



City Council Workshop Agenda

Mayor Jerry Weiers
Vice Mayor Ian Hugh
Councilmember Jamie Aldama
Councilmember Samuel Chavira
Councilmember Ray Malnar
Councilmember Lauren Tolmachoff
Councilmember Bart Turner

Tuesday, August 16, 2016

1:30 PM

Council Chambers

Workshop

AMENDED WORKSHOP AGENDA

On August 15, 2016 at 8:45 a.m., an Executive Session Item #2C was added by the City Attorney's Office to the agenda summary.

One or more members of the City Council may be unable to attend the Workshop or Executive Session Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

CALL TO ORDER

WORKSHOP SESSION

- [16-387](#) FISCAL YEAR 2017-18 COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC) UPDATES AND COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING PRIORITIES
Staff Contact and Presented By: Elaine Adamczyk, Interim Director, Community Services
Staff Presenter: Erik Strunk, Director, Public Facilities, Recreation and Special Events
Staff Presenter: Gilbert Lopez, Community Revitalization Administrator, Community Services
Staff Presenter: Stephanie Miller, Program Manager, Community Services
Guest Presenter: Mr. Matthew Versluis, Chairperson, CDAC

Attachments: [CDBG Background Information](#)

- [15-017](#) PROPOSED AMENDMENTS TO CHAPTER 33 - WATER, SEWERS AND SEWAGE DISPOSAL IN ITS ENTIRETY AND CHAPTER 2 - ADMINISTRATION, ARTICLES I AND V
Staff Contact and Presenter: Vicki Rios, Director, Budget and Finance
Staff Contact and Presenter: Craig Johnson, P.E., Director, Water Services

CITY MANAGER'S REPORT

This report allows the City Manager to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Manager since they are not itemized on the Council Workshop Agenda.

CITY ATTORNEY'S REPORT

This report allows the City Attorney to update the City Council. The City Council may only acknowledge the contents to this report and is prohibited by state law from discussing or acting on any of the items presented by the City Attorney since they are not itemized on the Council Workshop Agenda.

COUNCIL ITEMS OF SPECIAL INTEREST

Councilmembers may indicate topic(s) they would like to have discussed by the Council at a future Workshop and the reason for their interest. The Council does not discuss the new topics at the Workshop where they are introduced.

MOTION TO GO INTO EXECUTIVE SESSION

1. CALL TO ENTER INTO EXECUTIVE SESSION

EXECUTIVE SESSION

1. LEGAL MATTERS

A. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

B. Council will meet to discuss and consider records exempt by law from public inspection and are specifically required to be maintained as confidential by state or federal law. (A.R.S. § 38-431.03(A)(4))

C. The City Council will meet with the City Attorney for legal advice regarding Boards and Commission and special events (A.R.S. § 38-431.03(A)(3))

2. LEGAL MATTERS - PROPERTY & CONTRACTS

A. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position in pending or contemplated litigation, including settlement discussions conducted in order to avoid or resolve litigation. (A.R.S. § 38-431.03(A)(3)(4))

B. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding potential litigation. (A.R.S. § 38-431.03(A)(3)(4))

C. The City Council will meet with the City Attorney for legal advice, discussion and consultation regarding the city's position with property located near or at 57th Drive and Glendale Avenue. (A.R.S. § 38-431.03(A)(3)(4))

Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purposes:

- (i) discussion or consideration of personnel matters (A.R.S. § 38-431.03(A)(1));
- (ii) discussion or consideration of records exempt by law from public inspection (A.R.S. § 38-431.03(A)(2));
- (iii) discussion or consultation for legal advice with the city's attorneys (A.R.S. § 38-431.03(A)(3));
- (iv) discussion or consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. § 38-431.03(A)(4));
- (v) discussion or consultation with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations with employee organizations (A.R.S. § 38-431.03(A)(5)); or
- (vi) discussing or consulting with designated representatives of the city in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property (A.R.S. § 38-431.03(A)(7)).

Confidentiality

Arizona statute precludes any person receiving executive session information from disclosing that information except as allowed by law. A.R.S. § 38-431.03(F). Each violation of this statute is subject to a civil penalty not to exceed \$500, plus court costs and attorneys' fees. This penalty is assessed against the person who violates this statute or who knowingly aids, agrees to aid or attempts to aid another person in violating this article. The city is precluded from expending any public monies to employ or retain legal counsel to provide legal services or representation to the public body or any of its officers in any legal action commenced for violation of the statute unless the City Council takes a legal action at a properly noticed open meeting to approve of such expenditure prior to incurring any such obligation or indebtedness. A.R.S. § 38-431.07(A)(B).



Legislation Description

File #: 16-387, Version: 1

FISCAL YEAR 2017-18 COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC) UPDATES AND COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING PRIORITIES

Staff Contact and Presented By: Elaine Adamczyk, Interim Director, Community Services

Staff Presenter: Erik Strunk, Director, Public Facilities, Recreation and Special Events

Staff Presenter: Gilbert Lopez, Community Revitalization Administrator, Community Services

Staff Presenter: Stephanie Miller, Program Manager, Community Services

Guest Presenter: Mr. Matthew Versluis, Chairperson, CDAC

Purpose and Recommended Action

The Community Services Department will present this Council Item of Special Interest (CIOSI) item at the August 16th Workshop as requested by Councilmember Aldama during the March 1, 2016 Workshop. This will be in conjunction with two other key update items of the Community Development Advisory Committee (FY 17-18 CDBG priority funding areas; the use of Housing Assistance Program Project-Based Vouchers as a financial tool for Centerline development/re-development).

At its annual summer retreat on July 9, 2016, the Community Development Advisory Committee (CDAC) voted unanimously to recommend the following items to City Council:

- The use of federal U.S. Department of Housing and Urban Development (HUD) Project Based Vouchers to incent the development of new affordable and mixed-use housing in the Glendale Centerline;
- The implementation of new initiatives to better address homelessness in Glendale; and
- Funding priorities for the FY 2017-18 Community Development Block Grant (CDBG) process.

The purpose of this item is to provide the Council with a briefing of these recommendations and to seek further direction.

Background

The CDAC helps review and recommend programs and services regarding the use of federal HUD funds to address Glendale-based human and social service issues. It consists of 15 members who represent a broad cross section of Glendale, such as non-profits, schools, businesses, neighborhood leaders, and various service providers. The Committee is very diligent in its review of all funding requests (through the annual CDBG process) and also invests considerable time and effort through studying various strategies and actions to better serve the human service needs of Glendale residents.

At its August 2015 summer retreat, the CDAC indicated its interest in examining possible methods to use federal funds received by the Community Housing Division for the redevelopment of the City's Public Housing Program through the "Residential Assistance Demolition" (RAD) program; and provided staff direction to

explore new initiatives to better serve homeless individuals in Glendale.

Over the past year, staff researched these two concepts and shared detailed information on its findings to the members of the CDAC at its July 9, 2016 summer retreat. In addition, the CDAC also reviewed the City's CDBG funding priorities.

Analysis

As a result of this effort, the CDAC unanimously voted to recommend the following to Council:

1. Project Based Vouchers for Development/Re-Development - The City of Glendale administers 1,054 Section 8 Housing Choice Vouchers, providing rental subsidies to eligible Glendale families, averaging \$7.7 million paid to Glendale landlords. The Glendale Section 8 Housing Choice Voucher program assists an average of 2,800 low and very low income persons per year, to reside in safe and affordable housing.

Under HUD rules, housing authorities are able to use up to 20 percent of the allotted budget authority for Section 8 Housing Choice Voucher (HCV) program for "project-based vouchers." These vouchers are primarily used to provide federal funding to developers/property owners of multi-family housing, and to provide subsidized rent for eligible families for the length of a contract/development agreement for up to a 15-year period. Federal funding for Section 8 rental subsidy varies annually, based on U.S. Congressional budget allotment, and a "pro-ration" of funds nationwide. On average, this would equate to approximately \$1.5 million annually, which could be used to incent future Centerline development and or redevelopment with rental assistance under contracts up to 15 years.

In order to utilize project-based vouchers in Glendale and use up to 20 percent of the Section 8 HCV federal budget authority, the City of Glendale Section 8 Administrative Plan must be modified to include additional federal policy requirements. If this concept is approved by the Council, this will be accomplished during the annual update and review process for the Annual PHA Plan, submittal to HUD in April 2017. The target effective date, if approved by HUD, is July 1, 2017. Once this occurs, the City would have a new economic development tool to further Centerline development and re-development at no cost to the City's General Fund.

2. Additional Homeless Prevention Strategies - In the spring of 2016, the City of Glendale's Community Services Department conducted an assessment of the homeless population in Glendale, local homeless assistance programs offered, and internal process and procedures. This assessment included interviews with the Glendale Police and Fire Departments, City Court, Community Revitalization, Community Action Program, Community Housing, Parks and Recreation, and Code Compliance. Staff also interviewed external stakeholders including the Glendale Elementary School District, Glendale Union High School District, Glendale Chamber of Commerce, ASU's Morrison Institute, nonprofits such as Tumbleweed and Valley of the Sun United Way, and NEIGHBOR Alliance, a local faith-based organization. Finally, staff collected survey responses from the Glendale business community, faith-based community and local nonprofits to get a better understanding of how these organizations interact with, and at times assist, homeless persons in Glendale.

After an evaluation of departmental processes regarding homelessness, as well as the relationship

between city departments and external stakeholders, it was determined that there are limitations in the current city processes regarding homeless persons. While the City currently offers homeless intervention and prevention assistance, processes can be streamlined to better serve homeless persons. In response, the following recommendations are suggested to improve Glendale's internal homeless processes, relationships with external partners, and serve homeless persons.

- a) Assign one dedicated FTE within the Community Services Department to become the city's Homeless Liaison. This person would have a thorough understanding of homeless assistance services and would serve as a point of contact for both internal departments as well as external organizations.
- b) Identify department leaders who will prioritize addressing homelessness within the department and encourage cooperation with other city departments. These leaders will be knowledgeable of homeless resources and processes for each department.
- c) Improve communication efforts between internal departments, external organizations and community members. Currently, there is a lack of easily accessible information regarding homeless resources.
- d) Data regarding homeless interactions should be collected, tracked and shared city-wide. Currently, departments track homeless interactions very differently, which makes it difficult to evaluate trends in homeless interactions, outreach efforts, subpopulations of homeless persons in Glendale, the costs incurred due to homeless interactions, etc. By determining data points that would be beneficial to track across departments and establishing an internal database to share confidential data across departments, the City will have a better understanding of homeless needs and what homeless assistance services are needed.
- e) Reevaluate and clarify enforcement capabilities of the Police Department, Park Rangers and Code Compliance. Currently the City has various ordinances and codes to keep Glendale safe and clean for citizens. It is recommended that the City reevaluate and determine if additional city ordinances are needed to keep parks and other public spaces safe and clean.

These recommendations focus on immediate solutions and do not introduce new homeless assistance programs at this time. However, once the recommendations are implemented, Glendale will have a better understanding of the types of homeless services that are needed, and can begin to work with external partners to determine additional phases to address homelessness.

- 3. FY 17-18 CDBG Funding Priorities - CDBG funds are federal funds provided to "entitlement cities" (any city over 50,000 in population) to meet community need in a wide variety of areas. Annually, the City of Glendale receives approximately \$2.3 million from HUD to address critical community needs. These include the Community Development Block Grant (CDBG), the HOME Investment Partnerships (HOME) program, and the Emergency Solutions Grants (ESG) program. The FY 2016-17 funds currently total over \$2,904,659 and must be used for community development activities that provide quality housing and expand economic opportunities, primarily for low-to moderate income citizens or low-to-moderate income areas within our community.

In order to receive these funds, entitlement communities are required to undertake a public process to

solicit public input and formulate the city's Five-Year Consolidated Plan and Annual Action Plan. This is a community-based strategic plan identifying housing and community development priorities, goals, and strategies. In August of 2015, Mayor and Council provided the CDAC chair with direction on funding priorities based on the following:

- Keeping people in their homes
- Assisting with core needs such as food, utilities and shelter
- Supporting home delivery of meals and shelter services programs
- Providing emergency home repair
- Housing rehabilitation programs
- Demolishing and clearing blighted structures
- Emphasizing revitalization of Centerline/Redevelopment Area

The members of the CDAC are in unanimous support of using these same funding priorities for the FY 17-18 CDBG funding process. However, they also propose adding the following objective:

- Funding of workforce development programs

Community Benefit/Public Involvement

The continued revitalization of the Centerline area, addressing homelessness and the funding of annual CDBG priorities have been stated objectives of the Glendale City Council. As such, they have been openly discussed at numerous citizen meetings, Council workshops and formally acted on at formal Council evening meetings. As these funds are specifically marked to address very low, low and low-moderate income persons and redevelopment, federal rules and regulations require extensive public outreach and hearing. For each of these recommendations, previous public conversation has either taken place at a CDAC meeting or a Council meeting. Specifically, the use of project based vouchers was discussed by staff as part of the FY 16-17 budget process and at the August 2015 and July 2016 CDAC meetings; the homeless strategies are a Council item of interest raised at the FY 16-17 CDBG prioritization discussion in August 2015 (and at several subsequent CDAC meetings in FY 15-16); and previously on April 26, 2016, after an extensive public process, Council approved the city's CDBG funding plan.

Budget and Financial Impacts

At this time, federal funds would be used for these recommendations.

