



City of Glendale 2023-24 Annual Action Plan

PUBLIC COMMENT PERIOD

2023-24 Annual Action Plan is open for public review and comment from Thursday, March 23, 2023 through Sunday, April 23, 2023 and is available at glendaleaz.com/communityserviceplans. **Comments may be sent to revitalization@glendaleaz.com** through the end of the comment period.

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EXECUTIVE SUMMARY

ES-05 Executive Summary – 24 CFR 91.200(c), 91.220(b)

1. Introduction

As a recipient of Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funds from the US Department of Housing and Urban Development (HUD), the City of Glendale must submit an Annual Action Plan (AAP) under Federal Regulations at 24 CFR Part 91. The purpose of the Annual Action Plan is to allocate annual funding from these sources to specific activities that will advance the goals in the City’s adopted Five-Year Consolidated Plan for Fiscal Years (FY) 2020-2024. In addition, the AAP identifies the City’s housing and community development needs; analyzes the housing market; establishes housing and community development priorities, identifies the resources available from CDBG and ESG entitlement grants, as well as the HOME Investment Partnership Program (HOME) allocations provided through the Maricopa HOME Consortium, and assigns funding to specific activities that further the goals of the Consolidated Plan.

This AAP implements the fourth year of activities that will address goals established by the City of Glendale’s FY 2020-2024 Consolidated Plan. The City will receive and program the following funding in FY 2023-24: CDBG – \$2,354,682; ESG – \$208,142; and HOME – \$775,957. Activities funded with these allocations are discussed in the following sections.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview

Identified below are the goals that the City of Glendale has identified as the basis for its strategies and related activities to be carried out under the 2020-24 Consolidated Plan and related Annual Action Plans. Actual activities may vary each plan year and will be based on priorities established during the citizen participation planning process and the amount of the City’s annual allocation. All activities funded in this AAP further the following adopted FY 2020-24 Consolidated Plan goals.

Goal 1	<i>Promote Access to Decent Affordable Housing</i> Glendale will work to promote access to affordable quality housing throughout the City through a variety of activities that may include construction, rehabilitation and replacement of owner and renter housing, homeownership assistance, or rental assistance that helps low- and moderate-income families obtain and/or maintain decent, safe, and affordable housing.
Goal 2	<i>Increase Access to Homeless Services/Housing</i> Through its ongoing Strategic Planning process and work with the Maricopa Regional Continuum of Care, the City will identify ways to partner with government, nonprofit and private sector organizations to offer additional emergency shelter, transitional housing, permanent and supportive housing, and necessary supportive services to mitigate crisis situations and promote self-sufficiency to homeless people and those at risk of homelessness.
Goal 3	<i>Increase Access to Public Services for Vulnerable Populations</i> Through our funding of nonprofit agencies, the City will provide additional services to support low- and moderate-income people, particularly food assistance and senior and youth services. Other vulnerable groups may include those with disabilities, victims of domestic abuse, children in or aged out of foster care, those suffering from addiction or mental health diseases and others.

Goal 4	<p><i>Provide Educational Programs and Business Assistance</i></p> <p>Through our funding of programs with government and nonprofit providers or collaborative partnerships, the City will provide additional services to support low-and-moderate income youth and adults with educational programs. Programs can include those that supplement youth learning and skills development, job training and skills development for adults, specific employment training, financial self-sufficiency training, and direct financial assistance to businesses.</p>
Goal 5	<p><i>Enhance Livability of Neighborhoods</i></p> <p>Several areas within the City have significant aging infrastructure needs, particularly related to ADA compliance and water systems. Neighborhood enhancements, such as parks, streetscape beautification, demolition of unsafe and blighted structures, and exterior commercial rehabilitation would also be considered under this category. The City will pursue these strategies to enhance livability of neighborhoods in eligible areas or on a spot basis.</p>
Goal 6	<p><i>Affirmatively Further Fair Housing Regulations</i></p> <p>Per 42 U.S.C. §§ 3601-19, the Fair Housing Act, all Federal programs relating to housing and urban development be administered in a manner that affirmatively furthers fair housing.</p>

Table 1. 2020-24 Consolidated Plan Goals

3. Evaluation of past performance

The following section describes the City's accomplishments by Consolidated Plan goal.

Goal 1

1. Substantial repairs at more than 20 owner-occupied homes through the City's Home Repair Program and 36 emergency repairs through Habitat for Humanity (CDBG)
2. Centerline on Glendale – acquisition of land for development of 368 affordable units completed through Gorman and Company (CDBG)
3. Cielo Apartments project – 88 units under construction through the Cesar Chavez Foundation (NSP)
4. Juniper Square
5. Tenant-based rental assistance (TBRA) program in partnership with A New Leaf (HOME). 95 people in 46 low-acuity homeless households rehoused
6. One (1) Single-family replacement housing project completed (HOME)

Goal 2

1. Central Arizona Shelter Services (CASS) – Master Services Agreement – \$3,394,008 (\$2,497,008 – ESG-CV2; \$560,545 – ESG-CV1; \$211,275 – FY 2021-22 ESG; \$125,000 – FY 2020-21 CDBG), – alliance of 15 independent non-profits that work collaboratively to fully address the needs of the City's homeless residents through permanent housing placement, supportive services, outreach to those living on the streets and others.
2. City of Glendale Eviction Prevention and Rapid Rehousing – \$1,065,518 (\$500,000 CDBG-CV1; \$65,518 – ESG-CV1; \$500,000 – ESG-CV2)
3. Phoenix Rescue Mission – Glendale Works – paid day labor and connection to wrap around services to the homeless – \$63,076 (CDBG)
4. City of Glendale Public Housing Authority – rapid rehousing for voucher holders in the Foster Youth to Independence Program – \$34,482 (ESG-CV1)

Goal 3

1. Senior services
2. Services for persons with disabilities
3. Legal services
4. Youth services
5. Services for victims of domestic violence
6. Employment training
7. Fair housing activities
8. Health services
9. Subsistence payments
10. Food banks

Goal 4

1. Pandemic Small Business Assistance Program – Chicanos Por La Causa - \$953,110 (\$300,000 – CDBG-CV1; \$653,110 – CDBG-CV3) for 33 microenterprises affected by the COVID-19 pandemic
2. Community Center Workforce Development – Phoenix Rescue Mission – \$485,596 for workforce development services

Goal 5

1. Café Lighting Project – installation of café lighting along Glendale Ave between – \$721,000 (CDBG); Phase I of the project was completed with a cost of \$221,000 with Phase II in development
2. Physical Improvement Program – upgrade street corner ramps to ADA standards in the downtown Glendale area – \$600,000 (CDBG)

Goal 6

1. Community Legal Services – technical assistance and legal representation for those facing eviction and fair housing violations – \$5,000 (CDBG)

4. Summary of citizen participation process and consultation process

The City encourages all stakeholders to participate in the development of Annual Action Plans, the 5-Year Consolidated Plan, as well as Substantial Plan Amendments. These stakeholders include, but are not limited to: business owners, non-profit partners, community groups, elected and appointed officials and residents – especially those who are low-and-moderate income or are otherwise likely to be beneficiaries of CDBG, HOME, and ESG funding.

The Annual Action Plan development process is consistent with the City’s Citizen Participation Plan, created in compliance with 24 CFR 91.105, and is shared by each of the members of the Maricopa HOME Consortium. The Citizen Participation Plan requires that the City:

- Hold a minimum of two (2) public hearings related to the development of the Annual Action Plan with one (1) public hearing conducted during the development of a draft Annual Action Plan and one (1) public hearing conducted after a draft Annual Action Plan is available to the public, and within the required 30-day comment period;
- Incorporate the following information into public hearings: 1. the total amount of CDBG, HOME and ESG funding available during the upcoming program year, and the possible activities that may receive allocations; and 2. the anticipated amount of funding that will benefit low-and- moderate income community members, and other applicable elements of the Plan;

- Distribute the draft Annual Action Plan to libraries, local housing authorities, and other locations (as appropriate) to make the Plan available to a wide public audience;
- Post the draft Plan on the City’s website during the 30-day comment period
- Notify the public of the availability of the draft Plan in a newspaper of general local circulation;
- Provide accommodations to persons with disabilities, including the hearing impaired and persons with limited English proficiency.

