



2016 -17  
City of Phoenix  
Annual Action Plan

## Executive Summary

### AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

#### 1. Introduction

The 2016-2017 Annual Action Plan is the specific one year plan for the use of U.S. Department of Housing and Urban Development (HUD) formula grant funds. The formula grant programs included in the Consolidated Plan include the Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA) programs.

The one year action plan is based upon the priority needs defined in the Consolidated Plan strategy section and the available resources. It will guide the allocation of resources and other investment decisions along with the City's projected performance goals in the coming year. The strategy establishes the general priorities for assisting lower-income Phoenix residents and neighborhoods.

#### 2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The general housing priorities are as follows:

- Provide home ownership opportunities to first-time buyers, particularly for moderate-income families with children.
- Provide quality, affordable rental housing opportunities to low and moderate income households primarily through the acquisition and rehabilitation of existing properties.
- Provide assisted rental housing opportunities (rental subsidies) to low-income elderly, families, homeless persons and other persons with special needs.
- Promote supportive services and facilities for frail elderly, disabled persons, low-income families (renters), or other persons with special needs.
- Promote and participate in a regional continuum of care system that will effectively transition persons who are homeless to appropriate permanent housing settings.

- Provide housing rehabilitation assistance benefiting low and moderate-income persons, whether owners or renters, and focusing on selected neighborhoods undergoing revitalization. The City's community development goal is to focus its resources to comprehensively revitalize its distressed neighborhoods. Available resources are used to rehabilitate affordable rental and owner-occupied housing; to develop vacant land for residential use; demolish buildings that are not suitable for rehabilitation; increase the percentage of owner-occupied housing; create more jobs; coordinate services; increase capacity of neighborhood-based organizations to effectively address their needs; and carry out other tasks relative to improving neighborhoods. By helping to strengthen existing neighborhoods and preserve their affordable housing, the City intends to do its part to improve the living environment of its citizens while providing an adequate supply of affordable housing in safe, decent and sanitary condition.

### **3. Evaluation of past performance**

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

During the most recently completed grant year (2014-15), the City of Phoenix was awarded \$14,644,765 of CDBG; \$4,220,937 of HOME funds; \$1,799,714 of HOPWA; and \$1,201,782 of ESG funds. During this past program year, the City spent approximately \$22.1 million of these HUD resources.

In terms of accomplishments, CDBG and HOME funds were used to provide rehabilitation for 386 low- and moderate-income homeowners; 365 affordable rental housing units were completed; 21,778 homeless persons were provided services; and 77 new jobs were created. In addition, various public facility and improvement projects were completed including historic building revitalization projects, domestic violence shelters, food banks, youth service and homeless facilities were renovated.

The Human Services and Housing Departments partnered to enter into contracts which linked Outreach and Re-Housing services with housing vouchers. The partnership provides permanent supportive housing for target populations: chronically homeless individuals, families and youth and is intended to enhance the likelihood of a homeless person remaining housed in a stable environment. The Housing Department committed Housing Choice Vouchers (HCV) and HOME Tenant Based Rental Assistance (TBRA) to provide the housing component combined with the service dollars from Human Services Department for outreach and re-housing "wrap-around" services. Through this process, projects uniquely tailored for the target populations that will be served were chosen.

#### **4. Summary of Citizen Participation Process and consultation process**

Summary from citizen participation section of plan.

The designated lead agency responsible for the preparation of the 2016-2017 Annual Action Plan is the City of Phoenix Neighborhood Services Department. The draft was jointly developed by an interdepartmental team of staff from Neighborhood Services, Housing and Human Services departments.

A public hearing was held at City Hall on September 14, 2015 to solicit comments on community needs and resources needed for inclusion in the 2016-17 Annual Action Plan. Advertisements were placed in the Arizona Republic seeking comment and inviting representatives to attend our public hearing.

A 30-day public comment period for public review of the City of Phoenix FY 2016-2017 Annual Action Plan began on March 15, 2016 and extended through April 15, 2016. A public open house on the draft Plan was held on April 4, 2016.

Public hearing dates and comment periods were published in the Arizona Republic Newspaper and announcement flyers and email announcements were distributed to various neighborhood associations, non-profit organizations, and interested residents. The Phoenix City Council approved the City of Phoenix FY 2016-2017 Annual Action Plan on May 4, 2016.

#### **5. Summary of public comments**

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

Seventeen stakeholders or residents attended and provided testimony on the need for services for the seriously mentally ill homeless, new rental housing development (as opposed to rehabilitation of

existing rental housing), down payment assistance needs for low-income homebuyers, eliminating the 'crime-free' requirement on federally funded multi-housing developments, assistance and housing for domestic violence victims, both male and female, accessible housing solutions, support services for persons with mental illness and additional funds for owner-occupied housing rehabilitation.

Please see attached comments recorded at the public hearings as well as emailed comments.

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

N/A

**7. Summary**

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

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

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	PHOENIX	COP Neighborhood Services Department
HOPWA Administrator	PHOENIX	COP Housing Department
HOME Administrator	PHOENIX	COP Housing Department
ESG Administrator	PHOENIX	COP Human Services Department

**Table 1 – Responsible Agencies**

**Narrative (optional)**

**Consolidated Plan Public Contact Information**

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## **AP-10 Consultation – 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

In the coming year, the City will remain focused on serving vulnerable individuals and families with children experiencing homelessness through collaboration with other funders and partnerships with essential public and private systems of care including health and behavioral health care; public safety; and education and employment providers. The City will continue to lead efforts to end veteran homelessness and address the unique needs of unaccompanied and LGBTQ youth who are homeless through participation in targeted initiatives and support to community-based providers.

### **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))**

Through strategic collaborations between multiple city departments including Housing, Human Services, and Neighborhood Services; County and State government; the Regional Behavioral Health Authority; and non-profit and charitable organizations, the city has developed a diverse portfolio of supportive housing interventions for the most vulnerable individuals and families including those who are chronically homeless, veterans, unaccompanied youth and LGBTQ youth.

For example, the city of Phoenix Human Services and Housing departments joined forces to combine and provide critical housing and support services to agencies providing permanent supportive housing to highly vulnerable populations including chronically homeless individuals with General Mental Health and/or Substance Abuse concerns, and unaccompanied and LGBTQ youth. In these partnerships, the Housing department makes Housing Choice Vouchers and Tenant Based Rental Assistance available to the Human Services department through an internal agreement. The Human Services department then combines the housing resources with wrap around support services to create a Housing First approach to ending homelessness. The provider agencies bring additional resources to the table via contracts with Mercy Maricopa Integrated Care (MMIC), the Regional Behavioral Health Authority for Maricopa County. Currently, 45 units of permanent supportive housing are provided through this coordinated approach.

Through similar agreements, the city of Phoenix Housing and Human Services departments collaborated to partner with MMIC to provide up to 275 chronically homeless individuals and families with General Mental Health and Substance Abuse concerns with permanent supportive housing. In February 2015, the Phoenix City Council created a preference to prioritize approximately 275 Housing Choice Vouchers to chronically homeless individual and families, and in doing so mandated they be accompanied by wrap-around support services. To ensure the provision of quality navigation and housing case based services, the city approached MMIC about utilizing Medicaid for both services. The result was the first multi-agency, multi-disciplinary collaboration of its kind to provide chronically homeless individuals and families' permanent supportive housing supported through the behavioral health system. Currently, MMIC sub-contracts with Community Bridges Inc., and La Frontera-EMPACT to provide navigation, housing based case management, and behavioral health services to individuals and families housed through the project. The Valley of the Sun United Way also plays a critical role in this partnership by providing unrestricted funds to the service providers to cover costs not supported by Medicaid. The city of Phoenix utilizes Community Action Program funds to assist with rent and utility deposits at move-in.

**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 Phoenix has been an active member of the Maricopa County Continuum of Care since its inception. As a member of the Governing Board and active participant in CoC committees, workgroups, and activities, the city plays a leadership role in the implementation of the HEARTH Act and efforts to end homelessness across the region. The City has historically participated in the annual ranking and review process to evaluate and prioritize the mix and level of services supported by the CoC, and works in coordination to fill critical gaps and enhance accessibility to appropriate housing and service interventions.

Currently the city is combining outreach; housing stabilization; and public and assisted housing resources to support programs which move chronically homeless individuals and families, veterans, unaccompanied youth, and LGBTQ youth from the street to housing as quickly as possible. The city also supports emergency shelter for single individuals and families with children; and crisis services for homeless individuals experiencing a psychiatric and/or chemically induced emergency.



**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 of Phoenix holds two positions on the Maricopa County Regional Continuum of Care (CoC) Governing Board, one of which represents ESG formula recipients, and actively participates in committees, workgroups and activities of the CoC. The City is also an active member of the Maricopa Regional ESG Collaborative, a workgroup of the CoC formed to develop regional strategies and practices for the comprehensive implementation of ESG eligible services across Maricopa County. The Collaborative is working to develop coordinated scopes of work for ESG funded activities, an ESG specific HMIS report; and joint monitoring procedures to reduce the administrative burden on provider agencies and assist funders in assessing need, targeting resources and evaluating outcomes across the region.

The Maricopa County Continuum of Care Standards of Excellence are a set of performance and quality standards for each of the Continuum's primary engagement/housing interventions (street outreach, emergency shelter, transitional housing, rapid re-housing, permanent supportive housing), developed in partnership by the population specific work groups (Street Outreach Collaborative, Standing Strong for Families, HEART, Permanent Housing Workgroup) and approved by the CoC Governing Board. The Standards promote a common language and understanding of program components and expectations, and subsequently a framework for evaluating program efficacy and determining level of need.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

**Table 2 – Agencies, groups, organizations who participated**

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

**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?
Continuum of Care	Maricopa Association of Governments	The City of Phoenix participates in the development and implementation of the Maricopa County Continuum of Care's strategic planning process and Ten Year Plan to End Homelessness.

**Table 3 – Other local / regional / federal planning efforts**

**Narrative (optional)**

The City also works closely with Maricopa County and the State of Arizona Departments of Housing and Economic Security to provide rapid rehousing to approximately 250 homeless individuals and families in need of shorter term support. Both the Phoenix and Maricopa County Industrial Development Authorities contributed one million dollars to this effort, and the Valley of the Sun United Way provided \$500,000. The Valley of the Sun, which administers the funds contracted with three provider agencies – UMOM New Day Center, Mercy House, and a New Leaf. The Maricopa County Community Action Agency coordinates rent and utility deposit assistance for these projects. Recently, the Arizona Department of Housing contributed an additional one million dollars to provide rapid rehousing services to an additional 100 participants. This level of coordination between public and assisted housing providers and private and governmental health, mental health, and service agencies is truly unprecedented in the city of Phoenix and Maricopa region. Community discussion related to formalizing coordination between the various systems to create sustainable solutions which are immediately accessible is underway as a result of these efforts.

**AP-12 Participation – 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 goal-setting**

The city of Phoenix conducted public outreach in September of 2015 to solicit public input on the 2016-17 Annual Action Plan. An advertisement was placed in the Arizona Republic and a hearing was held on September 14. The most notable input recieved from the public and added to the plan was the addition of a CDBG-funded down payment assistance program to assist low-income hombuyers as they purchase a home.

Additional public input was sought when the Annual Action plan was in draft form. A 30-day comment period kicked off with an advertisement in the Arizona Republic. A public hearing was held on April 4.

The Phoenix City Council Neighborhood, Housing and Planning Subcommittee publically approved the document on April 30, 2016 and the full City Council publically approved the 2016-17 Annual Action Plan submission on May 4, 2016.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)

**Table 4 – Citizen Participation Outreach**



## Expected Resources

### AP-15 Expected Resources – 91.220(c) (1, 2)

#### Introduction

#### Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	14,517,493	500,000	14,500,000	29,517,493	43,552,479	Funds are available from the 2016-17 allocation as well as 2015 -16 allocation for community development programs this year.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	4,136,102	0	0	4,136,102	12,408,306	The political and economic environment make it difficult to project the actual amount of HOME resources going forward (next four years). The current year incorporates the FY 2015 allocation

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
HOPWA	public - federal	Permanent housing in facilities Permanent housing placement Short term or transitional housing facilities STRMU Supportive services TBRA	1,842,885	0	0	1,842,885	5,528,655	The political and economic environment make it difficult to project the actual amount of HOPWA resources going forward (next four years). The current year incorporates the FY 2015 allocation.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
ESG	public - federal	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	1,306,316	0	0	1,306,316	3,918,948	The political and economic environment make it difficult to project the actual amount of ESG resources going forward (next three years). The current year incorporates the 2016 allocation.



Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
LIHTC	public - state	Acquisition Multifamily rental new construction Multifamily rental rehab Permanent housing placement	26,808,300	0	0	26,808,300	80,424,900	LIHTC resources are available from the State of Arizona for the production of affordable, rental housing. The amount shown is the estimated State of Arizona annual allocation of credits. The City of Phoenix may secure annual allocation of State LIHTC resources based on the quality, location and quantity of application submitted to the State of Arizona in any given year.
Public Housing Capital Fund	public - federal	Admin and Planning Housing Multifamily rental rehab	2,500,621	0	0	2,500,621	7,501,863	Public housing capital fund is used to improve the public housing inventory within the City of Phoenix. Annual resource availability will vary.
Section 8	public - federal	Housing	55,153,000	0	0	55,153,000	165,459,000	Section 8 rental subsidy resources. Annual resource allocations will vary.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Tax Exempt Bond Proceeds	public - local	Admin and Planning Housing Multifamily rental new construction Multifamily rental rehab Other	0	0	0	0	0	
Other	private	Admin and Planning Homeowner rehab Multifamily rental rehab Other	0	0	0	0	0	
Other	private	Homebuyer assistance	3,215,190	0	0	3,215,190	0	First Mortgages from private banks and lenders in conjunction with OpenDoors Homeownership Assistance Program.
Other	private	Housing	1,876,240	0	0	1,876,240	5,628,720	Affordable Housing Rental Income

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - federal	Acquisition Financial Assistance Homebuyer assistance Public Improvements	15,000,000	0	0	15,000,000	15,000,000	Funds from previous year's CDBG allocations that are available to be spent in this grant year.
Other	public - federal	Acquisition Homebuyer assistance Multifamily rental new construction Multifamily rental rehab Rental Assistance Short term or transitional housing facilities TBRA	800,000	0	0	800,000	2,400,000	HOME Program income to be used according to HOME guidelines.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - federal	Admin and Planning Economic Development Public Improvements Public Services Other	0	0	0	0	0	
Other	public - federal	Admin and Planning Housing	8,977,228	0	0	8,977,228	26,931,684	Public housing operating funds committed to fund all city public housing projects. Resource availability will vary.
Other	public - federal	Admin and Planning Housing Other	0	0	0	0	0	
Other	public - federal	Homeowner rehab	0	0	0	0	0	

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
Other	public - federal	Permanent housing placement Services STRMU Supportive services Other	962,087	0	0	962,087	962,087	Funds from a previous year's HOPWA allocation will be used in the grant year to support ongoing programs.
Other	public - state	Acquisition	0	0	0	0	0	
Other	public - local	Admin and Planning Housing	0	0	0	0	0	
Other	public - local	Admin and Planning Other	0	0	0	0	0	
Other	public - local	Housing	4,464,000	0	0	4,464,000	13,392,000	Income from public housing rentpayments.

**Table 5 - 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**

To maximize the effectiveness of formula grant funding, the City of Phoenix leverages program funding through forming working partnerships with various nonprofit organizations, private lending institutions, and other federal programs.

HOME will be matched with funding from the General Obligation Bond Program and qualified match funding contributed by awarded projects as required by the City's Underwriting Guidelines.

ESG funds are matched dollar for dollar with the City of Phoenix General Purpose and Community Development Block Grant funds.

The city encourages the participation of private enterprise and nonprofit entities in providing affordable and assisted housing. This is accomplished by leveraging funds made available through the National Affordable Housing Act, CDBG funds and the HOME program. The city will also continue to leverage funds through its General Obligation Bond Program, when available, to implement comprehensive revitalization strategies in neighborhoods.

The State of Arizona participates in the provision of affordable housing in Phoenix in a variety of ways. These include offering funding to applicants from the HOME Program, the Housing Trust Fund, the Homeless Trust Fund, and by administering the distribution of tax-exempt development bonds and tax credit allocations. State agencies also provide funds to Phoenix for various social service programs. These and other planned affordable housing activities that the State is involved in will be discussed in their Consolidated Plan document. However, the City of Phoenix will continue to encourage the State, when appropriate, to become more significantly involved in meeting the demand for affordable housing. The City will explore and encourage ways for the State to provide tax incentives, such as tax credits and property tax waivers, for lands and structures which provide affordable housing.

