated persons served between April 1 and August 30, 2023 we expect to serve at least 500 individuals

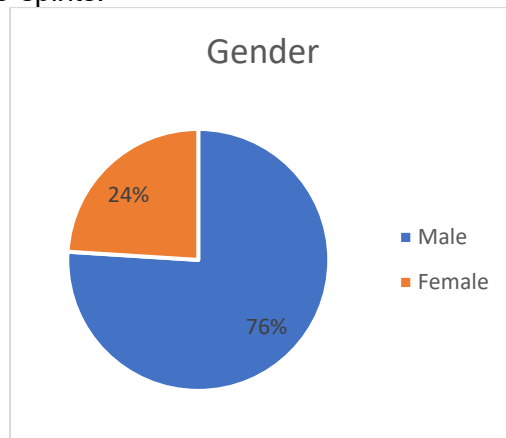
between July 1, 2023 and June 30, 2024. We anticipate that we will provide at least 3,600 service interactions in that time period with 2,400 showers, 1,600 hygiene, 2,200 food and 2,000 clothes distributions. The distributions are per person per visit, not the number of items provided. Most people receive multiple items of each category per visit. In addition, we expect to provide basic first aid to at least 70 people.

Beneficiaries and Need

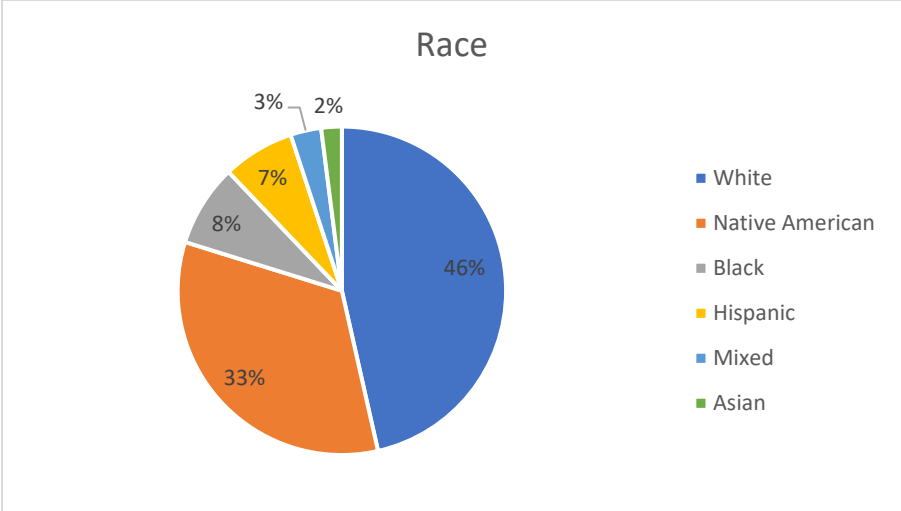
The people we serve are almost entirely unsheltered. Some live outdoors, some in vehicles and some stay in emergency shelters. A significant number are employed but not sheltered.

We formally measure outcomes based on the number of visitors, number of service encounters, number of showers, and the number of survival products distributed. Informally we measure outcomes based on the positive changes that our visitors report back to us. We celebrate those successes with mentions on Facebook and on Instagram. However, because the people we serve have a learned suspicion of bureaucracy, government and service providers we have deemed it to conflict with our philosophy to push formal surveys on our unsheltered relatives. If we are able to develop a non-invasive method to administer surveys, we will do so.