5. Summary of public comments

The FY 2023-24 AAP was available for public comment for a 30-day period starting Thursday, March 23, 2023, through Saturday, April 22, 2023. Public hearings were conducted on Thursday, March 16, 2023 and Thursday, April 20, 2023. The first public hearing was held at 1:00 PM, in-person at the Velma Teague Library located at 7010 N. 58th Ave., Glendale, AZ 85301. The second public hearing was held in person during the regular Community Development Advisory Committee (CDAC) meeting at 5850 W Glendale Ave, Conference Room B3, Glendale, AZ 85301 and was advertised in accordance with the City’s Public Participation Plan and Arizona Open Meeting Law. Comments from these meetings are pending and will be included in the final draft of this Plan prior to submission to HUD.

6. Summary of comments or views not accepted and the reasons for not accepting them

NA – Comments are pending completion of the public hearings and public comment period.

7. Summary

The State of Arizona and the City of Glendale continue to experience significant population and economic growth. With significant growth comes challenges for affordable housing, especially with the increased demand in both the single-family and multi-family residential markets. Increasing demand and upward price trends in the housing market ensure that affordable housing will remain an issue for the foreseeable future. Increased prices in both the homeowner and rental markets exacerbate these trends as continued declining supply of housing meets increasing demand. The primary impacts associated with these trends include 1. a substantial rise in homelessness, 2. diminished affordability that consumes an increasing share of household income for those who can stay housed; and 3. continued rates

To mitigate these impacts, the City of Glendale is working to provide more affordable housing through several mechanisms. HOME funding of Tenant Based Rental Assistance, and through rehabilitation assistance to support low- and moderate-income citizens, with particular consideration given to keeping seniors and people with disabilities in their homes. Mortgage/rental/utility assistance is also a priority for helping citizens maintain their housing and prevent homelessness.

The City will also identify neighborhood enhancements such as infrastructure improvements within low-mod income areas, such as public housing and ADA improvements to parks serving low- and moderate-income households. Streetscape beautification, demolition of unsafe structures and commercial rehabilitation are among other possible activities to enhance neighborhoods. The City will consider other infrastructure and public facility improvements, such as libraries, youth centers, and recreation centers as possible neighborhood enhancements, though these amenities are not as high of a priority.

Glendale will fund public services for low- and moderate-income families through the funding of several

governmental and nonprofit agencies whose efforts and expertise are critical to maximizing the impact of CDBG and ESG funds. Additionally, CARES Act funding will continue to be utilized to meet the needs of citizens most impacted by the COVID-19 pandemic.

Glendale has succeeded as a community by working in partnership with other agencies throughout the West Valley and in Maricopa County by building on each organization’s respective strengths. By tapping into the human assets of its community, Glendale can work to ensure that all citizens have an opportunity to be independent, productive members of the community who live stable and productive lives.

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Annual Action Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	Glendale	Community Revitalization Division
ESG Administrator	Glendale	Community Revitalization Division

Table 3 – Grant Responsible Agency Information

The City of Glendale's Community Revitalization Division, located at 5850 West Glendale Avenue, Suite 107, Glendale, Arizona 85301, is the lead and responsible agency for the development of the Annual Action Plan (AAP) for CDBG and ESG funds. The Division also provides all HOME-related documentation to the Maricopa County Human Services Department as the lead agency for the Maricopa HOME Consortium.

Annual Action Plan Public Contact Information

Mr. Matthew Hess, Revitalization Administrator
 Community Revitalization Division, Community Services Department City of Glendale
 5850 W Glendale Avenue, Suite 107
 Glendale, AZ 85301
 623-930-3670

AP-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

Partnerships are the key mechanism by which the City develops and advances community development goals, creates strategic initiatives and allocates funding and other resources. The Community Services Department, working collaboratively among its five divisions, currently maintains partnerships with 227 external organizations. These agencies provide a variety of services that benefit the City’s low-and-moderate income residents, including, but not limited to: elimination of homelessness through shelter, eviction prevention, utility assistance, rapid rehousing, and housing voucher assistance; education; workforce development; self-sufficiency and financial literacy programs; home repair assistance; development of new affordable rental units; assistance to small businesses; public services that benefit vulnerable populations such as seniors, the disabled, youth and victims of domestic violence; and others.

The Department also works collaboratively with other City Departments, funders, elected and appointed officials, business owners and representatives and other groups with an interest in increasing housing affordability and household self-sufficiency.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health, and service agencies (91.215(I)).

The City provides funding to external agencies that provide services to the residents of Glendale. In FY 2023-24 the City will fund a variety of human service providers. The CDBG public services funding will support seniors, disabled, youth and adults, veterans, food banks and other human services. Some of the agencies included in this year's funding are Chrysalis, Glencroft, Operation Enduring Gratitude and the Boys and Girls Club.

The City consulted with its housing authority, which is a City Divisional Unit, by including staff representatives in the public meetings and conducting interviews with housing authority management. The City's Community Housing Division is responsible for addressing the rental housing needs of low and very low-income Glendale households that cannot afford housing in the private market through the administration of the federally funded Housing Choice Voucher program and operation of 155 Public Housing Units.

In addition, the City consulted with staff from related City departments, including the City's Community Action Program (CAP). CAP assists low-to-moderate income residents experiencing financial hardships or crisis. CAP provides various types of assistance to prevent homelessness, such as case management, information and referral to local human service agencies and direct financial assistance for eligible households.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The City of Glendale is a participant in the Maricopa Regional Continuum of Care (CoC) and is a member of the Maricopa Association of Governments (MAG), two regional agencies that address homelessness in Maricopa County. The City provides support to the COC and several non-profit partners that provide services to alleviate homelessness, including, but not limited to shelter assistance, transportation, street outreach and housing navigation, rental subsidies, employment, food and others.

The City participates with MAG's Continuum of Care Regional Committee on Homelessness and Interjurisdictional Committee which are responsible for developing the Regional Plan to End Homeless and prepares the COC application for funding to support homeless assistance programs.

The City of Glendale participates with MAG's regional Point-In-Time Homeless Street and Shelter Count and provides data to HUD for the Housing Inventory Count Report. The City utilizes this data to develop strategies to address homelessness.

The City also participates in the ESG Funders Group. This ESG collaboration group is a team of ESG grantees that meet once a month to coordinate best practices and consistent procedures related to the ESG program performance standards and efforts to end homelessness.

The City also has the Homeless Executive Taskforce. This is an internal initiative between City Departments. Together they discuss the issues facing homelessness and collaborate on solutions to end homelessness.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction’s area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

The City receives ESG funds and consults with Continuum of Care (CoC) as part of the process to prioritize the needs to address homelessness, the allocation of ESG funding, and performance standards. To ensure the participation of the homeless population in the planning process, the City of Glendale engages in regional activities and dialogue with the State of Arizona and the CoC Committee on Homelessness. An example of a successful regional collaborative effort is the region’s Annual Homeless Count. The City’s collaboration is intended to use the most current and accurate information available to design and implement necessary housing and social service assistance to bring homeless persons back into our workforce, schools, faith-based institutions, and other community institutions as well as facilitate them becoming stable. The City consulted with the CoC to discuss the best method to allocate funding to non-profit agencies. As the program progresses, performance standards will be developed based on the needs of the community and regulatory guidance. All outcomes will be reviewed and measured for effectiveness, as required.