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

N/A

**Discussion**

## Annual Goals and Objectives

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

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Foster Homeownership Opportunities.	2015	2020	Affordable Housing	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY Issac Neighborhood Revitalization Strategy Area	Homeownership Opportunities.	CDBG: \$986,947 HOME: \$450,000 CDBG Allocations from Previous Years: \$3,295,000	Homeowner Housing Added: 30 Household Housing Unit
2	Rental Housing Production and/or Rehabilitation.	2015	2020	Affordable Housing Non-Homeless Special Needs	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY	Rental Housing Production.	CDBG: \$1,000 HOME: \$2,211,447 CDBG Allocations from Previous Years: \$1,800,000	Rental units constructed: 195 Household Housing Unit

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Homewoner Housing Rehabilitation Support.	2015	2020	Affordable Housing	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY Issac Neighborhood Revitalization Strategy Area	Homeowner Housing Rehabilitation Support.	CDBG: \$3,238,997 HOME: \$773,075 CDBG Allocations from Previous Years: \$1,100,000	Homeowner Housing Rehabilitated: 255 Household Housing Unit
4	Homeless & Special Needs Shelter/Oper. Support.	2015	2020	Homeless Non-Homeless Special Needs		Homeless & Special Needs Shelter & Support. Homeless Prevention & Emergency Assistance.	CDBG: \$545,645 ESG: \$1,306,316	Tenant-based rental assistance / Rapid Rehousing: 250 Households Assisted
5	Neighborhood Revitalization.	2015	2020	Non-Housing Community Development	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY Issac Neighborhood Revitalization Strategy Area	Neighborhood Revitalization Efforts.	CDBG: \$3,197,093 CDBG Allocations from Previous Years: \$1,805,000 CDBG Program Income: \$500,000	Public service activities other than Low/Moderate Income Housing Benefit: 5000 Persons Assisted



Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Neighborhood Organization Support.	2015	2020	Non-Housing Community Development		Neighborhood Revitalization Efforts.	CDBG: \$12,500	Public service activities other than Low/Moderate Income Housing Benefit: 3000 Persons Assisted
7	Infrastructure Support.	2015	2020	Non-Housing Community Development		Infrastructure Support. Public Facilities Support	CDBG: \$676,667 CDBG Allocations from Previous Years: \$6,000,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted
8	Public Facilities Support.	2015	2020	Non-Housing Community Development		Public Facilities Support	CDBG: \$1,171,601 CDBG Allocations from Previous Years: \$700,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2000 Persons Assisted
9	Public Services Support.	2015	2020	Affordable Housing Public Housing Homeless Non-Homeless Special Needs Non-Housing Community Development	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY Issac Neighborhood Revitalization Strategy Area	Homeless & Special Needs Shelter & Support. Neighborhood Revitalization Efforts. Public Services Support.	CDBG: \$1,272,579	Public service activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
10	Economic Development Support.	2015	2020	Non-Housing Community Development		Economic Development Support.	CDBG: \$544,479 CDBG Allocations from Previous Years: \$300,000	Jobs created/retained: 5 Jobs Businesses assisted: 5 Businesses Assisted
11	Services For Persons With HIV/AIDS.	2015	2020	Affordable Housing Homeless Non-Homeless Special Needs	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY	Homeless & Special Needs Shelter & Support. Homeless Prevention & Emergency Assistance. Rental Subsidy Support.	HOPWA: \$1,842,885	Tenant-based rental assistance / Rapid Rehousing: 175 Households Assisted Homelessness Prevention: 80 Persons Assisted HIV/AIDS Housing Operations: 207 Household Housing Unit Other: 350 Other
12	Rental Subsidy Support.	2015	2020	Affordable Housing Public Housing Homeless Non-Homeless Special Needs		Rental Subsidy Support.	HOME: \$288,000	Tenant-based rental assistance / Rapid Rehousing: 30 Households Assisted

Table 6 – Goals Summary

## Goal Descriptions

1	<b>Goal Name</b>	Foster Homeownership Opportunities.
	<b>Goal Description</b>	<p>The City funds homeownership assistance programs that:</p> <ul style="list-style-type: none"> <li>• provide down payment/closing cost assistance as 0% interest soft-second loans</li> <li>• construct new homes in neighborhoods undergoing revitalization as part of comprehensive efforts;</li> <li>• expand current efforts to rehabilitate homes for homeownership in revitalizing neighborhoods;</li> <li>• increase overall community participation in developing homeownership opportunities.</li> </ul> <p>The Housing Department’s homeownership programs help residents become first-time homeowners by providing the following:</p> <ul style="list-style-type: none"> <li>• Pre-purchase Home Buyers’ Education: This eight hour class provides families with the basics of buying and owning a home including renting versus owning; predatory lending; mortgage terms, and the importance of credit and basic credit repair.</li> <li>• Financial literacy: Families may choose a financial literacy program that meets their needs.</li> <li>• One-on-One pre-purchase homeownership counseling: A HUD-approved counseling agency reviews family credit, debts and income, and helps prepares families to successfully obtain a mortgage and guide them through the purchasing process.</li> </ul>

2	<b>Goal Name</b>	Rental Housing Production and/or Rehabilitation.
	<b>Goal Description</b>	<p>The production or rehabilitation of existing rental units.</p> <p>The Housing Department provides financing for rental projects with HOME and CDBG funds through activities such as new construction and acquisition and/or rehabilitation. Special needs rental projects serving persons who need housing plus supportive services can be funded through the same activities.</p> <p>This program provides low interest loans to nonprofit and for profit developers to construct, acquire and rehabilitate, or rehabilitate housing for low-income rental purposes. The owner must agree to keep rents affordable to low- and moderate income households providing long-term affordability. Funds are awarded through both a formal and open application process.</p> <p>The Housing Department may consider refinancing as an investment strategy for acquisition and/or rehabilitation of affordable rental projects sponsored by nonprofit housing developers. Priority will be given to projects already supported by City funds.</p> <p>Neighborhood Services Department operates a rental rehabilitation program which provides flexible financing for the rehabilitation of single family/multi family rental units intended to be occupied by low-income tenants with the use of CDBG funds. Priority may be provided in city designated targeted areas. Owner contribution/matching funds may be required. Compliance with Neighborhood Preservation, Zoning Ordinance and other local codes; property owner/manager participation in a Landlord/tenant seminar and Crime Free Multi-Housing Program is a requirement. Crime prevention through environmental design (CPTED) measures may be considered and incorporated when possible.</p>

<b>3</b>	<b>Goal Name</b>	Homewoner Housing Rehabilitation Support.
	<b>Goal Description</b>	<p>Citywide program utilizing CDBG, HOME or other funding sources to provide financial assistance (in the form of grants/loans, or other) to eligible low to moderate income homeowners for emergency home repairs and/or to address health or safety hazards. The program may also address non-emergency home repairs to stabilize critical home systems (electrical, mechanical, plumbing, roofing) to remediate lead hazards, to improve energy efficiency, and to meet healthy homes standards. Related relocation expenses may be provided if funds are available.</p> <p>Activities may include: reconstruction of dilapidated homes determined to be infeasible to rehab; demolition of illegal structures/stand-alone structures; exterior improvements such as sidewalks, exterior paint, driveways, garages, fence, minor landscaping to assure exterior of the property is compliant with the Neighborhood Preservation and Zoning Ordinance etc. when paired with other rehab activities; pool fill ins when paired with other rehab activities. Other activities may include mobile home replacement program with this use of CDBG funds. CDBG funds are also used to leverage and supplement federal and private funding for the Weatherization Assistance Program.</p>
<b>4</b>	<b>Goal Name</b>	Homeless & Special Needs Shelter/Oper. Support.
	<b>Goal Description</b>	

5	<b>Goal Name</b>	Neighborhood Revitalization.
	<b>Goal Description</b>	<p>The City of Phoenix uses a strategic approach to address Citywide needs and Community Development activities to enhance the physical environment and to revitalize neighborhoods. The strategies are supported by funding specific program activities. The strategies implemented Citywide include programs to address blight elimination; neighborhood revitalization issues (housing rehabilitation, problem rental housing, and homeownership); and quality of life enhancement programs.</p> <p>Some neighborhoods have been identified and selected that require a comprehensive approach. These targeted neighborhoods include Neighborhood Initiative and Redevelopment Areas and the Enterprise Community. The City, in partnership with residents, non-profit organizations and the private sector, will continue concentrating resources in these areas to complete priority projects and strategies.</p> <p>This category includes funding for Neighborhood Specialists that work directly with neighborhood groups, graffiti elimination, abatement of blighted properties and code enforcement activities.</p>
6	<b>Goal Name</b>	Neighborhood Organization Support.
	<b>Goal Description</b>	Funds for the Westwood neighborhood for crime prevention funds to support police education and activity in an area of Phoenix with a high crime rate and the highest rental property rate.
7	<b>Goal Name</b>	Infrastructure Support.
	<b>Goal Description</b>	Funds will be used to provide public infrastructure improvements and park enhancements in low-income census tracts.

<b>8</b>	<b>Goal Name</b>	Public Facilities Support.
	<b>Goal Description</b>	Funds will be used by nonprofit agencies to rehabilitate buildings serving low-income clientele. Projects planned in 2016-17 include the Boys and Girls Club Gabel Branch gym floor, Hacienda therapeutic swimming pool renovation, ValleyLife solar panel installation, Native American Connections energy efficient window replacement, Child Crisis Center playground replacement, Arizona Recreation Center for the Handicapped accessible playground construction, Tumbleweed Center for Youth Development community center rehabilitation and United Methodist Outreach Ministries' homeless shelter HVAC replacement project.
<b>9</b>	<b>Goal Name</b>	Public Services Support.
	<b>Goal Description</b>	Funds will be provided to nonprofit entities for the operation of their public service projects serving low-income and presumed benefit clients.
<b>10</b>	<b>Goal Name</b>	Economic Development Support.
	<b>Goal Description</b>	Funds will be used for a variety of economic development activities including technical assistance, collateral enhancement and commercial rehabilitation.
<b>11</b>	<b>Goal Name</b>	Services For Persons With HIV/AIDS.
	<b>Goal Description</b>	The goal of the City of Phoenix HOPWA Program is, where possible, to maintain eligible persons in their current living conditions and to increase the number of shelter, transitional and permanent housing units for persons living with HIV/AIDS. The Housing Department administers the HOPWA funds for two county areas.
<b>12</b>	<b>Goal Name</b>	Rental Subsidy Support.
	<b>Goal Description</b>	Funds are provided to non-profit agencies that specialize in supportive housing for young, homeless adults, ages 18-24. Rental assistance is provided for a 24-month period.

**Table 7 – Goal Descriptions**

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):**

## AP-35 Projects – 91.220(d)

### Introduction

Introduction

#	Project Name
1	CDBG OWNER OCCUPIED HOUSING REHABILITATION PROGRAM
2	CDBG Hardship Assistance Program
3	CDBG Public Services RFP
4	CDBG Public Facilities RFP
5	CDBG Administration
6	CDBG Rental Rehabilitation Program
7	CDBG Homeless Block - Human Services Department
8	CDBG Housing Counseling RFP
9	CDBG Code Enforcement
10	CDBG Demolition
11	CDBG Graffiti Removal
12	CDBG Community Economic Development Dept. Activities
13	CDBG Housing Department - Open Application and Operations
14	CDBG Family Self Sufficiency
15	CDBG Project Delivery, Environmental and Labor Standards
16	CDBG Landlord Tenant Education and Mediation
17	CDBG Homeless Prevention Rent Assistance
18	CDBG Neighborhood Economic Development
19	CDBG Neighborhood Enhancement and Infrastructure
20	CDBG Neighborhood Revitalization Coordination
21	CDBG Slum and Blight Acquisition, Infill Program
23	CDBG Neighborhood Revitalization/Housing Rehabilitation RFP
24	CDBG Watkins Emergency Shelter
25	CDBG Strategic Acquisition
26	CDBG Down Payment Assistance
27	CDBG Westwood Crime Prevention
28	HOME CHDO Set Aside
29	HOME Program Management and Coordination
30	HOME Special Projects
31	HOME Multifamily Rental Projects
32	HOME Housing Rehabilitation and Reconstruction
33	HOPWA Emergency Assistance Program
34	HOPWA Rental Assistance Program
35	HOPWA Supportive Housing Program



#	Project Name
36	HOPWA Housing Information Services and Ombudsman
37	HOPWA Employment Services Specialist
38	HOPWA Permanent Housing Placement
39	HOPWA Program Management and Coordination
40	HESG

**Table 8 – Project Information**

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

Allocation priorities are based on public input and need voiced in the community within the eligible uses as established by HUD. The city is committed to utilizing its federal funding to assist the most vulnerable populations. The Phoenix City Council approved the broad allocation plan on May 4, 2016. The city will seek other partnerships or funding sources as available to address underserved needs.

## Projects

### AP-38 Projects Summary

#### Project Summary Information

Table 9 – Project Summary

<b>1</b>	<b>Project Name</b>	CDBG OWNER OCCUPIED HOUSING REHABILITATION PROGRAM
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homewoner Housing Rehabilitation Support.
	<b>Needs Addressed</b>	Homeowner Housing Rehabilitation Support.
	<b>Funding</b>	CDBG: \$2,992,157 CDBG Allocations from Previous Years: \$1,471,000
	<b>Description</b>	Citywide program to provide assistance (in the form of grants/loans or other) to eligible low- and moderate-income homeowners for emergency home repairs and/or to address health or safety hazards. The program may also address non-emergency home repairs to stabilize critical home systems (electrical, mechanical, plumbing, roofing) to remediate lead hazards, to improve energy efficiency, and to meet health home standards. Related relocation expenses may be provided if funds are available. Operations account for \$2,057,760 and construction is \$934,397
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	255 low- or moderate-income households will benefit from CDBG owner-occupied housing rehabilitation assisatance.
	<b>Location Description</b>	Citywide

	<b>Planned Activities</b>	Activities may include: reconstruction of dilapidated homes determined to be infeasible due to rehab; demolition of illegal structures/stand-alone structures; exterior improvements such as sidewalks, exterior paint, driveways, garages, fences, minor landscaping to assure exterior of the property is compliant with the Neighborhood Preservation and Zoning Ordinance, etc. when paired with other rehab activities; pool fill-in when paired with other rehab activities. Other activities may include mobile home replacement program. CDBG funds are also used to leverage and supplement federal and private funding for the Weatherization Assistance Program.
2	<b>Project Name</b>	CDBG Hardship Assistance Program
	<b>Target Area</b>	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY Issac Neighborhood Revitalization Strategy Area
	<b>Goals Supported</b>	Homeowner Housing Rehabilitation Support.
	<b>Needs Addressed</b>	Homeowner Housing Rehabilitation Support.
	<b>Funding</b>	CDBG: \$246,840
	<b>Description</b>	Citywide program provides assistance to correct exterior code violations (in the form of grants or loans) to low- and moderate- income eligible homeowners who are in violation of the Neighborhood Preservation Ordinance. Assistance shall not be provided more than one time for the same violation. Additional activities include dead tree removal and the use of dumpsters for property clean-ups provided by the homeowner and volunteer groups. The goal of the program is to leave the property violation-free.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funds will be used to make improvements as a result of code enforcement violations to 15 low-income home owners.
	<b>Location Description</b>	Citywide

	<b>Planned Activities</b>	Citywide program provides assistance to correct exterior code violations (in the form of grants or loans) to low- and moderate- income eligible homeowners who are in violation of the Neighborhood Preservation Ordinance. Assistance shall not be provided more than one time for the same violation. Additional activities include dead tree removal and the use of dumpsters for property clean-ups provided by the homeowner and volunteer groups. The goal of the program is to leave the property violation-free.
<b>3</b>	<b>Project Name</b>	CDBG Public Services RFP
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services Support.
	<b>Needs Addressed</b>	Public Services Support.
	<b>Funding</b>	CDBG: \$620,000
	<b>Description</b>	A public services RFP of \$620,000 will be available to non-profit agencies for public service projects. Of the total amount allocated to the RFP, 75% will fund projects for low-income youth, 20% will fund projects for persons with disabilities or seniors, and 5% will fund neighborhood revitalization activities.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 10,000 families will benefit from the nonprofit agencies that are awarded funds through this RFP process.
	<b>Location Description</b>	Various low-income areas of Phoenix.
	<b>Planned Activities</b>	A public services RFP of \$620,000 will be available to non-profit agencies for public service projects. Of the total amount allocated to the RFP, 75% will fund projects for low-income youth, 20% will fund projects for persons with disabilities or seniors, and 5% will fund neighborhood revitalization activities.
	<b>Project Name</b>	CDBG Public Facilities RFP

4	<b>Target Area</b>	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY Issac Neighborhood Revitalization Strategy Area
	<b>Goals Supported</b>	Public Facilities Support.
	<b>Needs Addressed</b>	Public Facilities Support
	<b>Funding</b>	CDBG: \$646,892
	<b>Description</b>	A Public Facilities RFP of \$646,892 will fund acquisition, construction, and rehabilitation of senior and youth centers, neighborhood facilities, child care facilities, domestic violence shelters, and Americans with Disabilities Act (ADA) projects in low-income areas. This RFP will allow the City to fund projects such as acquisition, construction, and rehabilitation of facilities owned by non-profit agencies
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Over 500 individuals or families will be served at the approximately 8 nonprofit facilities that will be improved utilizing these funds.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	A request for proposal process will be conducted to identify eligible nonprofit organizations seeking funds for acquisition, new construction or renovation of their facilities serving low-income residents.
5	<b>Project Name</b>	CDBG Administration
	<b>Target Area</b>	

<b>Goals Supported</b>	<p>Foster Homeownership Opportunities.  Rental Housing Production and/or Rehabilitation.  Homewoner Housing Rehabilitation Support.  Homeless &amp; Special Needs Shelter/Oper. Support.  Neighborhood Revitalization.  Neighborhood Organization Support.  Infrastructure Support.  Public Facilities Support.  Public Services Support.  Economic Development Support.  Services For Persons With HIV/AIDS.</p>
<b>Needs Addressed</b>	<p>Homeownership Opportunities.  Rental Housing Production.  Rental Subsidy Support.  Homeowner Housing Rehabilitation Support.  Homeless Prevention &amp; Emergency Assistance.  Homeless &amp; Special Needs Shelter &amp; Support.  Neighborhood Revitalization Efforts.  Public Facilities Support  Infrastructure Support.  Public Services Support.  Economic Development Support.</p>
<b>Funding</b>	CDBG: \$2,869,985
<b>Description</b>	Funds will be used to administer the CDBG program.
<b>Target Date</b>	

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funds for administration only.
	<b>Location Description</b>	Funds for administration only.
	<b>Planned Activities</b>	Funds for administration only.
<b>6</b>	<b>Project Name</b>	CDBG Rental Rehabilitation Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Housing Production and/or Rehabilitation.
	<b>Needs Addressed</b>	Rental Housing Production.
	<b>Funding</b>	CDBG Allocations from Previous Years: \$300,000
	<b>Description</b>	This citywide program provides flexible financing for the rehabilitation of single and multi-family rental units intended to be occupied by low-income tenants with the use of CDBG funds. Priority is given to rental units in targeted areas. Owner contribution (matching funds) may be required. Compliance with the Neighborhood Preservation and Zoning Ordinances, participation in Landlord Tenant seminars and Crime-Free multi-housing are also required. Crime Prevention Through Environmental Design (CEPTED) elements will be considered where possible.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	5 units of affordable rental housing will be rehabilitated, benefitting 5 low-income families.
	<b>Location Description</b>	Citywide, however priority is given to units in targeted areas.
	<b>Planned Activities</b>	Rehabilitation of up to 5 units of affordable housing.

