

DRAFT MINUTES

**CITY OF GLENDALE
COMMUNITY DEVELOPMENT ADVISORY COMMITTEE
GLENDALE CIVIC CENTER, DIAMOND ROOM
5750 W. GLENN AVE.
GLENDALE, AZ 85301
AUGUST 28, 2021
9:00 a.m.**

MEMBERS PRESENT:

Lisa Baker, Chair
Leslee Miele, Vice Chair
Kelly Carbello
Kirstin Flores
David Giles
Theodora Hackenberg
Vivian Lizarraga
Alicia Rubio

MEMBERS ABSENT:

Elida Feltus
Ezekiel Ojo
Abby Vick

STAFF PRESENT:

Jean Moreno, Director, Community Services Director
Matt Hess, Revitalization Administrator
Ismael Cantu, CAP Administrator
Donald Paredes, Housing Administrator
Michelle Yates, Community Engagement Manager
Monica Schroeder, Revitalization Coordinator
Heather Grant, Administrative Support Specialist
Michael Beck, Chief Librarian

OTHERS PRESENT:

Mary Glennon, CASS, Director of Programs
Arthur Morales, CASS, Glendale Homeless Programs Manager

1. CALL TO ORDER

Chair Baker called the meeting to order at 9:17 a.m.

2. ROLL CALL

Roll taken. Introductions were made.

3. CITIZEN COMMENTS

No comments received. No citizens present.

4. APPROVAL OF THE MINUTES

Motion by Committee-member Hackenburg, second by Committee-member Carbello, to approve the May 20, 2021 CDAC meeting minutes as written. The motion carried 8 – 0.

5. DIRECTOR'S REPORT

No report.

6. OLD BUSINESS

None.

7. NEW BUSINESS

a. Staff Report on Committee Goals

Ms. Moreno introduced the agenda item and read aloud the CDAC FY2020-21 Goals, as previously agreed upon by the Committee.

1. Increase affordable housing options and total units.
2. Improve the new member orientation and on-boarding experience
3. Improve the grant solicitation, review, and award process to ensure strategic alignment with City Council goals.
4. Improve performance reporting for programs and sub-recipient contracts.

Ms. Moreno, Mr. Hess, Mr. Paredez, Mr. Cantu, and Ms. Yates gave an update on staff activities, achievements, and plans in relation to the CDAC's FY2021-22 Goals.

Goal 1: Increase Affordable Housing

Mr. Hess' presentation included information on the following:

- Tenant Based Rental Assistance (TBRA)
 - Status: Implemented
 - Subrecipient selected: A New Leaf
 - Partnership with Glendale Community College (GCC)
 - Approximately 50 households to be served
 - By referral only (GCC, CASS, Community Revitalization)
 - 14 applications received (all in eligibility review)
 - Approximately \$1.2 million of prior year HOME funds for the program

Ms. Moreno explained that staff learned during the process with GCC, that there are homeless students who spend as much time as possible on campus and use the fitness center to take a shower. Ms. Moreno commented on the good use of these funds to assist these students.

Committee-member Giles inquired if student homelessness was due to lack of affordable housing. Ms. Moreno replied in the positive.

Committee-member Carbello asked if TBRA was a Housing Ready program. Ms. Moreno replied that there was no industry definition for the term 'Housing Ready'. Ms. Moreno explained that the TBRA program identifies individuals and households that will be able to sustain their housing and there are other programs available to help those who cannot sustain themselves.

Mr. Hess continued with his presentation.