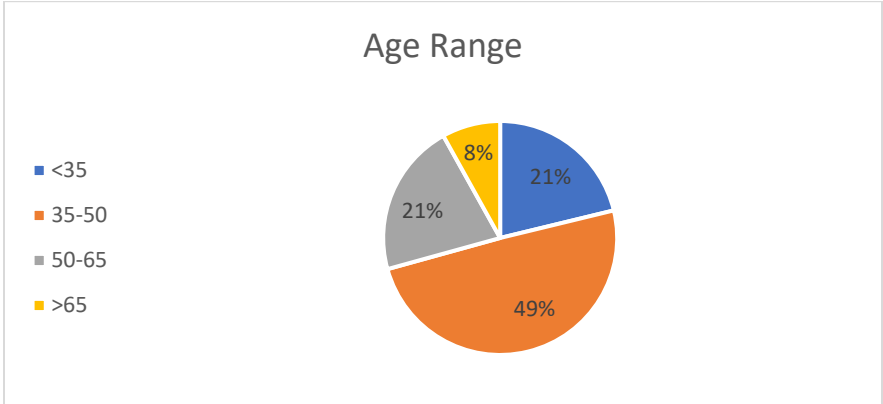
Based on data we collected from April 1 through August 29, 2023 we served at least 123 unduplicated visitors in 1,848 interactions. Seventy six percent of those served were male and 24% female. A few were two-spirits.



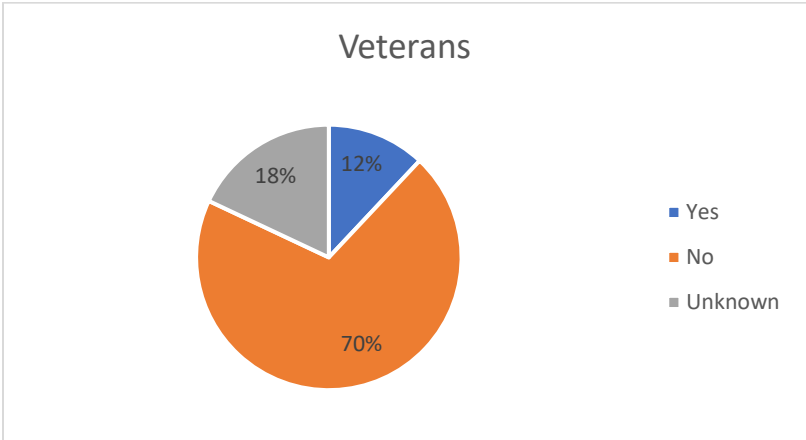
The racial breakdown for that time period was forty-six percent White, thirty-three percent Native American, eight percent Black, seven percent Hispanic, three percent mixed race and two percent Asian.



We created a simplistic age category and estimate that the approximate age range of our visitors was 21% under 35, 49% between 35 and 50, 21% between 50 and 65, and 8% over 65.



We do inquire, when time permits, whether visitors are veterans. Based on the collected data, at least twelve percent of those who received services served in the military while 70% did not. The remaining 18% were unknown.



During the 1,848 interactions from April through August 2023, we provided at least 670 showers, gave out hygiene supplies 660 times, food, snacks and hydration were provided 917 times, clothes were provided at least 803 times and basic first aid administered to 28 people.

We saw over twice as many people in August as in April, with visits increasing from 238 to 500. The number of showers taken in April was 51 compared to 220 in August. The average number of monthly visits was 370. We have not compiled our September data yet but had the highest number of visits on a single day on September 18, with 61 people seeking services.

In comparison, during our first 4 months of operations in 2022 (August 1-December 31) we had 624 engagements with unsheltered relatives in which we provided 160 showers, 189 hygiene supplies to-go, 478 food distributions, 272 clothing and 9 first aid administrations. In 2022 the average number of monthly visits was 156, which was 42% of the monthly average between April and September of 2023.

In addition to the services that we provide directly, we make regular referrals to other local agencies including the Front Door program, Coconino County Community Services, NACA, Goodwill, Phoenix Indian Center, Catholic Charities and more. We were recently able to refer one woman who hadn't been able to get an eye exam or new glasses for nine years to a local eyewear company who provided her with an exam and glasses for free. She was ecstatic!

There is an overwhelming need for the mobile services we provide, particularly in the manner with which we provide them: non-judgmental, low barrier, friendly, caring and with the spirit of k'é. There are no places to get free showers in Flagstaff, no day centers, no free laundry facilities, limited food, clothing and hygiene supplies. Most importantly, there is no place in Flagstaff that welcomes our unsheltered relatives to spend time and connect with community.