<b>7</b>	<b>Project Name</b>	CDBG Homeless Block - Human Services Department
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homeless & Special Needs Shelter/Oper. Support.
	<b>Needs Addressed</b>	Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	CDBG: \$151,645
	<b>Description</b>	A request for proposals will be conducted for homeless service providers who can assist with case management, child care, educational services, employment assistance and job training, outpatient health services, legal services, life skills, mental health services, substance abuse treatment, transportation and services to special-needs populations.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 1000 homeless persons will be assisted through this Request for Proposal process and the nonprofit subrecipients that are awarded funds.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	A request for proposals will be conducted for homeless service providers who can assist with case management, child care, educational services, employment assistance and job training, outpatient health services, legal services, life skills, mental health services, substance abuse treatment, transportation and services to special-needs populations.
<b>8</b>	<b>Project Name</b>	CDBG Housing Counseling RFP
	<b>Target Area</b>	
	<b>Goals Supported</b>	Foster Homeownership Opportunities.
	<b>Needs Addressed</b>	Homeownership Opportunities.



	<b>Funding</b>	CDBG: \$100,000 CDBG Allocations from Previous Years: \$105,000
	<b>Description</b>	A request for proposal process will be issued for nonprofit housing counseling agencies to provide budget/credit counseling, pre-purchase counseling, and foreclosure intervention/delinquency counseling for low-income families.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 24 low- and moderate- income families will utilize housing counseling services to become home owners in the year.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	A request for proposal process will be issued for nonprofit housing counseling agencies to provide budget/credit counseling, pre-purchase counseling, and foreclosure intervention/delinquency counseling for low-income families.
9	<b>Project Name</b>	CDBG Code Enforcement
	<b>Target Area</b>	
	<b>Goals Supported</b>	Neighborhood Revitalization.
	<b>Needs Addressed</b>	Neighborhood Revitalization Efforts.
	<b>Funding</b>	CDBG: \$1,227,113 CDBG Program Income: \$500,000

	<b>Description</b>	The Neighborhood Services Department (NSD) Preservation Division enforces the City of Phoenix Neighborhood Preservation Ordinance (NPO) which is a key component of strategic revitalization efforts in low-income areas and designated areas with the most comprehensive revitalization and economic development activities. The code compliance portion of the neighborhood action strategies focus on addressing blight violations of the NPO. The strategy is to address the social, economic, and physical needs of the neighborhoods, complete revitalization activities and move on to other neighborhoods.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	8,000 code enforcement cases will be opened in the year.
	<b>Location Description</b>	Low-income deteriorating areas of the city.
	<b>Planned Activities</b>	The Neighborhood Services Department (NSD) Preservation Division enforces the City of Phoenix Neighborhood Preservation Ordinance (NPO) which is a key component of strategic revitalization efforts in low-income areas and designated areas with the most comprehensive revitalization and economic development activities. The code compliance portion of the neighborhood action strategies focus on addressing blight violations of the NPO. The strategy is to address the social, economic, and physical needs of the neighborhoods, complete revitalization activities and move on to other neighborhoods.
<b>10</b>	<b>Project Name</b>	CDBG Demolition
	<b>Target Area</b>	
	<b>Goals Supported</b>	Neighborhood Revitalization.
	<b>Needs Addressed</b>	Neighborhood Revitalization Efforts.
	<b>Funding</b>	CDBG: \$350,000

	<b>Description</b>	It is a violation of the Neighborhood Preservation ordinance to allow a vacant structure to remain open, vacant, and unsecured as it constitutes a threat to the health, safety and welfare of the community. The Neighborhood Services Department's Preservation Division uses contractual demolition as a last resort in the code enforcement process to abate nuisance conditions on structures when the responsible parties fail to address the violations after the delivery and expiration of the Notice of Ordinance Violation.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	5 blighted structures will be demolished in the grant year.
	<b>Location Description</b>	Slum and blighted properties citywide on a spot basis.
	<b>Planned Activities</b>	Demolition of slum and blighted structures identified through the code enforcement process.
<b>11</b>	<b>Project Name</b>	CDBG Graffiti Removal
	<b>Target Area</b>	
	<b>Goals Supported</b>	Neighborhood Revitalization. Public Facilities Support.
	<b>Needs Addressed</b>	Neighborhood Revitalization Efforts. Public Facilities Support
	<b>Funding</b>	CDBG: \$855,798 CDBG Allocations from Previous Years: \$200,000

	<b>Description</b>	The Graffiti Program removes graffiti in low- and moderate-income areas from rights of way and other approved public buildings that are open to the public, are either publicly owned or owned by a nonprofit organization and do not include private property. The program prioritizes the removal of graffiti in a timely manner and focuses on enhancing and developing partnerships with businesses, neighborhoods, other city departments, and other outside agencies such as schools and civic organizations. The NSD Preservation Division will continue to review new technologies and products to ensure the utilization of the most cost-effective methods. Funds are also used for the program management and coordination.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	52,000 CDBG -eligible graffiti removals will occur in the grant year.
	<b>Location Description</b>	Low- and moderate-income neighborhoods.
	<b>Planned Activities</b>	Graffiti will be removed from public right-of-ways and public buildings in low- and moderate-income neighborhoods.
<b>12</b>	<b>Project Name</b>	CDBG Community Economic Development Dept. Activities
	<b>Target Area</b>	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY
	<b>Goals Supported</b>	Economic Development Support.
	<b>Needs Addressed</b>	Economic Development Support.
	<b>Funding</b>	CDBG: \$271,630
	<b>Description</b>	Funds will be used for the Expand program, providing collateral enhancement to businesses to assist them in obtaining a commercial loan; the Management Technical Assistance Program, providing free consulting services to small business owners; and the Open Application Business Technical Assistance program, a request for proposal process providing grants to small business assistance organizations.

	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	At least eight jobs will be created as a result of the three economic development programs, EXPAND, MTA and Business Technical Assistance. At least 51% of all jobs created will go to low- and moderate-income individuals.
	<b>Location Description</b>	Businesses assisted will be located citywide or in high poverty areas.
	<b>Planned Activities</b>	Job creation programs for small businesses. At least 51% of all jobs created will be for low- and moderate-income individuals.
13	<b>Project Name</b>	CDBG Housing Department - Open Application and Operations
	<b>Target Area</b>	Phoenix Promise Zone
	<b>Goals Supported</b>	Foster Homeownership Opportunities. Rental Housing Production and/or Rehabilitation.
	<b>Needs Addressed</b>	Homeownership Opportunities.
	<b>Funding</b>	CDBG: \$221,000 CDBG Allocations from Previous Years: \$1,500,000
	<b>Description</b>	Funds will assist nonprofit agencies as they create homeownership opportunities and develop affordable housing for lower-income households and special needs populations. Special needs populations include homeless persons, victims of domestic violence, disabled persons, youth in crisis and the elderly. The activities are 1) first time home ownership assistance and 2) the acquisition and/or rehabilitation and limited construction of housing/shelter for special needs or lower-income households.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funds will be used to offer a request for proposal process to assist nonprofit-owned multi-family residential rehabilitation projects.

	<b>Location Description</b>	Citywide and in the Promise Zone.
	<b>Planned Activities</b>	Funds will be used to assist nonprofit-owned multi-family residential rehabilitation projects.
<b>14</b>	<b>Project Name</b>	CDBG Family Self Sufficiency
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services Support.
	<b>Needs Addressed</b>	Public Services Support.
	<b>Funding</b>	CDBG: \$455,000
	<b>Description</b>	The Family Self Sufficiency program supports residents of public housing with programming to help them become economically independent, further their education, establish or repair their credit, find better employment, start savings accounts or purchase a home.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	At least 25 residents of public housing will be assisted.
	<b>Location Description</b>	City of Phoenix public housing sites.
	<b>Planned Activities</b>	The Family Self Sufficiency program supports residents of public housing with programming to help them become economically independent, further their education, establish or repair their credit, find better employment, start savings accounts or purchase a home.
<b>15</b>	<b>Project Name</b>	CDBG Project Delivery, Environmental and Labor Standards
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Facilities Support.
	<b>Needs Addressed</b>	Public Facilities Support

	<b>Funding</b>	CDBG: \$524,709 CDBG Allocations from Previous Years: \$200,000
	<b>Description</b>	Funds for the implementation of CDBG projects including project management, environmental review and labor standards.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funds will be used for the implementation of CDBG-funded projects. Project Managers, Environmental Quality Specialist and Labor Standards Monitor positions will ensure CDBG projects are ongoing and compliant. Beneficiaries for this program are derived from various Public Facility projects.
	<b>Location Description</b>	Low- and moderate-income areas citywide.
	<b>Planned Activities</b>	Project implementation of CDBG-funded activities.
16	<b>Project Name</b>	CDBG Landlord Tenant Education and Mediation
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services Support.
	<b>Needs Addressed</b>	Public Services Support.
	<b>Funding</b>	CDBG: \$196,579
	<b>Description</b>	This program provides assistance and education to tenants, landlords and homeowners. The certified Housing Counselors provide free one on one counseling, group presentations and clinics that focus on tenant and landlord relations.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	500 low- and moderate- income residents will benefit from landlord and tenant counseling in the grant year.

	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	One on one counseling for tenants and landlords as well as group presentations and clinics.
17	<b>Project Name</b>	CDBG Homeless Prevention Rent Assistance
	<b>Target Area</b>	
	<b>Goals Supported</b>	Public Services Support.
	<b>Needs Addressed</b>	Public Services Support.
	<b>Funding</b>	CDBG: \$1,000 CDBG Allocations from Previous Years: \$29,000
	<b>Description</b>	This program assists tenants with finding affordable replacement housing or emergency assistance. The funds are used to provide victims forced to evacuate unsafe and unsanitary housing units with financial assistance for initial rent deposits and first months' rent.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	One low-income family may receive assistance with this allocation. Funds are available from previous allocations should a greater need arise.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	This program assists tenants with finding affordable replacement housing or emergency assistance. The funds are used to provide victims forced to evacuate unsafe and unsanitary housing units with financial assistance for initial rent deposits and first months' rent.
18	<b>Project Name</b>	CDBG Neighborhood Economic Development
	<b>Target Area</b>	
	<b>Goals Supported</b>	Economic Development Support.
	<b>Needs Addressed</b>	Economic Development Support.



	<b>Funding</b>	CDBG: \$273,849 CDBG Allocations from Previous Years: \$300,000
	<b>Description</b>	Funds will be used for neighborhood revitalization and economic development activities. Projects to be implemented include two storefront improvement programs: Neighborhood Commercial Rehabilitation and Operation Patch and Paint. Other activities include disposition and development of previously acquired commercial sites and implementation of area redevelopment plans.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Two businesses in low-income, locally targeted or redevelopment areas will receive assistance.
	<b>Location Description</b>	Low-income areas, locally designated target areas and redevelopment areas.
	<b>Planned Activities</b>	Neighborhood Commercial Rehabilitation and Operation Patch and Paint. Other activities include disposition and development of previously acquired commercial sites and implementation of area redevelopment plans.
<b>19</b>	<b>Project Name</b>	CDBG Neighborhood Enhancement and Infrastructure
	<b>Target Area</b>	
	<b>Goals Supported</b>	Neighborhood Revitalization. Infrastructure Support. Public Facilities Support.
	<b>Needs Addressed</b>	Neighborhood Revitalization Efforts. Public Facilities Support Infrastructure Support.
	<b>Funding</b>	CDBG: \$676,667 CDBG Allocations from Previous Years: \$6,000,000

	<b>Description</b>	This allocation will fund infrastructure improvements in low-income neighborhoods as well as park enhancements. Eligible activities include streets improvements, water, sewer lines, new streetlights, park/playground improvements, streetscaping, landscaping, community gardens, physical improvements related to traffic mitigation, street and alley closures, and other key community projects. The funds will be focused on neighborhoods with active community based organizations/associations and areas that have basic neighborhood improvement goals and strategies in place.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated ten infrastructure or enhancement projects will be completed in the grant year utilizing the 2016 allocation as well as funds allocated from previous years. Projects include park enhancement, playground replacement, sidewalk installation and lighting installation. An estimated
	<b>Location Description</b>	The funds will be focused on low-income neighborhoods with active community-based organizations/associations that have basic neighborhood improvement goals and strategies in place.
	<b>Planned Activities</b>	Funding will be used for the design, construction and project management associated with the infrastructure and enhancement projects in the year. Eligible activities include streets improvements, water, sewer lines, new streetlights, park/playground improvements, streetscaping, landscaping, community gardens, physical improvements related to traffic mitigation, street and alley closures, and other key community projects.
<b>20</b>	<b>Project Name</b>	CDBG Neighborhood Revitalization Coordination
	<b>Target Area</b>	
	<b>Goals Supported</b>	Neighborhood Organization Support. Public Services Support.
	<b>Needs Addressed</b>	Neighborhood Revitalization Efforts. Public Facilities Support
	<b>Funding</b>	CDBG: \$263,182

	<b>Description</b>	Funds will be used for the coordination of community education programs, capacity building and neighborhood organization support.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Dozens of low-income neighborhoods will be assisted and therefore over one thousand low-income residents will directly or indirectly benefit from the program.
	<b>Location Description</b>	Low- and moderate-income Phoenix neighborhoods.
	<b>Planned Activities</b>	Funds will be used to pay a portion of the salaries of four Neighborhood Specialists, whose primary job is to coordinate community education programs, capacity building and provide neighborhood organization support.
21	<b>Project Name</b>	CDBG Slum and Blight Acquisition, Infill Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Foster Homeownership Opportunities. Neighborhood Revitalization.
	<b>Needs Addressed</b>	Homeownership Opportunities. Neighborhood Revitalization Efforts.
	<b>Funding</b>	CDBG: \$425,497 CDBG Allocations from Previous Years: \$2,795,000
	<b>Description</b>	This program allows for the acquisition of slum and blighted properties in redevelopment and neighborhood initiative areas. The properties are acquired in accordance with strategic plans for those areas by owner agreement or eminent domain for redevelopment areas. The infill program will allow new construction of single-family homes on vacant lots within residential neighborhoods located in neighborhood initiative and redevelopment areas.
	<b>Target Date</b>	6/30/2017

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Up to five slum and blighted properties will be purchased in the grant year. Infill development will occur by a community-based development organization (CBDO) to allow homeownership opportunities to low-income families.
	<b>Location Description</b>	Slum and blighted properties will be acquired on a spot-basis with an emphasis on the city's neighborhood initiative and redevelopment areas. Infill development will occur in the city's locally designated target areas.
	<b>Planned Activities</b>	Slum and blighted properties will be acquired and demolished. Infill development of new single-family homes will occur on city-owned parcels in targeted areas.
<b>22</b>	<b>Project Name</b>	CDBG Neighborhood Revitalization/Housing Rehabilitation RFP
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Housing Production and/or Rehabilitation. Homewoner Housing Rehabilitation Support.
	<b>Needs Addressed</b>	Homeowner Housing Rehabilitation Support.
	<b>Funding</b>	CDBG: \$1,000 CDBG Allocations from Previous Years: \$100,000
	<b>Description</b>	This allocation will be used to conduct a Request for Proposal process for nonprofit organizations providing housing rehabilitation services and accessibility modifications for eligible residents.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Funds will be granted to nonprofit organizations to assist 50 low-income homeowners and/or renters with accessibility modifications, major and minor home repairs.
	<b>Location Description</b>	citywide

	<b>Planned Activities</b>	The program is intended to provide comprehensive revitalization services to low- and moderate-income City of Phoenix residents. The RFP will seek respondents who can provide major and minor single-family, owner-occupied rehabilitation and home accessibility modification services for physically-challenged individuals.
<b>23</b>	<b>Project Name</b>	CDBG Watkins Emergency Shelter
	<b>Target Area</b>	
	<b>Goals Supported</b>	Homeless & Special Needs Shelter/Oper. Support.
	<b>Needs Addressed</b>	Homeless Prevention & Emergency Assistance. Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	CDBG: \$394,000
	<b>Description</b>	Funds support emergency shelter operations at the Watkins Emergency Shelter.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	2550 single women and person in families will receive shelter and services.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Funds to operate and provide supportive services at the Watkins Emergency Shelter.
<b>24</b>	<b>Project Name</b>	CDBG Strategic Acquisition
	<b>Target Area</b>	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY
	<b>Goals Supported</b>	Foster Homeownership Opportunities.
	<b>Needs Addressed</b>	Homeownership Opportunities.