Background Items for City Council Workshop August 16, 2016

Housing Assistance Program, Homeless Strategies and FY 17-18 CDBG Prioritization Discussion*

* - In addition to excerpts of the draft CDAC Committee meeting minutes, the following attached background items were discussed and reviewed for recommendation by the Committee at its July 9, 2016 retreat meeting:

- Presentation and Discussion of Vouchers for Project-Based Development
- Review and Final Recommendation on Homeless Strategies
- CDBG Grant Application and Council Priorities for FY 17-18

**Item #1: Presentation and Discussion of Vouchers for Project-Based
Development and Excerpt of Draft Committee Meeting Minutes**



Community Services Department

MEMORANDUM

DATE: July 9, 2016
TO: Community Development Advisory Committee (CDAC)
FROM: Elaine Adamczyk, Acting Director, Community Services Department
SUBJECT: Presentation and Discussion of Vouchers for Project-Base Development

Recommendation

Glendale Community Housing requests that CDAC approve the request to modify the Section 8 Administrative Plan and associated Annual PHA Plan through the next federal review process, to include policies allowing the use of project-based vouchers for rental assistance in the City of Glendale.

Background

Elaine Adamczyk, Housing Services Administrator, will lead a discussion on using Project-Based Vouchers for future housing development in the City of Glendale.

The City of Glendale Community Housing Division administers the federally funded Section 8 Housing Choice Voucher (HCV) rental assistance program for very low-income, eligible Glendale residents. The HCV assistance follows the family, meaning the family can move to a different rental unit using HCV.

The project-based voucher program is attached to the structure, working more like the public housing rental program. If the family moves from the unit, they are no longer assisted with a project-based voucher.

The U.S. Department of Housing and Urban Development (HUD), allows housing authorities to use up to 20 percent of the allotted budget authority for Section 8 Housing Choice Voucher (HCV) assistance for project-based vouchers, for no more than 25 percent of the dwelling units in the project. Project-based vouchers are primarily used to provide federal funding to developers of multi-family housing.

The City of Glendale continues to review the City's Centerline Redevelopment Plan, which now may include discussion on the West Phoenix/Central Glendale High Capacity Transit Study, which includes the light rail. Affordable housing development options will have value to future discussions of transportation improvements in the City of Glendale, as well as for the future of Centerline.

In order to utilize project-based vouchers in Glendale and use up to 20 percent of the Section 8 HCV federal budget authority, the City of Glendale Section 8 Administrative Plan must be modified to include additional federal policy requirements. This will be accomplished during the annual update and review process for the Annual PHA Plan submittal to HUD.

Attachment: Project-Based Vouchers Presentation 2016



Glendale Community Housing



Project-Based Vouchers –
Providing a Different Form of
Rental Assistance

What Are Project-Based Vouchers (PBV)?

- PBV = a form of Section 8 assistance that acts more like public housing.
- PBV vouchers can be used to offer financial assistance to developers who may be interested in newly constructed, existing housing, or rehabilitating existing multi-family housing.
- Developers/property owners would designate specific apartments for PBV assistance for low income families, to include all bedroom sizes.
- No more than 25% of the units in a project can be PBV-assisted.
- No more than 20% of the available budget can be for PBV.

Continued on next page--

- Subsidy = developer/property owner receives for the length of the contract. Owner agrees to comply with requirements/rules during construction, rehab & ongoing administration.
- Family Rent = based on 30% of the family's annual adjusted income.
- Housing Assistance Payment (HAP) = makes up the rest of the rent to the landlord. These are federal funds, same as HCV.
- If HUD cuts the funds for Section 8 subsidies, the rents paid for PBV units would also be cut.
- The PBV contract cannot exceed 15 years.
- After the contract ends, any families in assisted units will be offered alternative assistance.

What Vouchers Does Glendale Have Now?

- Glendale currently has 1,054 Housing Choice Vouchers (HCV)
 - Families must be very low income (50% of median).
 - Families pay rent to a landlord based on no more than 30% of their adjusted household income.
 - Families can take their HCV and “port” to any jurisdiction that administers a Section 8 HCV program
 - “Freedom to Choose.”

How is a Project-Based Voucher (PBV) different?

- PBV acts more like public housing
 - Families must be low income (80% of median).
 - Families cannot “port” with a PBV (No “Freedom to Choose”).
 - The assistance remains with the unit, not the family.
 - Families can request to be placed on the waiting list for the HCV program.
 - HUD allows PBV families to jump ahead of others on the waiting list for HCV assistance.

Next Step?

- Glendale Housing must modify the Section 8 Administrative Plan to include policies for PBV.
- New policies must go through PHA Annual Plan update approval process,
- HUD must approve.
- Expected approval date – July 1, 2017 (PHA Plan process).

What the Future Holds!

- City of Glendale will be able to use PBV as an incentive for developers to plan and build affordable housing in the City “centerline” area.
- Downtown Glendale will have affordable housing stock available for families who want to live “close to downtown action!”

EXCERPT OF DRAFT MINUTES

**CITY OF GLENDALE
COMMUNITY DEVELOPMENT ADVISORY COMMITTEE
Summer Retreat – Fruit Packing Shed
9802 N. 59th Avenue
Saturday, July 9, 2016
8:00 a.m. – 11:00 a.m.**

MEMBERS PRESENT:

Matthew Versluis, Chair
Dorlisa Dvorak, Vice Chair
Sharyn Nesbitt
Denise Flynn
Leslee Miele
Mickie Nunez
Valentina Imig
Kevin Loera

MEMBERS ABSENT:

Karissa Ann Ramirez
Daniel Tapia
Belinda Allen
Emmanuel Allen
Dennise Rogers

STAFF PRESENT:

Gilbert Lopez, Revitalization Administrator
Erik Strunk, Director Public Facilities, Recreation & Special Events
Elaine Adamczyk, Interim Director Community Services
Stephanie Miller, Senior Management Assistant
Renee Ayres-Benavidez, Revitalization Grants Supervisor
Karen Mofford, Community Housing Supervisor

VII. Presentation and Discussion of Vouchers for Project-Based Development

Ms. Adamczyk presented information on the proposed Section 8 Project-Based Voucher (PBV) option, how it affects the Section 8 Housing Choice Vouchers now in use and how it may be used by the City of Glendale for future affordable housing growth. The presentation included the following information:

Project-Based Vouchers: Providing a Different Form of Rental Assistance

- What Are Project-Based Vouchers (PBV)?
 - PBV is a form a Section 8 assistance that acts more like public housing.
 - PBV vouchers can be used to offer financial assistance to developers who may be interested in newly constructed, existing housing, or rehabilitating existing multi-family housing.
 - Developers/property owners would designate specific apartments for PBV assistance for low income families, to include all bedroom sizes.
 - No more than 25% of the units in a project can be PBV-assisted. (Currently 263 vouchers)
 - No more than 20% of the available budget can be for PBV.

- Subsidy: Developer/property owner received for the length of the contract. Owner agrees to comply with requirements/rules during construction, rehabilitation and ongoing administration.
- Family Rent: Based on 30% of the family's annual adjusted income.
- Housing Assistance Payment (HAP): Makes up the rest of the rent to the landlord. These are federal funds, same as Housing Choice Voucher (HCV) funds.
- If HUD cuts the funds for Section 8 subsidies, the rents paid for PBV units would also be cut.
- The PBV contract cannot exceed 15 years.
- After the contract ends, any families in assisted units will be offered alternative assistance.
- What Vouchers Does Glendale Have Now?
 - Glendale currently has 1,054 Housing Choice Vouchers (HCV)
 - Families must be very low income (50% of median)
 - Families must pay rent to a landlord based on no more than 30% of their adjusted household income.
 - Families can take their HCV and "port" to any jurisdiction that administers a Section 8 HCV program.
 - "Freedom to Choose"
- How is a Project-Based Voucher (PBV) Different?
 - PBV acts more like public housing.
 - Families must be low income (80% of median).
 - Families cannot "port" with a PBV. No "Freedom to Choose".
 - The assistance remains with the unit, not the family.
 - Families can request to be placed on the waiting list for the HCV program.
 - HUD allows families to jump ahead of others on the waiting list for HCV assistance.
- Next Steps?
 - Glendale Housing must modify the Section 8 Administrative Plan to include policies for PBV.
 - New policies must go through PHA Annual Plan update approval process, which HUD must approve.
 - Expected approval date – July 1, 2017 (PHA Plan Process).
- What the Future Holds!
 - City of Glendale will be able to use PBV as an incentive for developers to plan and build affordable housing in the City "centerline" area.
 - Downtown Glendale will have affordable housing stock available for families who want to live "close to downtown action!"

Committee-member Flynn inquired if the goal of PBV was to increase inventory. Ms. Adamczyk replied in the positive adding that PBV is another tool for the City to utilize for development and affordable housing. Committee-member Flynn requested clarification regarding the amount of funds provided to developers. Ms. Adamczyk explained that no more than 20% of the available budget can be put toward PBV and only 263 vouchers at this point in time. Therefore, eventually if all funds or vouchers are used, PBV could not be used for another development until a 15-year contract runs out.

Vice Chair Dvorak commented that the areas along the light rail in Phoenix have blossomed and felt that the future light rail in Glendale could bring the same growth.

Committee-member Loera inquired if PBV is currently not allowed in Glendale. Ms. Adamczyk stated that although other valley cities utilize PBV, it is not in the Glendale housing policy as of yet. Ms. Adamczyk added that PBV incentivizes growth and development. Mr. Strunk clarified the PBV guarantees a steady stream of income to the developer for the first fifteen years. Mr. Strunk stressed that there will be a very comprehensive vetting process for the developers and the proposed projects. All proposals will come before the CDAC for review prior to Council review and vote.

Committee-member Imig wondered if certain units in a development would be reserved for PBV. Mr. Lopez explained that a certain number would be reserved but the units would be the same as the others in the development. Committee-member Flynn noted that the development would be a mix of market-rate and subsidized units.

Chair Versluis motioned to approve and recommend City Council approval to modify the Section 8 Administrative Plan and associated Annual PHA Plan through the next federal review process, to include policies allowing the use of project-based vouchers for rental assistance in the City of Glendale. The motion passed 8 – 0.

**Item #2: Review and Final Recommendation on Homeless Strategies
and Excerpt of Draft Committee Meeting Minutes**



Community Services Department

MEMORANDUM

DATE: July 9, 2016
TO: Community Development Advisory Committee (CDAC)
FROM: Stephanie Miller, Program Manager, Public Facilities, Recreation & Special Events
SUBJECT: Review and Final Recommendation of Homeless Strategies

Recommendation

Review and vote to approve the homeless strategies.

Background

Over the past several months, the Community Services Department worked with internal city departments and external organizations to evaluate and assess Glendale's current homeless strategies. After meetings with the Glendale City Court, Police Department, Fire Department, Park Rangers, Community Revitalization, Community Action Program, Glendale Community Housing, Glendale Chamber of Commerce, the faith-based organization NEIGHBOR, Glendale Elementary School District, Glendale Union High School District, Arizona State University Morrison Institute students, nonprofit organizations and homeless persons, the Community Services Department discovered areas of improvement in Glendale's existing homeless strategies and developed appropriate recommendations.

These recommendations currently focus on improving and streamlining internal procedures, and will establish the framework to consider new homeless assistance programs in Glendale in the future, contingent upon funding.

It is important to note that these recommendations are the first in a series of a long-term commitment by the department to better address the homeless intervention and prevention policies in the City of Glendale. As such, this assessment and its recommendations will serve as a beginning step to the exploration of homelessness in Glendale.

Attachment: Draft Glendale Community Services Homeless Action Plan
PowerPoint Presentation on Homeless Action Plan

Glendale Homeless Action Plan

7.9.16

Presented by: Glendale Community Services Department

Who are the homeless?

Causes

Affects

Chronic
Substance
Abuse

Populations

Single males and
females

Veterans

Families

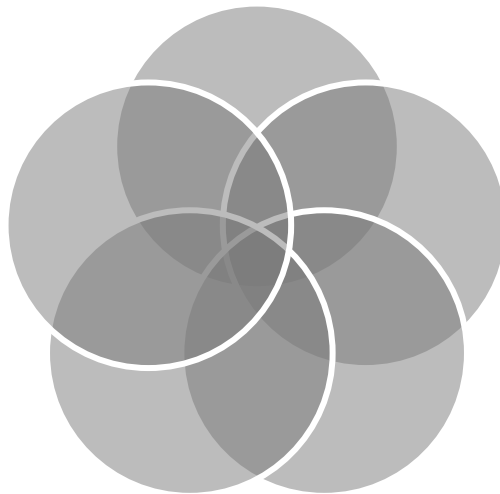
Unaccompanied
Youth

Severe
Mental Illness
(SMI)

Domestic
Violence

HIV/
AIDS

Economic
Instability



Definitions of Homelessness

Ability to assist the homeless varies based on the funding definition used

Community Revitalization (funding nonprofits and partners) – HUD Definition

1. An individual or family who lacks a fixed, regular and adequate nighttime residence.
2. An individual or family who is fleeing or is attempting to flee, domestic violence, sexual assault, stalking or other dangerous or life-threatening conditions that relate to violence against the individual or a family member and has no other residence and lacks resources or support networks to obtain other permanent housing.

Glendale Section 8 and Public Housing

For **single person homeless applicants**, the applicant must verify that they physically resided in Glendale, or were employed or hired for employment within the city limits of Glendale for the period immediately preceding the event(s) that resulted in the person/family becoming homeless. **Homeless is also defined as living in a shelter, car, or on the streets.** Living with someone else is not considered homelessness. The applicant must be under case management by an area agency serving the needs of homeless persons.