2. Agencies, groups, organizations and others who participated in the process and consultations

1	Agency/Group/Organization	Glendale Union High School District
	Agency/Group/Organization Type	Regional organization Services - Education Services - Homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families /w children Non-Homeless Special Needs Market Analysis Anti-poverty Strategy Economic Development Transportation issues
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.
2	Agency/Group/Organization	Glendale Community Action Program
	Agency/Group/Organization Type	Services related to the following: Housing; Children; Elderly Persons; Persons with Disabilities; Persons with HIV/AIDS; Victims of Domestic Violence; Homelessness; Health; Education; Employment; Fair Housing

	Housing PHA	
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
3	Agency/Group/Organization	Glendale Community Development Advisory Committee (CDAC)
	Agency/Group/Organization Type	Planning organization Other government – Local Business Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Homeless Needs - Chronically homeless
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.
4	Agency/Group/Organization	Central Arizona Shelter Services (CASS)
	Agency/Group/Organization Type	Regional organization Services - homeless Services - Health Services - Employment Service - Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Market Analysis Anti-poverty Strategy Fair Housing issues
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.
5	Agency/Group/Organization	Glendale Public Housing Authority

	Agency/Group/Organization Type	Housing PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.
6	Agency/Group/Organization	Glendale Chamber of Commerce
	Agency/Group/Organization Type	Regional organization Business Leaders
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Market Analysis Anti-poverty Strategy Economic Development Transportation issues
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.
7	Agency/Group/Organization	Glendale Community Revitalization Division
	Agency/Group/Organization Type	<i>Services related to the following:</i> Housing; Children; Elderly Persons; Persons with Disabilities; Victims of Domestic Violence; Homelessness; Health; Education; Employment; Fair Housing; Veterans; Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Homeless Needs - Chronically homeless Homelessness Needs – Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Market Analysis Anti-poverty Strategy Economic Development Transportation issues Public Housing Needs Lead-based Paint Strategy Fair Housing issues

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.
8	Agency/Group/Organization	Glendale Economic Development Department
	Agency/Group/Organization Type	Planning organization Services-Education Services-Employment Other government – Local
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.
9	Agency/Group/Organization	Maricopa Regional Continuum of Care
	Agency/Group/Organization Type	<i>Services related to the following:</i> Housing; Children; Elderly Persons; Persons with Disabilities; Persons with HIV/AIDS; Victims of Domestic Violence; Homelessness; Other government - County Housing PHA Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Families with children Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was provided a direct opportunity to review and comment on the draft Annual Action Plan.

Table 4. Agencies, groups, organizations who participated

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
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Pathways Home	Maricopa Association of Governments Continuum of Care	This plan provides the framework for a regional approach to ending homeless through three actions: 1. Commit to work regionally to reduce homelessness; 2. Increase safe housing options; and 3. Support diverse partnerships to address homelessness.
Envision Glendale 2040	City of Glendale Planning Division	The Envision Glendale 2040 Plan's Housing Element was informed by the 2015 Consolidated Plan and focuses on offering a wide variety of housing types that meet the range of socioeconomic needs of the City's current and future residents.
Glendale City Council Vision and Mission: How We Make a Difference	Glendale City Council	The City Council's Vision and Mission includes a commitment to Innovation and Improved Community Experience, with which this Annual Action Plan will align.
Envision Glendale 2040 General Plan Land Use Map	City of Glendale Planning Division	The General Plan Land Use Map identifies areas of the City in which the City envisions opportunities for different zoning densities.
City of Glendale 2017 Strategic Housing Study	City of Glendale Community Revitalization Division	The study's focus on housing cost burden and housing problems/ conditions aligns with the Annual Action Plan's goals to provide affordable housing and housing rehabilitation assistance to low-and-moderate-income residents.
2020-25 Maricopa County Regional Analysis of Impediments to Fair Housing Choice	Maricopa County Human Services	The AIFHC provides information regarding the City's new strategies for informing citizens about Fair Housing laws. The lack of affordable and accessible housing for people with disabilities, continue to be challenges the City seeks to address within this Annual Action Plan.
City of Glendale Balanced Scorecard Strategy Map	City of Glendale City Manager's Office	One of the Strategy Map's four strategic priorities is Community Livability, including a safe and inclusive environment providing a blend of amenities and infrastructure.

Table 5. Other local /regional/federal planning efforts

Identify any Agency Types not consulted and provide rationale for not consulting.

The City consulted with all 227 partners in the development of this Annual Action Plan. The City did also consulted with the broad-band internet service industry specific organization, internet service providers, or resilient specific organizations in this year's annual action plan. However, the City does partner with and seeks input from private, public, and nonprofit organizations, and service agencies and has in the course of meetings discussed the access to broadband and internet connectivity for low to moderate populations and public housing.

Narrative

The collaboration between the City, local jurisdictions, and the housing authority is expected to continue to solidify throughout the years. To eliminate gaps in services and reach hard to serve populations on the local and regional level, this collaboration between the City and local jurisdictions to align services efficiently will continue.

AP-12 Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation. Summarize citizen participation process and how it impacted goalsetting

In order to ensure broader participation, residents were given multiple opportunities to comment on the plan during the plan development and the completed plan was available for a 30-day comment period.

Efforts were made to provide accommodations and give opportunities to persons with disabilities and persons with Limited English Proficiency to provide input and public comments. Some provisions were made to provide auxiliary aids to persons with disabilities, the notices and Plan documents could be provided in alternative formats and public notices were available to non-English speaking individuals.

Meetings were held at a time of day that would facilitate the participation of members of the public who work and information and notices were provided through the City’s website for persons not wishing or able to attend meetings.

- Public comment period started Thursday, March 23, 2023 through Saturday, April 22, 2022.
- The 1st Public hearing was conducted on Thursday, March 16, 2023 in person at 1:00 PM at the Velma Teague Library.
- The 2nd Public hearing was conducted on Thursday, April 20, 2023 and was held during the regularly scheduled Community Development Advisory Committee (CDAC) meeting.

All notices were advertised in accordance with the City’s Public Participation Plan and Arizona Open Meeting Law. No comments from the public were received during the comment period and comments received by the CDAC and the City Council were favorable to the final activities and allocations in this document.

Citizen Participation Outreach

Outreach Sort Order	Mode of Outreach	Target of Outreach	Summary of response and attendance	Summary of Comments received	Summary of comments not accepted and reasons
5	Public Hearing 4/20/23	Public	No members of the public attended	No comments received from the public	N/A
4	City Council Workshop 3/28/23	Public	City Council Members, other government officials	The City Council provided feedback to the City’s 2023-24 funding allocations and Annual Action Plan	All City of Glendale Council proceedings are aired on Facebook and Youtube Live.
3	Public Hearing 3/16/23	Public	No members of the public attended	No comments received from the public	N/A

2	Community Development Advisory Committee (CDAC) meeting 2/16/23	Public	7 members of the CDAC were present	All CDAC members were in favor of Plan activities and funding levels	All comments were accepted.
1	Community Development Advisory Committee (CDAC) meeting 12/15/22	Public	6 members of the CDAC were present	No comments received	All comments were accepted.

Table 6. Citizen Participation Outreach

EXPECTED RESOURCES

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

Each year the City of Glendale receives direct CDBG and ESG entitlements from HUD. As a result of the COVID-19 pandemic, the City also received CDBG-CV and ESG-CV funding in FY 2020-21 that will continue to be expended in FY 2023-24 towards the activities established in the FY 2020-2024 Consolidated Plan and FY 2020-21 AAP. In addition, the City also receives HOME funds from Maricopa County as a member of the Maricopa HOME Consortium. The City's share of HOME funds in FY 2023-24 is \$775,957.

To estimate the total amount of funding available for the five-year Consolidated Plan period, the City combined actual allocations from the first three funding years with an estimate of the remaining two years. This estimate is equal to the current year funding award.