	<b>Funding</b>	CDBG: \$140,450 CDBG Allocations from Previous Years: \$1,000,000
	<b>Description</b>	Funds to be used for acquisition of strategic properties in targeted areas for infill development.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated two properties will be purchased for future infill development.
	<b>Location Description</b>	Local neighborhood initiative areas, redevelopment areas or the NRSA.
	<b>Planned Activities</b>	Purchase of strategic properties for future infill development.
25	<b>Project Name</b>	CDBG Down Payment Assistance
	<b>Target Area</b>	Phoenix Promise Zone PHOENIX ENTERPRISE COMMUNITY Issac Neighborhood Revitalization Strategy Area
	<b>Goals Supported</b>	Foster Homeownership Opportunities.
	<b>Needs Addressed</b>	Homeownership Opportunities.
	<b>Funding</b>	CDBG: \$100,000 CDBG Allocations from Previous Years: \$500,000
	<b>Description</b>	Funds will be used to provide up to \$15,000 in down payment assistance to low-income families purchasing a home after completing housing counseling requirements.
	<b>Target Date</b>	

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Up to six families will benefit from CDBG down payment assistance funding in the year.
	<b>Location Description</b>	Down payment assistance will be provided to income-eligible families purchasing homes in the city's targeted areas.
	<b>Planned Activities</b>	Funds will be used to provide up to \$15,000 in down payment assistance to low-income families purchasing a home after completing housing counseling requirements.
26	<b>Project Name</b>	CDBG Westwood Crime Prevention
	<b>Target Area</b>	
	<b>Goals Supported</b>	Neighborhood Revitalization.
	<b>Needs Addressed</b>	Neighborhood Revitalization Efforts.
	<b>Funding</b>	CDBG: \$12,500
	<b>Description</b>	Funds will be used in partnership with the City of Phoenix Police Department to provide crime prevention/suppression activities in the Westwood neighborhood, one of the highest per capita rental unit neighborhoods in the city with extremely high crime statistics.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	All of the residents of the Westwood neighborhood will directly or indirectly benefit from the increase crime prevention activities.
	<b>Location Description</b>	Westwood Neighborhood, a low-income community with a high crime rate.
<b>Planned Activities</b>	Funds will be used for police officer overtime to coordinate crime prevention and suppression activities in the Westwood neighborhood.	

<b>27</b>	<b>Project Name</b>	HOME CHDO Set Aside
	<b>Target Area</b>	
	<b>Goals Supported</b>	Foster Homeownership Opportunities. Rental Housing Production and/or Rehabilitation.
	<b>Needs Addressed</b>	Homeownership Opportunities. Rental Housing Production.
	<b>Funding</b>	HOME: \$620,416
	<b>Description</b>	HOME CHDO Set Aside. Funding provided to certified eligible CHDO's completing CHDO eligible activities.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Approximately 45 individuals and/or family households.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Acquisition and/or rehabilitation of rental housing. New construction of rental housing. Acquisition and/or rehabilitation of homebuyer properties. New construction of homebuyer properties. Direct financial assistance to purchasers of HOME financial housing sponsored or developed by a CHDO with HOME funds.
<b>28</b>	<b>Project Name</b>	HOME Program Management and Coordination
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Housing Production and/or Rehabilitation. Homewoner Housing Rehabilitation Support.



	<b>Needs Addressed</b>	Rental Housing Production. Rental Subsidy Support. Homeowner Housing Rehabilitation Support.
	<b>Funding</b>	HOME: \$413,610
	<b>Description</b>	Funding to assist in the management and coordination of HOME projects and activities.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Administration of the HOME Program.
<b>29</b>	<b>Project Name</b>	HOME Special Projects
	<b>Target Area</b>	
	<b>Goals Supported</b>	Foster Homeownership Opportunities. Rental Housing Production and/or Rehabilitation. Rental Subsidy Support.
	<b>Needs Addressed</b>	Homeownership Opportunities. Rental Housing Production. Rental Subsidy Support.
	<b>Funding</b>	HOME: \$738,000
	<b>Description</b>	HOME Special Projects including Home-ownership Assistance and Tenant Based Rental Assistance.
	<b>Target Date</b>	6/30/2017

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	30 individuals and/or family households assisted with homeownership assistance funding. 30 individuals and/or family households assisted through tenant based rental assistance funding.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Homeownership Assistance such as downpayment and closing cost assistance. Acquisition and/or rehabilitation of homebuyer properties. New construction of homebuyer properties. Tenant based rental assistance.
<b>30</b>	<b>Project Name</b>	HOME Multifamily Rental Projects
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Housing Production and/or Rehabilitation.
	<b>Needs Addressed</b>	Rental Housing Production.
	<b>Funding</b>	HOME: \$1,591,001
	<b>Description</b>	HOME Multifamily Rental Projects including Special Needs projects.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	150 individual and/or family households. Households could also be homeless and non-homeless special needs.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Acquisition and/or rehabilitation of multifamily properties. New construction of multifamily properties. Special needs multifamily rental housing with supportive services. Refinancing of existing rental projects.
	<b>Project Name</b>	HOME Housing Rehabilitation and Reconstruction

<b>31</b>	<b>Target Area</b>	
	<b>Goals Supported</b>	Homewoner Housing Rehabilitation Support.
	<b>Needs Addressed</b>	Homeowner Housing Rehabilitation Support.
	<b>Funding</b>	HOME: \$773,075
	<b>Description</b>	Citywide program to provide financial assistance (in the form of grants/loans, or other) to eligible low to moderate income homeowners. The program addresses non-emergency home repairs to stabilize critical home systems (electrical, mechanical, plumbing, roofing) to remediate lead hazards, to improve energy efficiency, and to meet healthy homes standards. Related relocation expenses may be provided if funds are available.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	20 owner-occupied homes will be rehabilitated with this HOME allocation, assisting 20 low-income families.
	<b>Location Description</b>	Citywide, priority may be provided in city-designated targeted areas.
	<b>Planned Activities</b>	Owner-occupied housing rehabilitation and/or reconstruction. Activities may include: reconstruction of dilapidated homes determined to be infeasible to rehab; demolition of illegal structures/ stand-alone structures; exterior improvements such as sidewalks, exterior paint, driveways, garages, fence, minor landscaping to assure exterior of property is compliant with the Neighborhood Preservation and Zoning Ordinance etc. HOME funds may be leveraged with CDBG funds and supplement federal and federal and private funding from the Weatherization Assistance Program.
<b>32</b>	<b>Project Name</b>	HOPWA Emergency Assistance Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Services For Persons With HIV/AIDS.
	<b>Needs Addressed</b>	Homeless Prevention & Emergency Assistance.

	<b>Funding</b>	Prior Year HOPWA Allocation: \$69,034
	<b>Description</b>	HOPWA Emergency Assistance Program offers immediate, short term help in maintaining persons and families in their current living environment.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	65 individual and/or family special needs households or 80 persons assisted.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Emergency assistance and homelessness prevention through short term rent, mortgage and utility payments.
<b>33</b>	<b>Project Name</b>	HOPWA Rental Assistance Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Subsidy Support. Services For Persons With HIV/AIDS.
	<b>Needs Addressed</b>	Rental Subsidy Support.
	<b>Funding</b>	HOPWA: \$1,475,524
	<b>Description</b>	HOPWA Rental Assistance Program.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	175 individual and/or family households assisted.
	<b>Location Description</b>	Citywide

	<b>Planned Activities</b>	Tenant based rental assistance.
<b>34</b>	<b>Project Name</b>	HOPWA Supportive Housing Program
	<b>Target Area</b>	
	<b>Goals Supported</b>	Services For Persons With HIV/AIDS.
	<b>Needs Addressed</b>	Rental Housing Production. Rental Subsidy Support. Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	Prior Year HOPWA Allocation: \$861,835
	<b>Description</b>	HOPWA Supportive Housing Program assists non-profit organizations in providing housing for homeless and low income persons with HIV/AIDS.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	157 individual and/or family special needs households.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Funds are used to create and/or operate emergency, transitional and/or permanent supportive housing. Funds assist with acquisition, rehabilitation, leasing, rental and/or operating assistance of facilities serving persons with HIV/AIDS.
<b>35</b>	<b>Project Name</b>	HOPWA Housing Information Services and Ombudsman
	<b>Target Area</b>	
	<b>Goals Supported</b>	Services For Persons With HIV/AIDS.
	<b>Needs Addressed</b>	Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	HOPWA: \$183,000

	<b>Description</b>	HOPWA Housing Information Services and Ombudsman provides funds to employ a Housing Information Services Coordinator and a Housing Specialist/Ombudsman.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	250 persons with HIV/AIDS assisted.
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	The Housing Information Services Coordinator will assist people living with HIV/AIDS to match their housing needs with appropriate housing providers in Maricopa and Pinal Counties. The Housing Specialist/Ombudsman will be funded to help HIV/AIDS clients and their families maintain housing stability by helping them resolve landlord/tenant issues.
<b>36</b>	<b>Project Name</b>	HOPWA Employment Services Specialist
	<b>Target Area</b>	
	<b>Goals Supported</b>	Services For Persons With HIV/AIDS.
	<b>Needs Addressed</b>	Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	HOPWA: \$103,075 Prior Year HOPWA Allocation: \$15,000
	<b>Description</b>	HOPWA Employment Services Specialist supports funding for a non-profit staff position to help HOPWA clients access employment.
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	100 persons with HIV/AIDS assisted.

	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Provide support for an Employment Services Specialist. Funds will be used to support a non profit staff person to help HOPWA clients' access services, information and referrals that promote employment and selfsufficiency. Services and referrals could include life skills training, GED preparation and completion, college classes and job training.
<b>37</b>	<b>Project Name</b>	HOPWA Permanent Housing Placement
	<b>Target Area</b>	
	<b>Goals Supported</b>	Services For Persons With HIV/AIDS.
	<b>Needs Addressed</b>	Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	HOPWA: \$26,000 Prior Year HOPWA Allocation: \$16,218
	<b>Description</b>	HOPWA Permanent Housing Placement Program assists HOPWA clients with move in costs such as utility and security deposits.
	<b>Target Date</b>	6/30/2017
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	50 invididual and/or family special needs households
	<b>Location Description</b>	Citywide
	<b>Planned Activities</b>	Permanent housing placement funds will be used to help HOPWA clients with move-in costs such as utility and rent deposits to insure that families and persons living with HIV/AIDS can take advantage of affordable housing opportunities as they become available.
<b>38</b>	<b>Project Name</b>	HOPWA Program Management and Coordination
	<b>Target Area</b>	

	<b>Goals Supported</b>	Services For Persons With HIV/AIDS.
	<b>Needs Addressed</b>	Homeless Prevention & Emergency Assistance. Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	HOPWA: \$55,286
	<b>Description</b>	Assist in the program management and coordination of HOPWA
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
	<b>Planned Activities</b>	Provide administration for the HOPWA program.
39	<b>Project Name</b>	HESG
	<b>Target Area</b>	
	<b>Goals Supported</b>	Rental Subsidy Support. Homeless & Special Needs Shelter/Oper. Support.
	<b>Needs Addressed</b>	Rental Subsidy Support. Homeless & Special Needs Shelter & Support.
	<b>Funding</b>	City of Phoenix General Purpose Funds: \$1,306,316
	<b>Description</b>	ESG funds will be used for Emergency Shelter, Rapid Re-housing, Street Outreach, HMIS and Administration.
	<b>Target Date</b>	6/30/2018



<b>Estimate the number and type of families that will benefit from the proposed activities</b>	<p>Outreach: 2,600 assisted (youth, chronically homeless individuals and families)</p> <p>Emergency Shelter operations/support: 2,500 assisted (youth, homeless individuals and families)</p> <p>Rapid Rehousing assistance/support: 250 assisted (youth, chronically homeless individuals and families)</p>
<b>Location Description</b>	Citywide
<b>Planned Activities</b>	Outreach; Emergency Shelter Operations/ Support; Rapid Rehousing Assistance /Support; HMIS; Admin.



## **AP-50 Geographic Distribution – 91.220(f)**

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

Assistance will be provided throughout the low-income City of Phoenix census tracts and directly to low- and moderate-income residents.

### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
Phoenix Promise Zone	60
PHOENIX ENTERPRISE COMMUNITY	30
Issac Neighborhood Revitalization Strategy Area	3

**Table 10 - Geographic Distribution**

### **Rationale for the priorities for allocating investments geographically**

Funding will not be targeted specifically for any geographic areas, it will be used throughout the city of Phoenix in low-income areas. Projects located in identified Neighborhood Initiative and Redevelopment Areas may receive preference in Request for Proposal processes.

Note - the Phoenix Enterprise Community NRSA is a subset of the Phoenix Promise Zone

### **Discussion**

## Affordable Housing

### AP-55 Affordable Housing – 91.220(g)

#### Introduction

The need for affordable housing in Phoenix for lower-income persons with a broad range of needs is well documented. The activities proposed to be supported with HOME and HOPWA funds are all housing priority activities as described in the 2015-2020 Consolidated Plan.

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	45
Special-Needs	557
Total	602

Table 11 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	302
The Production of New Units	195
Rehab of Existing Units	15
Acquisition of Existing Units	0
Total	512

Table 12 - One Year Goals for Affordable Housing by Support Type

#### Discussion

HOPWA funds for affordable housing will support 332 special needs households with 272 of those households supported through either project based or tenant based rental assistance. The remaining 60 households are supported through transitional and/or short term housing.

HOME funds for affordable housing will support 45 non-homeless households and 225 special needs households. Of the special needs households, 30 will be supported through tenant based rental assistance and 195 through production of new units. Of the non homeless households 15 will be supported through rehab of existing units. The remaining 30 non homeless households will be supported through direct closing cost/down payment assistance to homebuyers.

## **AP-60 Public Housing – 91.220(h)**

### **Introduction**

Unlike most areas in the country, Phoenix's Public Housing Authority (PHA) is contained within the governmental structure of the City of Phoenix as its Housing Department. The majority of the Housing Department's activities are those of a traditional PHA. The Housing Department Director reports to an executive in the City Manager's Office who then reports to the City Manager. All Housing Department employees, including those who provide public housing services, are hired in accordance with the City's civil service rules and regulations.

Contracting and procurement by the Housing Department is also accomplished through the City's Administrative Rules. Any federal considerations are incorporated into the contracting and procurement processes. Services benefitting the Housing Department and its tenants that are funded by the City of Phoenix include various recreation programs through the Parks and Recreation and Library departments and case management services from the Human Services Department.

Any proposed development sites, which are selected in accordance with the relevant policies in the Consolidated Plan, must be approved by the City Council before they are purchased. The City's Five Year and Annual Public Housing Authority (PHA) Plan is also approved by the City Council.

### **Actions planned during the next year to address the needs to public housing**

The City is diligent in its efforts to maintain its public housing units. The Housing Department works diligently to maintain the high standards set by HUD's assessment program. Capital improvements to the buildings and grounds serving public housing residents are funded by HUD's Capital Fund Program (CFP). In order to maintain the condition of the City's assisted housing stock, the Housing Department prepares a five-year and annual modernization plan. Physical Needs Assessments are conducted and rehabilitation needs are determined and prioritized according to available funding in the plans.

For the 2016-17 Fiscal Year the City has submitted an Annual Statement to HUD for the CFP formula grant for \$2,500,621 to continue the modernizing of public housing units and to meet the overall objective of maintaining decent, safe and sanitary housing conditions. Some of the activities in the modernization plan include: remodeling of single family scattered site homes, appliance replacements, roof repair and coating, parking lot repairs and interior remodeling of apartments. These renovations will impact over 267 apartments and 35 single-family homes in our public housing rental programs.

Over the last fourteen years, housing stock has aged and the need for improvements, rehabilitations and replacements has increased. The Housing Department has had a substantial reduction in CFP funding over the last several years and that has greatly impacted the department's ability to complete capital improvements. The CFP funding has decreased from a high in 2001 of \$4,622,130 to \$2,370,289 in 2014. The reduction of CFP funds has limited the City's ability to execute its five year plan as intended and

eliminated the City's ability to take on high dollar improvements such as kitchen remodels in senior housing sites. Future CFP funding levels will be critical to the PHA's ability to maintain its aged housing stock.

In the last year, the Housing Department has used its CFP funds at its senior housing sites to replace access control systems, installing a high efficiency boiler for domestic hot water at the City's 156-unit Pine Tower Apartments, remodeled interiors at our Foothills Village Apartments, repaved the parking lots at our Sidney P. Osborn multi-family site, replaced balcony railings at our Washington Manor facility and completed design and bidding for an ADA remodeling project at our Foothills Village Apartments. Design work was also completed for the remodeling of our studio apartments at Pine Tower Apartments. A Green Physical Needs Assessment was also conducted on public housing units. In a partnership with the Suns basketball organization and APS we also received grant funds to replace a basketball court and surrounding areas at our Sidney P. Osborn site.

A HOPE VI grant of \$20 million was awarded for the Frank Luke Addition (FLA) Apartments, a 138-unit distressed public housing complex that was demolished and will be replaced with 250 units of mixed income housing. Phase I of the FLA HOPE VI project, now renamed Aeroterra, consists of 60 units of housing for seniors and persons with disabilities; this development is complete and 100% occupied. Phase II will develop a mixed-income community consisting of 56 new units, 36 of which are public housing units and 15 of which are Section 8 Project-Based vouchers. Phase III will develop a mixed income community consisting of 74 new units, 34 of which are public housing units and 33 of which are Section 8 Project-Based vouchers dedicated to homeless families. A community center that will focus on community and supportive services will be built on site. Phase II, Phase III and the community center are in the process of development utilizing an award of Low Income Housing Tax Credits (LIHTC) and are anticipated to be complete by December 2016.

### **Actions to encourage public housing residents to become more involved in management and participate in homeownership**

The Housing Department has been approved to sell one hundred homes from the City of Phoenix public housing portfolio to low-income first-time homebuyers. Families must maintain the home as their permanent residence for ten years to receive a forgivable down payment assistance loan equal to a 20% discount off the home's appraised value. At least 15 families have received down payment and closing cost assistance in 2015/2016. The Department will be seeking additional authority to expand this program by 215 homes, and hopes to assist more than 50 families in 2016/2017.

### **If the PHA is designated as troubled, describe the manner in which financial assistance will be**

## **provided or other assistance**

N/A

## **Discussion**

The Housing Department is fully committed to programs that promote economic opportunity and social integration for residents of public and assisted housing. The Housing Department started its resident development programs in 1989 and now has more than 1,000 residents participating in one or more activities. Due to funding and program changes, the Housing Department has evaluated all resident activities and has chosen to focus its limited resources on programs that encourage self sufficiency for all families.