Community Action Program

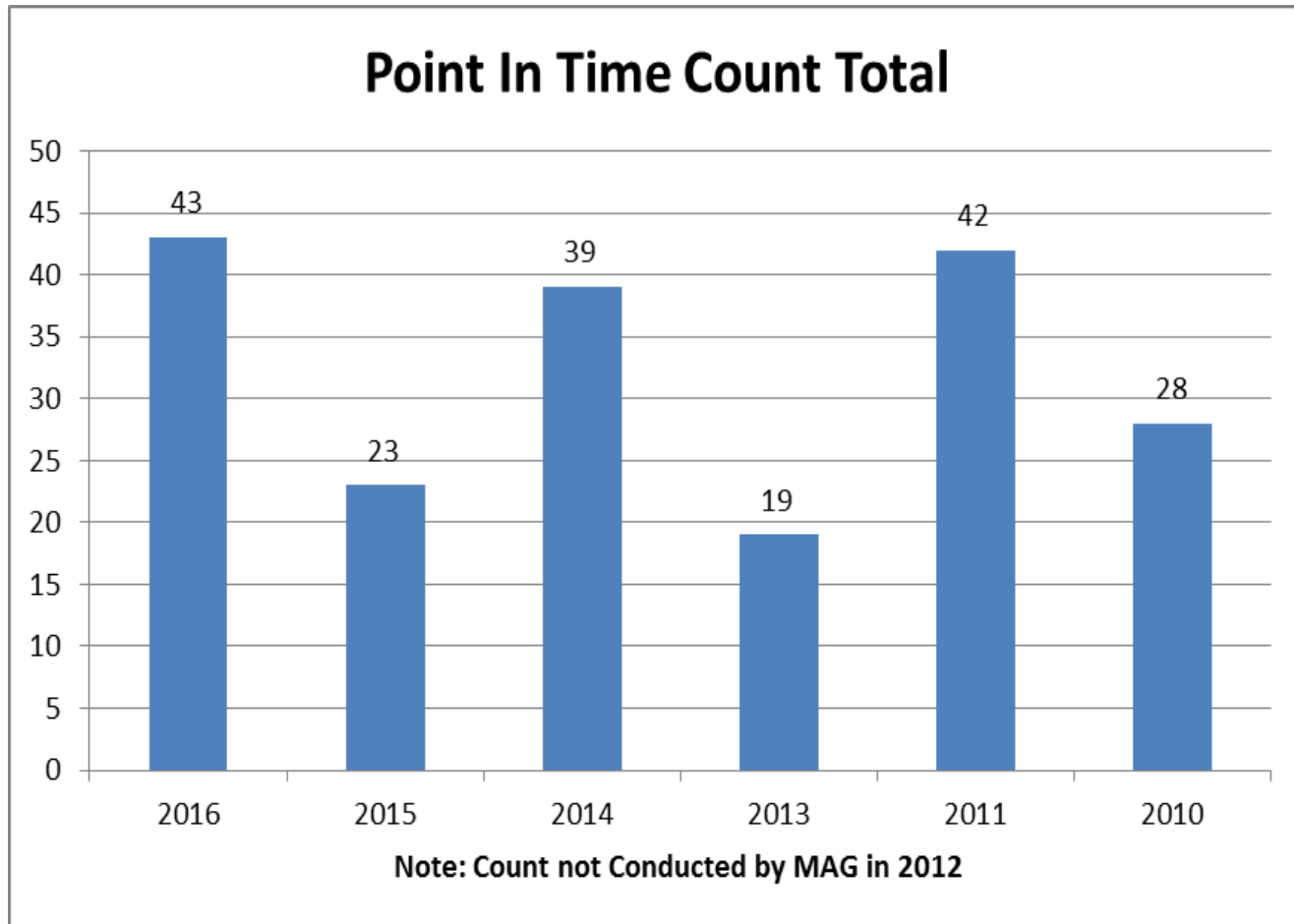
When using State funds, a “couch surfer” can be considered homeless. CAP uses the following to verify that a person is homeless: **notarized statements from families or friends that the person is staying in a temporary space, shelter of social service provider verification, etc.**

Schools – McKinney-Vento Act Definition

Individuals who lack a fixed, regular and adequate nighttime residence. Examples include children and youth living in shared housing due to economic hardship, living in motels, hotels, trailer parks, camps, shelters, abandoned in hospitals, awaiting foster care placement, location inhabitable for humans, cars, substandard housing, etc.

The Issue

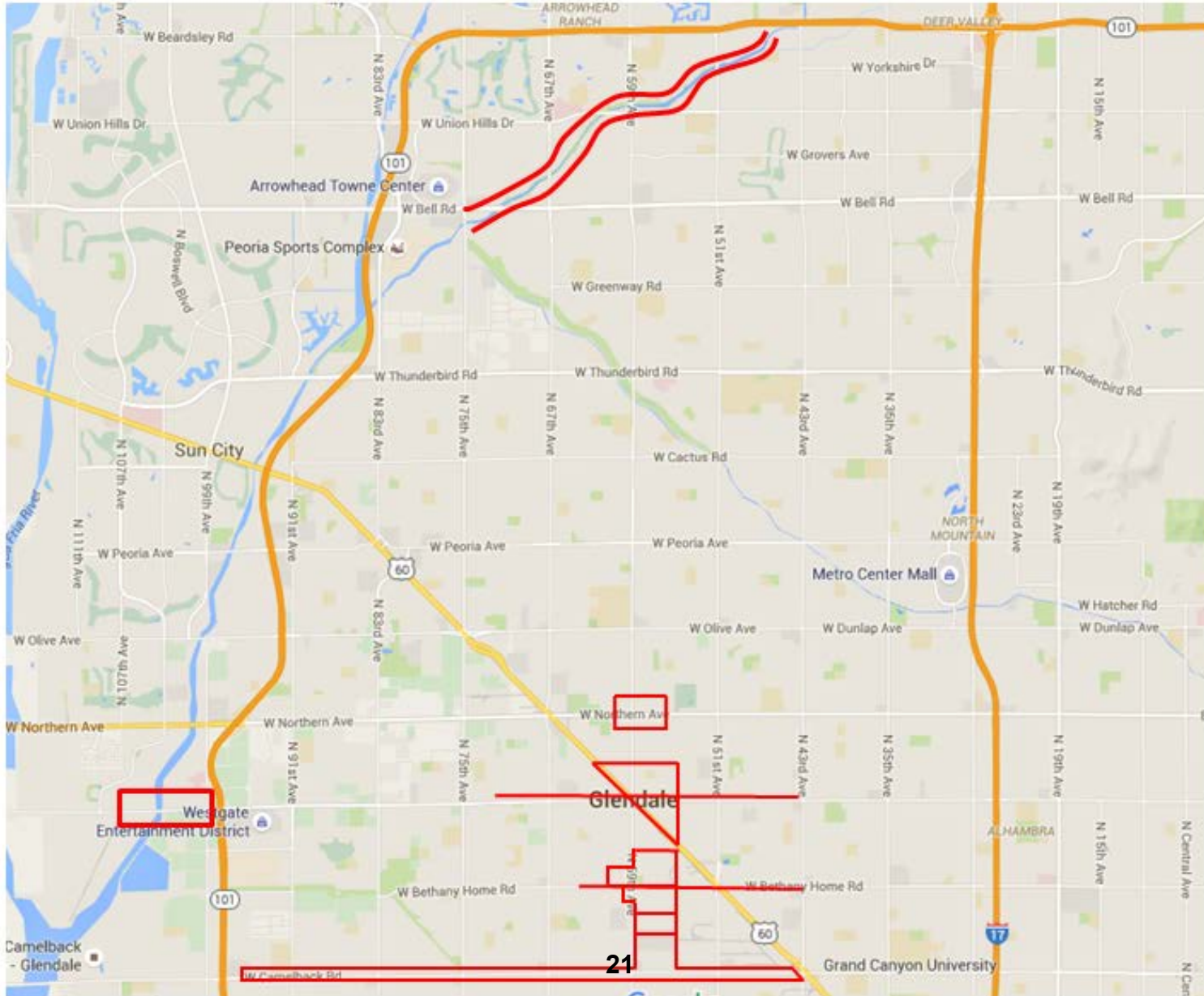
What does homelessness in Glendale look like?



Homelessness by the Numbers

City Department or Organization	Timeframe	Measurement	Number of Persons
Park and Recreation (Park Rangers)	12/3/15 – 2/29/16	Homeless persons observed at Bonsall Park	105
Police Department	1/1/16 – 3/7/16	Arrests of homeless/transient persons	167
City Court	1/1/15 – 4/20/16	Homeless individuals in Mental Health Court	20
City Court	1/1/09 – 3/29/16	Eligible homeless court cases	92 (cases, not unique individuals)
Community Revitalization	2014-2015	Glendale residents served by local funded nonprofit organizations focused on addressing homelessness	698
Glendale Elementary School District	School Year 2015-2016	Number of homeless youth in Glendale elementary and middle schools	369
Glendale Union High School District	School Year 2015-2016	Number of homeless youth in Glendale high schools (does not include Phoenix high schools in district)	260

Known Locations of Unsheltered Homeless Persons as Reported by Glendale PD and Park Rangers



What is Glendale Currently Doing?

Homeless Interactions

- **Park Rangers** – enforcement
- **Police** – enforcement
- **Fire** – medical response
- **Court** – Homeless Court and Mental Health Court
- **Nonprofit Service Providers** – support
- **Libraries** – public space
- **Schools** – McKinney-Vento
- **Faith-Based Communities** – support
- **Businesses**
- **Citizens**

Homeless Assistance

- Fund nonprofits that benefit Glendale residents through CDBG and ESG funding
- CAP provided homeless assistance through DES and ACAA funding
- Educational Outreach (Police, Fire, Park Rangers)
- Faith-based organizations provides resources
- City building relationships with nonprofit organizations
- Schools provide transportation for homeless students to and from school and basic supplies

Homeless Prevention

- Eviction prevention services (CAP) = \$111,521 spent in FY15-16
- Long-term Rental Assistance: 155 public housing units and 1054 Section 8 vouchers
- Community Revitalization: Assisted 846 Glendale residents in FY 14-15 with \$172,881
- Annual funding process: collaboration with Maricopa Association of Governments (MAG)

Recommendations

1. Identify Funds for a Dedicated Homeless Liaison
2. Create a Unified Team
3. Improve Communication
4. Improve Data Collection
5. Reevaluate Enforcement Capabilities
6. Annual Review of Efforts

Areas of Improvement: Dedicated Homeless Liaison

Organization	Gaps
City Departments and External Organizations	Need a Point of Contact to <u>educate</u> fellow COG employees and external partners about homelessness in Glendale and appropriate responses to homeless encounters
City Departments and External Organizations	Need a Point of Contact to <u>collect homeless data</u> across departments and from external partners on a quarterly basis and coordinate communication efforts
City Departments	Need a Point of Contact to <u>conduct outreach and provide onsite assistance</u> to first responders who may be working with homeless persons.
External Organizations	Need an internal <u>Point of Contact for local nonprofits, faith-based organizations, schools and businesses</u> . Encourage future partnerships and assistance programs.



Recommendation #1: Establish a dedicated Homeless Liaison who can manage homeless efforts across departments and with external agencies. Identify appropriate funding sources.

Dedicated Homeless Liaison Potential Responsibilities

- Referral management
- Thorough understanding of city services/interactions and homeless needs
- Management of interdepartmental homeless data
- Assist with questions/interactions during homeless encounters (Police, Fire, Park Rangers, Court)
- Organize efforts between non-profits, faith-based organizations, businesses and other West Valley entities
- Educating the public around homelessness and "approved" homeless assistance
- Drive potential assistance programs (Establish West Valley coordinated point of entry, hotel vouchers for families in need, coordinate supply drives, provide transportation from office to shelters)

Dedicated Homeless Liaison

Below are suggestions of how the Homeless Liaison can engage with external groups and bring additional homeless assistance to Glendale.