Anticipated Resources

Source of Funds	Type	Uses of Funds	Expected Amounts (\$) Available Year 4				Expected Amount Available Remainder of Con Plan	Narrative Description
			Annual Allocation:	Program Income:	Prior Year Resources:	Total: \$		
CDBG	Public - federal	Acquisition; Admin and Planning Economic Development Housing Public Improvements Public Services	\$2,354,682	\$50,000	\$7,235,659	\$9,590,341	\$4,709,364	Remainder estimation assumes same funding level for Years 4-5.

ESG	Public - federal	Admin; shelter operations and essential services; eviction prevention and rapid rehousing; street outreach	\$208,142	\$0	\$505,726	\$713,868	\$416,284	Remainder estimation assumes same funding level for Years 4-5.
HOME	Public - federal	Affordable Housing – acquisition; construction and/or rehabilitation of affordable renter or owner-occupied single or multifamily housing; Tenant-Based Rental Assistance; First-Time Homebuyer Assistance	\$775,957	\$116,000	\$2,786,602	\$3,562,559	\$4,197,257	Remainder estimation assumes same funding level for Years 4-5.

Table 7 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied.

Part of Glendale’s service delivery strategy includes providing funding to local nonprofits that leverage outside funding sources to serve Glendale’s citizens. Additionally, the City and its subrecipients provide matching HOME and ESG funding. During FY 2020-21 the City opted to exercise the match waiver available through the CARES Act for ESG and HOME, and did not require subrecipients to match HOME and ESG awards. Leverage, in the context of the CDBG and HOME, means bringing other local, state, and federal financial resources to maximize the reach and impact of the City’s HUD programs. HUD, like many other federal agencies, encourages the recipients of federal monies to demonstrate that efforts are being made to strategically leverage additional funds to achieve greater results.

Leverage is also a way to increase project efficiencies and benefit from economies of scale that often come with combining sources of funding for similar or expanded scopes. Funds will be leveraged if financial commitments toward the costs of a project from a source other than the originating HUD program are documented.

During FY 2023-24, the City of Glendale will allocate HOME funds from the Maricopa HOME Consortium to support the development of new rental housing. The 25% required HOME match for FY 2023-24 funds will be provided through prior year HOME match carryover. In addition, some planning and administrative costs of managing the federal grant programs, such as staff costs, are also funded from the City’s general fund dollars.

The City will allocate all of its 2023-24 ESG allocation to sustain the Homeless Master Services Agreement with Central Arizona Shelter Services, Inc. (CASS). CASS has committed to providing a 100% non-federal match of \$208,142.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be

used to address the needs identified in the plan

There is currently no land or other publicly-owned property identified that can address the needs in this Action Plan. However, the City has started to investigate how to complete an inventory of property that may be suitable for land development in support of activities in the plan.

Discussion

The City does not have access to surplus land for the purposes of building affordable housing. Any acquisition would happen through the actions of a non-profit organization.

The City is devoted to addressing the affordable housing crisis. In partnership with the Caesar Chávez Foundation, 80 affordable housing units will be made available to Glendale residents. The project is scheduled to be completed and ready for occupancy by the end of 2023.

Glendale will utilize the \$2,354,682 in CDBG funding and approximately \$50,000 in CDBG Program Income toward projects in FY 2023-24. Additionally, the City will utilize \$208,142 in ESG funding for projects in FY 2023-24.

In FY 2020- 21, the City received \$1,457,342 of CDBG-CV funding, \$749,455 in ESG-CV and \$2,997,188 of ESG-CV 2 funding. The infusion of COVID-19 related funding was previously awarded to subrecipient and will continue to be expended in FY 2023-24 on programs that are designed to eliminate the burdens caused by the world-wide pandemic.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Promote Access to Decent Affordable Housing	2020	2024	Affordable Housing, Public Housing	Citywide, CDBG Target Areas – zip codes 85301 and 85302	Affordable Housing	CDBG: \$1,512,560	Public Facility or Infrastructure; Activities for LMI housing. Benefit: 350 Households Assisted Homeowner Housing Rehabilitated: 85 Household Housing Unit Tenant-based rental assistance / Rapid Rehousing: 50 Households Assisted
2	Increase Access to	2020	2024	Homeless	Citywide, CDBG	Affordable Housing	CDBG: \$223,076	Tenant-based

	Homeless Services/Housing				Target Areas - 85301 and 85302	Housing & Services for Homeless/At-Risk People Services & Facilities for Vulnerable Groups Employment, Job Training, Financial Literacy	ESG: \$208,142 ESG-CV: \$674,510	rental assistance / Rapid Rehousing: 80 Households Assisted Homeless Person Overnight Shelter: 42 Persons Assisted Homelessness Prevention: 75 Persons Assisted Businesses assisted: 10 Businesses Assisted
3	Public Services for Vulnerable Populations	2020	2024	Non-Homeless Special Needs	Citywide	Services & Facilities for Vulnerable Groups	CDBG: \$353,202 CDBG-CV: \$465,874	Public service activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted
4	Educational Programs and Business Assistance	2020	2024	Non-Housing Community Development	Citywide CDBG Target Areas - 85301 and 85302	Employment, Job Training, Financial Literacy	CDBG: \$31,026 CDBG-CV: \$400,000	Public service activities other than Low/Moderate Income Housing Benefit: 1500 Persons Assisted Businesses assisted: 10 Businesses Assisted
5	Increase Livability of Neighborhoods	2020	2024	Non-Housing Community Development	Citywide CDBG Target Areas - 85301 and 85302	Improved Neighborhood Facilities	CDBG: \$248,688	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 19083 Households Assisted

6	Comply with Affirmatively Furthering Fair Housing	2020	2024	Fair Housing	Citywide	Fair Housing	CDBG: \$5,000	Public service activities other than Low/Moderate Income Housing Benefit: 150 Persons Assisted
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Table 8. FY 2023-24 Proposed Outcomes by Consolidated Plan Goal

	Goal Name	Promote Access to Decent Affordable Housing
1	Goal Description	<p>Glendale will work promote access to decent affordable quality housing throughout the City through a variety of activities that may include: construction, rehabilitation and replacement of owner and renter housing, homeownership assistance, or rental assistance that helps low- and moderate-income families obtain or maintain housing.</p> <p>CDBG National Objective(s): Benefit to Low-and-Moderate Income Persons/Households (Direct basis)</p>
2	Goal Name	Increase Access to Homeless Services/Housing
	Goal Description	<p>Through its ongoing Strategic Planning process and work with the Maricopa Association of Governments Continuum of Care programs, the City will identify ways to partner with government and nonprofit providers to offer additional emergency shelter, transitional shelter, permanent and supportive housing, and necessary services to mitigate crisis situations and promote self-sufficiency to homeless people and those at risk of homelessness.</p> <p>CDBG National Objective(s): Benefit to Low-and-Moderate Income Persons/Households (Direct basis)</p>
3	Goal Name	Public Services for Vulnerable Populations
	Goal Description	<p>Through our funding of nonprofit agencies, the City will provide additional services to support low- and moderate-income people, including food assistance and senior and youth services.</p> <p>CDBG National Objective(s): Benefit to Low-and-Moderate Income Persons/Households (Direct basis)</p>
4	Goal Name	Educational Programs and Business Assistance

	Goal Description	Through our funding of programs with government and nonprofit providers or collaborative partnerships, the City will provide additional services to support low- and moderate-income people with youth and adult educational programs for the community. Programs can include those that supplement youth learning and skills development, job training and skills development for adults, specific employment training, financial sufficiency training, and direct financial assistance to businesses that qualify for support based on HUD program requirements. CDBG National Objective(s): Benefit to Low-and-Moderate Income Persons/Households (Direct basis)
5	Goal Name	Increase Livability of Neighborhoods
	Goal Description	Per HUD Policy 24 CFR570.201(c) Public Facilities and Improvements, several areas within the City have significant aging infrastructure needs, particularly related to ADA Compliance and water systems. Neighborhood enhancements, such as parks, streetscape beautification, demolition of unsafe and blighted structures, and exterior commercial rehabilitation would also be considered under this category. CDBG National Objective(s): Benefit to Low-and-Moderate Income Persons/Households (Area basis) SLUM/BLIGHT. Slum and Blight conditions exist in several of the City's older primarily residential areas, including the Centerline Redevelopment Area, and are considered eligible per the State of Arizona's conditions for redevelopment areas. Use of slum/blight on an area basis will primarily occur in these defined areas. The City does not expect to qualify projects as slum/blight on a spot basis.
6	Goal Name	Comply with Affirmatively Furthering Fair Housing
	Goal Description	The City will comply with all federal regulations related to affirmatively furthering fair housing to provide fair access for all Glendale citizens to housing opportunities. CDBG National Objective: Benefit to Low-and-Moderate Income Persons/Households (Direct basis)

Table 9. Goals Description

AP-35 Projects - 91.420, 91.220(d)

Introduction

The following section provides the list of approved projects/activities for the use of entitlement grant funds under the Community Development Block Grant (CDBG), Emergency Solutions Grants (ESG) HOME Investment Partnerships Program (HOME) and for FY 2023-24.