Time Line (Attachment C)

The funding we are requesting is for our on-going mobile outreach program. The budget includes expenses incurred between July 1, 2023 and September, 30 as well as projected expenses between October 1, 2023 through June 30, 2024. Our current monthly expenses are approximately \$6,500. The requested funding includes funds to expand our organizational capacity as well as our program services. Funding will be used to hire an executive assistant for 30 hours a week and to secure premises for the purpose of parking the Bus when not in use, doing maintenance on the Bus as needed, winterizing the Bus to prevent freezing, consolidating our offices, storing goods and supplies for distribution, doing Bus laundry, and providing suitable space for staff to meet and receive training.

The Budget is based on the expectation that we will hire the assistant director and lease premises by mid November to early December. We will increase the number of days and hours that we operate the Bus by or before January 1, 2024 and will increase wages for existing staff on that date as well. All funds will be expended by June 30, 2024.

Budget (Attachment D)

The attached Budget does not include our separate budget for the City funded People at Work program. The P@W Budget was submitted with our grant application for the EEE Grant. This Budget is for our Mobile Outreach Program only.

Item/Activity	Item/Activity Description	Source 1	Source 2	Leverage	Donations	Project
		City of Flagstaff	Federal/State/ Local	Agency	In-kind & Funds	TOTALS
1	Program or Project Related Expenses					
A	Homeless Navigators Payroll	\$43,000		\$8,000		\$51,000
B	Driver	\$18,300				\$18,300
C	Program Supplies/Bus Operating Costs	\$1,500			\$4,000	\$5,500
D	Direct Client Assistance		\$2,000		\$8,000	\$10,000
E	Fuel	\$2,500				\$2,500
F	Vehicle Maintenance	\$2,500			\$5,000	\$7,500
G	1 intern			\$9,800		\$9,800
H	Program/executive director-volunteer			\$63,000		
2	Administration					
A	Salaries*	\$17,000	\$8,000			\$25,000
C	Agency Indirect	\$5,000				\$5,000
3	Facility Value					
A	Facilities	\$10,000	\$4,500	\$10,000		\$24,500
B	Operating		\$2,100			\$2,100
Totals		\$99,800	\$16,600	\$90,800	\$17,000	\$224,200

Budget Narrative

Line 1A- .65 FTE from July 1-October 31, 2023 to increase to 1 FTE from November 1 2023 through June 30, 2024. The current hourly rate is \$19 hourly which we will increase to \$20 hourly corresponding to minimum raise hike on Jan 1, 2024. The Navigators provide services on the Bus and assist visitors with referrals to other agencies. The increased hours will allow C.A.Ts to expand operations from 4 to 5 days a week and from 6 to 7 hours per day. C.A.Ts is working with Phoenix Indian Center to hire an assistant navigator in a training position to be paid for by Phoenix Indian Center on a temporary basis. The value of the assistant navigator position will be approximately \$8,000.

*Line 1B-*We employ a driver who himself is living unsheltered, but he has a CDL. He currently works 3 to 3.5 hours a day at a rate of \$20 hourly for 4 days a week. His responsibilities are to drive the Bus to and from its parking locations, fill the fresh-water tank for the bathroom and empty the waste-water tanks every day, refill fuel, wash the Bus, check fluid levels and tire pressure. The budget anticipates an increase in his hours from 4 to 5 days per week, and to 4 hours per day.

*Line 1C-*Program supplies include propane, wastewater dump fees, cleaning supplies, Bus insurance and registration, bathroom supplies, laundry, and storage space for donations.

*Line 1D-*Direct assistance includes distributed food, clothing, hygiene supplies, first aid, and hydration. We receive the majority of the items from Cedar Closet, NACA, Flagstaff Family Food Center and individual in-kind donations. We purchase bottled water and supplement hygiene supplies through funding from other sources.

*Line 1E-*Diesel Fuel for Bus

*Line 1F-*Vehicle maintenance is difficult to predict. The Bus is over 20 years old. The costs of maintaining it are much more than a typical family car. For example, we replaced a windshield

wiper arm in August at a cost of \$500. Other costs we anticipate include replacement of the water heater, and windows.