Organization	Potential Activities
Faith-Based Communities	<ul style="list-style-type: none"> - Assist with the coordination of efforts among faith-based groups - Host rotating shelters or services within the community - Foster partnership with the City to encourage collaboration/unified approach
Glendale Schools	<ul style="list-style-type: none"> - Link schools with other homeless resources (faith-based communities, nonprofits) - Understand issues that are specific to homeless students/families
Nonprofit Organizations	<ul style="list-style-type: none"> - Identify services that are most in need in Glendale, work with corresponding service providers - Potentially establish satellite services for West Valley residents (similar to set-up at CAP) - Work with nonprofits to identify subpopulation that is most in need in Glendale
Business Community	<ul style="list-style-type: none"> - Understand homeless issues that impact Glendale businesses
Medical Community	<ul style="list-style-type: none"> - Work with Mental Health Court to ensure that court and caseworkers are knowledgeable of resources that may be available to clients

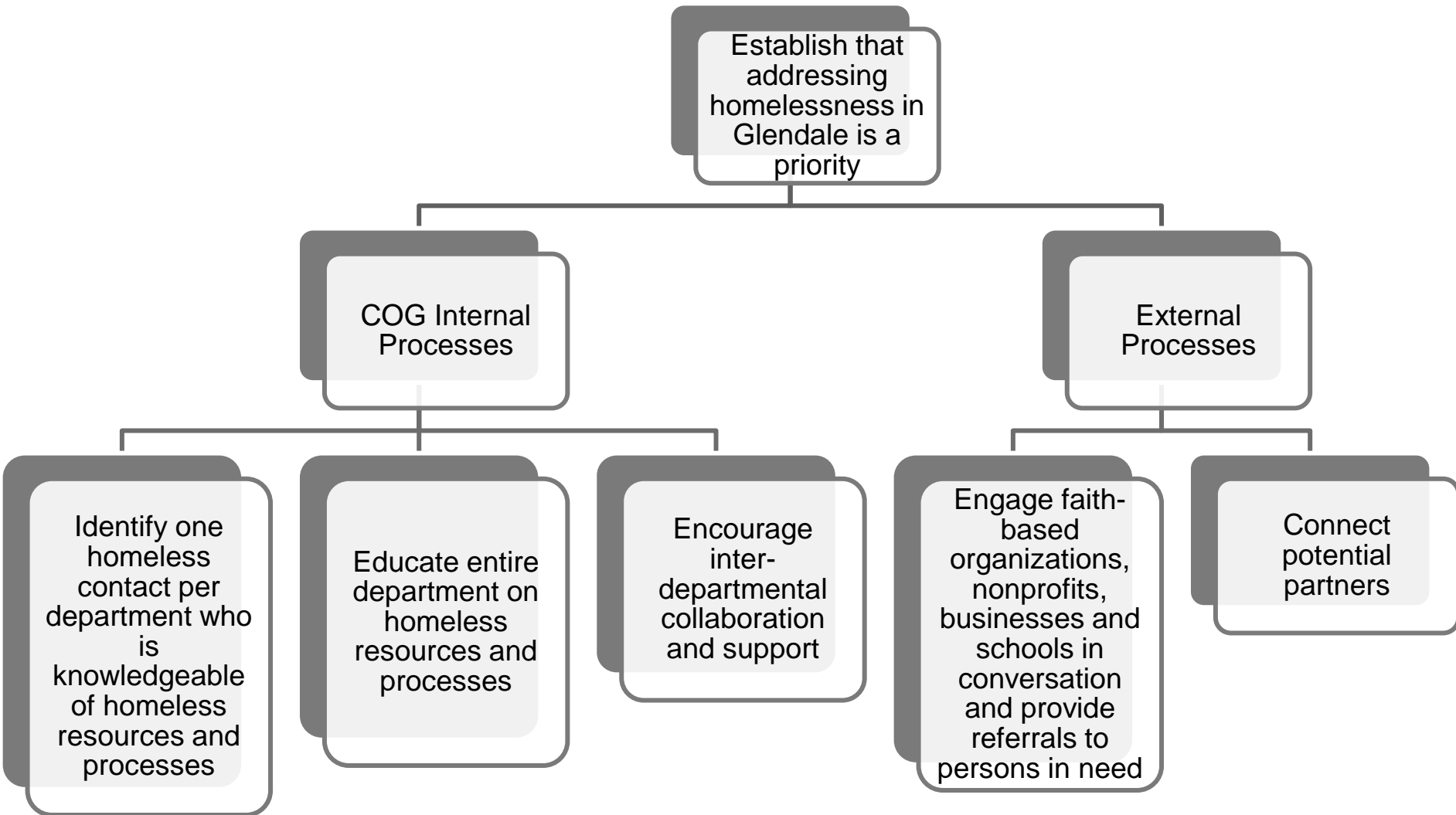
Areas of Improvement: Creation of a Unified Team

Organization	Gaps
City Departments	<u>Misconceptions</u> of homeless persons in Glendale
City Departments	<u>Lack of departmental knowledge</u> of homeless problem and resources
City Departments	<u>Lack of one contact person per department</u> who is knowledgeable about homeless efforts
External Organizations	<u>Lack of coordination</u> between City and faith-based organizations, schools and nonprofits



Recommendation #2: Need to address homelessness as a cohesive unit and create a network of homeless champions both internally and externally.

Creating a Unified Team



Areas of Improvement: Communication

Organization	Gaps
City Departments	<u>Lack of a single homeless resource list</u> that details shelter or support services, eligibility requirements, contact info, etc.
City Departments	Not all employees who may have homeless encounters have <u>access</u> to complete list of resources
City Departments	<u>Lack of interdepartmental communication</u> around homelessness encounters or issues
Public	<u>Difficult to find homeless resources</u> online or otherwise



Recommendation #3a: Create single resource that lists shelters and service providers, a description of services offered and eligibility requirements.

Recommendation #3b: Encourage homeless liaison/outreach workers to call Crisis Response Network (1-800-631-1314)

Ways to Improve Communication



Areas of Improvement: Data Collection

Organization	Gaps
City Departments	In some cases, <u>lack of homeless data</u>
City Departments	<u>Data captured varies</u> from department to department
City Departments	<u>Outreach efforts</u> are not tracked
City Departments	Difficult to compile and analyze homeless information across departments due to <u>lack of a standard template</u>
City Departments and Nonprofit organizations	Difficult to understand <u>number of homeless</u> in Glendale due to varying tracking methods



Recommendation #4a: Determine beneficial data points and collect information across departments.

Recommendation #4b: Create internal database to share confidential information across departments.

Areas of Improvement: Data Collection



Areas of Improvement: Reevaluate Enforcement Capabilities

Organization	Gaps
Police Department and Parks and Recreation Department	Enforcement of park rules, urban camping and shopping carts help keep the community safe and clean. However, there are <u>gaps in enforcement</u> that allow persons to use parks and other public places for unintended purposes.



Recommendation #5a: Reevaluate city ordinances and consider best practices

Recommendation #5b: Request 1 additional FTE Park Ranger and reclassify 1 Park Ranger position as Park Ranger Supervisor

Recommendation #5c: Review Section 27 in City Code (Parks and Recreation)

Next Steps

Phase 1 (3 Months)

- Standardize homeless resource list
- Establish homeless data points
- Standardize procedures for homeless encounters (in terms of education/referrals)

Phase 2 (6 Months)

- Identify Homeless Liaison
- Create homeless campaign across departments
- Reevaluate enforcement capabilities
- Educate employees on homeless encounters and resources
- Begin homeless communication efforts

Phase 3 Ongoing

- Evaluate new data collected to identify potential areas of service
- Evaluate implementation of new resource list, data tracking systems and procedures
- Work with external organizations to identify new potential programs
- Annual review of efforts

Glendale Community Services Homeless Action Plan

Executive Summary

In the spring of 2016, the City of Glendale's Community Services Department conducted an assessment of the homeless population in Glendale, local homeless assistance programs offered, and internal process and procedures. This assessment included interviews with the Glendale Police Department, Fire Department, City Court, Community Revitalization, Community Action Program, Community Housing, Parks and Recreation, and Code Compliance. Staff also interviewed external stakeholders including the Glendale Elementary School District, Glendale Union High School District, Glendale Chamber of Commerce, ASU's Morrison Institute, nonprofits such as Tumbleweed and Valley of the Sun United Way, and NEIGHBOR Alliance, a faith-based organization. Finally, staff collected survey responses from the Glendale business community, faith-based community and local nonprofits to get a better understanding of how these organizations interact with, and at times assist, homeless persons in Glendale.

After an evaluation of departmental processes regarding homelessness, as well as the relationship between city departments and external stakeholders, it was determined that there are limitations in the current city processes regarding homeless persons. While the City currently offers homeless intervention and prevention assistance, processes can be streamlined to better serve homeless persons. Thus, the following recommendations are suggested to improve Glendale's internal homeless processes, relationships with external partners, and service to homeless persons.

1. Assign one dedicated FTE within the Community Services Department to become the city's Homeless Liaison. This person would have a thorough understanding of homeless assistance services and would serve as a point of contact for both internal departments as well as external organizations. The Homeless Liaison will organize homeless assistance efforts between the City and external organizations, educate the public and internal departments regarding homelessness in Glendale, and drive potential assistance programs. The Homeless Liaison will also be responsible for collecting and managing homeless data across departments. This position is needed as currently there is little coordination between city departments as it pertains to the management of homeless data, homeless education, homeless referral management, and external partnerships between local schools, nonprofit organizations, faith-based organizations and the business community.
2. Identify department leaders who will prioritize addressing homelessness within the department and encourage cooperation with other city departments. These leaders will be knowledgeable of homeless resources and processes for each department. The Homeless Liaison will assist with this process by educating departments about homelessness in Glendale and will address some of the misconceptions. The Homeless Liaison will also assist each department's homeless point of contact, and will coordinate education and partnership efforts with external organizations.

3. Improve communication efforts between internal departments, external organizations and community members. Currently, there is a lack of easily accessible information regarding homeless resources. It is recommended that the City create and manage a single resource list that provides information on shelters and service providers as well as a description of the services offered and their eligibility requirements. This information should be easily accessible for city employees as well as members of the public. Additionally, city employees or other outreach workers should be familiar with the Crisis Response Network, as they can provide one-on-one assistance for homeless persons in crisis.
4. Data regarding homeless interactions should be collected, tracked and shared city-wide. Currently, departments track homeless interactions very differently, which makes it difficult to evaluate trends in homeless interactions, outreach efforts, subpopulations of homeless persons in Glendale, the cost city departments incur due to homeless interactions, etc. By determining data points that would be beneficial to track across departments and establishing an internal database to share confidential data across departments, the City will have a better understanding of homeless needs and what homeless assistance services are needed.
5. Reevaluate and clarify enforcement capabilities of the Police Department and Park Rangers. Currently the City has various ordinances and codes to keep Glendale safe and clean for citizens. However, there are a handful of persons who use city property for unintended uses and there is currently little action that can be taken to curb this behavior. It is recommended that the City reevaluate and determine if additional city ordinances are needed to keep parks and other public spaces safe and clean. The City should also consider best practices of other municipal ordinances as it pertains to parks, health and safety. It is also recommended that the City assign an additional Park Ranger and Park Supervisor to the existing team in order to provide a higher level of enforcement in city parks.

The recommendations above focus on immediate solutions and do not introduce new homeless assistance programs at this time. However, once the recommendations are implemented, Glendale will have a better understanding of the types of homeless services that are needed, and can begin to work with external partners to determine the most beneficial programs for homeless residents.

City of Glendale

Homeless Assessment and Action Plan

Introduction

Homelessness is an issue that affects virtually every city in the United States - Glendale, Arizona included. It affects single males and females, families, unaccompanied youth, victims of domestic violence, persons suffering from mental illnesses or substance abuse, veterans and individuals with physical disabilities or chronic illnesses like HIV/AIDSⁱ. Addressing the different causes of homelessness and the populations affected by it can be challenging given the many different types of assistance programs that are needed. Thus, in the spring of 2016, the City of Glendale's Community Services Department conducted an assessment of the homeless population in Glendale, local assistance programs offered to the homeless, and internal processes and procedures.

Who are the homeless in Glendale?

In 2016, the Annual Point-in-Time Count reported 43 unsheltered persons in Glendaleⁱⁱ. However, this number does not convey the true number of homeless persons in Glendale, nor does it provide details regarding the homeless subpopulations in Glendaleⁱⁱⁱ (e.g. chronically homeless, severely mentally ill, chronic substance abusers, veterans, have HIV/AIDS or are victims of domestic violence). The count did not include homeless persons who stayed in shelters, with friends or family members, who were incarcerated or in the hospital, or simply were not present during the count. Additionally, there was little correlation between known homeless subpopulations in Glendale and the homeless demographics collected by the Point-in-Time Count. Thus, homelessness is much broader of an issue than some of the numbers would lead us to believe. The following table indicates the number of homeless/transient encounters that the City of Glendale has recently reported:

City	Department/ Organization	Timeframe	Measurement	Number of Persons
	Parks and Recreation (Park Rangers)	12/3/15 – 2/29/16	Homeless persons observed at Bonsall Park	105 ^{iv}
	Police Department	1/1/16 – 3/7/16	Arrests of homeless/transient persons	167 ^v
	City Court	1/1/15 – 4/20/16	Homeless individuals in Mental Health Court ¹	20 ^{vi}
	City Court	1/1/09 – 3/29/16	Eligible Homeless Court cases ²	92 ^{vii} (cases, not unique individuals)

¹ Mental Health Court gives defendants with severe mental illness the opportunity to have their criminal cases dismissed upon the completion of case management and Court requirements.

² According to the Superior Court of Arizona in Maricopa County's website, "The Maricopa County Regional Homeless Court's goal is to resolve outstanding minor misdemeanor, victimless offenses and warrants for homeless individuals who demonstrate commitment to end their homelessness."

Glendale Elementary School District	School Year 2015-2016	Number of homeless youth in Glendale elementary and middle schools	369 ^{viii}
Glendale Union High School District	School Year 2015-2016	Number of homeless youth in Glendale high schools (3 schools included)	260 ^{ix}

Schools, nonprofit organizations, the City Court, police officers and parks rangers have all had numerous interactions with homeless persons and families from Glendale in recent months. Thus, homelessness continues to be an issue, due to a lack of homeless services in the west valley and a lack of coordination among homeless stakeholders such as City of Glendale departments, faith-based communities, schools and nonprofits.

While the City of Glendale, schools, and nonprofits regularly provide services to homeless persons and families, the definition of homelessness changes based on the funding source, and subsequently changes the eligibility of persons who can receive the services. For instance, the U.S. Department of Health and Human Services’ definition states that “an individual may be considered homeless if that person... [is] unable to maintain their housing situation and are forced to stay with a series of friends and/or extended family members.”^x This is the definition that the Glendale Community Action Program (CAP) uses when determining eligibility for their homeless assistance programs. Alternatively, the U.S. Department of Housing and Urban Development (HUD) limits the definition of homelessness to “an individual or family who lacks a fixed, regular and adequate nighttime residence.”^{xi} This is an important distinction to note as Glendale’s Community Revitalization division uses HUD guidelines when granting homeless assistance funds. Yet, Glendale Community Housing’s Section 8 program defines a homeless person as someone who is “living in a shelter, car, or on the streets. Living with someone else is not considered homelessness.”^{xii} These varying definitions make it difficult to pinpoint exactly who is defined as homeless, and who may be eligible to receive services within a community, particularly when providing a homeless person or family an appropriate referral.

