



**City of Glendale FY 2021-22 HUD
Consolidated Annual Performance & Evaluation
Report (CAPER)**

September, 2022

***Accomplishments and expenditures for
activities funded under the Community
Development Block Grant (CDBG) and
Emergency Solutions Grant (ESG) Programs***

***Public Comment Period: Thursday,
September 8, 2022 through Friday,
September 23, 2022. A copy of the final
report is accessible at:
glendaleaz.com/communityserviceplans***

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CR-05 - Goals and Outcomes

Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a). This could be an overview that includes major initiatives and highlights that were proposed and executed throughout the program year.

The City of Glendale continues its role as a leading innovator in developing new or improving existing programs that provide Glendale residents with affordable housing, viable neighborhoods, and quality living environments. The City receives annual allocations of Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and Home Investment Partnerships (HOME) Program funds from the U.S. Department of Housing and Urban Development (HUD) to provide critical funding that makes these programs possible. In FY 2021-22 the City received new allocations of \$2,459,350 in CDBG and \$211,275 in ESG from HUD on an entitlement basis, as well as \$686,496 in HOME funds as a member of the Maricopa HOME Consortium for a combined total of \$3,357,212 in new funding.

In addition to this new funding, this City continued to expend CDBG, ESG, HOME and Neighborhood Stabilization Program (NSP) funding carried over from FY 2020-21, including: \$2,696,704 in CDBG funds received through the CARES Act [\$964,059 (CDBG-CV1) and \$1,732,645 (CDBG-CV3)]; \$3,462,522 in ESG funds also received through the CARES Act [\$627,998 (ESG-CV1) and \$2,834,524 (ESG-CV2)]; \$2,785,687 in CDBG, \$296,471 in ESG, \$2,952,629 in HOME funds and \$818,024 in Neighborhood Stabilization Program (NSP) program income from prior years.

In all, the City of Glendale carried over \$13,012,037 in prior year funds from these sources. Combined with new funding provided, total HUD funding available at the beginning of the FY 2021-22 reporting period was \$16,369,158, of which \$6,216,878 (38%) was expended through June 30, 2022.

The City allocated or expended all this funding to eligible activities according to the following six goals in the City's approved 2020-24 Consolidated Plan:

1. Promote access to affordable housing
2. Increase access to homeless services and housing
3. Increase access to public services for vulnerable populations
4. Provide educational programs and business assistance
5. Enhance livability of neighborhoods
6. Affirmatively further Fair Housing regulations

Discussion of specific activities and expenditures are included subsequent sections of this report.

Specific activities that received allocations of new funds are included and discussed in detail in the City's 2021-22 Annual Action Plan (as amended). The City allocated \$2,459,350 in FY 2021-22 CDBG funds for: owner-occupied home repairs (both emergency and non-emergency); public services that benefitted the homeless and other vulnerable populations such youth, seniors, the severely disabled, fair housing and legal representation, as well as those experiencing food instability; demolition of unsafe structures; and improvements to the City's public housing units.

The City allocated \$211,275 in FY 2021-22 ESG funds to supplement its Master Services Agreement with Central Arizona Shelter Services (CASS) and its fourteen partnering agencies. In June, 2021 the City committed \$3.4 million from portions of the City's CDBG and ESG allocations as well as the City's ESG-CV1 and ESG-CV2 allocations to create a comprehensive set of services to homeless residents under a single umbrella network created and overseen by CASS. Each of the members of this network, known as the Glendale Homelessness Solutions Alliance (GHSA), can receive clients, provide a basic assessment and provide a warm handoff to one or more other members through CASS's "No Wrong Door" approach. Through the end of this reporting period, the GHSA has provided over 20,000 units of service, resulting in 852 households rehoused or

diverted from homelessness.

In addition to these programmatic improvements, the City continues to enhance its administrative capacity with various process and system improvements designed increase efficiency in service delivery, enhance reporting capacity and transparency, and improve its ability to actively manage contracts and realign resources quickly based on current and accessible data.

To accomplish these goals, the City further streamlined its grant allocation and procurement processes and purchased a customizable cloud-based project management platform that will be able to: organize project information; track allocations and expenditures by funding source, year, Consolidated Plan Goal, National Objective (for CDBG), activity type, among other important tracking criteria; allow program applicants, subrecipients and contractors to access their project information and request payments; and provide all financial and programmatic management functions necessary to comply with all regulations and seamlessly provide services to the community. Implementation of this system was ongoing throughout FY 2021-22 and will be completed in FY 2022-23.

Finally, during the FY 2021-22 reporting period, the City continued to work on projects funded with prior CDBG and ESG, and reallocated some of these prior year funds from projects that were completed under budget. Most of these unexpended funds will be used to finance a robust infrastructure effort in the City's low and moderate income areas that will be completed in FYs 2022-23 and 2023-24.

Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee's program year goals.