Grant	Source	Amount
CDBG	HUD	\$2,354,682
ESG	HUD	\$208,142
HOME	Maricopa County	\$775,957
Total FY 2023-24 Allocations:		\$3,338,781

Table 10. FY 23-24 Funding Awards

The following activity will be funded with the City's FY 2023-24 HOME allocation provided through the Maricopa HOME Consortium and appear as a project in the Maricopa Home Consortium's Annual Action

Plan for FY 2023-24. A total of \$775,957 in HOME funds will be received in FY 2023-24

- **Tenant Based Rental Assistance (TBRA) (24 CFR 92.209)** – Provide HOME funding to A New Leaf for rental assistance and security deposits to eligible household through the City’s TBRA program- \$727,460
- **Administration** – \$48,497.

#	Project Name	Responsible Agency
1	Residential Rehabilitation	City of Glendale Revitalization Division, subrecipient(s)
2	Public Services for Vulnerable Populations	Various subrecipients (see section AP-38)
3	CDBG Administration	City of Glendale Revitalization Division
4	ESG Program Activities – rapid rehousing and Administration	Central Arizona Shelter Services

Table 11. CDBG and ESG Responsible Agencies

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs
Allocation Priorities

CDBG: Allocation priorities for the use of CDBG funds were based on the City's housing and community development needs assessment contained within the Consolidated Plan, deliberations of the CDAC and City Council, as well as funding applications received through the City's competitive grant application cycle. The competitive application process relies on specific criteria to ensure that funds are allocated to the agencies that will use them in the most efficient and cost-effective manner. Organizations providing housing and community development services to address underserved needs were also consulted regarding their current activity levels and the needs of their clients. The efficient use of prior year resources, results of on-site and remote monitoring and evaluation of prior year accomplishments helped to determine ongoing needs and organizational capacity to continue providing services to clients.

ESG: The City will continue to support an existing subrecipient, Central Arizona Shelter Services (CASS), through the Master Services Agreement (MSA) with all ESG funds for the foreseeable future. The MSA is the City’s comprehensive homelessness response designed to provide all services necessary to mitigate homelessness in the City under a single service umbrella. The intent of the MSA is to streamline access and delivery of all services that a member of the homeless community may need to regain housing and achieve long-term financial self-sufficiency. The resulting Glendale Homeless Solutions Alliance (GHSA) connects 15 separate service providers with direct access to each other’s services depending on the individual needs of each client. It is the City’s desire to continue to support this relationship with ongoing ESG funding, as well as other funding opportunities that may become available in the future.

Obstacles to Addressing Underserved Needs

The City of Glendale is making efforts to address and identify activities of highest priority. The housing market conditions related to demand and supply of both rental and homeownership, as well as the availability of affordable housing, also determine the use of housing-related funding such as HOME Consortium allocations. The amount of available funding simply is not adequate to meet the demand based on applications received by the City. The fact that many low and moderate-income households are cost burdened or severely cost burdened (spending more than 30% or 50% respectively of their income on housing expense) also remains an obstacle to addressing the underserved. The City is challenged to develop and implement a well-coordinated and integrated outcome-driven service delivery system that

meets the City's housing and community development needs and goals.

AP-38 Project Summary

Project Summary Information

1	Project Name	Residential Rehabilitation (CDBG)
	Target Area	Citywide
	Goals Supported	Retain Affordable Housing - City and/or subrecipient administered
	Needs Addressed	Rehabilitation of existing units
	Funding	CDBG: \$1,530,543.30
	Description	The City and its subrecipient will administer housing-rehabilitation activities on private residential renter and owner-occupied units per CDBG regulations at 24 CFR 570.202, 570.201(I)
	Target Date	6/30/2025
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 100 households will be assisted
	Location Description	City wide
	Planned Activities	This activity will include costs related to construction; planning and permitting; title expenses; environmental reviews; hazard testing, mitigation and abatement; temporary relocation of occupants; and direct project staff costs for residential housing rental rehabilitation, emergency housing rehabilitation and owner-occupied rehabilitation. These costs are eligible under 24 CFR 570.202(a)(1) – CDBG matrix code: 14A; 24 CFR 570.202(b)(2) – CDBG matrix code 14I; 24 CFR 570.202(b)(4) – CDBG matrix code 14F; 24 CFR 570.202(b)(5) – CDBG matrix code: and 24 CFR 570.202(b)(9) – CDBG matrix code 14H -
2	Project Name	Public Services for Vulnerable Populations (CDBG)
	Target Area	Citywide
	Goals Supported	Public Services for Vulnerable Populations
	Needs Addressed	Services & Facilities for Vulnerable Populations
	Funding	CDBG: \$353,202
	Description	These programs will provide a diverse array of services to vulnerable populations, including: seniors, youth, the disabled, those experiencing food insecurity, veterans, victims of domestic violence, participants in the foster care system and others.
	Target Date	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 35,000 persons will benefit from this activity.
Location Description	Citywide	
Planned Activities	The City of Glendale will fund the following agencies/programs:	

	<ul style="list-style-type: none"> • <i>One Step Beyond</i>– Materials and supplies for disabled youth and adult hockey \$16,000; matrix code 05B • <i>A New Leaf</i> – Services for victims of domestic violence \$114,670; matrix code 05G • <i>Chrysalis</i> – Services for victims of domestic violence \$10,000; matrix code 05G • <i>Glencroft</i>– food pantry – \$30,000; matrix code 05W • <i>AZ YWCA</i>– nutrition for seniors and the disabled – \$89,000; matrix code 05B • <i>Operation Enduring Gratitude</i>– minor home repairs for disabled veterans – \$53,800; matrix code 05B • <i>Back to School Clothing Drive</i>– school supplies for low-and-moderate income youth – \$15,000; matrix code 05D • <i>Boys and Girls Club</i>– SWIFT Kids youth mentoring and after school programming – \$15,000; matrix code 05D • <i>Catholic Charities</i> – Westside Head Start; \$9,732.30 <p>All activities listed above are eligible public services under 24 CFR 570.201(e). All public services activities serving a vulnerable population will meet the National Objective of benefiting low-and moderate-income persons.</p>
Project Name	Administration (CDBG)
Target Area	Citywide
Goals Supported	CDBG Program Administration
Needs Addressed	Affordable Housing Housing & Services for Homeless/At-Risk People Services & Facilities for Vulnerable Groups Employment, Job Training, Financial Literacy Improved Neighborhood Facilities Fair Housing
Funding	CDBG: \$470,936
Description	General administration and oversight activities, such as payroll, supplies, training, overhead and other possible costs eligible under 24 CFR 570.206.
Target Date	06/30/2024
3 Estimate the number and type of families that will benefit from the proposed activities	All persons and households receiving assistance with CDBG funds will benefit from this activity.
Location Description	The Community Revitalization Division is responsible for administration of CDBG and ESG program activities and is located at Glendale City Hall, 5850 W Glendale Ave, Suite 107, Glendale, AZ 85301.
Planned Activities	General administration and oversight activities, such as payroll, supplies, training, overhead and other possible costs eligible under 24 CFR 570.206 – matrix code 21A.