Glendale Homeless Interactions

However, each department and organization has a different perspective of homelessness and experience working with homeless persons. Below are brief summaries detailing various departments’ interactions with homeless persons, internal processes, and challenges they encounter. Information was collected via interviews with representatives from each department/organization.

Glendale City Court

There are two special court dockets of Glendale City Court that focus on working with homeless persons: the Regional Homeless Court and Mental Health Court. While homeless persons may be seen in other courts, that data is not tracked.

Homeless Court was created in 2006 by Glendale, Tempe and Phoenix Municipal Courts to resolve outstanding misdemeanors and civil traffic offenses for homeless persons who have

committed victimless offenses. To be eligible for Homeless Court, persons must have a qualifying misdemeanor offense or civil offense, no felonies in the past 10 years with the exception of DUI or drug convictions, and be considered homeless. The defendant must also live in semi-permanent housing and have case management via an approved service provider. In order to be enrolled in Homeless Court, the homeless person's approved service provider needs to recommend the person to the program. Homeless Court, located at the Central Arizona Shelter Services campus, allows homeless persons who are committed to ending their homelessness with the tools and case management to do so. Typically sentences in Homeless Court are community service and approved transitional care programs to alleviate outstanding fines, fees and/or warrants. These fines are often a barrier for persons who need to obtain a driver's license to apply for a job or to secure daily transportation. Between January 1, 2009 and March 29, 2016, 92^{xiii} Homeless Court cases from Glendale City Court have been resolved.

Mental Health Court also serves homeless persons, although eligibility is limited to individuals who have a SMI (Serious Mental Illness) designation from Mercy Maricopa Integrated Care and have case management. Seriously mentally ill defendants go through a similar process as Homeless Court defendants, although typically the court orders defendants to focus on sustaining positive mental health instead of completing community service. Judges meet with both the defendant and their case worker every two or four weeks to determine the best course of action. If an individual is stable for 6 months, the City Prosecutor will consider dismissing the charges. The normal time for a defendant in this specialty court is closer to 11 months. From January 1, 2015 to April 20, 2016, 20^{xiv} homeless persons were enrolled in Mental Health Court.

While Homeless Court and Mental Health Court provide homeless persons with the support and guidance that is needed to successfully eliminate their fines and hopefully transition to permanent housing, there are still gaps in service for homeless persons. First, as previously stated, it is unknown exactly how many homeless persons go through the Glendale City Court system or the amount of time or money that is spent working with these individuals. Secondly, in Homeless Court and Mental Health Court, case management is needed to be eligible for the programs. With the turnover of case workers already high and a limited number of service providers available to take new clients, a lack of access to quality case management could prevent otherwise eligible homeless persons from being accepted into these programs. Thirdly, the courts have seen first-hand that lack of available resources for homeless persons. For instance, they have had Mental Health Court defendants spend 18 months in the program and still not be able to secure housing due to a housing shortage. Thus, Mental Health Court and Homeless Court are somewhat limited in what they can accomplish due to the external challenges that continue to make it more difficult for homeless persons to be successful in the program and to find permanent housing.^{xv}

Glendale Fire Department

The Glendale Fire Department is dispatched utilizing the 911 emergency notification system for all EMS, Fire and Rescue incidents utilizing the closest unit response criteria. In many cases the

closest unit to respond is a single resource, such as an engine or ladder. However based on the information received by the caller more than one resource may be dispatched.

The Glendale Fire Department does not however receive personal information during dispatch that would inform them as to whether a person is homeless. What is received is essential information to describe the medical condition or emergency and the appropriate address. Upon arrival Fire Department members assess the situation and/or patient to determine if additional resources are required, including transportation when necessary.

The Fire Department's primary concern with regards to patient interaction is acute patient care and the department plays a vital role in the pre-hospital care continuum. Once again, there is no difference in the care provided based on possible homelessness. However, if no medical condition exists and transportation is not necessary the Fire Department does have the ability to assist citizens utilizing the Maricopa Workforce Connections resource list. In the case of a homeless individual there are two phone numbers available:

- Central Arizona Shelter Services (CASS)-602-341-0823
- A New Leaf-480-733-3042
- Also see: The "Maricopa Workforce Connections", Maricopa Association of Government: http://www.hsd.maricopa.gov/HSD/media/WDD/HSD%20Resource%20Directory/Maricopa-County-Homeless-Resources-Directory-7_22_14.pdf^{xvi}

Glendale Police Department

The Glendale Police Department provides a unique perspective on homeless issues because of their frequent interactions with homeless persons throughout the city. Much of the enforcement conducted by Glendale police officers that involves homeless persons pertains to park violations, urban camping, nuisance calls, encampments, etc. In the past, enforcement was concentrated in Bonsall Park due to a variety of park violations. After a year of warnings and educating the public about park ordinances, officers began arresting offenders, which led to the alleviation of some of these issues. However, when homeless persons began to move from Bonsall Park due to increased enforcement, they relocated to Sahuaro Ranch Park and other areas throughout the city. Thus, these areas started to experience some of the issues that Bonsall Park experienced a year earlier. The same problem holds true for encampments. In the past, police have witnessed homeless persons under the protection of overgrown trees, in empty lots, near the railroad tracks and behind buildings or dumpsters. Recently, police removed a large encampment near the railroad tracks. These locations are not meant for human habitation, and thus pose very dangerous safety risks for homeless persons, as well as the surrounding neighborhood. However, once enforcement is focused on one area, the problems merely move to the next area.

The Glendale Police Department reports that as of March 7, 2016, 167 arrests were made where the subject was transient^{xvii}. The most common crimes involved drugs, trespassing/urban camping, outstanding warrants, theft/shoplifting, and stolen vehicles. The most common location for related cases was 59th Avenue and Bethany Home Road, near Bonsall Park.^{xviii} Homeless persons are also at risk of being the victims of crime; as of May 4, 2016, 80 transient persons were victims of a crime and 41 were witnesses.^{xix} While these numbers may not represent unique persons, it demonstrates the level of regular involvement the Glendale Police Department has with homeless persons.

When possible, police officers have and continue to conduct outreach for persons in need. For instance, over the time period of one year, officers gave out pamphlets of homeless resources, primarily in Bonsall Park. The goal was to educate homeless persons about the resources that are available to them. However, some of the homeless persons were homeless by choice and were not interested in the resources. Others may be chronically homeless, have substance abuse problems, mental illnesses or other limitations that would make it difficult for them to integrate into a shelter system. Others still go to shelters or service providers for assistance, but for various reasons end up on the streets again. It is important to note that when a person is willing to receive assistance, the police have helped connect that person to resources, provided transportation, etc. One example of this was in 2013-2014, when there were complaints of a growing transient population in downtown Glendale. The police worked with the local churches, businesses and community members to educate them about urban camping laws and homeless resources. After several months of education, the police moved to the enforcement phase, which greatly reduced the issue in the downtown area. With continued levels of education and enforcement, it is hoped that homeless persons will have access to the resources they need.^{xx}

Glendale Human Services Division

The Glendale Human Services Division consists of Community Revitalization, Community Action Program (CAP) and Glendale Community Housing. Each division plays a significant role in homeless intervention and prevention services for Glendale residents.

Community Revitalization administers Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME) and Emergency Shelter Grants (ESG) programs to provide affordable housing and housing rehabilitation assistance for eligible Glendale residents. These funds are directed toward nonprofit and community organizations that improve the lives of Glendale residents. For instance, in 2015-2016, Glendale's Community Development Advisory Committee (CDAC) recommended that CDBG and ESG funding be awarded to nonprofit organizations that focus on addressing homelessness such as Society of St. Vincent de Paul, CAP Eviction Prevention, Keeping Families United, CASS facilities, A New Leaf, Streetlight USA and UMOM New Day Centers Inc.^{xxi} Over the past three years, approximately \$1.07 million in CDBG and ESG funds have been spent to provide intervention/prevention services to the homeless population and those at risk of becoming homeless in Glendale. In FY 2014-2015, 698 homeless

persons from Glendale were assisted with \$177,142. Additionally, 846 persons from Glendale received homeless prevention assistance with \$172,881.^{xxii} Thus, funding from CDBG and ESG largely dictates the level of assistance Glendale is able to provide to homeless persons and those at risk of becoming homeless.

Nonprofits and community organizations who are interested in receiving CDBG or ESG funding must submit a formal application. Applications are reviewed in January by the council-appointed Community Development Advisory Committee, and are then approved by Council. Thus, for Glendale residents to benefit from this funding, they must go to one of the funded organizations. The number of Glendale residents benefiting from all homeless assistance programs, including those that were not funded by Community Revitalization, is unknown. Only data from funded organizations is collected.

Six nonprofit and community-based organizations that focus on addressing homelessness provided feedback via an electronic survey^{xxiii} on the resources they offer as well as the challenges they encounter. The nonprofit groups that responded have received funding from Community Revitalization in the past.

The organizations that responded provide a variety of services for homeless persons including shelter, transitional housing, rapid rehousing and permanent supportive housing, with nearly 67% of respondents providing rapid rehousing for homeless persons. These organizations also serve a diverse group of homeless persons including those with disabilities, veterans, domestic violence victims, youth and single males and/or females. All organizations reported working with homeless families.

The greatest challenges that these organizations face are lack of funding and lack of resources to serve homeless persons. This is particularly true when trying to find affordable housing for low-income persons. According to these organizations, there simply are not enough resources and funds to meet the demand of homeless persons in the Valley. When asked how the City of Glendale could assist with these challenges, nonprofit organizations responded that they could benefit from financial assistance for housing and transportation, a Glendale-based homeless shelter or resource center, collaboration with other local city entities, behavioral health resources, employment opportunities, as well as funds for IDs and for rapid rehousing. In order to make a change in our community, it is vital that the City continues to work with nonprofit and community-based organizations and to provide necessary support whenever possible.

While Community Revitalization assists residents via nonprofits, the Community Action Program (CAP) provides direct assistance to Glendale families who are in need of emergency financial support. Most of CAP's services focus on eviction prevention requests and provide direct financial assistance for eligible households in need of utility payments, utility deposits, mortgage payments to prevent foreclosure and rental payment to prevent eviction. CAP utilizes funding from CDBG, Temporary Assistance for Needy Families (TANF) and Community Services Block Grant (CSBG). Over the past three years, CAP has spent \$445,856 (as of 4/1/2016) on Eviction

Prevention services. However, due to limited funding, since FY2013-2014, CAP has assisted 595 eligible Glendale families, which represents only 31.6% of all eviction prevention requests for the past three years.^{xxiv} Thus, the need for support in Glendale continues to be significant, especially for families who may be on the brink of becoming homeless.

When funding is available, CAP also provides homeless intervention assistance. This funding is provided by Emergency Solutions Grant (ESG) Rapid Rehousing program and was only available in FY2013-2014 and FY2014-2015. These funds, which are available for families or individuals who are homeless, provide them with 1st month move-in and deposit assistance. Homeless individuals or families may also be eligible for other programs such as utility assistance. In FY2013-2014, 14% of homeless assistance requests were fulfilled with \$44,564. Additionally, in FY2014-2015, 17% of homeless requests were fulfilled with \$38,377. From FY2013-2015, CAP received 648 assistance requests from homeless individuals or families in Glendale.^{xxv}

When families or individuals are in need of CAP assistance, they need to call the office to schedule an appointment. Appointments are limited and based on availability of funding. During a meeting with a CAP caseworker, the caseworker will outline the program guidelines and requirements for the family. The family will then collect all necessary documentation and meet with the CAP representative at a later date. If the family has all documentation and is eligible, the caseworker will work with the prospective landlord to ensure that the apartment or home passes the HUD inspection process. At that point the client can begin the move-in process and CAP will work with the landlord regarding payment processes. At the end of the process, the caseworkers conduct their follow-up process. In order to be eligible for the program, all families or individuals must have a source of income, including those who are homeless.

Glendale Community Housing is the final division that provides homeless assistance, although mostly in the form of homeless prevention. The Community Housing division offers 155 public housing units and 1,054 Section 8 vouchers. Public housing units are available at one of three public housing complexes owned by the City of Glendale. Section 8 vouchers can be used to rent any approved apartment or house in Glendale. These units and vouchers are available for individuals and families who meet the eligibility requirements, one of which is a consistent source of income. However, due to the limited availability of both the units and the vouchers, there are significant waitlists for both programs. Both programs open for applications periodically; when applications are being accepted, interested individuals and families can call the main office to learn more about the process and eligibility requirements. Based on the time of the initial call to the Housing office, individuals and families are given appointments to establish eligibility and to verify documents. Once a family or individual has been verified eligible, they are placed on the waitlist. When and if a public housing unit or Section 8 voucher (depending on the program they applied for) becomes available, the family will be contacted to start the on-boarding process.