Goal	Category	Source & Amount	Indicator	Unit of Measure	Expected-Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected Program Year	Actual – Program Year	Percent Complete
Promote Access to Decent Affordable Housing	Affordable Housing /Public Housing	CDBG: \$2,062,195	Homeowner Housing Rehabilitation	Housing Units	353	190	54%	100		
			New Homeownership Units	Housing Units	15	0	0	0	0	0
			Tenant-Based Rental Assistance	Households	75	42	56%	30	42	140%
Increased Access to Homeless Services & Housing	Homeless	CDBG: \$1,098,628	Individuals provided with shelter	Persons	213					
			Homelessness prevention	Persons	375					
			Jobs created or retained for homeless persons	Jobs	250					
Public Services for Vulnerable Populations	Non-Homeless Special Needs	CDBG: \$538,374 CDBG-CV1: CDBG-CV3:	Public service activities other than low/mod housing	Persons	1,560					

Educational Programs and Business Assistance	Non-Housing Community Development	CDBG: \$731,026 CDBG-CV1: \$400,000 CDBG-CV3: \$653,110	Public service activities other than low/mod housing	Persons	1,500	0	0%			
			Jobs created/retained	Jobs	150	0	0%			
			Businesses assisted	Businesses	20	15	75%	20	15	75%
Increase Livability of Neighborhoods	Non-Housing Community Development	CDBG: \$248,688	Infrastructure and public facility improvements in qualified low/mod areas.	Persons	95,418	0	0	0	0	0
			Buildings demolished	Buildings	5	3	60%	1	3	300%
FY 2021-22 CDBG, and ESG Program Administration	Program Administration	CDBG: \$495,092 ESG: \$16,300	Other	Persons	100,000	100,000	100%	--	--	--
Comply with Affirmatively Furthering Fair Housing	Fair Housing	CDBG: \$XXXX	Fair Housing education and legal representation	Persons	150					
CDBG-CV and ESG-CV Program Administration	Program Administration	CDBG CV1: \$291,468	--	--	--	--	--	--	--	--
		CDBG CV3: \$0	--	--	--	--	--	--	--	--
		ESG CV1: \$74,945	--	--	--	--	--	--	--	--
		ESG CV2: \$299,718	--	--	--	--	--	--	--	--

Table 1 - Accomplishments – Program Year & Strategic Plan to Date

Assess how the jurisdiction’s use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.

During FY 2021-22, the City expended \$6,216,878 in combined grant funds for the following activities: owner-occupied home repairs (emergency and non-emergency); development and installation of downtown café lighting improvements; financial assistance and services to the homeless community; continued assistance to small businesses and homeowners affected by the COVID-19 pandemic; supportive services to vulnerable populations (i.e. youth, seniors and the disabled); landlord engagement services; accessibility improvements to the City’s public housing, Fair Housing education and legal representation for at-risk tenants; replacement of dilapidated single-family housing; new construction of multi-family housing and tenant-based rental assistance.

The expenditures represent the accomplishments of nearly 70 various activities that were completed or started during FY 2021-22. These activities benefitted the Glendale community in several ways through: provision of housing and vital services to the homeless and other vulnerable populations, increased access to quality affordable housing, improvements to neighborhood facilities and infrastructure, as well as assistance to small businesses and families struggling through the pandemic.

Each of the activities address high priority needs in the City’s approved FY 2021-22 Annual Action Plan and the 2020-24 Consolidated Plan.

CR-10 – Racial and Ethnic composition of households assisted

Describe the families assisted (including the racial and ethnic status of families assisted). 91.520(a)

	CDBG
White	3417
Black or African American	852
Asian	91
American Indian or American Native	90
Native Hawaiian/Other Pacific Islander	90
Total (all races)	4,453
Hispanic	1,052
Not Hispanic	3,401
Total (all ethnicity):	4,453

Table 2 – Table of assistance to racial and ethnic populations by source of funds

Narrative Information

The City of Glendale continues its role as a leader in developing new or improving existing programs that provide Glendale citizens with affordable housing, access to education and economic opportunities, viable neighborhoods and quality living environments. CDBG, ESG, and HOME Program funds provide critical funding resources that make such programs possible and available to all individuals that qualify regardless of race or ethnicity.

CR-15 - Resources and Investments 91.520(a)

Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG*	public - federal	\$5,245,037	\$2,441,536
CDBG-CV1	public - federal	\$964,059	\$217,268
CDBG-CV3	public - federal	\$1,732,645	\$497,657
ESG*	public - federal	\$507,746	\$132,482
ESG-CV1	public - federal	\$627,998	\$568,277
ESG-CV2	public - federal	\$2,834,524	\$1,783,030
HOME*	public - federal	\$3,639,125	\$574,350
NSP**	public - federal	\$818,024	\$2,278
Total All Sources:		\$16,369,158	\$6,216,878

In addition to annual CDBG and ESG entitlement funding, the City also carried over substantial prior year funding received through the CARES Act (CDBG-CV1, CDBG-CV3, ESG-CV1 and ESG-CV2), the HOME program and program income from the Neighborhood Stabilization Program, including:

Table 3 - Resources Made Available

* Includes all regular (not CARES Act) allocations from all years plus program income

** Includes only program income on hand

Narrative Information

Total HUD CPD funding available for eligible activities on July 1, 2021 equaled \$16,369,158 and the City was able to commit and expend \$6,216,878 (38%) of all of this funding in the throughout year.

Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation
CDBG Target Areas -85301 and 85302	25	25

Table 4 – Identify the geographic distribution and location of investments Narrative Information

During FY 2021-22 the City of Glendale undertook activities that benefited low and moderate income (LMI) households, eliminated slum and blight conditions, and continued to address the urgent community need created by the COVID-19 pandemic. Activity beneficiaries varied based on the regulatory requirements associated with each activity, with 73% of total non-administrative CDBG expenditures assisting low-and-moderate income residents either on a direct or indirect basis. Activities including the City's Home Repair and Emergency Home Repair Programs and the Cholla Vista Public Housing UFAS Project benefit LMI households on a direct basis per 24 CFR Part 5 standards, and are not targeted to specific geographies within the City. Similarly, the City's CDBG Public Services and ESG-funded activities benefitted a range of vulnerable populations, including the homeless, seniors, the severely disabled, youth, veterans, refugees, victims of domestic violence and members of the foster care system, among others, on a direct basis that was not limited by location in the City.