Line 1G-We were selected to participate in the NAU Social Work department's internship program this fall, and an intern was assigned to us. She works 15 hours a week, and is paid by AmeriCorps. At minimum wage the value of her work will be approximately \$9,800. She will be with us through the end of the NAU academic year in May 2024.

Line 1H-The value of the time and services volunteered by co-founder White to manage the Outreach program and organization. The value attributed to volunteer hours does not include time expended by White to supervise and manage the P@W program, approximately 12 hours weekly.

Line 2A-This line item represents the costs of hiring a part time executive assistant to assist with bookkeeping and payroll, office administration, social media, shopping for supplies, recruiting and scheduling volunteers, resupplying the Bus, writing letters, picking up donations and more. The budget amount is based on 30 hours per week, \$22 hourly with a 10% salary burden for taxes and worker's comp. The total is based on a start date of December 1 for 8 months.

Line 2C- Agency indirect is 5% of the total requested to defray costs associated with administration of the grant as well as general operating expenses including telephone, website, general liability insurance, office supplies, software subscriptions, professional services (including an audit) and other general expenses.

Line 3A-Facilities. In October 2022, City Council directed staff to find a suitable location on City property where C.A.Ts could park the outreach bus when not in use. Staff was unable to do so. We currently park the Bus behind the FFFC warehouse. This was to be a temporary location while City staff located other space. It is provided free of charge however we need a different space with better access and indoors. Our offices are spread between the living room of co-founder White, in Mountaineer, a shared space on Milton and the Bus itself. We also need storage space for in-kind and purchased clothing, food and hygiene supplies. We currently launder the towels from showers at Board member's homes. We would like to consolidate the various aspects of the operations into a single leased space. During the winter months we need to park the Bus inside to prevent freezing of the water and waste-water systems or we will need to close the bathroom for the winter. We have identified a suitable space that will cost \$3500 monthly that will accommodate all of our needs and will allow us to expand. The space is available as of November 1. The line item is based on one half of 8 months of rent. We also plan to use half the space for our next program-economic opportunities for the unsheltered, to be funded separately.

Line 3B-Facility operations. This is an estimate for the utility costs for the leased premises for 8 months.

Fiscal Management and Applicant Capacity

Current Budget

Our annual budget for 2023, excluding the P@W program, is \$88,667. The budget for the P@W program is \$60,000 with \$45,000 allocated to wages for the litter pick up crew. We have not obtained an audited financial statement yet because we have not yet completed a full calendar year of providing services. We plan to obtain an audit for calendar year 2023.

We filed a 990N postcard return for calendar year 2021. Our income in 2021 was \$8,379.22. All of the income was used to retrofit the school bus, which was donated to the organization by co-founder White.

We filed a 990EZ for 2022. Total revenues in 2022 were \$79,834 (\$30,000 specifically for the P@W pilot program) and total expenses were \$51,852 (\$18,000 for wages to P@W program participants). In 2022 we completed the retrofit of the Bus spending approximately \$20,000 (\$4,500 was a BIA grant specifically for muralizing the exterior). Our mobile outreach program expenses were \$21,550 while management and administration was \$1,132 for the year.

History, Capacity & Past Funding

Community Assistance Teams of Flagstaff was incorporated in August 2021 by co-founders Wendy White and Darrell Marks. White previously co-founded Flagstaff Shelter Services in 2006 and was the Board Chair and de-facto Executive Director until February 2010.

C.A.Ts obtained its 501(c)(3) letter of recognition on February 22, 2022 effective August 3, 2021 and recognition by the Arizona Department of Revenue that it is a Qualified Charitable Organization in early 2023.

We acquired a 2001 decommissioned school bus in September 2021 and commenced retrofitting it in November 2021 with the assistance of a Neighborhood Sustainability grant of \$5,000. In the spring of 2022, we received a City Beautification in Action grant for \$4,500 to paint murals on the exterior of the Bus which was accomplished on June 24-26, 2022. Before we completed the retrofit, we were awarded the City Sustainability office EEE grant in the amount of \$30,000 to establish a pilot project to employ unsheltered persons to pick up litter. We completed all grant responsibilities including final reports for all previous grants.