4	Project Name	Emergency Solutions Grant FY 2023-24
	Target Area	Citywide
	Goals Supported	Promote Access to Decent Affordable Housing; Increase Access to Homeless Services/Housing; and Public Services for Vulnerable Populations.
	Needs Addressed	Affordable Housing Housing & Services for Homeless/At-Risk People Services & Facilities for Vulnerable Groups
	Funding	ESG: \$208,142
	Description	The City's full ESG award will be allocated to support an existing subrecipient agreement with Central Arizona Shelter Services (CASS).
	Target Date	06/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 250 individuals will benefit.
	Location Description	Citywide
	Planned Activities	The City will allocate the entire ESG allocation (\$208,142) to support rapid rehousing activities in Glendale. These activities are eligible under 24 CFR 576.103-106.

Table 12. CDBG and ESG Activity Descriptions

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed.

All CDBG and ESG activities funded in this Annual Action Plan are direct benefit and will be provided to eligible low-and-moderate income beneficiaries on a City-wide basis with no preference for geography. The City has not allocated any funding to area benefit activities.

Geographic Distribution

Target Area	Percentage of Funds
Citywide	100%

Table 13. Geographic Distribution

Rationale for the priorities for allocating investments geographically.

The City recognizes that the need and demand for the activities described in this Plan exist City-wide and are not confined to specific geographic areas. Therefore, the City will not allocate funding based on geographic area. Any individual or household in need of services will be eligible to apply regardless of where they live in the City.

Discussion

All FY 2023-24 CDBG and ESG activities will be conducted on a direct benefit basis with no preference by geography.

AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)

Introduction

The City of Glendale, like many other cities in the State of Arizona, has seen a significant increase in homelessness and is deeply committed to supporting homeless individuals and families in the community. The City continues to work through an ongoing strategic action plan and coordinates all efforts across the City and West Valley. The City seeks to maximize the effectiveness of its expenditures on housing and support for homeless citizens.

The Maricopa Association of Governments (MAG) administers the Continuum of Care process for Maricopa County and surrounding urban area. The City of Glendale participates with the Continuum of Care Board and Continuum of Care Regional Committee on Homelessness. The City is highly active in local and regional planning efforts and activities to reduce and end homelessness. Outcomes are achieved through collaboration and partnerships with internal and external partners from diverse fields and organizations. Internally, City departments including Community Housing, Community Action Program, Community Revitalization, Community Services Department, Police, Fire, Parks and Recreation, Libraries, Courts, and others work together to coordinate services and leverage resources.

Similarly, the City is an active participant in the regional Continuum of Care facilitated by the Maricopa Association of Governments. Glendale works with a multitude of external organizations including state and county government; private and non-profit organizations; and the faith community to achieve collective impact. Services and support to end homelessness are provided directly through City staff and through contracts and agreements with subrecipient organizations. In January 2019, the Glendale City Council adopted a Homeless Strategy Plan identifying five key elements that will align existing resources with new opportunities to reduce homelessness. The five-step process is a focused strategy which is progressive and holistic: research, education, coordination, outreach, and performance management. The Homeless Strategic Action Plan is a framework which allows growth and evolution as the City and data analysis deems necessary and prudent and strengthens the approach that will continue to address and assist the homeless population in our community.

For FY 2023-24, the City of Glendale will utilize CDBG public service funds, ESG funds and CDBG- CV and ESG- CV fund to address the housing and supportive service needs of homeless individuals and families as well as supportive services for non-homeless members of special needs groups. The City made available \$353,202.30 (15%) of its CDBG allocation for public service activities. The available funds were allocated across the following categories: homeless service activities; meals and nutrition activities; domestic violence activities; senior activities; youth activities; general assistance; and activities for persons with disabilities. The City will receive an ESG allocation of \$208,142. The City will use the ESG funds to support homeless prevention activities in the comprehensive homeless prevention program under a Master Services Agreement currently in procurement.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs.

The City of Glendale will use CDBG and ESG funding to assist homeless individuals and families. The agencies receiving funding will assess the needs of the persons they plan to serve. The City will also continue educational outreach through police, fire, park rangers, faith-based organizations, and schools.

In FY 2018-19, the City funded a pilot program for homeless workforce development called Glendale Works. The program has been enormously successful connecting to the homeless through the opportunity

for gainful employment and connecting participants to supportive services. This program will continue in FY 2023-24 with a combination of funding from the City's General Fund, ESG-CV1, and leveraged funds through the partner private donation.

With a combination of CDBG, ESG and CARE Act funding, the City has designed and implemented a Master Services Agreement that provides a menu of ESG-eligible services to those experiencing or at risk of homelessness in the City. Central Arizona Shelter Services (CASS), a deeply qualified partner and was awarded this contract to develop a flexible service delivery system where clients receive individualized assessments and case management and can access services depending on their individual needs. CASS has implemented a system that uses all ESG-eligible activities in any combination that is necessary to achieve the City's goal to reduce homelessness in the City.

To determine the beneficiary eligibility for ESG assistance and the level and type of assistance needed to move the individual or family to stable permanent housing, ESG subrecipients must conduct an initial evaluation per 24 CFR 576.401. Evaluations must be conducted according to the centralized or coordinated assessment requirements under regulations at §576.400(d) and written standards at §576.400(e). Eligibility and type of assistance will be determined during the intake application for households receiving homeless prevention and rapid re-housing assistance. Income eligibility will be determined using HUD standards for calculating annual income, specifically meeting the requirement that household income not exceed 30% of the area median income updated annually.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City is greatly committed to serving individuals and families in need and provides strong support to Glendale residents experiencing homelessness or at risk of homelessness. The City has heavily invested in addressing homelessness through the Master Services Agreement (MSA). The MSA is a comprehensive approach to solving homelessness. CASS was awarded the MSA and in partnership with multiple non-profits, such as Family Promise and Maggie's place the City is able to coordinate emergency shelter services and transitional housing for persons experience homelessness.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The City funds financial assistance services – including rental, mortgage, and utility assistance – through local nonprofits and the City's Community Action Program to prevent families from becoming homeless again. The City will allocate significant resources to these programs, including multiple years of HOME funds, to create and sustain a Tenant-Based Rental Assistance Program (TBRA). This program will provide eligible renters, including those experiencing homelessness, with medium-term rental and utility assistance for up to two years. Those experiencing or at imminent risk of homelessness will be prioritized for assistance.

All the agencies funded by the City advocate for intensive aftercare in order to ease transition for people exiting emergency and transitional shelters. The City of Glendale partners take action to ensure that individuals moving to permanent housing achieve housing stability. The City supports the need to

transition homeless individuals and families into permanent housing and independent living as soon as reasonable by continuing to make homeless vouchers available.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions) or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The City funds agencies that provide emergency services and connections to community agencies that support the needs of the homeless community, including financial, food, clothing, etc. Other partnerships include the Glendale Strong Family Network (GSFN), made up of local human service organizations and chaired by a representative from the Glendale Elementary School District (GESD). This representative has a permanent appointment to the City's Community Development Advisory Committee (CDAC) that advises the City Council on human service matters in the City. Finally, the needs of children aging or have aged out of foster care have become especially visible through conversations with GESD and GSFN. For this reason, the City is working with these groups to identify and address the needs of this population and has allocated CDBG funds to the City's Housing Division to distribute housing vouchers to youth aging out of the foster care system.

During the program year, the City will provide CDBG and ESG funding for homeless prevention activities that include rapid re-housing services. The City's goal is to improve the lives and social skills of participants, increase awareness of community resources, and assist participants to obtain employment and maintain permanent housing. The City will also maintain long-term rental assistance through Housing Choice Vouchers and 155 public housing units.