Similarly, activities that addressed the urgent community need associated with the pandemic, including the Pandemic Small Business Assistance and the homeowner water utility assistance programs were not targeted geographically, as the urgent nature of the pandemic affected residents and businesses on a City-wide basis.

In addition to these direct benefit activities, the City undertook Downtown Café Lighting Project provided an area benefit to residents within census tracts 925.00 (Block Group 3) and 929.00 (Block Group 2) during the FY 2021-22 reporting period, which benefitted an area with a combined 74.8% LMI population. Completion of this project resulted from a reallocation approximately \$1.15 million in prior year CDBG funding to capitalize a Physical Improvement Program, of which \$220,000 was used for Phase I with the remainder dedicated to a Phase II and a street ramp replacement project to conform to ADA standards. Both of these latter projects were underway at the end of FY 2021-22 and will be completed in FY 2022-23.

Leveraging

Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.

During FY 2021-22, the City expended over \$6.2 million in CDBG, ESG, CARES Act, HOME and NSP (program income) funds. These expenditures represent the accomplishments of nearly 70 various activities that were completed or started during FY 2021-22. These activities benefitted the Glendale community in several ways through: provision of housing and vital services to the homeless and other vulnerable populations, increased access to quality affordable housing, improvements to neighborhood facilities and infrastructure, as well as assistance to small businesses and families struggling through the pandemic.

In addition to these leveraged funds, the City received program income from the following sources: \$55,317 from the CDBG program, \$129,236 from the HOME program and \$818,024 from the Neighborhood Stabilization Program (NSP). ESG activities do not generate program income for the City. As required by program regulations, CDBG program income has been recorded and expended for eligible activities throughout the fiscal year, and the activity funding previously assigned to those activities will be reallocated based on the City's strategic investment strategy. HOME program income was allocated to supplement the City's tenant-based rental assistance program in Maricopa County's FY 2021-22 Annual Action Plan, and the City's NSP program income will be used for NSP-eligible activities and also allocated based on the City's strategic investment strategy.

Finally, the City secured leveraged funding through partnering agencies to satisfy ESG matching requirements. CARES Act waivers eliminated matching requirements for FY 2019-20, 2020-21 and CARES Act funding. The only ESG funds subject to matching requirements were the \$59,142 in FY 2021-22 funds expended as part of the Master Services Agreement. The subrecipient, CASS, provided an equal amount of non-federal matching funds to satisfy this matching requirement. The City did not provide the usual 25% match to the HOME program during FY 2021-22, as the CARES Act waived all HOME match requirements for funds committed through March, 2022. Finally, CDBG, CDBG- CV1, CDBG-CV3, ESG-CV1 and ESG-CV2 do not require matching funds.

CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of homeless households to be provided affordable housing units	15	15
Number of non-homeless households to be provided affordable housing units	85	75
Number of special-needs households to be provided affordable housing units	0	0
Total	100	90

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through rental assistance	100	105
Number of households supported through the production of new units	0	0
Number of households supported through the rehab of existing units	85	75

Number of households supported through the acquisition of existing units	0	0
Total	185	180

Table 6 – Number of Households Supported

Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

Like all grantees, the COVID-19 pandemic caused a significant shift in community need than what was anticipated during most of the planning phase of the FY 2020-21 Annual Action Plan the priorities of which continued in to the 2021-22 Annual Action Plan. With funding through the CARES Act, the City pivoted its strategic investment priority to fund programs that focused on eviction prevention, rapid rehousing, utility assistance, workforce development and supportive services to the homeless and other vulnerable populations in order to mitigate the negative impacts of the pandemic and the concurrent escalation in housing prices and overall inflation.

In FY 2021-22 the housing rehabilitation programs were slowed down during the program years due to the COVID-19 pandemic. Earlier in the year, the City of Glendale had staffing changes that resulted in a reduction of staff capacity to manage rehab or replacement project. The Bethany Crossing project, developed by UMOM, was delayed due to an unknown right-of-way issue and was completed and closed in the Fall of 2021. Two HOME-assisted units were created through the project.

Discuss how these outcomes will impact future annual action plans.

The City will continue to improve and preserve existing housing stock while reducing lead-based paint risk and improving accessibility for disabled residents. In addition, through the City's Voluntary Demolition Program, Glendale staff will assist in removing slum and blight for the benefit of low-to-moderate-income households. These programs are a high priority for our community and all efforts will be made to meet the goals set in the 2020-2024 Consolidated Plan. The City will also continue to operate programs for those affected by the pandemic with continued assistance to renters, the homeless and other populations most vulnerable to the increases in housing costs and rising inflation.

Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.

Number of Households Served	CDBG Actual
Extremely Low-income	127
Low-income	42
Moderate-income	11
Total	180

Table 7 – Number of Households Served

Affordable Housing Narrative Information

The residual effects of the pandemic continue to adversely affect the City's low-and-moderate income residents, particularly as they related to housing security. Due to the pandemic much of the City's affordable housing activities focused on keeping people in their units or rehousing those who were homeless, though there was continued need to increase the quality of existing housing stock through home repair.

Glendale's numerous housing and community development programs are targeted to improving the housing and neighborhood conditions of low-income residents. In addition, Glendale funds activities directly related to reducing poverty by providing emergency assistance, self-sufficiency programs, youth programs - including those that target youth who are at risk of poverty to help them make the right choices for their futures, and supportive services.

CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)

Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs.

The City recognizes that there are three levels of homelessness (situational, episodic and chronic), and that each incidence of homelessness is unique. Making connections with the chronically homeless on the street is especially difficult, as this segment of the homeless population often has the most significant barriers to services and housing such as chronic illnesses with no available healthcare, substance abuse issues, compromised mental health, criminal and eviction histories and other issues that impede their ability to sustain services and housing.