There are some vulnerable populations that have preferred status on the waitlists including those who are victims of domestic violence, those displaced by government action or disaster,

disabled, elderly, and single homeless persons. However, single homeless persons must have regular income and case management in addition to the other eligibility requirements. Thus, while public housing and Section 8 vouchers may be an option for single homeless persons, meeting all of the eligibility requirements and finding available public housing apartments or vouchers is difficult. As evidenced by a consistent waitlist for both, public housing and Section 8, as well as the eligibility requirements established by the U.S. Department of Housing and Urban Development (HUD), it is unlikely that many homeless persons will be able to take advantage of these resources.^{xxvi}

Glendale Parks and Recreation Division

The Glendale Parks and Recreation's Park Rangers have frequent interactions with homeless persons in various parks. They perform park checks, enforce city ordinances and educate the public about park rules. Park Rangers reported that many homeless persons in Glendale gather at Bonsall Park, Skunk Creek and Sahuaro Ranch Park, among other locations. At Bonsall Park between December 3, 2015 to February 29, 2016, 105 homeless persons were observed.^{xxvii}

When conducting park checks or responding to park calls, Park Rangers are looking to see if park patrons are obeying park rules. If persons are not in compliance, they will be given a warning and may be asked to leave. Park signs are posted and Park Rangers will provide education prior to enforcement, but there are instances when Park Rangers will cite persons for infractions. For instance, in the past few months, Park Rangers have given warnings about urban camping, off-leash animals, candles in glass jars, etc. Because of this regular interaction with the public, the Park Rangers have gotten to know some of the homeless persons who spend their time in Glendale parks.

After talking with a person and identifying that s/he is homeless, the Park Ranger may give the person a small contact card from Phoenix Rescue Mission. Phoenix Rescue Mission has 3-4 beds reserved for Glendale residents and offers shelter and support services. However, Park Rangers have found that many of the homeless persons in the park are aware of shelters like Phoenix Rescue Mission, but do not want to take advantage of their resources. This could be because they are worried about their personal belongings being stolen, bed bugs, lack of transportation, or they simply do not want to abide by the rules. Additionally, Park Rangers often see behavioral health issues among homeless persons. In these situations, the Park Rangers may call the Police Department to perform welfare checks. Thus, encouraging homeless persons to seek shelter or assistance can often be difficult.

When park patrons do not abide by the park rules, parks become unsafe for the community. For instance, leaving food or personal belongings throughout the park poses a potential health hazard for community members. While some of the issues are caused by individuals, groups that come into the parks to provide food, clothing and other resources for homeless persons sometimes cause more harm than good. While homeless persons may benefit from these resources, park maintenance often has to clean up the mess left behind by discarded food,

unwanted clothes, etc. At times maintenance even has to pressure wash tables and benches to make sure they are safe for other park patrons. It would be beneficial for the safety and cleanliness of the parks to encourage groups to distribute resources in non-park locations.

Because of their primary function, Park Rangers are often limited in how they can help homeless persons. Park Rangers are unable to transport persons to appropriate shelters; they provide referrals for Phoenix Rescue Mission, but often there is no follow-through; and they want to make sure the park is clean and available for all citizens, but due to unauthorized food distribution or urban camping, the park may become off-limits for kids and families. While the Park Rangers would like to continue to offer assistance and keep the parks clean and safe, at times it can feel like a never-ending cycle of enforcement and clean-up.^{xxviii}

Homeless Youth in Glendale Schools

Some would argue that there are no homeless youth in Glendale because it is rare to see homeless youth on the street, in the parks, etc. However, having spoken with representatives from the Glendale Elementary School District, the Glendale Union High School District and Tumbleweed, a nonprofit organization that serves homeless youth throughout the Valley, it is evident that homeless youth are indeed present in Glendale.

The Glendale Elementary School District reported that during the 2015-2016 school year, 369 students were homeless^{xxix}. According to the McKinney-Vento Act, a child is considered homeless if s/he “lacks a fixed, regular and adequate nighttime residence. Examples include children and youth living in shared housing due to economic hardship, living in motels, hotels, trailer parks, camps, shelters, abandoned in hospitals, awaiting foster care placement, location inhabitable for humans, cars, substandard housing, etc.” If the child is qualified and eligible under the McKinney-Vento Act, the school will provide transportation for the child to get to/from school from their current residence. That could be a friend’s house, a shelter, a car – anywhere where the child is currently living. Additionally, students receive school supplies, hygiene products, uniforms, shoes, etc. McKinney-Vento students are eligible for the same educational and recreational programs as every other student: they can participate in after-school activities and sports. One school even has a fund for students who cannot afford field trips. The schools’ goal is to provide the same level of opportunity for each student, regardless of housing status.

In order to qualify for the program, parents must meet with the school and complete an application. Once a child qualifies for the program, the district will start working with the individual school and buses to ensure the student has access to transportation and supplies. A student who is enrolled in the program is eligible for the entire school year, even if their housing status changes.^{xxx}

Glendale Union High School District has a similar structure for its homeless youth. Students eligibility for McKinney-Vento services is determined either at the beginning of the school year during registration or at some point during the school year. Teachers are trained to look for

cues to identify students who may be eligible for McKinney-Vento throughout the year; this could include a student who is consistently late to school, a conversation between a student/teacher, etc. Students who are eligible for McKinney-Vento services receive free breakfast and lunch, bus passes, and transportation to/from school if the student lives more than an hour away. They also do not have to pay additional fees for after school programs, AP exams or sports programs. Most of the homeless students live with their families and together they all stay with other family members or friends. With the added cost of multiple families living together, GUHSD has found that the families' biggest challenge is often sourcing basic needs like food. While the majority of homeless youth at GUHSD live with their family, there are some homeless students, typically those who are seniors, who may not live with their family for a variety of reasons. In those situations, it is common for homeless students to stay with friends. As the Police Department reports, it is rare to see homeless youth on the streets or in the parks in Glendale. During the 2015-2016 academic year, there were 260^{xxxii} homeless youth at Glendale High School, Apollo High School and Independence High School.^{xxxii}

Despite the McKinney-Vento Act, there are many challenges that both the students and schools face regarding homeless youth. The first is a lack of available staff. Due to funding limitations, there is no district homeless liaison in GESD available to support homeless youth and their families. As a result, other staff members work on determining students' eligibility, processing applications, coordinating transportation and supplies, etc. Transportation is an example that is difficult and expensive to coordinate; it can take up to 10 days to coordinate bus schedules for a single homeless child due to lack of bus drivers. Another challenge is the volume of students. As previously mentioned, there were 369 homeless youth in GESD and 260 in Glendale high schools in GUHSD. GESD reports that most of these students apply for McKinney-Vento at the beginning of the school year or during the winter holidays. In times of crisis, the families may approach schools first because they do not know what to do or where to go due to loss of income, loss of housing or a natural disaster. The schools do not have the capacity to respond to these types of emergencies, and thus would prefer to have another agency where they could refer the families. This could be within the City of Glendale's Community Services Department or a nonprofit agency. GESD would prefer to have a full-service family resource center where they could provide support for families in crisis, but unfortunately funding is not available for such services. Finally, the schools understand that they are working with extremely transient students and families. As a result, school attendance is often low for these students, as they could move multiple times within a short timeframe. Thus, the true number of homeless youth is fluid and difficult to calculate. The numbers provided by the school district also do not show how many of the youth in GESD or GUHSD are related, or how many homeless youth are in a single family. Additionally, as students move between schools, money is lost on transportation and other costs. Even though homeless youth are provided bus transportation to and from school, if the student does not appear for the bus after 3 days, the bus is cancelled and the family will need to reapply for McKinney-Vento services.

While homeless youth do have services and resources available to them, there are still gaps in the system often due to limited funding and staff. It would be highly beneficial for the school to work closely with the City of Glendale and nonprofit organizations to better streamline information and referrals regarding homeless youth.

Glendale Business Community

To better understand how the Glendale business community interacts with homeless persons, the Community Services Department interviewed the Glendale Chamber of Commerce. The Chamber of Commerce provides programs and services to help improve the economic environment of its members, which includes Glendale and non-Glendale businesses. While homelessness has been an issue for Chamber members in the past, it currently is not a major concern for many local member businesses, as evidenced by the infrequent complaints pertaining to homeless activity.

The Chamber does not track complaints regarding homeless persons because the complaints are too infrequent to warrant tracking. However, if a business has a complaint, businesses are encouraged to work with their local police officers to address the issue. In the downtown area, the presence of homeless persons is seasonal, as persons are more visible during the cooler months, taking advantage of the shelter stairwells provide and/or using exterior power outlets. However, the overall presence of homeless persons in the downtown area is not a major concern, particularly if persons are not positioned directly outside of a business.

When businesses do have interactions with homeless persons, the Chamber encourages businesses to express empathy. The Chamber has found that local businesses often want to help local causes, homelessness being one of them. Unfortunately, the business community is unaware of how they can help, which indicates the need for a stronger partnership between businesses, the City and homeless service providers. Currently, businesses do not know who to call, other than their local police officer, when there is a homeless person in need of assistance. They do not have access to homeless resources, nor do they know who to call within the City who may be able to provide resources for the homeless person. Additionally, the business community may be interested in providing homeless support and assistance in the future. Local businesses often like to support local causes because it encourages a sense of community. Businesses have rallied around various volunteer activities or resource drives in the past, and may be interested in working with the City of Glendale or nonprofits to assist homeless persons in Glendale.^{xxxiii}

The Glendale Chamber of Commerce can only speak for its members and its experiences, but the impact of homeless activities on member business has been minimal. However, in conversations with the Glendale Police Department, homelessness does affect businesses in other areas of the city, notably those near Bonsall Park where there is a concentrated number of homeless persons. Some of these businesses have complained that homeless persons are trespassing, frequently using the restrooms or are filling cups up with drinks. In some cases,

workers are afraid to call the police because they fear retaliation by community members. However, in recent years businesses have worked with the Police Department to minimize trespassing and encourage a more comfortable and safe environment for employees.^{xxxiv}

In order to include feedback from a wider variety of business owners, the City of Glendale sent out a survey^{xxxv} to local businesses connected to the Glendale Convention and Visitors Bureau. This electronic survey received responses from 28 local businesses, all of them located in Downtown Glendale. Over 78% of respondents have had concerns about homeless persons hanging out around their place of businesses, and approximately 82% of respondents feel that their business is impacted by homeless persons who sit or stand near their place of business. While some local businesses feel that there is a presence of homeless persons year-round, others see more persons in the winter/spring months.

Some the businesses main concerns include loitering, intimidation/harassment by homeless persons, urban camping, and the accumulation of personal possessions outside of one's place of business. Businesses also complain of individuals who are panhandling, using public spaces as restrooms, crime being committed against businesses and generally feeling unsafe. Some of the complaints seem to reference individuals who may have mental health issues, which calls for the need for more mental health assistance particularly for the homeless population. Nearly 58% of the respondents felt that the issue of homelessness is about the same as it has been in the past and 15% indicate that homelessness has been worse than in the past, although the Glendale Chamber of Commerce and Police Department have reported a decrease in homeless activity in the downtown activity in recent years.

When businesses have concerns regarding homeless persons, 90% of respondents call the police for assistance. As the Glendale Chamber of Commerce mentioned, having a good relationship with the police helps address some of the issues listed above, and is currently the easiest way for businesses to help homeless persons. Some businesses responded that they would like a continued police presence in the downtown area to deter homeless persons from loitering, urban camping, etc.

Faith-Based Organizations

The faith-based community plays a large role in providing homeless assistance in Glendale. Founded in 2012, the NEIGHBOR (Nurturing Ecumenical Initiatives for Gathering Help to Bring Opportunity and Relief) Alliance provides an opportunity for its 50 member churches, private organizations and government agencies to meet their on-going mission: "Coming together to serve those in need."

Members of this group

- Share ideas
- Share resources
- Give each other help and support in their missions to serve the poor

- Act as a clearinghouse for information.

NEIGHBOR Alliance members supply a number of free services including: food pantries; meals; counseling; legal help; clothing; and medical referrals.

Since February 2016, Glendale's Community Services Department has worked with the NEIGHBOR Alliance to get feedback and input on homelessness in Glendale. Staff presented updates on the Annual Point-In-Time Count, homeless assistance programs, and its action plan to address homelessness in the future. Staff also stays engaged with the NEIGHBOR Alliance in between monthly meetings by connecting member organizations to additional resources. An example of the benefits of this partnership was when the Community Services Department was able to connect Tumbleweed, a nonprofit organization focused on serving homeless youth, with a NEIGHBOR church to provide mobile outreach services for homeless youth in Glendale. In addition, Community Services staff is active in NEIGHBOR's online network. ^{xxxvi}

The Community Services Department conducted a survey ^{xxxvii} of NEIGHBOR members to get their feedback and perspective on homelessness in Glendale. 9 people responded to the survey and represented 4 faith-based organizations. The majority of respondents indicated that homeless persons attend religious services at their churches and that the organization provides food, clothing and/or other resources for homeless persons. Additionally, the majority of respondents feel comfortable explaining homeless resources that are available to persons in need. This knowledgeable group would be a great resource for the city to partner with, as they can potentially help educate the public and other organizations about homeless resources. Congregation members estimate that depending on the activity, day, and organization, the faith-based organizations interact with anywhere from 5 to over 300 homeless persons in any given month, with the median at 90 persons.

Similar to other departments and external organizations, the faith-based community recognizes that homelessness continues to be an issue in Glendale. Some of the concerns from the faith-based community include a lack of available services and shelters in Glendale, lack of transportation and basically a general need for homeless assistance. Additionally, the faith-based community would like to continue to work with the City to address the needs of homeless persons.

Ending societal problems such as homelessness and hunger requires a community effort.

Establishing and maintaining these connections with NEIGHBOR and its members are critical in order to assist Glendale's poor and homeless citizens.