The Housing Department administers a Family Self Sufficiency (FSS) Program with dedicated case management staff who link assisted-housing families to social services that promote economic growth and financial independence. To date, well over 100 participants have become homeowners since October 21, 1998. The Housing Department has four computer centers at family and five at senior public housing communities. These centers offer technology enrichment and resources for households who do not have personal access to a computer or the internet. Open lab and directed activities are available. Each Senior Housing facility has an on-site service coordinator dedicated to assisting elderly and disabled residents in maintaining independent living. The coordinators provide or coordinate with local resources assistance for residents with: business and/or medical correspondence, meals, emergency food boxes, counseling, transportation, nutrition, employment, financial and medical assistance, housekeeping, etc.

The Community and Supportive Services Program (CSS) embraces a holistic revitalization process at HOPE VI properties in partnership with the developer and property management team by furnishing the social services that improve the quality of life within the new homes. This is done through case management and a Coalition of over 50 social service, employment, educational and health care providers. The goals for the program include 1) Increasing the potential for self-sufficiency; 2) Enhancing the quality of resident lives; 3) Providing a support system that will assure effective advocacy; and 4) Providing linkages into programs to address any barriers to success. Additionally, CSS has an Early Childhood Education and Health Initiative component. Parents of children ages 0 -5 are encouraged to enroll their children in a best-practice early childhood education system. The Health Initiative Program is an interactive program that promotes behavior and lifestyle changes including cooking healthier and exercising.

## **AP-65 Homeless and Other Special Needs Activities – 91.220(i)**

### **Introduction**

The city of Phoenix is highly engaged in local and regional planning efforts and activities to reduce and end homelessness. Outcomes are achieved through collaborations and partnerships with internal and external partners from diverse fields and organizations. Internally, City departments including Housing, Human Services; Neighborhood Services, 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, and 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 sub recipient organizations.

### **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 supports the delivery of outreach services utilizing ESG funds through sub recipient contracts established in July 2013 for up to five years. The partnership between the Human Services and Housing departments connects up to 75 unsheltered homeless individuals to permanent housing through outreach, housing stabilization and support services, and rent/utility deposits and rent subsidies.

In addition, city staff provides direct outreach and engagement services through an innovative partnership between the Human Services, Police, Neighborhood Services, and Public Works departments, which joined forces to address significantly increased numbers of homeless encampments throughout the city. The newly formed city team, in partnership with community based crisis intervention and outreach providers work in coordination to eliminate homeless encampments and reconnect individuals to housing and services through a combination of support, enforcement and abatement strategies.

Finally, the city leads the Maricopa County Outreach Collaborative which develops and supports implementation of the regional Standards of Excellence for street outreach services and coordinates



regional outreach activities and initiatives. The city also supports and participates in Project Connect events coordinated by the Valley of the Sun United Way to connect or reconnect persons experiencing homelessness with services.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

The City utilizes federal ESG and CDBG funds as well as City general funds to support emergency shelter services for individuals, families and unaccompanied youth experiencing homelessness. Since FY 2006-07, the city has partnered with United Methodist Outreach Ministries (UMOM) to operate emergency shelter at the City's Watkins shelter facility for up to 17 families and single women experiencing homelessness each night. Services include emergency shelter, storage for personal belongings, personal hygiene items, clothing, and showers. Hot meals are served each night through partnerships with local faith-based organizations and an on-site cook. Guided reading and recreation time is provided to children residing at the shelter through a City sponsored employee volunteer program. UMOM utilizes a variety of additional resources to provide case management and housing services to program participants.

The City also supports emergency shelter services for individuals and families through multiple subrecipient contracts with non-profit providers including Central Arizona Shelter Services (450 single individuals); The Salvation Army (11 families); UMOM New Day Center (76 families); Chrysalis (320 families who are victims of domestic violence), and Tumbleweed Youth Development (10 unaccompanied youth).

In alignment with the Maricopa Continuum of Care, the City supports regional efforts to minimize the length of time homeless through a Housing First approach. To achieve this goal, the City is prioritizing resources to rapid rehousing interventions, which tend to be more flexible and efficient than traditional transitional housing models, which can be time and resource intensive.

### **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 Maricopa County region has implemented a Coordinated Entry System with the goal of prioritizing resources to those who are most vulnerable and minimizing length of time homeless. The Maricopa County System includes four primary points of entry: 1) The Family Hub for families with children; 2) the Welcome Center for single men and women; 3) Centralized Screening for victims of domestic violence;

and 4) an entry point for unaccompanied youth (in progress). The Continuum of Care has adopted the Service Prioritization Decision Assessment Tool (SPDAT) as the regional housing needs assessment tool. Individuals, families and unaccompanied youth are being prioritized for housing and services based on acuity, chronicity and length of time homeless.

In the coming year, the Housing and Human Services departments will begin providing permanent supportive housing to 33 chronically homeless individuals and families with a preference for veterans at the newly rehabilitated Aeroterra (formerly Frank Luke) Public Housing community. Participants will be identified and referred through the regional Coordinated Entry System serving the CoC. Two full-time Housing Based Case Managers supported by local funds will be stationed on-site to provide housing stabilization and support services to this population.

The Human Services and Housing Departments will continue their partnership with the Veterans Administration (VA) in the coming year to support move-in assistance and rent/utility deposits for Veterans receiving VASH vouchers. Through this partnership, the lease-up process has decreased to as little as 30-days from identification to housing. The city will also continue leadership of the 25 Cities initiative to end homelessness for all veterans.

**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 Human Services department addresses housing and service needs through various services and programs. The three Phoenix Family Services Centers maintain year-round capacity for providing financial assistance to clients through a voucher system, by utilizing a broad base of funding resources. Through this voucher system, Family Services Center staff are able to assist clients with eviction and foreclosure prevention services, as well as assist families move into more affordable or adequate living environments by assisting with move-in deposits and rental assistance. The department also partners closely with the organizations that provide behavioral health and detox services to individuals and

families in crisis.

## **Discussion**

The focus of the 2016-17 year for the City of Phoenix is the impact of innovative collaboration and partnerships focused on regional impact. Through work with the Continuum of Care, the region is aligning contracted services for Emergency Shelter, Outreach and Rapid Re-Housing through the ESG Collaborative. This alignment will improve regional reporting and will enable providers to utilize consistent measurements and report the same outcomes regardless of the funding source. This alignment will ultimately lead to the ability to “right size” interventions and ensure resources are utilized where they are needed most.

**AP-70 HOPWA Goals – 91.220 (I)(3)**

<b>One year goals for the number of households to be provided housing through the use of HOPWA for:</b>	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	65
Tenant-based rental assistance	175
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	97
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	60
Total	397

## **AP-75 Barriers to affordable housing – 91.220(j)**

### **Introduction**

This narrative explains the degree to which the cost of housing incentives to develop and maintain affordable housing are impacted by public policies that could include, but are not limited to, tax policies, land use, zoning ordinances, building codes, fees, growth limits and other policies.

However, the public policies stated above serve as an important function in controlling the type and quality of growth in Phoenix. The City has knowingly chosen to require that housing developments within Phoenix adhere to specific policies governing overall City quality of life as well as high quality housing products.

### **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 may undertake any of the following actions to help foster the removal of barriers for affordable housing production. Actions to implement the strategies may vary during this reporting year:

- Ongoing availability of down payment and closing cost assistance for first-time homebuyers at or below 80% area median income
- Ensure housing needs of special needs populations are met by setting aside funding for specialized projects
- Competition for Low-income Housing Tax Credits (LIHTC) for the purpose of replacing aging public housing units with new, energy efficient units
- Acquisition of properties by the City through its non-profit organization, Phoenix Residential Investment Development Effort (PRIDE)
- Inclusion of a refinancing option using HOME funds for non-profit developers/owners of affordable housing who include major rehabilitation to the property
- Willingness to provide loan modifications for City loans when cash flow problems are not caused by poor financial or property management
- Provide HOME and CDBG funds for aging properties with rent restricted units which need major rehabilitation
- Participation in Choice Neighborhoods Program by which public housing units can be increased and replaced with updated units
- City Council authorization of fee waivers and expedited services for affordable housing

development

- Project-based Section 8 Housing Choice Vouchers and public housing units
- Utilization of VASH Vouchers

## **Discussion**

In order to overcome the barriers individual lower-income homebuyers face trying to accumulate sufficient funds to purchase housing, the Housing Department provides funding for down payment and closing costs in the form of soft second loans. The City assists lower-income homebuyers to overcome these barriers by developing homeownership programs that are effective in assisting families to purchase homes.

The City of Phoenix Housing Department submitted a Choice Neighborhoods (CN) Planning Grant application to HUD in February 2016. The CN Planning Grant program provides funds to assist applicants in completing a comprehensive neighborhood planning process aligned with the three core goals of Choice Neighborhoods (Housing, People, and Neighborhoods). The two year grants will support the development of a comprehensive Transformation Plan. The target area for CN is the Edison-Eastlake Choice Neighborhoods Community, which includes three public housing target properties: Sidney P. Osborn, Frank Luke Homes and A.L. Krohn Homes. The City intends to continue focusing on redevelopment of its aged, obsolete public housing communities including the three in the CN target area. The City will also apply to the HUD Rental Assistance Demonstration (RAD) Program to further enhance and sustain properties within its portfolio.

The Open Doors Initiative Loan Program launched in September 2010 and is a City-wide program targeting first-time homebuyers. Eligible families receive up to \$15,000 down payment assistance zero percent interest loan and must use the home as their primary residence during the period of affordability. The Housing Department contracted with HUD-approved counseling agencies to provide pre- and post-purchase counseling; assist the family in obtaining a mortgage and work with lenders and title agencies to help families through the escrow closing.

Phase I of the Frank Luke Addition HOPE VI project, Aeroterra Senior Village, consists of 60 housing units for seniors and persons with disabilities. This development is complete and 100% occupied. The next two phases of the Aeroterra development are currently funded with a LIHTC allocation and are expected to be complete by the end of 2016.

The City has also increased affordable units by overcoming barriers that limited the City from certain acquisition opportunities through the creation of the Phoenix Residential Investment Development Effort (PRIDE) Board, a 501c3 nonprofit agency. PRIDE was created by the City to pursue development or acquisition opportunities to increase the supply of affordable housing for low- and moderate-income families. As a non-profit entity, PRIDE is able to access various funding sources not directly available to

the City or to acquire/construct single- and multi-family housing.

The Housing Department may consider refinancing as an investment strategy for acquisition and/or rehabilitation of affordable rental projects sponsored by nonprofit housing developers. Priority will be given to projects already supported by City funds. While refinancing may be an eligible activity in the preservation of affordable rental housing, it will not be eligible as the primary purpose of the Department's refinancing investment strategy. "Taking out" or "cashing out" by developer/borrower of capital equity will not be permitted under the Department's refinancing investment strategy.

## **AP-85 Other Actions – 91.220(k)**

### **Introduction**

This narrative provides details on how the City of Phoenix is addressing community need through other actions not previously identified in the Annual Action Plan.

### **Actions planned to address obstacles to meeting underserved needs**

The City of Phoenix Housing Department is facing a great challenge in serving families at 0% to 50% of median income. The city's wait lists for all its assisted housing programs – public housing, senior housing, and the Housing Choice Voucher program – have many more families than can be served in a reasonable length of time. After purging of the list the Housing Choice Voucher Program Wait List the Housing Department will be opening the waitlist in May until 10,000 applications are received. Public housing wait lists totals 28,424. The waitlist for Phase 2 of the Frank Luke Addition HOPE VI project was opened in April, over 500 applications were received for 56 apartment units. According to the 2015-2020 Consolidated Plan, virtually every agency serving persons with special needs (i.e., frail elderly, homeless, victims of domestic violence, persons with disabilities, persons living with HIV/AIDS, etc.) consistently report a high unmet need for affordable housing. These agencies receive numerous calls every month from family members, caseworkers and clients seeking affordable housing.

Another indication of the housing affordability problem is found in a 2015 report by the National Lowincome Housing Coalition. In the report it was stated Arizona has only 21 affordable units available for every 100 households earning below 30% median income (Extremely Low Income). Over 80% of Arizona's Extremely Low Income renters face severe housing cost burden. For example, a family of four earning \$23,850 will spend over half of their earnings toward housing, leaving little to meet other critical needs such as food, clothing, utilities and transportation costs.

Additionally, in the Annual Report on Homelessness 2015 by the Arizona Department of Economic Security, actual shelter and street counts and data from the Homeless Management Information Systems throughout the state, indicate there are over 36,400 individuals who experienced homelessness in Arizona during SFY 2015. The largest population of individuals experiencing homelessness is in the urban community of Phoenix and the surrounding areas which account for slightly over 71% of the state's homeless population.

The availability of affordable housing for very-low-income individuals on minimum wage or living on SSI payments is quickly diminishing. This unavailability of affordable housing at the very-low-income level can only exacerbate the problem of homelessness.

In order to strengthen the delivery system or fill gaps in services currently being provided, the City will encourage private participation in the form of nonprofit entities and additional leveraged funds. The City will also continue to build partnerships with other governmental agencies and municipalities facing



these regional problem.

### **Actions planned to foster and maintain affordable housing**

The City uses HOME and CDBG funds for the acquisition, construction and/or rehabilitation of affordable rental housing units. A public Call for Interest is released annually to invite the affordable housing development community to request funding. The City also works with the Phoenix Industrial Development Authority who provides tax-exempt bond funding and the State of Arizona Department of Housing which provides Low-income Housing Tax Credits to create affordable housing opportunities in Phoenix.

The resulting affordable housing units compliment the continuum of housing bridging the availability of affordable housing choices between market rate and public housing. Affordable Housing program goals include: Preservation of Housing Department investments (and avoid HUD repayment requirements) and achieve continued affordability; Improvement of distressed (crime or blight), foreclosed properties; Creation and expansion of long term affordability; Investment in location-critical properties, such as those near employment centers and transportation as well as in areas lacking affordable rental units; Leveraging of federal funding with private equity and investment.

The Housing Department administers a down payment assistance program for first-time homebuyers, the Open Doors Initiative Loan Program. Eligible families can receive up to \$15,000 in down payment assistance in the form of a zero interest due on sale loan as long as the home remains the family's principal residence during the fifteen-year affordability period. The Housing Department contracts with HUD approved counseling agencies to provide pre- and post-purchase counseling; assist the family in obtaining a mortgage, and work with lenders and title agencies to help families through the closing.

Persons in the low and moderate income ranges face barriers such as: a) the inability to accumulate enough funds for down payment and closing costs; b) lack of knowledge on how to purchase a home, and c) inadequate credit histories or difficulty meeting qualifying criteria.

The City funds homeownership assistance programs that: provide down payment/closing cost assistance as 0% interest soft-second loans; construct new homes in neighborhoods undergoing revitalization as part of comprehensive efforts; utilize mortgage financing as a vehicle to lower interest rates; and increase overall community participation in developing homeownership opportunities. Annual Action Plan 2015 69 OMB Control No: 2506-0117 (exp. 07/31/2015)

The Housing Department's homeownership programs help assisted-housing residents and the general public become first-time homeowners by providing the following:

- Pre-purchase Home Buyers' Education: This eight hour class provides families with the basics of buying and owning a home including renting versus owning; predatory lending; mortgage terms,

and the importance of credit and basic credit repair.

- Financial literacy: Families may choose a financial literacy program that meets their needs, however, families must establish a budget upon completion of training.
- One-on-One pre-purchase homeownership counseling: A HUD-approved counseling agency reviews family credit, debts and income, and helps prepares families to successfully obtain a mortgage and guide them through the purchasing process.

### **Actions planned to reduce lead-based paint hazards**

The reduction of Lead Based Paint (LBP) hazards is a continuing priority and objective in Phoenix. Phoenix housing rehabilitation programs funded with HUD resources provide assistance to homeowners to protect children and their families from the hazards of lead-based paint. Initial home rehabilitation procedures have EPA certified Lead Based Paint (LBP) inspectors perform inspections/assessments to test for lead hazards on properties built prior to January 1st, 1978. As needed, EPA certified lead abatement contractors provide remediation and abatement of lead hazards while residents are temporarily relocated until the unit has passed clearance. EPA certified housing rehabilitation specialists prepare scopes of work and monitors all work performed. Lead-safe housing units are listed in a publicly accessible rental registry website.

The city conducts a bi-level educational program with its partners for parents of high-risk children and leaders in communities at high-risk for lead poisoning and a professional level educational process for physicians, nurses, housing staff, teachers, landlords and other key persons. The objective is to reduce the exposure of children to lead hazards through interventions that can be accomplished by parents and to encourage safe maintenance of lead paint in older housing.

The city collaborates with county and state health service departments to provide parent/caregiver education for any child with an elevated blood lead level, deliver a comprehensive environmental investigation for any child identified to have a moderate to severe blood lead level, and sharing data with the City, such as information about blood lead level results, unusual lead sources, or areas with high lead poisoning rates. These partnerships serve to advance policies and programs that will reduce lead exposures and fully eliminate environmental lead hazards in Arizona.

### **Actions planned to reduce the number of poverty-level families**

Family Self Sufficiency Program - The City's Housing Department use CDBG funds in combination with other public and private funds for counseling, education, on the job training, and job placement of

public housing tenants. The goal is to assist tenants to become self-sufficient and transition out of public housing.

**The Earned Income Tax Credit (EITC) Campaign** - The City of Phoenix Human Services Department continues to administer a Volunteer Income Tax Assistance (VITA) program focusing on assuring low-income households receive free tax preparation services including filing for the Earned Income Tax Credit (EITC). EITC has been proven to be the largest and most effective antipoverty programs in our nation. In 2015, reports indicate the 238 volunteers prepared returns for 4,480 households with over \$6.2 million in federal returns. The refunds not only provide financial relief to the recipients, but are an economic benefit to the entire community.