The primary means to engage with the chronically homeless is through street outreach. The City funds and extensive street outreach effort through its Master Services Agreement with CASS, which is primarily provided in partnership with Phoenix Rescue Mission and Community Bridges, Inc. These agencies regularly engage with those on the street, establish relationships with homeless individuals whenever possible, assess individual client needs and create opportunities to receive appropriate services and permanent housing to the greatest degree possible.

The Glendale Works program operated by Phoenix Rescue Mission highlights the City's efforts to engage with the chronically homeless as well. This program provides paid day labor experiences to the chronically homeless to complete various public cleanup activities at both the City's landfill, parks system, public housing facilities and rights-of way. Participants receive minimum wage (currently \$12.80 per hour in Arizona) to work four or five shifts and receive a meal and cash payment at the end of their shift. In addition to these financial benefits, as well as the benefit to the City, the Glendale Works program is a key opportunity for street outreach teams to regularly engage with the chronically homeless to establish trusting relationships, provide assessments as to each client's needs, and provide services and housing necessary to end their chronic homelessness. During FY 2021-22 the Glendale Works Program assisted 966 unduplicated homeless with 47 receiving permanent housing placements. Since the program began in November, 2018, 2,956 unduplicated individuals have participated with a cumulative 164 individuals placed in permanent housing.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City's Master Services Agreement (MSA) with CASS is the primary mechanism to address emergency shelter and transitional housing needs in the City. The City allocated \$211,275 in FY 2021-22 ESG funds to supplement its Master Services Agreement with Central Arizona Shelter Services (CASS) and its fourteen partnering agencies. In June, 2021 the City committed \$3.4 million from portions of the City's CDBG and ESG allocations as well as the City's ESG-CV1 and ESG-CV2 allocations to create a comprehensive set of services to homeless residents under a single umbrella network created and overseen by CASS. Each of the members of this network, known as the Glendale Homelessness Solutions Alliance (GHSA), can receive clients, provide a basic assessment and provide a warm handoff to one or more other members through CASS's "No Wrong Door" approach. Through the end of this reporting period, the GHSA has provided over 20,000 units of service, resulting in 852 households rehoused or diverted from homelessness. Services included under this umbrella include guaranteed bed space at CASS's main shelter, as well as bed spaces provided by partnering organizations that serve special populations such as pregnant women and, families and veterans. The MSA also provides funding to Lutheran Social Services to operate an IHELP (Interfaith Homeless Emergency Lodging Program), which partners with multiple area churches to serve as single-night shelters.

Glendale also continues to engage with and financially support organizations involved in the Maricopa CoC process. The CoC has adopted the regional Pathways Home Plan to end chronic homelessness and is monitoring its progress in achieving the goals. Glendale is an inner-ring suburb with fewer homeless services and needs than metropolitan Phoenix. The City's most effective role in ending chronic homelessness is to lend financial support to organizations in the CoC, provide ESG funding to shelters in Glendale, and working to prevent additional homelessness through homeless prevention programs and nonprofit partnerships. The city continued in FY 2021-22 to participate and financially support organizations involved in the Maricopa CoC process.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after 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); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Glendale is addressing shortage of affordable housing for (program and non-program) families by engaging in open discussions and partnering with various organizations regarding the presumptions and misperceptions regarding Housing Choice Voucher and Community Action (CAP) Programs. In addition, the City administers a Housing Choice Voucher program, which also has a homeless admission preference. Over \$25 million has been distributed to over 5,000 renter-occupied households through the Emergency Rental Assistance Program (ERAP).

Opportunities to participate on the City's Community Development Advisory Committee (CDAC) are available for low to moderate income Glendale residents. This opportunity aids in ensuring first-hand representation by low and moderate income residents' needs, goals, and objectives.

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

The City understands that each incidence of homelessness is unique, and that each intervention must accommodate the specific needs of each client, and that the long-term goal for all clients is to maximize self-sufficiency and prevent future bouts of homelessness. The City's Master Services Agreement funds a comprehensive array of services that not only provide temporary shelter up to and including permanent housing placements, but also services that address each client's unique barriers to maximizing their long-term self-sufficiency. These services include workforce development, mental health and substance abuse treatment, ongoing case management, medical care, supply of basic housing items and clothing, food, accommodation for pets, obtaining identification and vital records, transportation and others depending on the client's specific needs. Further, the "No Wrong Door" approach of the MSA ensures that any client can access services through any partner organization and receive a warm referral to any of the other partnering agencies.

CR-30 - Public Housing 91.220(h); 91.320(j)

Actions taken to address the needs of public housing

The City allocated \$242,363 in CDBG funds in FY 2021-22 CDBG funds to improve public housing units. These funds are pending expenditure based on the results of a Physical Needs Assessment currently being completed through a third-party vendor. However, the City expended \$14,583 in prior year CDBG funds during FY 2021-22 to complete UFAS (Uniform Federal Accessibility Standards) improvements at one of the Housing Authority's units. With completion of this UFAS improvement project, the City's Public Housing Authority now exceeds HUD's requirement that at least 5% of all public

housing units conform to UFAS standards.

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

The Glendale Housing Authority complies with all HUD Public and Indian Housing (PIH) requirements, including operation of a Resident Advisory Board (RAB). The RAB represents a broad and diverse segment of the City's public housing and Housing Choice Voucher residents, and contributes to the development of the GHA's Annual Plan. The GHA also has a Resident Opportunities for Self-Sufficiency (ROSS) Coordinator responsible for recruiting public housing residents to create and implement long-term self-sufficiency plans designed to move them out of public housing and into self-sufficiency. While each plan is unique to each participant, many plans include a path to homeownership through improved education and training, financial literacy and increased economic opportunities. The Glendale PHA is also developing a Family Self-Sufficiency (FSS) program to provide similar services to participants in the Housing Choice Voucher (HCV) Program.