Homeless Assistance in Glendale

Currently, Glendale provides both homeless prevention assistance and homeless intervention assistance for residents in need. CAP and Glendale Community Housing regularly provide homeless prevention

assistance to individuals and families in need. In 2015-2016, CAP provided \$111,521 to 50 families for utility, rent and mortgage assistance^{xxxviii}. However, due to limited funding, CAP was only able to serve 9.5% of all the requests they received in 2015-2016. Since 2013, eviction prevention funding in the form of utility, rent and mortgage assistance has decreased by 57%, leaving many Glendale families at risk of potentially becoming homeless. Another form of homeless prevention assistance that Glendale offers is through permanent supportive housing. Glendale Community Housing offers 155 public housing units and 1,054 Section 8 vouchers^{xxxix}. These efforts provide affordable housing to low-income and very low-income individuals and families in Glendale. Finally, Glendale also participates in regional efforts to end homelessness via collaboration with Maricopa Association of Governments (MAG), which provides funding to local government partners and homeless assistance programs.

Homeless intervention assistance is also supported by funding from Community Development Block Grants (CDBG) and Emergency Solutions Grants (ESG) programs. These funds are directed toward nonprofit organizations that serve Glendale residents. For instance, in the past three years, approximately \$1.07 million from CDBG and ESG funds were spent on homeless intervention and prevention services^{xl}. These funds were granted to homeless-focused organizations such as Central Arizona Shelter Services (CASS), UMOM New Day Centers, Homeward Bound, A New Leaf Faith House and others. Funds from 2013 - 2016 also allowed CAP to provide homeless families with move-in assistance, utilizing \$93,063 from Department of Economic Security (DES) and Arizona Community Action Association (ACAA) funds^{xli}.

Additional homeless intervention assistance comes from City employees, community members and the local school districts. During regular interactions with homeless individuals, park rangers, firefighters, police officers and members of the faith-based community will often educate homeless individuals about shelters or resources that may be available to them^{xlii}. The Glendale Elementary School District and Glendale Union High School District provide homeless students transportation to and from school as well as basic supplies^{xliii}. Faith-based organizations and nonprofits may provide resources such as food, clothing, and other supplies for homeless persons. Thus, apart from providing financial assistance, the Glendale community regularly provides assistance for homeless persons and families, and is a practice that should be continued in the future.

Homeless Assessment in Glendale

Despite ongoing homeless intervention and prevention assistance, homelessness continues to be a reality for many Glendale residents. As a result, the Glendale Community Services Department recently evaluated the City's operations, procedures and interactions with homeless persons to identify potential areas for improvement. Interviews were conducted with the Fire Department, Police Department, CAP, Glendale Community Housing, Community Revitalization, Code Compliance and City Courts. Faith-based groups, Glendale Union High School District, Glendale Elementary School District, nonprofit organizations that serve homeless persons and homeless individuals were also interviewed. The representatives from the Community Services Department also attended a series of MAG meetings and attended Project Connect, a homeless resource event, to gather information on homeless resources in the valley.

In the spring of 2016, graduate students from Arizona State University's Morrison Institute for Public Policy, in collaboration with Glendale's Community Services Department, assessed Glendale's homeless strategy^{xiv}. In April 2016, Arizona State University students presented examples of national best practices and potential homeless recommendations to the Community Service Department and to the Community Development Advisory Committee (CDAC). Cities demonstrating best practices included Portland, ME; Chicago, IL; Salt Lake City, UT; Los Angeles, CA; and Houston, TX. Although not all of these cities have seen a steady decrease in their homeless populations from 2007 to 2015, they all took a regional approach to addressing homelessness. Some of the responses included having a coordinated entry process for individuals seeking shelter and services, active participation in regional committees/councils, engagement with stakeholders from the public and private sector, a focus on housing first models, and active engagement and participation in HMIS (Housing Management Information Systems). While Glendale currently follows some of these best practices, such as participating in regional efforts via the Maricopa Association of Governments (MAG) and engaging with internal and external stakeholders, Glendale's current homeless processes can be improved and streamlined to better serve the homeless population.

Recommendation #1: ASSIGN ONE DEDICATED CITY HOMELESS LIAISON

It is recommended that the City designate one full-time employee who will serve as the Dedicated City Homeless Liaison. The Homeless Liaison would be the primary point of contact for internal departments, local non-profits, faith-based organizations, schools, and businesses and would have a thorough understanding of homeless assistance services. As previously mentioned, there are a number of internal city departments that have frequent interactions with homeless persons. While not all of the city employees have extensive experience working with homeless persons, or are knowledgeable of appropriate resources, the Homeless Liaison would be available to provide support to city employees and give homeless persons necessary referrals. Additionally, the Homeless Liaison may be able to stay with the homeless person and discuss possible options more extensively than a City employee who may have other obligations. S/he would encourage a dialogue between agencies, promote events and resources, educate the public about homelessness and ways they can help, and encourage external collaboration with the City on homeless efforts.

The Homeless Liaison would also develop, facilitate and manage the internal homeless campaign and coordinate efforts with each department's homeless contact person. The Homeless Liaison would manage communication efforts, creating and updating the City's list of homeless resources, push these resources out to the appropriate city departments, external partners and the public, and serve as the main homeless point of contact for departments or citizens who have questions about homeless resources.

The Homeless Liaison will also be responsible for collecting and managing homeless data across departments. This position is needed as currently there is little coordination between city departments as it pertains to the management of homeless data, homeless education, homeless referral management, and external partnerships between local schools, nonprofit organizations, faith-based organizations and the business community. Quarterly and annual reviews of this database would

provide insight into the number of homeless interactions over a period of time, the need for new homeless assistance programs, and serve as a measurement for evaluation of current homeless assistance efforts.

Finally, the Homeless Liaison would drive any potential future assistance programs, such as bringing an appropriate service provider to the West Valley, providing transportation for individuals/families to get to emergency shelters, establishing a West Valley coordinated entry location for singles, coordinating rotating shelters hosted by faith-based organizations, etc.

Recommendation #2: IDENTIFY DEPARTMENT LEADERS WHO WILL PRIORITIZE ADDRESSING HOMELESSNESS WITHIN THE DEPARTMENT AND ENCOURAGE COOPERATION WITH OTHER CITY DEPARTMENTS.

Currently, the City of Glendale has a number of internal departments that actively assist or interact with homeless persons. This includes the Community Services Department (Park Rangers, CAP, and Community Revitalization), the City Court (Mental Health Court and Homeless Court), the Police Department and the Fire Department. However, after interviewing members of these departments, it is clear that there is an inter-departmental disconnect regarding procedures and strategies as it pertains to homelessness. For instance, across departments, there are different perceptions of homelessness. Some departments believe that homeless persons in Glendale who want assistance are able to find that assistance. For example, after educating homeless persons on potential shelter services, some city employees find that homeless persons already know about homeless resources but choose not to go for various reasons. Some of these reasons may include that the homeless persons do not think the facility is safe, they do not want to abandon their property, the facilities are too far away, the lines for entry are too long, it is a sober living environment, or simply that they do not want to “follow the rules” of the facility. However, other departments believe that there are not enough services or shelters for homeless persons. These perceptions are largely based on employees’ interactions with homeless persons, and may be skewed depending on if the interaction is with an individual who is chronically homeless³ or a family who is in need of emergency shelter. Therefore, it is important to establish that homelessness in Glendale is both of these things, and everything in between. **It is recommended that the internal departments that have the most interaction with homeless persons, specifically the Community Services Department, Police Department, Fire Department and City Courts, develop a “homeless campaign” to educate employees about the complexities of homelessness in Glendale and**

³ According to the U.S. Department of Housing and Urban Development (Homeless Emergency Assistance and Rapid Transition to Housing: Defining “Chronically Homeless”. 24 CFR Parts 91 and 578), “A ‘chronically homeless’ individual is defined to mean a homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter, or in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in an emergency shelter immediately before entering the institutional care facility. In order to meet the “chronically homeless” definition, the individual also must have been living as described above continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven.”

to emphasize that addressing homelessness is a priority within each department and for the City as a whole.

Additionally, it is recommended that the City creates a network of contacts who can champion homeless efforts both internally and externally. Within the City, it is important to establish a contact within each department who can help drive forward homeless initiatives as it pertains to that department. Additionally, that contact will be knowledgeable of shelters, resources, and homeless support services and can provide support to colleagues. For instance, if a Park Ranger meets a homeless person who is in need of a specific type of shelter or services (such as a shelter for single men that provides substance abuse assistance) and the Park Ranger is not aware of which location s/he should refer, the Park Ranger can contact the department homeless contact who will have a comprehensive list of local service providers. Then the Park Ranger can give the appropriate referral that would be the best fit for the individual.

This department point of contact can also be responsible for interdepartmental projects as it pertains to homelessness. For instance, if a police officer sees a dilapidated and abandoned building that is unsafe for human habitation, s/he can call the homeless point of contact within Code Compliance. The Code inspector will then go through the appropriate channels to ensure that the building is safe and secure. The same is true for overgrown trees/shrubs, unfinished streets, alleys, uncontained trash, etc. Interdepartmental cooperation will allow various departments to be more effective in their operations, and will be supported by the Homeless Liaison.

It is also recommended that the City establishes contacts with external stakeholders. This includes contacts within the local faith-based community, schools and nonprofit organizations. These entities all provide a service to homeless persons and families, whether it is wrap-around services, food, clothing, shelter, transportation for students to/from school, etc. However, sometimes the organizations do not communicate or coordinate efforts with each other or with the City, which can lead to a breakdown of efficiency. For instance, it is important for external organizations to communicate with the City regarding homeless resource events/activities. If park rangers, police officers, or other City employees know about the event ahead of time, they can potentially promote the event to homeless individuals who they may encounter. Additionally, if the City is aware of various homeless programs and events, the City can connect potential partners and encourage further collaboration. For all external organizations that provide homeless assistance or prevention efforts, it is important for the City to establish a point of contact at each organization and to encourage ongoing communication and collaboration.

Recommendation #3: IMPROVE COMMUNICATION EFFORTS BETWEEN INTERNAL DEPARTMENTS, EXTERNAL ORGANIZATIONS AND COMMUNITY MEMBERS.

During interactions with homeless persons, city employees may attempt to provide referrals to shelters or service providers. However, not all personnel have access to the same list of resources because there is not a single reference list provided by the City^{xiv}. Some employees have created their own resource lists, but this task is very time consuming, as such a list would need to be consistently updated and have

eligibility requirements listed. Others have distributed small flyers to homeless persons that list only a single organization; while this information is helpful, the homeless person may not be eligible for the program or the program may be full. **Therefore, there is a need for a single resource that lists potential shelters and service providers, a description of services offered, and their eligibility requirements.** This resource would need to be consistently updated and managed in order to stay current.

In order to be effective, this resource list needs to be available and accessible to city employees, external partners, and the general public. Currently, a general web search does not easily produce a comprehensive list of local shelters and service providers for persons in need in Glendale that also lists eligibility requirements. A city-managed resource list could provide that information, both via hard copy and online. Each department’s homeless contact would have this information, as well as city employees who may come into contact with homeless persons during the course of their work. If an employee was in the field and needed the information but did not have it readily available, s/he could call the department’s homeless contact or access the information online. This resource would be a public document available for citizens, partners and employees. With greater access to information, it is more likely that homeless persons will receive referrals that are the best fit for them, and they may be more likely to take advantage of available services.

In addition to the resource list, those assisting homeless persons should be encouraged to utilize 2-1-1 or the Crisis Response Network at 1-800-631-1314. In the event that a person cannot access the resource list, calling these networks can help determine the best shelter or service provider for a homeless person. These numbers should also be readily available to city employees and to the public and publicized on the City’s website and in public places where the community will be able to see the numbers regularly. Locations could include public city facilities, in parks, near areas of public transportation, etc.

Recommendation #4: DATA REGARDING HOMELESS INTERACTIONS SHOULD BE COLLECTED, TRACKED AND SHARED CITY-WIDE.

As previously mentioned, various city departments track their interactions with homeless persons. However, because the types of interactions vary by department, data collected regarding homeless persons also varies. For instance, some departments currently do not track if a person being served is homeless, while others do track homeless persons, but may not know if the homeless numbers they have represent unique individuals or duplicates. **As a city, it should be determined what data would be beneficial to collect regarding homeless persons and then to work with the respective departments to ensure that that data is being collected.**

Department	Recommended Data Collection Efforts	Additional Recommendations
Parks and Recreation (Park Rangers)	<ul style="list-style-type: none"> • Continue to log interactions in parks • Continue to include warnings/citations in reports • Report outreach or educational 	Create a standard homeless report form and/or database to easily track and analyze homeless interactions. Continue

	<p>efforts</p> <ul style="list-style-type: none"> • Report locations of interactions • If possible, track unique individuals 	<p>tracking homeless interactions over a set period of time. Continue to provide referral information when appropriate.</p>
Police	<ul style="list-style-type: none"> • Continue to track homeless interactions • Continue to track type of interactions • Continue to track locations of interactions • Report outreach or educational efforts • If possible, track unique individuals 	<p>Improve data collection processes so it is easier to run reports of homeless interactions over a long period of time. Add “homeless checkbox” to forms to easily identify data. Include follow-up “homeless” questions that identify subpopulation information.</p>
Fire	<ul style="list-style-type: none"> • Collect information on interactions with homeless persons (number, frequency, type of response, etc.) • Track outreach or educational efforts 	<p>Include a “homeless checkbox” and additional follow-up questions to easily identify data.</p>
City Courts	<ul style="list-style-type: none"> • Continue to track homeless individuals in homeless and mental courts 	<p>Coordinate with police to compare homeless interactions/incidents between departments. Develop data system that easily runs reports on various data points.</p>
Community Revitalization	<ul style="list-style-type: none"> • Continue to collect information on number of Glendale residents served by nonprofits focused on homeless assistance and intervention 	<p>Stay current with new nonprofit events and activities that may benefit homeless persons in Glendale. Share information with respective departments.</p>
CAP and Community Housing	<ul style="list-style-type: none"> • Continue to track homeless individuals that take advantage of programs or services offered 	<p>Make other departments aware of potential programs and eligibility requirements for homeless persons. Include this information in the resource packet.</p>

Additionally, departments should be encouraged to share confidential information among stakeholders, including external partners. The Homeless Liaison can assist with the collection of homeless data from all departments, performing consistent analyses of the data, and measuring the data against established benchmarks or goals that the City has set. Consistency in data collection across the departments will help Glendale better understand the overall scope of homelessness and establish next steps.