- First Time Homebuyer Program
 - Status: Planning Stage
 - \$686,496 allocated in action plan
 - Down payment, closing costs, interest rate buy-downs, principal reduction
 - Developing solicitation
 - Subrecipient selection anticipated this calendar year
- Landlord Liaison Services

- Status: Ongoing
- 3-year funded position
- As far as staff is aware, this is the first Landlord Liaison hired in the valley. Scottsdale and Chandler are currently hiring for a similar position.
- 100 landlords/property managers engaged
- 20 new properties agreed to accept vouchers
- 15 new management companies agreed to accept vouchers
- Creation of a 'live list' of available affordable units in progress
- Low Income Housing Tax Credit Projects
 - Status: Ongoing
 - Cielo Apartments
 - 80 units at 67th Avenue and Montebello
 - 50% Area Median Income and below
 - Groundbreaking in September 2021
 - Bethany Crossing
 - 72 units at 69th Avenue and Bethany Home Road
 - 60% Area Median Income and below
 - Leasing up now
 - 3 to 4 weeks away from Certificate of Occupancy
 - Ongoing discussions with new interested affordable developers

Vice Chair Miele asked who would manage the developments. Ms. Moreno stated that the developers would hire a property manager.

Committee-member Carbello asked if there were any discussions about having developers including one or two affordable housing units in a new development instead of having them all in one place. Ms. Moreno stated that the City cannot tell developers to do this. Ms. Moreno explained the developers have an opportunity to include affordable housing units if they feel it is something the market can support. She stated that the ultimate goal was not high concentration and noted the two developments so far are relatively low density.

Mr. Paredez gave an update on the following:

- Project Based Vouchers
 - Status: In progress
 - Can set aside 20% of Housing Choice Vouchers
 - Up to 211 vouchers
 - Rehabilitation projects or new development
 - Secures more affordable units
 - Utilized as a tool for Low Income Housing Tax Credit programs to bring in developers
 - Plan to implement by end of the calendar year
 - Requires changes to the Administrative Plan (Council and HUD approval)
 - Some new developers have expressed interest in the program
- Foster Youth to Independence Program
 - Status: Ongoing
 - Program for kids who have aged out of the foster care program (aged 18 to 24 years old)
 - Originally given 25 vouchers only, however, HUD has since eliminated the cap

- 38 referrals received to date
 - 13 housed
 - 2 inspections pending
 - 10 currently searching
 - 9 in eligibility determination phase
 - 4 withdrawn or ineligible

Vice Chair Miele inquired about the eligibility for the Foster Youth to Independence Program. Mr. Paredez explained the factors of income eligibility: one cannot make more than 50% of the area median income, must pass a background check, be an eligible citizen, meet HUDs definition of a family, and be aged out of the foster care system. Mr. Paredez stated that 100% of the referrals come from the Department of Child Services. Ms. Moreno announced that staff will send the Committee-member information on the program. Committee-member Flores asked how long a person could stay in the program. Mr. Paredez replied that it was originally three years, however, HUD changed the rules. Mr. Paredez noted that a person could now stay up to five years and afterward, could possibly be converted into a regular voucher program.

Committee-member Rubio relayed that she has worked with similar programs at her employment in Phoenix and stated that these types of programs go beyond just housing. She stated that some of the young adults assisted in the Foster Youth to Independence program come back and mentor others. She was glad to see that Glendale had this program.

Goal 2: Improve New Member Orientation

Mr. Hess gave an update on the following:

- Feedback Gathering / Action Planning
 - Status: In Progress
 - Subcommittee Recommendations
 - Define Committee purpose and member roles
 - Increase educational opportunities for members
 - Teambuilding and appreciation events
 - Next Steps
 - Ongoing subcommittee discussion
 - Revise orientation materials by February 2022
 - Explore opportunities for:
 - Video orientation
 - Web-based training
 - Local conferences and/or networking options
 - City-wide volunteer appreciation event (tentative for Spring 2022)

Goal 3: Improve Grant Solicitation Process

Mr. Hess gave an update on the following:

- Strategic Investment Plan
 - Status: Complete
 - Implemented changes for FY2021-22 grant cycle
 - Aligned investment decisions based on Consolidated Plan
 - Streamlined Public Services grants solicitation
 - Project-specific procurements completed or planned:

- Pandemic Small Business Assistance
- Tenant Based Rental Assistance
- Youth Employment & Education (IGA)
- Homeless Master Services Agreement
- First Time Homebuyer

[A ten-minute break was taken.]