**Family Services Centers**-The Human Services Department offers a variety of social services to low-income households, experiencing crisis. Services are provided through three family services centers, geographically dispersed throughout the city. The Family Services Centers maintain year-round capacity for providing financial assistance to clients through a voucher system, by utilizing a broad base of funding resources. Through this voucher system, Family Services Center staff are able to assist clients with utilities, eviction and foreclosure prevention services, as well as assist families move into more affordable or adequate living environments by assisting with move-in deposits and rental assistance.

**Rapid Re-Housing** - COP will provide Rapid Re-housing Services to those clients who meet the Category 1 definition of Homeless by targeting chronically homeless individual veterans participating in the VASH program, and homeless individuals and families.

**Faith-Based Initiative** –This collaboration, which comprises of an interfaith advisory workgroup of faith leaders, has identified four areas of concern including: domestic violence, human trafficking, homelessness and immigration. In FY 2016-2017, staff will work with the advisory group to continue reaching out to the broader faith community, forming partnerships and supporting efforts around the four concern areas. Staff's role is to act as convener, trainer and resource provider.

### **Actions planned to develop institutional structure**

The city of Phoenix works closely with its public nonprofit and private partners in order to develop institutional structure. The opportunities described below will be explored in order to further develop the institutional structure:

Explore alternative funding sources to tackle affordable housing, homeless, supportive housing and non-housing demand. Deliver focused technical assistance to encourage affordable housing for lower income persons in addition to special needs and homeless persons as well as priority community development needs. Continue to foster the participation of an increasing number of private and non-profit entities to deliver affordable and special needs housing. Increase and fortify partnerships with the development

community to focus and innovatively attend to affordable housing needs and issues. Utilize public funds with other private, non-profit, foundation and other alternative sources to stimulate affordable housing, homeless and special needs housing production as well as neighborhood revitalization and stabilization. Work cooperatively on homeless and supportive housing issues through the 'continuum of care' process. Pursue local sources of financing for priority affordable and special needs housing production, neighborhood preservation and community development.

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

The City's Housing Department conducts regular public forums to receive input from private and nonprofit housing developers. A List-Serve has been established to communicate with the housing community any updates, regulatory changes, available funding for housing development and public meetings related to housing development or services. Additionally, the Resident Services Section (RSS) has established a Coalition of Service Providers, a group of non-profit social service providers, to help connect low-income residents to services and resources.

The method for selecting HOPWA project sponsors is to conduct an open, competitive Request for Proposals process which includes providing full access to grassroots faith-based and other community organizations through outreach, meetings and communication through email list serve and on the Internet.

### **Discussion**

## Program Specific Requirements

### AP-90 Program Specific Requirements – 91.220(I)(1,2,4)

#### Introduction

#### Community Development Block Grant Program (CDBG)

##### Reference 24 CFR 91.220(I)(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.

1. 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	500,000
2. 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
3. The amount of surplus funds from urban renewal settlements	0
4. 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
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>500,000</b>

#### 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.	90.00%

#### HOME Investment Partnership Program (HOME)

##### Reference 24 CFR 91.220(I)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:

To maximize the effectiveness of formula grant funding, the City leverages program funding through forming working partnerships with various nonprofit organizations, private lending institutions, and

Annual Action Plan 85  
2016

other federal programs.

The City of Phoenix projects additional affordable rental units will be produced from the utilization of Program Income, HOPE VI and other federal funds, local funds such as General Obligation Bond funds, tax exempt bonds, State Housing Trust Funds and the Low-income Housing Tax Credit (LIHTC) Program, either through: 1) acquisition, 2) acquisition and rehabilitation, 3) rehabilitation of existing complexes, or 4) new construction of rental housing. These units will be located throughout the City. Program Income is generated by active loans within the City's loan portfolio with hard note payments and surplus cash payments.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

In the City's down payment assistance programs where the note is forgiven and deferred, the deferred amount is stated in the down payment assistance loan documents. The loan is secured through a recorded Deed of Trust. If the house is sold before the loan is completely forgiven and the period of affordability still remains, the City will recapture the HOME subsidy from available net sales proceeds.

In the City's down payment assistance programs where the note is due on sale of the home, the subsidy amount and term of the loan is stated in the down payment assistance loan documents. The loan is secured through a recorded Deed of Trust. If the house is sold before the HOME Program period of affordability is met, the City will recapture the HOME subsidy from available net sales proceeds.

In the past, the City administered a Shared Equity Down Payment Assistance Loan Program (SEDAP) where upon sale and/or evidence of default as defined in the loan documents, the original down payment assistance loan plus or minus a percentage of the appreciation or depreciation will be due the City (also known as net sales proceeds). The percent appreciation/depreciation due is based on whether there is a gain or loss from a subsequent sale. If there is a gain, then the City will be paid its original loan plus a share of the appreciation based on the percentage of the City's shared equity loan to the total acquisition cost. If there is a loss, then 100% of such amount will be reduced from the City's original down payment assistance loan.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Under the City's 1st Time Homebuyers Program where the City holds the mortgage, the City will recapture the HOME subsidy from available net proceeds from owners who sell their property before the Period of Affordability expires. To ensure that the intent of the HOME program affordability period is met, the City files a Deed of Trust for each property. Since the City is the Deed

and mortgage holder, any sales transaction will require the City's participation. The City also requires that a Deed of Trust and Declaration of Affirmative Land Use Restrictions (or Special Warranty Deed) be recorded.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

The Housing Department may consider refinancing as an investment strategy for acquisition and/or rehabilitation of affordable rental projects sponsored by nonprofit housing developers with a minimum HOME investment of \$1,000 per unit. All rehabilitated units must meet the City of Phoenix Minimum Property Standards. Priority will be given to projects already supported by City funds. While refinancing may be an eligible activity in the preservation of affordable rental housing, it will not be eligible as the primary purpose of the Department's refinancing investment strategy. "Taking out" or "cashing out" by developer/borrower of capital equity will not be permitted under the Department's refinancing investment strategy.

Nonprofit housing developers may be eligible to refinance existing debt using Housing Department funds when rehabilitation of the project and refinancing is necessary to create or continue long-term affordability rental restrictions. Through an application process, projects must provide a management plan and 15 year proforma. City staff will review and underwrite the project to determine feasibility. Aspects such as property management, financial need, long term financial feasibility, market demand and level of rehabilitation will be reviewed to determine the project feasibility. Housing Department funds utilizing federal block grant funds such as HOME Investment Partnerships Program cannot be used to refinance FHA loans and/or multifamily mortgage loans made or insured by any federal program including the Community Development Block Grant Program (CDBG). Projects must be developed by a nonprofit agency and located jurisdiction wide (anywhere within the City of Phoenix). The new investment must create additional affordable units and/or be used to maintain current affordable units.

All projects are subject to long-term affordability restrictions which limit resident incomes and rents based on levels of area median income (AMI) established annually by the U.S. Department of Housing and Urban Development (HUD). All units receiving Department refinancing assistance must be reserved for households below 60% of AMI. An affordability restriction of at least 30 to 40 years will be required on all units assisted through the refinancing investment strategy. Specific project requirements will determine period of affordability restriction.

### **Emergency Solutions Grant (ESG)**

### Reference 91.220(l)(4)

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

The city of Phoenix utilizes the applicable Standards of Excellence developed and approved through the Maricopa County CoC in the direct provision of ESG assistance. Likewise, the city contractually requires sub recipients to provide ESG assistance in alignment with applicable standards.

\*See attached Standards of Excellence

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

The CoC operates a Coordinated Entry (CE) system for all people experiencing homelessness. The Access Points use a common assessment tool to determine the housing intervention for the client(s). Questions are asked to determine if domestic violence is a factor. If so, victim safety is assessed. Client(s) may be referred to the DV Centralized Screening (CS) system, the parallel system for victims of domestic violence. A common assessment tool is also used by CS to assess first for safety and second for the appropriate referral. Safety is always the first consideration for victims. Once safety is addressed, then the housing assessment tool is administered by CE and referrals are made based on need. Client choice is considered when making the referral, many housing options are presented and the client makes the choice. Many DV providers were involved in the development of the CE system to ensure that victim safety and connection to the DV system and an array of housing options.

The Family Housing Hub serves as a single point of entry system for families experiencing homelessness in Maricopa County. The Family Housing Hub coordinates shelter and housing for 13 non profit agencies. The Welcome Center serves as the initial access point to engage single adult homeless individuals experiencing homelessness. The CoC approved the VI-SPDAT and Family VI-SPDAT as the common assessment tool for coordinated entry. Staff at the Family Housing Hub and Welcome Center, as well as other trained partners, administer the VI-SPDAT to determine which intervention best meets the needs of the individual or family. The access point then makes the referral to the housing and/or service provider based on the needs identified. People are first assessed for safety and, as appropriate, triaged to other systems of care for crisis or domestic violence.



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).

The current city of Phoenix ESG sub awards were granted through a competitive procurement process in FY 2013 for a one-year period with the option of four additional one-year renewal periods. Contracts are monitored annually for progress towards performance outcomes and compliance with federal, state and local regulations. The city works closely with sub recipients to provide training, technical assistance and ongoing support as needed.

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 city of Phoenix Human Services Commission, which serves as the Human Services Department's governing board includes representation of persons who are homeless or formerly homeless, and organizations which serve persons experiencing homelessness.

5. Describe performance standards for evaluating ESG.

Performance standards are included in the Standards of Excellence (attached) approved by the Maricopa County CoC and required for all ESG assistance activities. Sub awardees provide monthly demographic reports and quarterly performance reports to track progress towards annual outcomes.

# Standards for Emergency Shelters

## Performance Goals and Indicators

- ✓ **Standardized access:** At least 90% of new residents complete intake paperwork within 24 hours of program acceptance; within one week, a full assessment is completed with the family and a housing-based service plan is developed based on the unique needs of the household.
- ✓ **Prioritization:** 100% of shelter resources will be prioritized for families residing in unsafe circumstances (such as the streets, parks, with an abuser, etc.), regardless of acuity level.
- ✓ **Next-Step Housing:** At least 75% of the families leaving shelter will exit to rapid rehousing, transitional housing, or permanent housing.
- ✓ **Permanent Housing:** At least 30% of the families leaving shelter will exit to permanent housing.
- ✓ **Permanent Housing Retention:**  
We are awaiting HUD guidance on measuring returns to homelessness. This measure will be based on households exiting the homeless system for permanent housing and then returning to shelter within a specified time period.
- ✓ **Client Safety:** At least 80% of those who complete satisfaction surveys indicate that shelter provided a safe environment for their family members.

## Operating Standards

- ✓ **Approach:** Utilize a client-centered, strengths-based approach to case management (e.g. motivational interviewing).
- ✓ **Eligibility:** Families cannot be required to: Have completed treatment, be employed or at a particular income level, or be med-compliant to enter shelter.
- ✓ **Staffing:** Agency maintains a ratio of no less than 1 case manager/housing specialist to 20 family households.
- ✓ **Housing:** All families are assisted with creating a housing-based service plan which is updated over time based on the dynamic needs of the family households.
- ✓ **Income:** All families with are assisted in receiving all eligible public benefits (cash & non- cash) and/or achieving earned income.
- ✓ **Identification:** All families are assisted with obtaining all paperwork needed to access permanent housing. (ie. Social security cards, divorce decrees, DD214s, income or disability verification, etc.)
- ✓ **HMIS participation:** Shelter programs are fully implemented within the local HMIS system and data quality standards are upheld.
- ✓ **Governance:** Currently or formerly homeless individuals have

1

opportunities to provide feedback to the Board of Directors on the delivery of services

- ✓ **Family Separation:** Resources or referrals are in place that will shelter families without separation.
- ✓ **Compliance:** Shelter is compliant with Fair Housing and the Americans with Disabilities Act.
- ✓ **Food Safety:** Staff who prepares and serves meals has valid Food Handler's Cards; Commercial kitchens pass routine County inspection processes.
- ✓ **Client Rights:** Every family household is provided protocols for expressing grievances during shelter stay.
- ✓ **Client Confidentiality:** Shelter maintains documentation of every family household's shelter stay for at least 5 years and takes precautions to protect confidential client information. All resident records and information are kept confidential and shared only with purpose and informed written consent from the resident.
- ✓ **Length of Stay:** Housing-based service plans are designed to meet the unique needs of each family household and are designed to facilitate the shortest possible shelter stays.
- ✓ **Mandatory Reporting:** All staff are mandatory reporters of suspected abuse or neglect and comply with mandatory reporting statutes

## Suggested Practices

### **Approaches**

- ✓ Employ a harm reduction model.
- ✓ When possible, establish contact and ensure continuity of care with new programs or case managers, both interagency and intra-agency.
- ✓ When exiting family households to permanent housing, provide orientation to the neighborhood and ensure connections with local resources.
- ✓ Plan meals that adhere to or exceed USDA's Dietary Guidelines where applicable.

### **Staffing**

- ✓ Employ multilingual staff.
- ✓ Ensure that all staff are culturally-competent & sensitive.
- ✓ Employ multi-disciplinary team or partnership, including housing specialists who locate housing & navigate application processes.
- ✓ Provide training on emergency health response, mental health first aid, trauma informed care, motivational interviewing, harm reduction, secondary trauma, CPR, conflict resolution, & communicable diseases.

2

- ✓ Test for TB annually and on occasions of exposure.

**Data**

- ✓ Utilize standardized assessment to determine acuity levels of family households and inform the housing-based service plans.

## Discussion

## Attachments

## **Citizen Participation Comments**

### **2016/17 Annual Action Plan - Citizen Participation Comments**

**September 14, 2015**

**Ron Frisen**

**St. Luke's**

Central Arizona Shelter Services' seriously mentally ill clients average three months of homelessness, it takes too long to get this population housed. SMI end up in prison if there needs are not addressed. Mentally ill are the most vulnerable in the community.

**September 14, 2015**

**Shelia Harris**

**Shelia D Harris Consulting**

Recommends the city continue to use HOME for rental development. An emphasis should be placed on new development versus rehabilitation because new development results in more jobs and economic development for the city in general.

**September 14, 2015**

**Joel McCabe**

**Trellis**

Expressed a need for additional down payment assistance programs and homeownership programs for low income residents. Expressed a need for new construction of affordable housing and additional funds needed for economic development initiatives.

**September 14, 2015**

**JoEllen McNamara**

## **Desert Mission Neighborhood Renewal**

Expressed interest in the topics addressed by Mr. McCabe, particularly the need for down payment assistance programs. Also expressed an interest in an increase in the housing rehabilitation program limit of \$15,000 per home. (Note – the city does not have such a limit)

**September 14, 2015**

**Elizabeth Singleton**

**MASH**

Education of landlords as to the effects a crime-free property has on placing individuals with minor criminal history. Cited discrimination of peoples with prison records. Also expressed concern that the men's overflow shelter was only able to place two people with \$60,000 in grant funds. Cited a need for 2,000 additional affordable housing units and asked that more outreach to the developers be conducted. CASS sees 1500 people per day.

**September 14, 2015**

**Kellee Elliss**

**Chrysalis Domestic Violence Shelter**

Her workplace has 40 beds and 10 cribs and the agency is continuously full. Individuals transitioning from domestic violence shelters need long term supportive care in a comfortable location. Men make up 5% of DV victims and there is a lack of programming for them as well as the LGBTQ community.

**September 14, 2015**

**Darrel Christensen**

**ABIL**

Expressed a need for accessible/supportive housing. There are not enough accessible apartments to meet the need in the community. Funding for home modifications is appreciated and should be continued. He would like new affordable developments to be 100% accessible and cited a project currently under construction that is working toward that goal.



**September 14, 2015**

**Deborah Woodard**

**Southwest Behavioral Health**

Cited the need to bring support services to where the people who need the services reside. Expressed a need for integrated, coordinated and collaborative programs as well as a need for prevention programs. Expressed a challenge with housing market saturation. There is less availability and getting people qualified is difficult.

**September 14, 2015**

**Hilda Hernandez**

**Resident**

Expressed an interest in the Housing Rehabilitation or other programs to assist her with a historic home and rental property that she owns.

**EMAIL COMMENTS:**

**September 14, 2015**

**Patricia Garcia Duarte**

**Trellis**

Expressed an interest in additional funding for home ownership programs. Low- and moderate income buyers are not able to meet affordability requirements to buy homes in the current real estate climate. Buyers 80% and below AMI are at a disadvantage and need down payment and closing cost assistance.

**September 3, 2015**

**Marcia Karasek**

**Resident**

As a recipient of \$15,000 in down payment assistance, she expressed interest in more funds of this kind in central Phoenix and for homeownership programs in general, specifically Trellis.

## Grantee Unique Appendices

### 2016-2017 ANNUAL ACTION PLAN BUDGET

1. Community Development Block Grant (CDBG)
2. HOME Investment Partnership Program (HOME)
3. Housing Opportunities for Persons with AIDS (HOPWA)
4. Emergency Solutions Grant Programs (ESG)

The Budget is broken down into grant categories.