Actions taken to provide assistance to troubled PHAs

NA – the Glendale Housing Authority is a High-Performing public housing authority.

CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)

Actions taken 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. 91.220 (j); 91.320 (i)

With additional CDBG and ESG investments provided through the CARES Act, the City recognized the need to efficiently and effectively deploy these funds into the community to address the pandemic as well as ongoing unmet need. In addition to these funds, the City also reviewed existing CDBG and ESG funding balances to potentially reallocate funds to supplement CARES Act funding.

To do so the City held several public strategic discussions with our Community Development Advisory Committee (CDAC) and the Council to determine and focus our CDBG and ESG investments to activities that would directly impact residents' current needs, such as eviction prevention, rapid rehousing and supportive services to the homeless, assistance to microenterprise businesses, and emergency home repairs, as well as establish new systems and processes to enhance service delivery to our clients and measure programmatic impacts into the future.

Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)

Need for quality affordable housing, jobs, investments in infrastructure, assistance to special needs populations and other community development items continues to exceed the City's capacity to address these needs, and has been amplified by the continued negative impacts of the pandemic. Infusions of funding through the CARES and ARP Acts is necessary and welcome, yet insufficient in the long-term, to fully address all needs in the community, as there continues to be shortages in the number of available housing units, skilled labor and materials necessary to create a lasting impact.

In order to continue progress toward achieving long-term service delivery sustainability that delivers lasting impact, the City regularly seeks out partnerships with other government agencies, non-profits and for-profit organizations. The City recognizes that each of the partnership provides additional resources and expertise that can be leveraged to accomplish shared goals, such as increasing the number of affordable units, living-wage jobs and increased self-sufficiency among the City's residents and businesses.

In addition to these partnerships, the City is challenged to develop and implement a well-coordinated and integrated outcome-driven service delivery system that meets the City's housing and community development needs and goals. To this end, the City is currently implementing a project management system to organize activities, funding, tracking and reporting so that more administrative time is spent innovating solutions to the community development challenges facing the City.

Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)

Each year, the City of Glendale allocates a portion of its Owner-Occupied Home Repair Program budget to reduction of lead-based paint hazards in the community. This funding pays for upfront testing (LBP Risk Assessments), mitigation and/or abatement of identified hazards and clearance upon completion of work. As required by HUD, the City also provides program applicants with materials that educate homeowners on the dangers of lead-based paint and mitigation measures to reduce exposure and harm, particularly to children and other susceptible groups.

Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)

All programs undertaken by the City's Community Services Department function to reduce the number of poverty-level families in the City. Collectively, the City continues to provide its lowest income residents with quality housing, in addition to helping these residents move out of poverty and become self-sufficient. Glendale's numerous housing and community development programs are targeted to improving the housing and neighborhood conditions of low-income residents. The activities funded are directly related to reducing poverty by providing emergency and ongoing rental and utility assistance, self-sufficiency programs, workforce development, youth programs, supportive services and direct case management. All programs are organized to operate collaboratively so that clients with multiple needs can access services specific to their needs.

Actions taken to develop institutional structure. 91.220(k); 91.320(j)

Heightened needs related to affordable housing, workforce development, services for vulnerable populations and other community development needs required the City to reevaluate its systems and processes. To increase internal capacity to address homelessness, the City created an Executive Steering Committee comprised of staff from several departments with direct contact with the homeless and decisionmaking authority, including the City Manager's Office, Community Services, Police, Transportation and Parks and Recreation. The committee's focus is to address issues in real time, actively make decisions, increase internal coordination and partner collaboration and coordinate outreach with external benevolent groups.

Additionally, the City secured a vendor to implement a cloud-based project management system that will organize the City's projects, track accomplishments and funding, and streamline the internal and external service delivery system. Finally, to develop institutional structure, the City modified its internal allocation process to develop long-term investment strategies with an emphasis on alignment of resources with these strategies and leveraging additional resources from external partnering agencies. Continued implementation and enhancements to this system will be ongoing throughout FY 2022-23 to further streamline the service delivery process, increase the City's responsiveness to client needs, as well as store and track the data necessary to make informed and timely decisions that affect how we serve the community.

Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)

Current and anticipated demand for housing and services funded with the City's CDBG, HOME and ESG funds will continue to rise as the pandemic continues and many residents and businesses continue to struggle with the negative impacts of the pandemic, as well as ongoing issues associated with housing affordability, aging populations and physical infrastructure and

workforce development. In order to meet those demands, the City continues to form coordinated partnerships with human services agencies, property developers, landlords and other governments.

The City's most notable example of this type of coordination is the Master Services Agreement discussed in previous sections. The multi-organizational alliance overseen by CASS is connected through various funding agreements with each agency providing its niche of services that contributes to the overall umbrella of services afforded to the City's homeless population. Collectively, these agencies are able to assess client needs and provide a warm handoff to one another depending on the needs of each client. Conversely, the network is also accessible 24/7 through a dedicated phone line where CASS can respond to requests for a variety of homelessness-related services and coordinate a response specific to each client's needs through its network providers.