Goal 4: Improve Performance Reporting

Ms. Moreno provided information on the following:

- Dashboard Reporting
 - Implemented the Community Action Program reporting dashboard. The public-facing dashboard will be completed this calendar year and presented to CDAC for feedback.
 - Conceptual Housing performance dashboard in progress.
 - Up Next: Working on CDBG, HOME, ESG expenditures and subrecipient contract performance
- Mandated Reporting
 - Consolidated Annual Performance and Evaluation Report (CAPER)
 - In process
 - Includes expenditures and accomplishments
 - Public Comment Period: September 10th – 25th
 - CDAC Presentation: September 16th
 - Due to HUD: September 30th
 - Section 8 Management Assessment Program (SEMAP)
 - Deferred by HUD due to COVID

Mr. Hess provided information on the following:

- Revitalization Division Expenditures
 - \$3,992,704 FY2021 (CDBG, HOME, ESG)
 - \$596,934 CARES Act
 - \$642,741 FY2022 to date
 - Exceeded regulatory expenditure requirements
- Subrecipient Contract Performance
 - Pandemic Small Business Assistance Program
 - Designed to help businesses with 5 or fewer employees
 - Went online at the end of January 2021
 - \$953,111 allocated / \$295,900 expended
 - 77 applicants: 20 awarded, 8 in underwriting, 49 withdrew/declined
 - Next Steps: Update eligible uses to include workforce capacity development

Committee-member Carbello inquired as to why some applicants were not awarded. Ms. Moreno explained that some applications were non-responsive, some did not show a COVID relationship, and the business must also be in good standing, for example have paid all taxes.

Vice Chair Miele asked for clarification of workforce capacity development. Ms. Moreno relayed examples of recruitment and training. Ms. Moreno stated that the original scope of this program was to pay for bills of the business, however, now can include workforce development expenses.

Mr. Hess presented information on:

- Future Subrecipient Reports Planned
 - KPI's are being developed for these programs and will be added to the dashboard
 - Tenant Based Rental Assistance
 - Youth Employment & Education (IGA)
 - Homeless Master Services Agreement
 - First Time Homebuyer

Mr. Cantu provided information on the following:

- Community Action Program Expenditures
 - FY2021-22 – All Funding Sources
 - \$11,958,428 in direct services
 - 2,550 households served
 - 6,330 services provided
- Emergency Rent Assistance Program
 - Program financials were provided.
- Increase Community Feedback
 - Feedback on Assistance Programs
 - 85% - Assistance programs met their needs
 - 80% - Programs / services easy to understand
 - 80% - Applying / accessing is convenient
 - 73% - Finding information is easy
 - 64% - Satisfied with response time
- CAP Operational Improvements
 - Increase Self-Sufficiency Strategies
 - Assessing programmatic opportunities
 - Two new case management positions
 - Increase Use of Technology
 - Implemented online application process
 - Implemented electronic document submission
 - Implemented paperless case processing
 - Increase Organizational Standards Rating (DES)
 - Achieved 96%

Ms. Yates presented information on the following:

- Increase Youth & Family Engagement
 - Benevilla Family Resource Center 'Pop-Up'
 - Supports families with children aged 0 to 5
 - 30 families connected
 - 40 children received school readiness kits
 - Holiday Adopt-a-Family Program
 - Facilitated by the Community Services Department
 - 20 families adopted by City employees
 - \$14,000 in gifts provided to CAP and Housing families
- Increase Community Partnerships
 - American Furniture Warehouse partnership
 - \$5,000 donation

- Benefits the Foster Youth to Independence recipients
- 25 gift cards / \$200 each
- Heat Relief Network
 - 12 sites, 9 operated in Glendale (Glendale cemetery, CAP Office, FRAC, Glendale Housing, Glendale libraries)
 - 11,200 bottles of water distributed
 - In partnership with MAG
- Improved Communication & Storytelling
 - One year strategic marketing plan, worked with the Public Affairs Department
 - Key theme messaging, monthly topics, media advisories, interviews, social media, Next Door app, and use of videography
- Strategic Communication Results
 - Media Coverage: television, radio, and print interviews; media event
 - Topics: Property Owner Preservation Program, TBRA, Foster Youth to Independence, State of Affordable Housing, Homelessness, Homeless Master Services Agreement