	CDBG	HOME	HOPWA	ESG	TOTAL
<b>Neighborhood Revitalization Owner-Occupied Housing Program</b>					
Housing Rehabilitation Program/Operations	2,057,760				2,057,760
Owner Occupied Housing Rehabilitation /Reconstruction	934,397	773,075			1,707,472
Hardship Assistance	246,840				246,840
Housing Development/Infill	423,497				423,497
Down Payment Assistance Program	100,000				100,000
Strategic Property Acquisition	140,450				140,450
<b>Rental Housing Programs</b>					
Homeless Prevention Rent Assistance	1,000				1,000
Rental Housing Rehabilitation	0				0
<b>Neighborhood Economic Development</b>					
Neigh. Economic Development Project Delivery	272,849				272,849
Neighborhood Commercial Development	1,000				1,000
<b>Neighborhood Coordination</b>					
Slum and Blight Accuision	1,000				1,000
Demolition	350,000				350,000
Graffiti Removal	855,798				855,798
Code Enforcement	1,227,113				1,227,113
CDBG Project Delivery	254,000				254,000
Environmental/Labor Standards Implementation	270,709				270,709
Neighborhood Revitalization Coordination	263,182				263,182
Abatement and Graffiti Coordination	500,000				500,000
Westwood Crime Prevention Activities	12,500				12,500
<b>Neighborhood Revitalization-Open Applications</b>					
Neighborhood Revitalization Housing Rehab Program	1,000				1,000
Infill Housing	1,000				1,000
Neighborhood Enhancement Program	560,751				560,751
Neighborhood Infrastructure Fund-Open Application	1,000				1,000
Neigh. Infrastructure/Enhancement Project Delivery	114,916				114,916
<b>SUB-TOTAL</b>	<b>8,578,262</b>	<b>773,075</b>			<b>9,363,837</b>
Public Services-RFP**	620,000				620,000
Public Facilities and Improvements-RFP	646,892				646,892
<b>SUB-TOTAL</b>	<b>1,266,892</b>				<b>1,266,892</b>

	CDBG	HOME	HOPWA	ESG	TOTAL
<b>Other Programs</b>					
Contingency	0				0
Housing Counseling, Landlord/Tenant Education and Mediation	196,579				196,579
Housing counseling-RFP	100,000				100,000
<b>SUB-TOTAL</b>	<b>296,579</b>				<b>296,579</b>
<b>Economic Development</b>					
Economic Development Operations	139,630				139,630
EXPAND Loan Pool	1,000				1,000
Management Technical Assistance	130,000				130,000
Economic Development-Open Application	1,000				1,000
<b>SUB-TOTAL</b>	<b>271,630</b>				<b>271,630</b>
<b>Housing Development</b>					
Housing Development Programs-Open Applications	1,000				1,000
Housing Development Operations	220,000				220,000
<b>HOME Programs</b>					
Multi-Family Rental Housing		1,591,001			1,591,001
Community Housing Development Org. Set-Aside		620,416			620,416
Special Projects		738,000			738,000
Family Self Sufficiency	455,000				455,000
<b>HOPWA Programs</b>					
Emergency Assistance Program			69,034		69,034
HOPWA Rental Assistance Program			1,475,524		1,475,524
HIV/AIDS Supportive Housing Program			861,835		861,835
Housing Information Services and Ombudsman			183,000		183,000
Permanent Housing Placement			44,218		44,218
Specialist Employment Services			118,075		118,075
<b>SUB-TOTAL</b>	<b>676,000</b>	<b>2,949,417</b>	<b>2,751,686</b>		<b>6,377,103</b>
<b>Homeless Assistance</b>					
Emergency Shelter Services				623,327	623,327
Rapid Re-Housing Services (HPRP)				529,989	529,989
Street Outreach				70,000	70,000
HMIS				8,000	8,000
<b>Human Services Core Programs</b>					
Walkins Emergency Shelter	394,000				394,000
Homeless Block	151,645				151,645
<b>SUB-TOTAL</b>	<b>545,645</b>			<b>1,230,385</b>	<b>1,776,030</b>
<b>Administration</b>					
Program Management, Coordination and Support	2,869,985	413,610	55,286	75,000	3,411,681
<b>SUB-TOTAL</b>	<b>2,869,985</b>	<b>413,610</b>	<b>55,286</b>	<b>75,000</b>	<b>3,413,881</b>
<b>TOTAL</b>	<b>14,517,493</b>	<b>4,136,102</b>	<b>1,842,885</b>	<b>1,231,316</b>	<b>21,705,805</b>
**Public Service Cap = 15%					

# Standards for Emergency Shelters

## Performance Goals and Indicators

- ✓ **Standardized access:** At least 90% of new residents complete intake paperwork within 24 hours of program acceptance; within one week, a full assessment is completed with the family and a housing-based service plan is developed based on the unique needs of the household.
- ✓ **Prioritization:** 100% of shelter resources will be prioritized for families residing in unsafe circumstances (such as the streets, parks, with an abuser, etc.), regardless of acuity level.
- ✓ **Next-Step Housing:** At least 75% of the families leaving shelter will exit to rapid rehousing, transitional housing, or permanent housing.
- ✓ **Permanent Housing:** At least 30% of the families leaving shelter will exit to permanent housing.
- ✓ **Permanent Housing Retention:**  
We are awaiting HUD guidance on measuring returns to homelessness. This measure will be based on households exiting the homeless system for permanent housing and then returning to shelter within a specified time period.
- ✓ **Client Safety:** At least 80% of those who complete satisfaction surveys indicate that shelter provided a safe environment for their family members.

## Operating Standards

- ✓ **Approach:** Utilize a client-centered, strengths-based approach to case management (e.g. motivational interviewing).
- ✓ **Eligibility:** Families cannot be required to: Have completed treatment, be employed or at a particular income level, or be med-compliant to enter shelter.
- ✓ **Staffing:** Agency maintains a ratio of no less than 1 case manager/housing specialist to 20 family households.
- ✓ **Housing:** All families are assisted with creating a housing-based service plan which is updated over time based on the dynamic needs of the family households.
- ✓ **Income:** All families with are assisted in receiving all eligible public benefits (cash & non- cash) and/or achieving earned income.
- ✓ **Identification:** All families are assisted with obtaining all paperwork needed to access permanent housing. (ie. Social security cards, divorce decrees, DD214s, income or disability verification, etc.)
- ✓ **HMIS participation:** Shelter programs are fully implemented within the local HMIS system and data quality standards are upheld.
- ✓ **Governance:** Currently or formerly homeless individuals have opportunities to provide feedback to the Board of Directors on the delivery of services

1

- ✓ **Family Separation:** Resources or referrals are in place that will shelter families without separation.
- ✓ **Compliance:** Shelter is compliant with Fair Housing and the Americans with Disabilities Act.
- ✓ **Food Safety:** Staff who prepares and serves meals has valid Food Handler's Cards; Commercial kitchens pass routine County inspection processes.
- ✓ **Client Rights:** Every family household is provided protocols for expressing grievances during shelter stay.
- ✓ **Client Confidentiality:** Shelter maintains documentation of every family household's shelter stay for at least 5 years and takes precautions to protect confidential client information. All resident records and information are kept confidential and shared only with purpose and informed written consent from the resident.
- ✓ **Length of Stay:** Housing-based service plans are designed to meet the unique needs of each family household and are designed to facilitate the shortest possible shelter stays.
- ✓ **Mandatory Reporting:** All staff are mandatory reporters of suspected abuse or neglect and comply with mandatory reporting statutes

## Suggested Practices

### **Approaches**

- ✓ Employ a harm reduction model.
- ✓ When possible, establish contact and ensure continuity of care with new programs or case managers, both interagency and intra-agency.
- ✓ When exiting family households to permanent housing, provide orientation to the neighborhood and ensure connections with local resources.
- ✓ Plan meals that adhere to or exceed USDA's Dietary Guidelines where applicable.

### **Staffing**

- ✓ Employ multilingual staff.
- ✓ Ensure that all staff are culturally-competent & sensitive.
- ✓ Employ multi-disciplinary team or partnership, including housing specialists who locate housing & navigate application processes.
- ✓ Provide training on emergency health response, mental health first aid, trauma informed care, motivational interviewing, harm reduction, secondary trauma, CPR, conflict resolution, & communicable diseases.
- ✓ Test for TB annually and on occasions of exposure.

### **Data**

- ✓ Utilize standardized assessment to determine acuity levels of family households and inform the housing-based service plans.

# Standards for Transitional Housing

*(Drafted by Standing Strong for Families 4.9.14; Revised 5.6.14; Revised 8.17.15)*

## Performance Goals and Indicators

- ✓ **Standardized access:** At least 90% of new families complete intake paperwork within 7 days of program entry; within two weeks, a comprehensive standardized assessment is completed with the family and an individualized **housing-based service** plan is developed based on the unique needs of the household.
- ✓ **Targeting:** **100% of the** transitional housing units are targeted based on the community-adopted standardized assessment tools.
- ✓ **Permanent Housing:** At least 80% of the families will exit to permanent housing.
- ✓ **Permanent Housing Retention:** We are awaiting HUD guidance on measuring returns to homelessness. This measure will be based on households exiting the homeless system for permanent housing and then returning to shelter within a specified time period.
- ✓ **Income:** At least 80% of the family households will maintain or increase the total household income between entry and exit of the program. In 2015-16 we will establish as baseline for the % of households increasing total income between entry and exit and then set performance goals to exceed the baseline.
- ✓ **Client Safety:** At least 80% of those who complete satisfaction surveys indicate that shelter provided a safe environment for their family members.

## Operating Standards

- ✓ **Approach:** Utilize a client-centered, strengths-based approach to case management (e.g. motivational interviewing).
- ✓ **Eligibility:** Families cannot be required to: be clean & sober, have completed treatment, be employed, or be med-compliant to enter programs.
- ✓ **Staffing:** Agency maintains a ratio of no less than 1 case manager/housing specialist to 20 family households.
- ✓ **Housing:** All families are assisted with creating a housing-based service plan which is updated over time based on the dynamic needs of the family households.
- ✓ **Income:** All families are assisted in receiving all eligible public benefits (cash and non-cash) and/or achieving earned income.
- ✓ **Identification:** All families are assisted with obtaining all paperwork needed to access permanent housing. (ie. Social security cards, divorce decrees, DD214s, income or disability verification, etc.)
- ✓ **HMIS participation:** Programs are fully implemented within the local HMIS system and data quality standards are upheld.

3

- ✓ **Alumni Involvement:** Avenues exist for alumni involvement in the delivery of supportive services.
- ✓ **Governance:** Currently or formerly homeless individuals have opportunities to provide feedback to the Board of Directors on the delivery of services.
- ✓ **Family Separation:** Resources or referrals are in place that will shelter families without separation.
- ✓ **Compliance:** Programs are compliant with Fair Housing, the Americans with Disabilities Act, the Landlord Tenant Act, and other applicable regulations.
- ✓ **Food Safety:** Staff who prepare and serve meals has valid Food Handler's Cards; Commercial kitchens pass routine County inspection processes.
- ✓ **Client Rights:** Every family household is informed of client rights including protocols for expressing grievances during program stay and potential reasons for involuntary exits from the program.  
**Client Confidentiality:** Program maintains documentation of every family household's shelter stay for at least 5 years and takes precautions to protect confidential client information. All resident records and information are kept confidential and shared only with purpose and informed written consent from the resident.
- ✓ **Length of Stay:** Individualized housing-based service plans are designed to meet the unique needs of each family household and are designed to facilitate the shortest possible program stays.
- ✓ **Retention:** Providers adjust program requirements and services for families with disabling conditions such as substance use and mental health disorders. Symptoms and/or behaviors related to such disabling conditions do not automatically result in program exit to homelessness.
- ✓ **Mandatory Reporting:** All staff are mandatory reporters of suspected abuse or neglect and comply with mandatory reporting statutes.

## Suggested Practices

### **Approaches:**

- ✓ Employ a harm reduction model. Providers recognize the prevalence of substance abuse and mental health disorders that have contributed to current or past episodes of homelessness and establish collaborative relationships with community partners to address such issues.
- ✓ When possible, establish contact and ensure continuity of care with new programs or case managers, both interagency and intra-agency.
- ✓ When exiting family households to permanent housing, provide orientation to the neighborhood and ensure connections with local resources.
- ✓ Plan meals that adhere to or exceed USDA's Dietary Guidelines where applicable.

### **Staffing:**

- ✓ Employ multilingual staff.
- ✓ Ensure that all staff are culturally-competent and sensitive.



- ✓ Employ multi-disciplinary team or partnership, including housing specialists who locate housing and navigate application processes.
- ✓ Provide training on emergency health response, mental health first aid, trauma informed care, motivational interviewing, harm reduction, secondary trauma, CPR, conflict resolution, & communicable diseases.
- ✓ Test for TB annually and on occasions of exposure.

**Data:**

- ✓ Utilize standardized assessment to determine acuity levels of family households and inform the housing-based service plans.

# Standards for Permanent Supportive Housing for Families

*(Drafted by Standing Strong for Families 5.29.14; Revised 8.17.15)*

## Performance Goals and Indicators

- ✓ **Targeting:** 100% of the HUD-funded Permanent Supportive Housing units are targeted based on the community-adopted standardized assessment tools.
- ✓ **Housing Stabilization:** Within two weeks of the lease start date, an Individualized Housing Stabilization Plan (IHSP) is developed based on the unique needs of the family household. At least 90% of the tenants retain permanent housing (remain in unit or exit to other permanent housing) after 6 months and 85% after 1 year.
- ✓ **Income:** At least 20% of the persons 18 or older will maintain or increase their total income from all sources as of the end of the operating year or upon program exit.
- ✓ **Tenant Satisfaction:** At least 80% of families who complete satisfaction surveys express satisfaction with the services provided by the program.

## Operating Standards

- ✓ **Supportive Services:** 1) Tenants have easy access to a comprehensive array of services designed to assist them in sustaining housing stability and productive lives in the community. 2) At minimum, service coordination and case management based on the IHSP must be offered to every family household. 3) Services are flexible and individualized to include mental health, substance abuse treatment, life skills development, money management, benefits enrollment, primary health care, legal assistance, job training/placement, and education as appropriate. 4) Written program agreements clarify the services available and roles and responsibilities of both the service provider and tenant.
- ✓ **Approach:** Service providers adopt a client-centered, strengths-based approach to case management (e.g. motivational interviewing) and use a harm reduction model. Providers recognize the prevalence of substance use and mental health disorders that have contributed to current or past episodes of homelessness and establish collaborative relationships with community partners to address such issues.
- ✓ **Staffing:** Agency maintains a ratio of no less than 1 case manager/service coordinator for every 13 family households. The intensity of services are based on the needs of the family household with a minimum standard of weekly contact initiated by the service provider and at least one monthly home visit.
- ✓ **Access to Housing:** To enter or retain housing, family households cannot be required to have completed a program, have had a shelter stay, be clean

6

- and sober or be med compliant, unless dictated by funding source.
- ✓ **Housing Selection:** Service providers ensure family households have choices among available housing units which meet the rent reasonableness guidelines and pass basic habitability and lead-based paint screenings.
  - ✓ **Lease:** Tenants have a lease with no limits on length of tenancy as long as terms and conditions are met. Participation in services cannot be a condition of tenancy, unless dictated by funding sources. No curfews or guest fees can be imposed.
  - ✓ **Tenant Notice:** All family households receive a copy of Arizona Tenants' Rights and Responsibilities.
  - ✓ **Tenant Involvement:** Avenues exist for tenant involvement in the delivery of supportive services.
  - ✓ **Governance:** Currently or formerly homeless individuals have opportunities to provide feedback to the Board of Directors on the delivery of services.
  - ✓ **HMIS participation:** Programs are fully implemented within the local HMIS system and data quality standards are upheld.
  - ✓ **Quality of Life:** The wellness of tenants is regularly measured through a community-adopted assessment tool (e.g. FSPDAT).
  - ✓ **Public Benefits:** All families with IHSPs are assisted in receiving all eligible public benefits (cash and non-cash) and/or achieving earned income.
  - ✓ **Client Rights:** Every family household is informed of client rights including protocols for expressing grievances during program participation and potential reasons for involuntary exits from the program.
  - ✓ **Client Confidentiality:** Program maintains documentation of every family household's Permanent Supportive Housing stay and takes precautions to protect confidential client information. All resident records and information are kept confidential and shared only with purpose and informed written consent from the resident. Upon exit, records are maintained for at least 5 years.
  - ✓ **Landlord Mediation:** Programs work with landlords and family households to mediate any landlord/tenant issues or leasing concerns that may jeopardize permanent housing stability.
  - ✓ **Mandatory Reporting:** All staff are mandatory reporters of suspected abuse or neglect and comply with mandatory reporting statutes.

## Suggested Practices

### Approaches:

- ✓ Individualized Housing Stabilization Plan (IHSP) service plans are updated over time, based on the dynamic needs of the family households.
- ✓ When possible, establish contact and ensure continuity of care with new

- programs or case managers, both interagency and intra-agency.
- ✓ When exiting family households to permanent housing, provide orientation to the neighborhood and ensure connections with contacts and local resources.
  - ✓ When possible, services should be coordinated with private landlords in scattered-site projects.
  - ✓ Ensure that leasing standards are transparent and focused on the hardest to serve, screening in rather than screening out.
  - ✓ Options beyond Permanent Supportive Housing, including more independent living situations, should be made available to tenants.

#### **Staffing**

- ✓ Employ multilingual staff.
- ✓ Ensure that all staff are culturally-competent and sensitive.
- ✓ Train on home visitation safety, emergency health response, secondary trauma, CPR, conflict resolution, communicable diseases, and mandatory reporting.
- ✓ Test for TB annually and on occasions of exposure.

#### **Data**

- ✓ Utilize standard assessment data to inform IHSPs.

# Standards for Rapid Rehousing

*(Drafted by Standing Strong for Families 5.8.14)*

## Performance Goals and Indicators

- ✓ **Targeting:** Rapid Rehousing units are targeted based on the community-adopted standardized assessment tools.
- ✓ **Housing Stabilization:** Within two weeks of the least start date, a comprehensive standardized assessment is completed with the household and an Individualized Housing Stabilization Plan (IHSP) is developed based on the unique needs of the household.
- ✓ **Permanent Housing:** At least 85% of households are able to maintain permanent housing upon program exit (when the subsidy and services end).
- ✓ **Permanent Housing Retention:** We are waiting for HUD guidance on measuring return to homelessness. This Measure will be based on the return to shelter (recidivism rate) of RRH households.
- ✓ **Income:** At least 85% of the family households are able to maintain or increase the household income from program entry to exit (when the subsidy and services end).
- ✓ **Client Satisfaction:** At least 80% of those who complete satisfaction surveys express satisfaction with the services provided by the program.