An additional example of this type of coordination is the City's agreement with A New Leaf to operate its HOME-funded Tenant-Based Rental Assistance (TBRA) Program. With the City, CASS and Glendale Community College providing referrals into the program, each of the partners are able to funnel potential clients into a single referral system overseen by A New Leaf, which provides eligibility and case management and housing navigation services to those situationally homeless households that are considered to be likely to sustain their housing independently after a 1-2 year period of assistance. Throughout this reporting period, 42 low-acuity homeless households have been rehoused through the City's TBRA program with additional households looking for units with the assistance of housing navigation services.

In addition to these coordinated efforts, the City understands that private developers and landlords are critical partners in promoting affordable housing in the City. To this end, the City regularly meets with affordable housing developers to evaluate potential partnerships that will leverage additional resources to accomplish shared goals. Finally, the City allocated CDBG-CV1 funds to fund a Landlord Liaison position within the Community Revitalization Division. The Landlord Liaison works to improve relationships with landlords and property managers to educate them about the advantages of participating in the City's voucher programs, troubleshoots issues with payments through the City's Emergency Rental Assistance Program (ERAP), combining information about the City's various housing programs, and working on creating a live list of available units in the City.

Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)

As a member of the Maricopa HOME Consortium, the City of Glendale participates in a regional effort to address Fair Housing issues through the shared development of an Analysis of Impediments to Fair Housing Choice (AI). During the FY 2021-22 reporting period, the City advanced the following AI goals: increase the availability of accessible housing; promote homeownership and rental opportunities; enhance community services and promote community and service provider knowledge of Fair Housing and ADA laws.

The City advanced these goals by funding and executing several activities, respectively, including but not limited to: the Home Repair and Emergency Home Repair Programs and the Glencroft Senior Facility Elevator Replacement Project; the Property Owner Preservation and Rental Assistance Programs, as well as hiring a Landlord Liaison FTE to address the needs of property owners; programs that addressed diverse service needs to the homeless and underserved vulnerable populations, such as Chrysalis Shelter victim advocacy, Gompers employment services to the seriously disabled, Arizona YWCA senior nutrition, and the Boys and Girls Club after-school mentoring program; and finally providing robust funding to Community Legal Services, Inc. provide City-wide Fair Housing training events and for legal representation in housing issues.

CR-40 - Monitoring 91.220 and 91.230

Describe the standards and procedures used to monitor activities carried out in furtherance of the plan and used to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the

comprehensive planning requirements

Prior to award of funds, the City uses its procurement process to vet subrecipients to assess the likelihood of future performance and compliance issues. This process includes a review of each subrecipient's eligibility to receive Federal funds (i.e. review of the sam.gov), prior experience with spending Federal funds, outstanding financial issues, prior monitoring results (as applicable) and capacity to undertake the proposed program.

If awarded, the City provides ongoing technical assistance to agencies and active contract management to catch potential issues beforehand by clarifying regulations and program requirements and offering solutions should a barrier arise during program implementation. In addition, during performance of the program City staff review billings and accomplishment data in detail to ensure that requested reimbursement expenses are eligible, allocable, reasonable and in conformance with the contractual scope of work and budget.

In addition to these preventative steps, the City completes post-closeout monitoring visits and desk reviews with selected subrecipients based on a risk-based assessment. Factors considered in this assessment include amount of funding received, length of time since prior monitoring, issues that arose through the active contract management process and others. These monitorings are conducted in accordance with the updated monitoring and compliance guidebook published by HUD using a standardized monitoring guide created by the Maricopa HOME Consortium. Results of monitorings are documented in a written report and provided to the subrecipient agency within 30 days of completion.

Where findings, concerns or suggestions have been identified, the City works with the agencies to bring their programs into compliance. In addition, where applicable, a follow-up monitoring or technical session may be completed. Monitoring visits are conducted on-site whenever feasible, but due to COVID-19 related social distancing requirements, the City has limited these onsite visits in favor of additional desk reviews. Selection of agencies to be monitored is based on a risk analysis completed to review performance during the funding period.

Agencies selected for FY 2021-22 monitoring did not have any Findings and are considered compliant with the CDBG, HOME and ESG and other applicable Federal regulations.

Citizen Participation Plan 91.105(d); 91.115(d)

Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.

The City posted a public notice announcing the public review and comment period for the CAPER in The Arizona Republic on September 7, 2022. (See attachment.)

The public notice informed citizens of the review and comment period, which ran from September 8, 2022 through September 23, 2022 (minimum 15-days). The notice provided information regarding the locations where the CAPER would be available for public review, and advised citizens where comments should be directed.

Listed below are the locations where the CAPER was made available for citizen review:

- Community Revitalization Division
- Glendale Housing Authority
- Velma Teague Library
- Glendale Community Action Program
- Glendale Main Library
- Foothills Library
- Heroes Library

A draft of the CAPER was also posted the Community Revitalization webpage: glendaleaz.com/communityserviceplans

In addition to accepting comments at the Community Revitalization Division office, comments were accepted through the Division's email at revitalization@glendaleaz.com

Further, the Revitalization Division maintains an e-mail subrecipient partner list to disseminate information broadly to each of our partners and subrecipients. An announcement was sent via e-mail to make our non-profit partners aware that the CAPER was available for review.

There were no public comments received.

CR-45 - CDBG 91.520(c)

Specify the nature of, and reasons for, any changes in the jurisdiction's program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.

As reported in previous sections, the City streamlined the approach to allocating HUD CPD funds to increase administrative efficiency and create and continuously improve a strategic investment policy. Whereas past practice included a call to the public for grant funding proposals based on City Council priorities related to housing, community development and public service needs, the City revised its practice to include regular ongoing discussions with the CDAC and the Council with an emphasis on current and long-term needs, program effectiveness, and the resource realignments necessary to anticipate and proactively address community development needs.