In addition, The Glendale Community Action Program administers the Emergency Rental Assistance Program (ERAP) that provides residential rent payments to landlords on behalf of a low income eligible households experiencing a financial crisis that is making it difficult to meet their basic needs.

Discussion

Overall, the City's utilized CDBG , ESG and CV funding to address homelessness in the City through multiple means that include: 1. eviction prevention; 2. tenant-based rental assistance; 3. utility assistance; food and case management assistance; 4. employment programs; 5. shelter support; 6. supportive services; 7. homeless and housing navigation; 8. street outreach; 9. pet boarding, storage and Healthy Giving; 10. self-sufficiency programming; and 11. Long-term housing solutions based on the Housing First model.

In addition to HUD resources, the City of Glendale Community Action Program (CAP) receives funding from a number of federal, state and local sources to assist the elderly, disabled and other low- and moderate- income residents with a number of services designed to help keep families stable in their homes.

AP-75 Barriers to affordable housing -91.420, 91.220(j)

Introduction

According to the 2020-25 Maricopa County Regional Analysis of Impediments to Fair Housing Choice and

the FY 2016 Strategic Housing Plan, the most common identified barrier to affordable housing is the cost burden and severe cost burden faced by both renters and owners. Some costs include the cost of land, cost of construction and infrastructure, permit fees, impact fees, developer interest, taxes, zoning, lack of rental supply, an increase in rents by 30% in the last several year, and insufficient financial resources. Unfortunately, the housing cost burden continues to rise into FY 2023-24 as well as the shortage of available affordable housing for low to moderate income household in Arizona and Glendale.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment.

The City is participating in the Landlord Engagement Lab hosted by the National League of Cities and the Stanford School of Law. This is a peer-to-peer network of cities across the Nation working together to learn best practices, policies and tools that can increase engagement with landlords and increase the availability of affordable housing. Through this partnership and other local efforts, the City is working to identify ways we can prevent evictions and support our community by developing and refining our housing strategies. An Affordable Housing Strategic Plan is in, which may include an analysis of existing policies and other barriers to the creation of new affordable housing and anticipates that the plan will be completed and in effect by December 31, 2023.

Discussion

During FY 2023-24, the City of Glendale will continue to preserve affordable housing and increase the affordable housing stock for households with income at 0-80% AMI by implementing or funding the following activities:

- Utilize CDBG funding for the rehabilitation of rental and owner-occupied housing units;
- Utilize HOME funds to support the continuation of the TBRA program;
- Address accessibility barriers for elderly and persons with disabilities;
- Continue to provide rental assistance to 1,095 households through the Housing Choice Voucher program;
- Provide Housing Vouchers to eligible youth aging out of the foster care system;
- Provide financial assistance to households facing eviction with rental assistance;
- Partner and support affordable housing developers to bring more affordable housing projects to Glendale;
- Partner with Community Legal Services to provide training and fair housing services to residents to help ensure fair housing in Glendale.

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

In order to ensure that the City of Glendale's goals and objectives are met, City staff will employ strategies that ensure underserved needs are met, affordable housing is developed and maintained, lead based paint hazards are reduced, poverty levels are reduced, and the coordination of housing and community development activities is conducted. The City will leverage funding from private and other non-federal public resources, identify and secure new funding sources, address homeless needs with local and regional coordination efforts, and address aging infrastructure and public improvements in low and moderate-income neighborhoods to meet underserved needs. Affordable and safe housing will be addressed

through providing funding for homeownership, accessibility, emergency financial assistance, public housing, and lead-based paint hazards. The number of families at the poverty level will be reduced by addressing homeless prevention and rapid re-housing for self-sufficiency. The Community Services staff will coordinate local and regional housing and community development efforts in Glendale. City staff will use the Community Development Advisory Committee (CDAC) to assist in prioritizing needs and allocating federal resources and will work with the Maricopa County Continuum of Care to meet needs of homeless persons.

Actions planned to address obstacles to meeting underserved needs

In addition to the CDBG and ESG activities described in previous sections, the City will continue its strategy of leveraging its HOME resources, along with those of nonprofit agencies, to maximize the impact of funding dollars in meeting housing needs of residents. The City has also expanded its efforts to participate in regional coalitions, such as MAG and various subcommittees of the CoC, to coordinate its efforts to support homeless families and those facing significant housing problems or cost burdens. Glendale participates with the West Valley Human Resources Collaborative, which works to resolve issues of homelessness from a regional level. Glendale also continues to seek out additional funding from local, state, or Federal sources to supplement their efforts.

The City of Glendale, like most communities, is faced with a shortage of resources to effectively address underserved needs. During FY 2023-24, the City plans to undertake the following actions to address obstacles to meeting underserved needs:

- Funding projects and activities that leverage funding from other public and private resources to increase the impact of projects and benefit more low- and moderate-income residents;
- Provide support for agencies that serve low- and moderate-income residents, homeless individuals and families, and persons at risk of homelessness using CDBG and ESG funding;
- Benefit low- and moderate-income neighborhoods by addressing aging infrastructure, other public improvement, and public facility needs;
- Continue to participate in regional and county-wide efforts such as MAG, the CoC, the outreach group and the ESG Collaboration Work Group to ensure resources are used in a coordinated effort and address the highest priority needs of homeless persons and families apply for new funding opportunities from federal, state or local sources, and support funding applications for other organizations in the City or region.

Actions planned to foster and maintain affordable housing.

The funded Tenant Based Rental Assistance (TBRA) Program helps families to maintain their housing situations; the TBRA would act as a bridge to Housing Choice Vouchers or permanent housing after two years. The City will also work with its Community Action Program (CAP) to provide Eviction Prevention assistance through rent, mortgage, and utilities assistance to eligible households. Glendale also partners with local organizations to preserve and increase the City's supply of affordable owner housing. To that end, our partnerships will continue to develop new owner housing, and/or rehabilitate or replace existing owner housing and rental housing. Additionally, the City's Public Housing Authority will begin investigating the feasibility of expanding units at one of its locations, providing additional Section 8 vouchers, and making three more units 504 accessible using existing CDBG funds.

During FY 2023-24, the City of Glendale will preserve affordable housing and increase the affordable housing stock for households with income between 0-80% AMI by implementing or funding the following

activities:

- Utilize HOME funds to support the continuation of the TBRA program;
- Address accessibility barriers for elderly and persons with disabilities;
- Implement and coordinate public housing in the City by providing Housing Choice Voucher Program vouchers to eligible households;
- Provide financial assistance to households facing eviction with rental assistance.

Actions planned to reduce lead-based paint hazards

The City will address lead-based paint (LBP) hazards within the implementation of its home repair programs. HUD regulations, at 24 CFR Part 35, require that lead-based paint be controlled before the rehabilitation of housing units, particularly if children under the age of six occupy the units. During the scoping period for each home repair project, the City reviews the scale of the project to determine the level of assessment and mitigation or abatement work required to address lead-based paint hazards at that project. For those projects that do not qualify for an exemption, the City conducts a Lead Risk Assessment (LRA) and includes the result in the project scope of work prior to bidding. Based on the results of the LRA, the City requires that contractors use interim controls or abatement practices to address identified hazards. All construction regardless of level hazard includes the use of Safe Work Practices to prevent contamination. A follow up clearance test must indicate that all lead-based paint hazards have been mitigated or abated prior to project closeout.

Actions planned to reduce the number of poverty-level families.

The City's agencies and its nonprofit partners will continue to offer assessments and appropriate service referrals to low income and homeless people and families with the ultimate goal of achieving self-sufficiency. For example, the planned Central Arizona Shelter Services (CASS) Glendale-based Day Resource Center will offer case management and navigation services to homeless people. Other partners will offer food assistance to low income or homeless people, or housing and service navigation services to homeless people. These services may include employment referrals and training, as well as Financial Literacy and Debt Management Training.