Mr. Paredez provided information on the following:

- Housing Programs Performance
 - Public Housing
 - 98% Occupancy Rate
 - Exceeds Standard (95% minimum)
 - Housing Choice and Foster Youth Vouchers
 - 97% Funding Utilization
 - 89.8% Voucher Utilization
 - Meets Standard (must achieve 95% in one area)
- Housing Wait List Process
 - Implemented lottery process and increased public notification and outreach
 - Pre-applications in Braille and multiple languages
 - Online pre-application process available
 - 21-day application period
 - 30-day pre-advertisement period
 - Public notices, print, and radio advertisements; social media
 - Over 20,000 pre-applications
- Emergency Housing Voucher Program
 - Implemented July 1st
 - 72 vouchers in total
 - Referrals through the regional Coordinated Entry System, 100% referral only
 - All must be registered as homeless
 - Glendale is the only agency that has placed clients, so far.
 - As of today, 56 referrals have been received.

Vice Chair Miele asked if the vouchers could only be used in Glendale. Mr. Paredez replied in the positive.

Ms. Moreno commented that the Emergency Housing Voucher Program was very limited. She explained a recipient must be homeless or on the verge of homelessness or a victim of domestic violence or trafficking, must go to a coordinated entry site, and be verified from the Public Housing

Authority that they meet the homelessness verification. She explained the process was dictated by HUD and the purpose of the coordinated entry was to avoid having people apply in multiple cities. She explained that an applicant needed to state where they wanted to live first which helped with housing a recipient faster.

Vice Chair Miele noted that there were a lot of people searching for housing after being approved and asked if there was housing available to find. Ms. Moreno stated that clients are provided with a list of available properties and the Landlord Liaison was assisting with this list. Ms. Moreno added that CASS has housing navigators who can help as well.

Ms. Moreno relayed the following about the Emergency Housing Voucher Program:

- It has been a significant undertaking for the region.
- An IGA was required.
- MAG has been overseeing the process.
- The coordinated entry partners have been phenomenal.
- Glendale may be able to obtain vouchers from other areas that are unable to use them.

Committee-member Carbello asked if the recipients were helped with rental application fees. Ms. Moreno replied in the positive and clarified that recipients are provided assistance with application fees, utility deposits, and security deposits.

The agenda item was concluded.

b. Annual Planning and Goal Setting Session

Mr. Hess announced that at the May 2021 CDAC meeting, the Committee agreed by consensus on the continuation of the Committee's FY2020-21 goals for FY2021-22 as well. Mr. Hess stated that in order to comply with the City Clerk's requirements, the CDAC is required to formally reaffirm the goals for FY2021-22 by voting action.

Motion by Committee-member Rubio, second by Vice Chair Miele, to reaffirm the continuation of the CDAC's FY2020-21 goals for FY2021-22 as agreed to at the May 2021 CDAC meeting. The motion carried 8 – 0.

c. Homeless Strategy Update

{Ms. Glennon and Mr. Morales joined the meeting.}

Ms. Moreno provided an update on the City's homeless strategy, which included details on the following:

- Executive Steering Committee
 - Goals
 - Real-time problem-solving
 - Active decision-making
 - Increase internal coordination
 - Increase partner collaboration
 - Increase outreach with benevolent groups
 - Representation
 - Community Services

- City Manager's Office
- Police Department
- Transportation Right of Way Division
- Public Facilities, Recreation & Special Events Department
- Before and After Photos Shown of:
 - Encampment Clean-Up at 83rd Avenue and Union Hills
 - Bonsall Park Clean-Up
 - 59th Avenue and Myrtle Park and Ride Improvements
 - Lowered the wall height to alleviate hiding behind the wall
 - Rip-rap installed to prevent urban camping
- Other Activities
 - GQ Service Request type for homeless issues
 - 51st Avenue and Cactus underpass and trail. Monitoring in conjunction with the City of Phoenix.
 - Marvin's Missions engagement at Bonsall Park. Engaged Phoenix Rescue Mission to conduct outreach and offer services while Marvin's Missions is at the park feeding the homeless.
 - 59th Avenue and Glenn bus shelter modifications
 - Outreach conducted at 47th Avenue and Marshall retention basin
 - Old Big Tin Shed encampment clean-up
 - 54th Avenue and Glendale shopping center enforcement
 - 59th Avenue and Northern healthy giving campaign signs placement
- In Progress Items
 - Additional coordination of street outreach and encampment clean-up
 - Additional clean-up resources allocated in the budget. Will focus on approximately ten additional encampments.
 - Parks ordinance updates
 - Criminal justice diversion programs