If adjustments need to be made due to current conditions, such as finding a way to bridge the affordability gap for renters, or to respond quickly to the pandemic, the City addresses the priorities and goals that might need to be changed, makes the appropriate changes in the Consolidated and Annual Action Plans. The City's CDBG, HOME and ESG programs are popular and effective programs that continue to be in great demand, especially with the current housing and economic conditions. Each activity, program, and project is monitored on a continual basis following internal review procedures to ensure effectiveness. When challenges are encountered or change is needed, the cause is assessed and adjustments are made.

Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?

No. [BEDI grantees] Describe accomplishments and program outcomes during the last year.

CR-58 – Section 3

Identify the number of individuals assisted and the types of assistance provided

Total Labor Hours	CDBG	HOME	ESG
Total Number of Activities	1	0	0
Total Labor Hours	500		
Total Section 3 Worker Hours	100		
Total Targeted Section 3 Worker Hours	100		

Table 1 – Total Labor Hours

Table 2 – Qualitative Efforts - Number of Activities by Program

Qualitative Efforts - Number of Activities by Program	CDBG	HOME	ESG
Outreach efforts to generate job applicants who are Public Housing Targeted Workers	1		
Outreach efforts to generate job applicants who are Other Funding Targeted Workers.	1		
Direct, on-the job training (including apprenticeships).	1		
Indirect training such as arranging for, contracting for, or paying tuition for, off-site training.			
Technical assistance to help Section 3 workers compete for jobs (e.g., resume assistance, coaching).			
Outreach efforts to identify and secure bids from Section 3 business concerns.			
Technical assistance to help Section 3 business concerns understand and bid on contracts.			
Division of contracts into smaller jobs to facilitate participation by Section 3 business concerns.			
Provided or connected residents with assistance in seeking employment including: drafting resumes, preparing for interviews, finding job opportunities, connecting residents to job placement services.			
Held one or more job fairs.			
Provided or connected residents with supportive services that can provide direct services or referrals.			
Provided or connected residents with supportive services that provide one or more of the following: work readiness health screenings, interview clothing, uniforms, test fees, transportation.			
Assisted residents with finding child care.			
Assisted residents to apply for, or attend community college or a four year educational institution.			
Assisted residents to apply for, or attend vocational/technical training.			
Assisted residents to obtain financial literacy training and/or coaching.			
Bonding assistance, guaranties, or other efforts to support viable bids from Section 3 business concerns.			
Provided or connected residents with training on computer use or online technologies.			
Promoting the use of a business registry designed to create opportunities for disadvantaged and small businesses.			
Outreach, engagement, or referrals with the state one-stop system, as designed in Section 121(e)(2) of the Workforce Innovation and Opportunity Act.			
Other.			

Narrative

Employment is a key component to the City's goal of increasing client self-sufficiency. In order to match the employment needs of our clients as well as the businesses contracted with the City, connecting clients with businesses is a valuable tool to meet the needs of all parties. To this end, the City has started a Workforce Development Program that will train and educate clients, including public housing and Housing Choice Voucher participants, as well as homeless clients, and match them with companies that do business with the City. This program started at the end of FY 2021-22 and will continue throughout FY 2022-23.

CR-60 - ESG 91.520(g) (ESG Recipients only)

ESG Supplement to the CAPER in *e-snaps* For Paperwork Reduction Act

1. Recipient Information—All Recipients Complete Basic Grant Information

Recipient Name	GLENDALE
Organizational DUNS Number	077523579
EIN/TIN Number	866000247
Identify the Field Office	SAN FRANCISCO
Identify CoC(s) in which the recipient or subrecipient(s) will provide ESG assistance	Phoenix/Mesa/Maricopa County Regional CoC

ESG Contact Name

Prefix	Mr.
First Name	Matthew
Last Name	Hess
Title	Community Revitalization Administrator

ESG Contact Address

Street Address 1	5850 West Glendale Avenue, Suite 107
City	Glendale
State	AZ
ZIP Code	85301
Phone Number	623.930.3670
Email Address	mhess@glendaleaz.com

ESG Secondary Contact

Prefix	Ms.
First Name	Jean
Last Name	Moreno
Title	Community Services Director
Phone Number	6239302973
Email Address	jmoreno@glendaleaz.com

2. Reporting Period—All Recipients Complete

Program Year Start Date	07/01/2021
Program Year End Date	06/30/2022

3a. Subrecipient Form – Complete one form for each subrecipient

Subrecipient or Contractor Name: Central Arizona Shelter Services
City: Phoenix
State: Arizona
Zip Code: 85007
DUNS Number: 148801558
Is subrecipient a victim services provider: No
Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: \$31,703

Subrecipient or Contractor Name: Central Arizona Shelter Services
City: Phoenix
State: Arizona
Zip Code: 85007
DUNS Number: 148801558
Is subrecipient a victim services provider: No

Subrecipient Organization Type: Other Non-Profit Organization
ESG Subgrant or Contract Award Amount: \$31,703

CR-65 - Persons Assisted

4. Persons Served

4a. Complete for Homelessness Prevention Activities

Number of Persons in Households	Total
Adults	0
Children	0
Don't Know/Refused/Other	0
Missing Information	0
Total	0

Table 16 – Household Information for Homeless Prevention Activities

4b. Complete for Rapid Re-4b. Housing Activities

Number of Persons in Households	Total
Adults	92
Children	70
Don't Know/Refused/Other	5
Missing Information	0
Total	167

Table 17 – Household Information for Rapid Re-Housing Activities

4c. Complete for Shelter

Number of Persons in Households	Total
Adults	4,684
Children	9
Don't Know/Refused/Other	2
Missing Information	0
Total	4,695