Primarily, the City will utilize CDBG and ESG funding for homeless prevention and rapid re-housing programs along with services that lead to self-sufficiency. Through the City's Community Action Program (CAP), the City will be providing poverty level families financial literacy classes and job training classes. This year a new summer youth employment program will be launched, providing job opportunity in a professional setting along with professional development for income eligible youth between the ages of 15-19. The City will require and ensure that its subrecipients collect, maintain, and report data with regards to the needs of clients in order to prioritize actions and resources to address the greatest needs of families below the poverty level.

Actions planned to develop institutional structure.

The City has found that a coordinated local or regional response to supporting the needs of homeless or low income people maximizes the impact of its efforts. Toward that end, the City will continue to strengthen its partnerships with other City departments, particularly those within the Community Services Department, as well as nonprofit organizations and other public entities at the City, County, and State level. The City will also provide or support training for staff and providers in the areas of affordable housing, fair housing, economic development, and community development.

Glendale currently coordinates with several City departments, non-profit organizations, and other public entities to meet the goals and objectives of the Consolidated Plan. In order to continue improving the institutional structures with the goal of maximizing benefits for low- and moderate-income persons and achieving performance outcomes, the City will continue to participate in local and regional committees, provide and/or support training for staff and providers in the areas of affordable housing, fair housing, economic development, and community development, and pursue closer relations with non-profit housing and service providers.

Actions planned to enhance coordination between public and private housing and social service agencies.

During FY 2023-24, the City will utilize CDBG, HOME, and ESG funding to support both public and private housing programs including programs operated by human service agencies. The City will continue to utilize the services of the CDAC to review applications for funding and make funding recommendations. The housing and supportive service needs of homeless persons will also be addressed by participation in the CoC and funding for human service agencies.

The City relies on the services of the Community Development Advisory Committee, comprised of a cross-section of Glendale residents including public housing residents, to review funding applications and make recommendations. Through its CDBG, HOME, and ESG funding, the City works with numerous government and private housing programs, including those operated by social service agencies to meet the housing and service needs of Glendale residents. Additionally, the City participates in various MAG subcommittee, and led efforts to create the West Valley Human Services Collaborative, which meets monthly to develop regional solutions to homelessness.

Discussion

The City has a wide network of partners to address the needs of the community that include various City Departments, Boards/committees, non-profit agencies, and for-profit businesses. Working cooperatively to develop appropriate and efficient structures is a priority in order to maximize leverage of skills, funding and resources in order to address the City's housing, homelessness, social and economic needs.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(l)(1,2,4)

Introduction

The following section provides information related to the City's program income and National Objective considerations, followed by considerations for the use of ESG funds.

The City estimates that program income received to be \$50,000 for FY 2023-24 and for subsequent years under the Consolidated Plan. If program income is received, the City will allocate those funds to existing projects in the same program year, except for any HOME program income received that will be held until a subsequent fiscal year. The City does not intend to spend any CDBG funds on urgent need activities in FY 2023-24.

Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	\$0
The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	\$0
The amount of surplus funds from urban renewal settlements	\$0
The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	\$0
The amount of income from float-funded activities	\$0
Total Program Income:	\$0

Table 14. CDBG Program Special Requirements

Other CDBG Requirements

1. The amount of urgent need activities \$0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan 95%

Emergency Solutions Grant (ESG) – Reference 91.220(l)(4)

1. Include written standards for providing ESG assistance (may include as attachment)

The City requires that subrecipients develop written standards that are consistently applied within the agencies' ESG-funded programs. ESG subrecipients must conduct an initial evaluation to determine the eligibility of each individual or family seeking ESG-funded assistance. The eligibility determination is conducted during the intake process and the amount and types of assistance the individual or family needs to regain stability in permanent housing are determined. Subrecipients must use the annual HUD published income limits that are updated annually to determine income eligibility for program participation. Documentation is collected to show that the participants lack sufficient resources to remain in his/her home or enter new housing without ESG assistance. If there are changes in the income of the program participants, subrecipients are required to re-evaluate the eligibility and needs of the households. The City has a program policies and procedures binder which is used to guide its programs. The binder is incorporated by reference. ESG standards for providing assistance are included in all subrecipient agreements with service providers.

The City is working with the Continuum of Care and the ESG Collaboration Work Group to standardize the contracting, eligibility determination and reporting documentation for the ESG program. The Maricopa Association of Governments (MAG) and Maricopa County Human Services are jointly

leading the group's efforts. The ESG Collaboration Work Group also includes the State of Arizona; the cities of Phoenix, Mesa, Tempe and Glendale; and the CoC's HMIS provider, Solari.

- 2. If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.**

Centralized or Coordinated Assessment System

The Maricopa Association of Governments (MAG) administers the regional Continuum of Care. According to the MAG CoC Regional Committee on Homelessness Governance Charter and Operating Policies, the CoC approved the Service Prioritization Decision Assessment Tool (SPDAT) and the Family SPDAT as the region's common assessment tool. The tool was developed in collaboration with municipalities, homeless services providers, and funders. The goal of the Coordinated Assessment System is to end homelessness quickly and effectively by following a housing first approach. The assessment system provides multiple access points throughout the region, streamlines the referral process, and prioritizes individuals and families with the highest level of needs. The CoC is currently implementing the coordinated assessment system.

Homeless Management Information System (HMIS)

HMIS is an electronic data collection system that facilitates the collection of information on persons who are homeless or at risk of becoming homeless. The HMIS is being coordinated through the Maricopa CoC. ESG subrecipients are required to report program participant-level data such as the number of persons served and their demographic information in the HMIS database, in accordance with HUD published HMIS and data standards, and other community standards as may be adopted by the City of Glendale and/or the CoC.

- 3. Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).**

In past planning years, the City allocated ESG funds to specific subrecipient projects through a competitive grant application process. In FY 2023-24 the City opted to award the entirety of its \$208,142 ESG formula allocation to Central Arizona Shelter Services (CASS) as the City's Master Services Agreement (MSA) subrecipient. The MSA went into effect in June 2021 and was funded with ESG-CV, FY 2021-22 ESG and a small portion of the City's FY 2020-21 CDBG funds. Most of these funds will be exhausted in the Spring of 2023. Therefore the City will supplement the contract with additional formula ESG funding, of which \$15,610 will be allocated to administration (7.5%) with the remaining \$192,532 allocated to expenses associated rapid rehousing and eligible under 24 CFR 576.103-106.

- 4. If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.**

The Continuum of Care is governed by a Board which is the policy-setting and decision-making body for the CoC and receives input from various committees including the CoC Regional Committee on Homelessness. The City of Glendale is a member of the CoC Regional Committee on Homelessness. The City will meet the requirement at 24 CFR 576.405(a) since at least one homeless or formerly

homeless individual serves on the CoC Board as well as on the Committee on Homelessness. The Committee on Homelessness is responsible for making recommendations and providing input to the CoC Board. The City's sole ESG subrecipient, CASS, also has requirements in place to ensure that clients are included in its policymaking discussions.

5. Describe performance standards for evaluating ESG.

The City will evaluate performance under the ESG program primarily by developing and tracking key performance indicators in terms of beneficiaries assisted with homeless prevention or rapid rehousing and individuals and families provided with emergency shelter. The City will also use the timely distribution of funds as a performance standard. Program outcomes will be reported in the Consolidated Annual Evaluation Report (CAPER). The City will monitor ESG subrecipients to ensure that funds have been spent on eligible costs and that the program regulations and requirements have been met. The City will also consult with the CoC on meeting regional goals to end homelessness as identified in the Pathways Home Regional Action Plan undertaken by the Maricopa Association of Governments (MAG). The ESG program requires that the City must provide a 100% match from other sources. The City shall ensure that match amounts including other grants, cash, general funds, in kind services/costs are tracked and documented for both its own operations and the operations of its subrecipients under the program.

Discussion

See above