Mr. Hess shared information on the Master Services Agreement with Central Arizona Shelter Services (CASS) in regards to providing a comprehensive set of services organized under a single umbrella as operated by CASS.

- Expected Performance Outcomes
 - Centralized communication / coordination
 - Decreased number of homeless
 - Comprehensive, real-time, by-name data of people experiencing homelessness in Glendale
 - Use of rapid cycle testing to identify strategies that work and abandonment of those that do not
 - Increased supply of the correct housing solutions
 - Plan for long-term sustainability
- Central Arizona Shelter Services – Selected as the Lead Agency
 - Contract was executed in June - \$3.5 million of one-time ESG funds due to the CARES Act
 - 16 sub-partners
 - 24/7 phone line soft launch in progress
 - Developing Key Performance Indicators (KPIs)

Ms. Glennon gave a presentation to the Committee.

- A brief description of the role of CASS in the program was provided.
- Mr. Morales was recently hired as the Glendale Homeless Programs Manager.
- In June, CASS held one-on-one meetings with its partners.
- CASS applied for and was approved as a single adult coordinated entry system.
- The 24/7 phone line will allow for real-time referrals to the alliance partners and will be fully launched in September.
- The roles of various alliance partners and hours available at the Norton and Ramsey Social Justice Empowerment Center (NREC) were relayed. The NREC is located at 7031 N. 56th Avenue and is open via appointment and walk-in hours.
- Last week, the first partner monthly meeting was held with approximately 40 participants.
- Next week, weekly meetings will be held. These will be more detailed than the monthly meetings and will include case updates.
- Several building improvements have begun NREC.
- CASS appreciates the opportunity to work this model with Glendale and hopes that it is something other communities will consider.

[Mr. Beck entered the meeting during Ms. Glennon's presentation.]

Committee-member Hackenburg asked if CASS or the City would accept donations of furniture. Ms. Glennon replied in the negative, explaining that CASS does not have a storage location. Ms. Moreno relayed that the City could not take donations of furniture either for the same reason. Ms. Moreno suggested making furniture donations to the Salvation Army as the Phoenix Rescue Mission has a partnership with the Salvation Army to help people furnish their homes.

Mr. Morales shared a brief background of his experience and stressed the need for collaborative efforts for success with homelessness. He shared two stories as examples of homeless individuals that he has assisted. He stated that this Glendale Master Services Agreement has received attention in the region and CASS intends to be the model for assistive community services.

Vice Chair Miele asked if there was any plan for shelter services in Glendale. Ms. Moreno replied in the negative. She added that there was discussion of a regional shelter, however, had not heard anything specific in terms of investment yet.

Committee-member Giles inquired about advertising of the new services to the public. Ms. Moreno stated that the center will be promoted in multiple ways, such as business cards, social media, the City's website, Councilmember newsletters, and the water bill.

8. COMMITTEE MEMBER COMMENTS AND SUGGESTIONS

Committee-member Carbello thanked staff for the retreat and the presentations.

9. NEXT MEETING

The next regular meeting of the Community Development Advisory Committee will be held on September 16, 2021 at 6:30 p.m., virtually or in conference room B-3 of the Municipal Office Complex, located at 5850 W. Glendale Ave., Glendale, Arizona 85301.

10. ADJOURNMENT

Motion by Committee-member Rubio, second by Committee-member Giles, to adjourn the meeting at 11:37 a.m. Motion carried 8 – 0.