Table 18 – Shelter Information

4d. Complete for Street Outreach

Number of Persons in Households	Total
Adults	832
Children	85
Don't Know/Refused/Other	0

Missing Information	10
Total	841

Table 19 – Household Information for Street Outreach

4e. Totals for all Persons Served with ESG

Number of Persons in Households	Total
Adults	5,608
Children	85
Don't Know/Refused/Other	0
Missing Information	10
Total	5,703

Table 20 – Household Information for Persons Served with ESG

5. Gender—Complete for All Activities

	Total
Male	3,826
Female	1,834
Transgender	32
Don't Know/Refused/Other	1
Missing Information	10
Total	5,703

Table 21 – Gender Information

6. Age—Complete for All Activities

	Total
Under 18	85
18-24	382
25 and over	5,225
Don't Know/Refused/Other	1
Missing Information	10
Total	5,703

Table 22 – Age Information

7. Special Populations Served—Complete for All Activities

Number of Persons in Households				
Subpopulation	Total	Total Persons Served – Street Outreach	Total Persons Served – RRH	Total Persons Served in Emergency Shelters
Veterans	157	0	1	156
Victims of Domestic Violence	1,081	0	6	1,075

Elderly	645	0	5	640
HIV/AIDS	82	0	0	82
Subpopulation	Total	Total Persons Served – Street Outreach	Total Persons Served – RRH	Total Persons Served in Emergency Shelters
Chronically Homeless	1,436	0	11	1,425

Persons with Disabilities:				
Severely Mentally Ill	1,990	0	3	1,987
Chronic Substance Abuse	815	0	0	815
Other Disability	2,968	0	14	2,954
Total (unduplicated if possible)	5,773	0	17	5,756

Table 23 – Special Population Served

CR-70 – ESG 91.520(g) - Assistance Provided and Outcomes

8. Shelter Utilization

Number of New Units – Rehabbed	0
Number of New Units – Conversion	0
Total Number of bed - nights available	2,920
Total Number of bed - nights provided	5,753
Capacity Utilization	197%

Table 24 – Shelter Capacity

9. Project Outcomes Data measured under the performance standards developed in consultation with the CoC(s)

The City continues to work with the Maricopa Continuum of Care (CoC) and its partners through coordinated entry to maximize bed utilization when necessary and to complete diversion or provide other services to get people off the street regardless of the method. The Master Services Agreement with CASS resulted in delivery of over 20,000 units of service, 5753 shelter bed nights, 3,335 employment services, 1,334 calls to the City's 24/7 resource line, 739 housing navigation engagements and 852 persons housed.

CR-75 – Expenditures

11. Expenditures

11a. ESG Expenditures for Homelessness Prevention

	Dollar Amount of Expenditures in Program Year		
	2019	2020	2021

Expenditures for Rental Assistance	\$0	\$0	\$0
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	\$0	\$0	\$0
Expenditures for Housing Relocation & Stabilization Services - Services	\$0	\$0	\$0
Expenditures for Homeless Prevention under Emergency Shelter Grants Program	\$0	\$0	\$0
Subtotal Homelessness Prevention	\$0	\$0	\$0

Table 25 – ESG Expenditures for Homelessness Prevention

11b. ESG Expenditures for Rapid Re-Housing

	Dollar Amount of Expenditures in Program Year		
	2019	2020	2021
Expenditures for Rental Assistance	\$12,028	\$51,508	\$850,754
Expenditures for Housing Relocation and Stabilization Services - Financial Assistance	\$0	\$0	\$0
Expenditures for Housing Relocation & Stabilization Services - Services	\$0	\$0	\$0
Expenditures for Homeless Assistance under Emergency Shelter Grants Program	\$0	\$0	\$0
Subtotal Rapid Re-Housing	\$12,028	\$51,508	\$850,754

Table 26 – ESG Expenditures for Rapid Re-Housing

11c. ESG Expenditures for Emergency Shelter

	Dollar Amount of Expenditures in Program Year		
	2019	2020	2021
Essential Services	\$0	\$0	\$0
Operations	\$40,882	\$159,920	\$590,128
Renovation	\$0	\$0	\$0
Major Rehab	\$0	\$0	\$0
Conversion	\$0	\$0	\$0
Subtotal	\$40,882	\$159,920	\$590,128

Table 27 – ESG Expenditures for Emergency Shelter

11d. Other Grant Expenditures

	Dollar Amount of Expenditures in Program Year		
	2019	2020	2021
Street Outreach	\$14,293	\$37,887	\$690,590
HMIS	\$0	\$0	\$0
Administration	\$28,368	\$16,346	\$253,166

Table 28 - Other Grant Expenditures

11e. Total ESG Grant Funds

Total ESG Funds Expended	2019	2020	2021
	\$95,571	\$265,661	\$2,384,638

Table 29 - Total ESG Funds Expended

11f. Match Source

Source	2019	2020	2021
Other Non-ESG HUD Funds	\$0	\$0	\$0
Other Federal Funds	\$0	\$0	\$0
State Government	\$0	\$0	\$0
Local Government	\$0	\$0	\$0
Private Funds	\$174,054	\$0	\$59,142
Other	\$0	\$0	\$0
Fees	\$0	\$0	\$0
Program Income	\$0	\$0	\$0
Total Match Amount	\$174,054	\$0	\$0

Table 30 - Other Funds Expended on Eligible ESG Activities

11g. Total

Total Amount of Funds Expended on ESG Activities	2019	2020	2021
	\$269,625	\$265,661	\$2,443,780

Table 31 - Total Amount of Funds Expended on ESG Activities