### Operating Standards

- ✓ **Supportive Services:** 1) Easy access to a comprehensive array of services designed to assist tenants in sustaining housing stability and productive lives in the community. 2) At minimum, service coordination and case management must be offered to every household. 3) Participation in services cannot be a condition of tenancy, unless dictated by funding sources.
- ✓ **Staffing:** Agency maintains a ratio of no less than 1 case manager/housing specialist to 20 households. The intensity of services are based on the acuity of the household with a minimum standard of one monthly home visit.
- ✓ **Access to Housing:** To enter or retain housing, households cannot be required to have completed a program, have had a shelter stay, be clean and sober or be med compliant.
- ✓ **Housing Selection:** Programs ensure households have choices within a geographic region among affordable housing units which meet the rent reasonableness guidelines and pass basic habitability and lead-based paint screenings.
- ✓ **Tenant Education:** All households will receive orientation on rights and responsibilities of tenancy and will receive a copy of Arizona Tenants' Rights and Responsibilities Handbook.
- ✓ **Program Duration:** IHSPs are designed to meet the unique needs of each family household. Re-evaluation is required, and continuation of the leasing subsidy is based upon family household needs for additional support in order to maintain permanent housing stability. Households must also meet the requirements of the funder.

- ✓ **Alumni Involvement:** Avenues exist for alumni involvement in the delivery of supportive services.
- ✓ **Governance:** Currently or formerly homeless individuals have opportunities to provide feedback to the Board of Directors on the delivery of services.
- ✓ **Public Benefits:** All households with IHSPs are assisted in receiving all eligible public benefits (cash and non-cash) and/or achieving earned income.
- ✓ **Client Rights:** Every family household is informed of client rights including protocols for expressing grievances during program participation and potential reasons for involuntary exits from the program.
- ✓ **Client Confidentiality:** Program maintains documentation of every family household's rapid rehousing stay for at least 5 years and takes precautions to protect confidential client information. All resident records and information are kept confidential and shared only with purpose and informed written consent from the resident.
- ✓ **Landlord/ tenant Mediation:** Programs work proactively with landlords and households to mediate any landlord/tenant issues or leasing concerns that may jeopardize permanent housing stability.
- ✓ **Mandatory Reporting:** All staff are mandatory reporters of suspected abuse or neglect and comply with mandatory reporting statutes.
- ✓ **Client Centered:** Adopt a client-centered, strengths-based approach to case management (e.g. motivational interviewing)
- ✓ **Harm Reduction:** Employ a harm reduction model. Providers recognize the prevalence of substance use and mental health disorders that have contributed to current or past episodes of homelessness and establish collaborative relationships with community partners to address such issues.
- ✓ **Referral:** When possible, establish contact and ensure continuity of care with new programs or case managers, both interagency and intra-agency.
- ✓ **Community Connections:** Provide orientation to the neighborhood and ensure connections with local resources

#### Suggested Practices

<p><b>Approaches</b></p> <ul style="list-style-type: none"> <li>✓ Continue to expand housing opportunities with local landlords.</li> <li>✓ Provide ongoing RRH specific training to service providers at least twice annually</li> <li>✓ Implement trauma informed care training for all staff.</li> </ul>	<p><b>Staffing</b></p> <ul style="list-style-type: none"> <li>✓ Employ multilingual staff.</li> <li>✓ Ensure that all staff are culturally-competent and sensitive.</li> <li>✓ Employ multi-disciplinary team or partnership, including housing specialists who locate housing and navigate application processes.</li> <li>✓ Train on home visitation safety, basic habitability &amp; lead-based paint inspections, emergency health response, secondary trauma, CPR, conflict resolution, communicable diseases, and mandatory reporting.</li> <li>✓ Test for TB regularly and on occasions of exposure.</li> </ul> <p><b>Data</b></p> <ul style="list-style-type: none"> <li>✓ Utilize standard assessment data to inform IHSPs.</li> <li>✓ Comply with HMIS data standards.</li> <li>✓ Merge various triaging</li> <li>✓ Establish baseline return to homelessness rate to set targets for RRH</li> <li>✓ Utilize data to determine utilizations costs</li> </ul>
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## Standards for Emergency Shelters

### Performance Goals and Indicators

- ✓ **Standardized Access:** At least 90% of new clients complete intake paperwork within 24 hours of program acceptance; within two weeks, a full assessment is completed with an individual and a housing-based service plan is developed based on the unique needs of the individual.
- ✓ **Prioritization:** Shelter will be prioritized for vulnerable individuals based on acuity and residing in unsafe circumstances (such as the streets, parks, with an abuser, etc.).
- ✓ **Permanent Housing:** The HEART Group will have data from Community Information and Referral by January 2016 to accurately report an exit rate.
- ✓ **Client Safety:** At least 80% of those who complete satisfaction surveys indicate that shelter provided a safe environment for them.
- ✓ **Returns to Homelessness:** This measure will be based on households exiting the homeless system and then returning to shelter within a specified time period.
- ✓ **Permanent Housing Retention:** We are awaiting HUD guidance on measuring returns to homelessness. This measure will be based on households exiting the homeless system for permanent housing and then returning to shelter within a specified time period. \*revisit data in one year to provide a baseline. Aspirational 5% decrease per year.

### Operating Standards

- ✓ **Coordination:** Where funder allows, each agency will provide 10 % of their beds for bridging through Coordinated Access.
- ✓ **Assessment:** All clients should be screened for diversion, given an orientation, and complete a basic intake within 24 hours.
- ✓ **Eligibility:** Clients cannot be required to be clean and sober, have completed treatment, be employed (or at a prescribed income level), or be med-compliant to enter shelter. When possible, shelters may make accommodations for people who may be under the influence of drugs or alcohol but are of no imminent danger to self or others. Clients cannot bring drugs or alcohol to the ES.
- ✓ **Staffing:** As community, complete basic safety protocol. Caseloads and services will be based on need. Agency maintains a ratio of a maximum of 30 clients to 1 case manager/housing specialist.
- ✓ **Alumni-Involvement & Governance:** Avenues exist for alumni involvement, employment opportunities, and peer support, in the delivery of supportive services for current participants. Agencies may seek input from formerly homeless individuals, and at least one individual will be invited to participate in governance activities.
- ✓ **Safety:** The safety of clients, volunteers, and staff will be prioritized
- ✓ **Involuntary Exits:** ES will reserve right for the involuntary exit of a clients for dire situations such as: putting themselves and/or others at risk, blatant disregard of client's right and responsibilities, and theft.
- ✓ **Compliance:** Shelters are ADA (Americans with Disabilities Act) and Fair-Housing compliant or reasonable accommodations are made.
- ✓ **Food Safety:** Staff who will prepare & serve meals must have a valid food handler card/certificate issued by any county in the State of Arizona, or have a valid card/certificate issued by an American National Standards Institute accredited food handler training program.
- ✓ **Documentation of Stay:** Shelter will maintain documentation of every client's shelter stay in order to provide homeless certification when needed through the Homeless Management Information System (HMIS).
- ✓ **Data:** will be confidentially shared upon client consent.
- ✓ Data collaboration with the appropriate tools shall be used for information tracking.

- ✓ **Grievance:** Every client is given protocols for expressing client rights during shelter stay.
- ✓ **Length of Stay:** Individualized Housing & Service Plans are designed to meet the unique needs of each individual housed and facilitate the shortest possible shelter stay.
- ✓ **HMIS Use:** Provider has fully implemented the program in local HMIS and actively participates in it.
- ✓ **Income:** All clients are assisted in receiving all eligible public benefits (cash & non-cash) and/or achieving earned income.
- ✓ **Mandatory Reporting:** All staff are mandatory reporters of suspected abuse or neglect and comply with mandatory reporting statutes.
- ✓ **Identification:** All clients are assisted with obtaining all paperwork needed to access permanent housing. (i.e. Social security cards, divorce decrees, DD214s, income or disability verification, etc.)
- ✓ Adopt a client-centered, strengths-based approach to case management (e.g., motivational interviewing).

### Suggested Practices

#### **Approaches**

- ✓ Safety training for staff and clients should focus in the areas listed below.
  - ✓ De-escalation
  - ✓ Substance abuse and signs
  - ✓ Symptoms of overdose
  - ✓ What to do in emergency situations
  - ✓ Emergency health response
  - ✓ Mental health first aid
  - ✓ Trauma informed care
  - ✓ Motivational interviewing
  - ✓ Harm reduction
  - ✓ Secondary trauma
  - ✓ CPR
  - ✓ Conflict resolution
  - ✓ Communicable diseases
  - ✓ Crisis Intervention
  - ✓ Cultural, gender, and sexual minority competency
- ✓ Policies should be in place for staff to connect clients to care. Services that should be offered are Detox, and/or substance abuse treatment.
- ✓ Create policies and procedures that connect and improve client services/interactions related to disciplinary actions.
- ✓ When possible, establish a warm hand-off.
- ✓ When exiting client households to permanent housing, provide orientation to the neighborhood and ensure connections with local resources.
- ✓ Plan meals that adhere to or exceed USDA's Dietary Guidelines.

#### **Staffing**

- ✓ Employ multilingual staff.
- ✓ Employ multi-disciplinary team or partnership, including housing specialists who locate housing & navigate application processes.
- ✓ Train on emergency health response, Traumatic Brain Injuries, secondary trauma, CPR, & communicable diseases.

- ✓ Test for TB annually & on occasions of exposure.
- ✓ Base case management ratio on acuity level.

#### **Systems Recommendations for Individuals**

##### **Data**

- ✓ Utilize standardized assessment to determine acuity levels of client households and inform the housing-based service plans.
- ✓ Use community data to inform community decisions.
- ✓ Establish protocols for standardized data sharing.

##### **Resources**

- ✓ Fund housing locators & navigators to allow for more seamless connections between shelters & permanent housing.
- ✓ Assist with transit and costs of moving.
- ✓ Establish a furniture bank with hot boxes for permanent housing move-ins.
- ✓ Develop a regional Emergency Shelter staff training program.

##### **Processes**

- ✓ Create a system of coordinated entry to quickly connect persons in shelter to next-step housing.
- ✓ Improve benefits application & receipt processes, including SSI processes connect & SOAR Coordination.
- ✓ Reduce processing time at housing authorities.
- ✓ Improve the identification and collection of "unknown client exits".



### Standards for Outreach Programs – Draft Three

**Personnel:** Send teams of 2 and no more than 4 (as needed), 18 or older.

**Qualifications:** Train on, at minimum, core values, physical & safety (including blood borne pathogens), boundaries, ethical guidelines, cultural competency, triaging, mental health & substance abuse symptoms, best practices, and housing assessment.

Teams should provide for language differences and should be trained to use all Continuum of Care approved tools.

**Self-Care:** Policies are in place to ensure outreach staff maintains personal physical & mental health well-being, boundaries, and limitations as applicable within their scope of work. Staff must be concerned with the safety of each individual situation. Self-care may include vitals checks, incentives for healthy choices, a staff therapist or referral program, continuous wellness program, etc.

**Availability:** Outreach occurs at all times and there is communication available 24/7, through the Continuum of Care collaborators.

**Services:** Quick access to crisis services should be provided. Teams should offer referrals, services & housing, including at minimum access to basic needs, shelter beds, IDs, physical & mental health care, substance use treatment and benefits and employment assistance. Client self-determination and client centered services are created, respected, and supported and no prerequisites are required for use of services. When possible, transportation should be provided. Priority should go to those who are most vulnerable in accordance with assessment tools, data and case managing standards.

**Coordination:** Collaboration with the Continuum- Coordinated Assessment and entry systems and community partners, including other faith-based outreach programs, service providers and housing providers. Participation in the AZOC is encouraged and promotes the sharing of resources, cross-training, transportation of clients and improved communication.

**Data:** Consistency and conformity for community wide data standards and sharing. Community should agree to Memorandum of Understanding in regards to streamlining data collection through Homeless Managing Information System (HMIS) and Continuum of Care approved tools, to include the Service Prioritization Decision Assessment Tool (SPDAT) and Vulnerability Index – Service Prioritization Decision Assessment Tool (VISPDAT).

**Continuing Education:** A central library of literature on best practices and ongoing education will be offered to encourage volunteer outreach recruitment and support by the National Alliance to End Homelessness. Training should be provided and required for outreach teams to be trained on all Continuum of Care approved tools, to include the Service Prioritization Decision Assessment Tool (SPDAT) and Vulnerability Index – Service Prioritization Decision Assessment Tool (VISPDAT). All outreach workers should be open to constantly learning from their clients.

**Compliance:** Provider is not on any Continuum of Care probation list.

### Performance Goals and Indicators

**Engagement:** Total persons engaged, and total of unduplicated engagements

**Targeting:**

**Services:** 50% of those engaged receive condition-specific services (e.g. mental health, substance use, physical health, case management) from outreach team or via linked provider.

**Successful Placements:** Of those who enter the program, 75% are placed into appropriate supportive environments.

**Housing Placements:** Of those who exit the supportive housing environment, 50% are placed into permanent housing.

**Effective Partnerships:** Of those who exit to permanent housing, 90% retain housing at 6 months, and 85% retain housing after one year.

Grantee SF-424's and Certification(s)



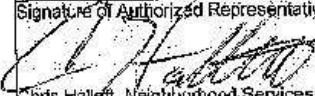
# SF 424

The SF 424 is part of the CPMP Annual Action Plan. SF 424 form fields are included in this document. Grantee information is linked from the 1CPMP.xls document of the CPMP tool.

## SF 424

Complete the fillable fields (blue cells) in the table below. The other items are pre-filled with values from the Grantee Information Worksheet.

Date Submitted: 5/13/16 (original submitted) 6/4/16 (resubmit)	Applicant Identifier	Type of Submission	
Date Received by State	State Identifier	<input type="checkbox"/> Application	<input type="checkbox"/> Pre-application
Date Received by HUD	Federal Identifier	<input type="checkbox"/> Construction	<input type="checkbox"/> Non-Construction
<b>Applicant Information</b>		<input checked="" type="checkbox"/> Non-Construction	<input type="checkbox"/> Non-Construction
Jurisdiction	City of Phoenix	UOG Code	40330
Street Address Line 1	200 W. Washington	Organizational DLNS	10629305
Street Address Line 2	4 <sup>th</sup> Floor	Organizational Unit	Municipality
City	Phoenix	Department	Neighborhood Services
ZIP	85003	Division	Administrative Services
County	Maricopa	Division	Administrative Services
Employer Identification Number (EIN)	85-6000256	County	
Applicant Type	Municipality	Program Year Start Date (MM/DD)	7/1/14
Specify the type if necessary		Specify the type if necessary	
U.S. Department of Housing and Urban Development			
Catalogue of Federal Domestic Assistance Numbers, Descriptive Title of Applicant Project(s), Areas Affected by Project(s) (cities, counties, localities etc.), Estimated Funding			
Community Development Block Grant		219 Entitlement Grant	
CDBG Project Title	City of Phoenix 2016-17 CDBG Application	Description of Areas Affected by CDBG Project(s)	City of Phoenix
CDBG Grant Amount	\$1,317,400	Additional HUD Grant(s) Leveraged Describe	
Additional Federal Funds Leveraged		Additional State Funds Leveraged	
Locally Leveraged Funds		Grantee Funds Leveraged	
Anticipated Program Income		Other (Describe)	
Total Funds Leveraged for CDBG-based Project(s)			
<b>HOME Investment Partnerships Program</b>			
HOME Project Title	City of Phoenix 2016-17 HOME Application	14,239 HOME	
HOME Grant Amount	\$4,135,102	Description of Areas Affected by HOME Project(s)	City of Phoenix
Additional Federal Funds Leveraged		Additional HUD Grant(s) Leveraged Describe	
Additional State Funds Leveraged		Additional State Funds Leveraged	
Locally Leveraged Funds		Grantee Funds Leveraged	

\$Anticipated Program Income \$600,000		Other (Describe)	
Total Funds Leveraged for HOME-based Project(s)			
Housing Opportunities for People with AIDS		14,241 HOPWA	
HOPWA Project Titles City of Phoenix 2016-17 HOPWA Application		Description of Areas Affected by HOPWA Project(s) City of Phoenix	
\$HOPWA Grant Amount \$1,842,885	\$Additional HUD Grant(s) Leveraged	Describe	
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged	
\$Locally Leveraged Funds		\$Grantee Funds Leveraged	
\$Anticipated Program Income		Other (Describe)	
Total Funds Leveraged for HOPWA-based Project(s)			
Emergency Solutions Grants Program		14,231 ESG	
ESG Project Titles City of Phoenix 2016-17 ESG Application		Description of Areas Affected by ESG Project(s) City of Phoenix	
\$ESG Grant Amount \$1,306,316	\$Additional HUD Grant(s) Leveraged	Describe	
\$Additional Federal Funds Leveraged		\$Additional State Funds Leveraged	
\$Locally Leveraged Funds		\$Grantee Funds Leveraged	
\$Anticipated Program Income		Other (Describe)	
Total Funds Leveraged for ESG-based Project(s)			
Congressional Districts of: 2,3,4,5,7		Is application subject to review by state Executive Order 12372 Process?	
Applicant Districts	Project Districts		
Is the applicant delinquent on any federal debt? If "Yes" please include an additional document explaining the situation.		<input type="checkbox"/> Yes	This application was made available to the state EO 12372 process for review on: DATE
		<input checked="" type="checkbox"/> No	Program is not covered by EO 12372
		<input type="checkbox"/> N/A	Program has not been selected by the state for review
<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No		
Person to be contacted regarding this application			
First Name - Rachel	Middle Initial - B.	Last Name - Milne	
Title - Grant Compliance Supervisor	Phone - 602.262.7369	Fax - 602.534.0008	
eMail - Rachel.Milne@Phoenix.gov	Grantee Website - www.phoenix.gov	Other Contact	
Signature of Authorized Representative		Date Signed	
		5/1/2016	
Chris Hallett, Neighborhood Services Director			