We were again awarded the EEE grant in the amount of \$60,000 in June 2023 with an option to renew at \$30,000 annually for the ensuing 4 years. We are currently running the P@W program with the EEE funds and provide monthly reports and invoices in compliance with the terms of the grant.

In October 2022, City Council approved a one time allocation of \$40,000 to C.A.Ts to help us establish the program, with funds distributed in March 2023.

We have expanded our Board of Directors from 2 to 5 and plan to add 2 additional members. We have developed a volunteer base, have three part time employees to operate the bus program, and a part time intern provided by the NAU School of Social Work and AmeriCorps. We have upgraded our bookkeeping system from a simple Spreadsheet to a Desktop version of QuickBooks to QuickBooks Online. We have a payroll account for P@W employees separate from our regular bank account. A portion of the funds requested would be used to employ an executive assistant to help with bookkeeping functions and other administrative matters. A portion of the "indirect" line item will be used to retain a CPA to conduct our first audit.

Minimum Funding Needed

We need at least \$56,000 in order to operate at current service and expense levels through June 30, 2024. In order to sustain the organization and expand as described we need the full amount of \$99,800 requested.

Other Information

We actively seek grant funds from other sources and have a goal of submitting at least three grant applications monthly. We received a grant of \$10,000 from the Arizona Community Foundation in August. We have letters of support from several other agencies including Native Americans for Community Action, Nation's Finest, the Episcopal Church of the Epiphany, Flagstaff Family Food Center, and Assistance League of Flagstaff. Co-founders White and Marks are also involved with the Indigenous Circle of Flagstaff. Board member Pam Jensen works for Phoenix Indian Center, Board member Joelle LeMer is the Director of the Center for Science, Teaching and Learning at NAU, Board member Tyler Cooper is a graduate student of Physical Therapy at NAU. We are also hosting 4 NAU students doing their capstone project in Public Health this semester.

**EXHIBIT C
PROJECT BUDGET**

Project Budget	\$224,200
City of Flagstaff	HSSF 2023
Project Description:	Outreach & Shower Bus
Implementing Agency:	Community Assistance Teams of Flagsaff
CoF Project Number:	
Persons Served:	500 individuals/3600 service encounters
Date Submitted:	10/10/2023

Item/Activity	Item/Activity Description	Source 1	Source 2	Leverage	Donations	Project
		City of Flagstaff	Federal/State/ Local Funding	Agency	In-kind & Funds	TOTALS
1	Program or Project Related Expenses					
A	Homeless Navigators Payroll	\$43,000		\$8,000		\$51,000
B	Driver	\$18,300				\$18,300
C	Program Supplies/Bus Operating Costs	\$1,500			\$4,000	\$5,500
D	Direct Client Assistance		\$2,000		\$8,000	\$10,000
E	Fuel	\$2,500				\$2,500
F	Vehicle Maintenance	\$2,500			\$5,000	\$7,500
G	1 intern			\$9,800		\$9,800
H	Program/executive director-volunteer			\$63,000		
2	Administration					
A	Salaries*	\$17,000	\$8,000			\$25,000
C	Agency Indirect	\$5,000				\$5,000
3	Facility Value					
A	Facilities	\$10,000	\$4,500	\$10,000		\$24,500
B	Operating		\$2,100			\$2,100
Totals		\$99,800	\$16,600	\$90,800	\$17,000	\$224,200



CITY OF FLAGSTAFF

211 W Aspen Ave | Flagstaff, AZ 86001
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PROJECT SCHEDULE OF COMPLETION

Subrecipient Name		
Contact Person	Phone #	E-mail
Project Title	Project #	Grant #
Summary of Project (e.g., goals, approaches, timetables)		

Activities Timeline	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1.												
2.												
3.												
4.												
5.												
6.												
7.												
8.												
9.												
10.												