Recommendation #5: REEVALUATE AND CLARIFY ENFORCEMENT CAPABILITIES OF THE POLICE DEPARTMENT AND PARK RANGERS.

Currently the City has various ordinances and codes to keep Glendale safe and clean for citizens. However, there are a handful of persons who use city property for unintended uses and there is

currently little action that can be taken to curb this behavior. Park rangers and police officers frequently have to contend with trash left in some parks, discarded personal items, drug paraphernalia, etc. Park maintenance may have to spend extra time power washing the tables and benches to ensure they are clean enough for public use. **It is recommended that the City reevaluate and determine if additional city ordinances are needed to keep parks and other public spaces safe and clean.** Further, the city will request one additional FTE Park Ranger and reclassify an existing Park Ranger position to a Park Supervisor in order to provide additional enforcement capacity for Glendale parks.

SUMMARY

In order to address the issue of homelessness in Glendale, it is important to start from the inside out. There are internal processes and procedures that can be streamlined, standardized, and aligned strategically across departments that would help the City of Glendale better understand the true number of homeless persons in the city and the types of resources that are needed to best serve them. After the City implements the above recommendations (unifying stakeholders, improving communication, standardizing data collection, and establishing a Homeless Liaison), the Homeless Liaison can develop a strategic plan around homelessness in Glendale specific to the homeless populations most affected, the resources most in need, and the local capacity available to address those needs.

ⁱ Community Revitalization Division City of Glendale, AZ. *City of Glendale, AZ Five-Year Consolidated Plan FY 2015-2019*.

ⁱⁱ See Appendix Item Number 1

ⁱⁱⁱ Community Revitalization Division City of Glendale, AZ. *City of Glendale, AZ Five-Year Consolidated Plan FY 2015-2019*.

^{iv} See Appendix Item Number 2

^v See Appendix Item Number 3

^{vi} See Appendix Item Number 4

^{vii} See Appendix Item Number 5

^{viii} See Appendix Item Number 6

^{ix} See Appendix Item Number 7

^x 42 U.S. Code § 254b.

^{xi} Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009 (P.L. 111-22, Section 1003)

^{xii} City of Glendale, AZ Community Housing Division. (2015). *Section 8 Administrative Plan*.

^{xiii} See Appendix Item Number 5

^{xiv} See Appendix Item Number 4

^{xv} Personal communication with Glendale City Court representatives 6/27/2016.

^{xvi} Personal communication with Glendale Fire Department representatives 6/28/2016.

^{xvii} See Appendix Item Number 3

^{xviii} See Appendix Item Number 3

^{xix} See Appendix Item Number 3

^{xx} Personal communication with Glendale Police Department representatives 3/9/2016.

^{xxi} See Appendix Item Number 12

^{xxii} Personal communication with Glendale Community Revitalization Manager 4/12/2016.

^{xxiii} See Appendix Item Number 8

- ^{xxiv} See Appendix Item Number 13
- ^{xxv} See Appendix Item Number 13
- ^{xxvi} Personal interviews with Glendale Community Housing, Community Revitalization and Community Action Program from 1/13/2016 – 6/16/2016.
- ^{xxvii} See Appendix Item Number 2
- ^{xxviii} Personal interviews with Glendale Park Ranger and Park Manager 3/15/2016.
- ^{xxix} See Appendix Item Number 6
- ^{xxx} Personal interview with Glendale Elementary School District representatives 4/20/2016.
- ^{xxxi} See Appendix Item Number 7
- ^{xxxii} Personal interview with Glendale Union High School District representatives 4/28/2016.
- ^{xxxiii} Personal interview with Glendale Chamber of Commerce representative 6/15/2016.
- ^{xxxiv} Personal interview with Glendale Police Department representatives 3/9/2016.
- ^{xxxv} See Appendix Item Number 9
- ^{xxxvi} Personal communication with NEIGHBOR Alliance representative 6/28/2016.
- ^{xxxvii} See Appendix Item Number 10
- ^{xxxviii} See Appendix Item Number 11
- ^{xxxix} PHA 5-Year (FY 2015-2019) and Annual Plan (FY 2015). *City of Glendale, Arizona Community Housing Division* (U.S. Department of Housing and Urban Development).
- ^{xl} See Appendix Item Number 12
- ^{xli} See Appendix Item Number 13
- ^{xlii} Personal interviews with City employees and the NEIGHBOR Alliance from 1/14/2016 – 4/21/16.
- ^{xliii} Glendale Elementary School District. (2016, April). Personal Interview.
Glendale Union High School District. (2016, April). Personal interview.
- ^{xliv} See Appendix Item Number 14
- ^{xlv} See Appendix Item Number 15

EXCERPT OF DRAFT MINUTES

**CITY OF GLENDALE
COMMUNITY DEVELOPMENT ADVISORY COMMITTEE
Summer Retreat – Fruit Packing Shed
9802 N. 59th Avenue
Saturday, July 9, 2016
8:00 a.m. – 11:00 a.m.**

MEMBERS PRESENT:

Matthew Versluis, Chair
Dorlisa Dvorak, Vice Chair
Sharyn Nesbitt
Denise Flynn
Leslee Miele
Mickie Nunez
Valentina Imig
Kevin Loera

MEMBERS ABSENT:

Karissa Ann Ramirez
Daniel Tapia
Belinda Allen
Emmanuel Allen
Dennise Rogers

STAFF PRESENT:

Gilbert Lopez, Revitalization Administrator
Erik Strunk, Director Public Facilities, Recreation & Special Events
Elaine Adamczyk, Interim Director Community Services
Stephanie Miller, Senior Management Assistant
Renee Ayres-Benavidez, Revitalization Grants Supervisor
Karen Mofford, Community Housing Supervisor

I. Review and Final Recommendation of Homeless Strategies

Ms. Miller presented an update to the Glendale Homeless Action Plan, which was initially presented to the Committee in June 2016. Over the past several months, the Community Services Department has worked with internal city departments and external organizations to evaluate and assess Glendale's current homeless strategies. After meetings with the Glendale City Court, Police Department, Fire Department, Park Rangers, Community Revitalization, Community Action Program, Glendale Community Housing, Glendale Chamber of Commerce, the faith-based organization NEIGHBOR, Glendale Elementary School District, Glendale Union High School District, Arizona State University Morrison Institute students, non-profit organizations and homeless persons, the Community Services Department discovered areas of improvement in Glendale's existing homeless strategies and developed appropriate recommendations. The Glendale Homeless Action Plan provides recommendations which focus on improving and streamlining internal procedures and will establish the framework to consider new homeless assistance programs in Glendale in the future, contingent upon funding. The Executive Summary was also provided in the Commissioners meeting packet.

The update to The Glendale Homeless Action Plan included the following new/revised slides as presented by Ms. Miller:

- Recommendations
 - Identify Funds for a Dedicated Homeless Liaison
 - Create a Unified Team
 - Improve Communication
 - Improve Data Collection
 - Reevaluate Enforcement Capabilities *New Addition
 - Annual Review of Efforts
- Areas of Improvement: Reevaluate Enforcement Capabilities *New Addition
 - Police Department and Parks and Recreation Department: Enforcement of park rules, urban camping and shopping carts help keep the community safe and clean. However, there are gaps in enforcement that allow persons to use parks and other public places for unintended purposes.
 - Recommendation #5a: Reevaluate city ordinances and consider best practices.
 - Recommendation #5b: Request 1 additional FTE Park Ranger and reclassify 1 Park Ranger position as Park Ranger Supervisor
 - Recommendation #5c: Review Section 27 in city Code (Parks and Recreation)
- Next Steps
 - Phase 1: 3 Months
 - Standardize homeless resource list
 - Establish homeless data points
 - Standardize procedures for homeless encounters (in terms of education/referrals)
 - Phase 2: 6 Months
 - Identify Homeless Liaison
 - Create homeless campaign across departments
 - Reevaluate enforcement capabilities *New Addition
 - Educate employees on homeless encounters and resources
 - Begin homeless communication efforts
 - Phase 3 – Ongoing
 - Evaluate new data collected to identify potential areas of service
 - Evaluate implementation of new resource list, data tracking systems and procedures
 - Work with external organizations to identify new potential programs
 - Annual review of efforts

Chair Versluis inquired if an additional Park Ranger would be hired if the Commission approved the Plan. Mr. Strunk explained that much of the plan has internal impacts and will move forward in different phases. Mr. Strunk added that budget approval is required for all staffing additions.

Committee-member Nunez inquired as to whom the proposed Homeless Liaison would report to and if the Liaison would provide reports to the CDAC. Mr. Strunk clarified that the Liaison would have two levels of accountability: to the City Manager and to the Council. Committee-member Nunez asked if an additional Park Ranger would be hired. Mr. Strunk explained that he will be moving forward with submitting a request within the next week or two for an additional ranger. Mr. Strunk noted that the current park ranger vacancy will be transferred to a supervisor position.

Committee-member Imig wondered how the Liaison could manage the data capture and review along with the other proposed duties. Committee-member Imig inquired if the Liaison would need an assistant. Ms. Miller did not foresee the need for an assistant initially as the role of the Liaison would be developing over time. Committee-member Imig felt that data collection and management could be a full-time job in itself.

Committee-member Flynn stressed setting up the database with various drop-down and data boxes so that the data captured would readily provide staff with all necessary information.

Committee-member Miele stated that she particularly liked the focus on the conversations with the schools and faith-based organizations. Committee-member Miele noted that people do not know all of the services that the City and other agencies have to offer. Committee-member Miele was very excited about the initial plan.

Vice Chair Dvorak commented that the plan has a great framework and is truly a living document.

Mr. Strunk noted that the plan falls in line with the Consolidated Plan, which Mr. Lopez and his group work with in depth, which involves MAG and larger regional initiatives. Mr. Lopez stated that the regional issues are currently quite challenging due to the changes that HUD is implementing. Mr. Lopez displayed a letter written to the Arizona Congressional Delegation, signed by Mayor Weiers as well as others, requesting federal funds to help the families recently displaced by the changes in HUD funding for the homeless shelters.

Ms. Ayres-Benavidez commented that HUD's focus is on ending homelessness and the internal process will feed into and through the regional systems. Ms. Ayres-Benavidez stated that the drop-in option will no longer be available and a coordinated entry system, using an assessment tool called the SPDAT will be utilized for everyone. Ms. Ayres-Benavidez explained that this will be helpful to the client because the initial shelter they visit may not have all of the services needed and they will be sent to a location fulfilling more of their needs. Ms. Ayres-Benavidez added that HUD has changed the definition of the chronic homeless, which is now that the individual must have a disability and/or have been living for six months or more on the street. Ms. Ayres-Benavidez stated that the chronic homeless will be going into permanent supportive housing.

Committee-member Flynn noted that the main intake location is UMOM in the east valley and wondered if there would be a west valley point of intake. Ms. Ayres-Benavidez replied that there is not a main west valley intake at this point, but over time, there will be satellite intake sites in the valley, including the west valley. Ms. Ayres-Benavidez commented that funding is an issue.

Committee-member Nunez wondered why 100% of the homeless are not getting what they need at DES. Committee-member Nunez stated that when he was young, the homeless were getting food stamps and a place to sleep. Ms. Ayres-Benavidez explained that there is no one-size-fits-all for the homeless due to the various reasons for being homeless. Ms. Ayres-Benavidez stated that the homeless can be chronic, temporary, and mentally ill, have drug issues or simply choose the life style. Some accept help and some do not. Ms. Ayres-Benavidez commented that the new intake system will better determine the needs of the individuals.

Mr. Strunk stated that the Homeless Court sees homeless individuals with mental illness on a regular basis and they do sometimes fall through the cracks so it is important to provide them with wrap around services.

Committee-member Nunez stressed the need for outreach. Committee-member Nunez clarified that there can be a lot of education, but without face-to-face outreach to the homeless, the impact will not be as great.

Vice Chair Dvorak commented that simplified information on the resources available would be very helpful.

Committee-member Imig inquired about services for youths who age out of foster care. Ms. Ayres-Benavidez stated that youths are considered adults upon turning 18 years of age and there is some help available for them. Ms. Ayres-Benavidez noted that there is an agency working with that population, but there is not enough funding or beds. Ms. Miller interjected that Tumbleweed and Community Bridges works with this population. Ms. Ayres-Benavidez added that the youth are very resourceful and will couch-surf for shelter. Ms. Ayres-Benavidez cautioned that because they are so resourceful, they may not consider themselves as homeless or process their living situation in the same manner as adults, and therefore not reach out for assistance.

Committee-member Nunez announced that the Church on the Street will house 18 year olds aging out of the foster system. Furthermore, the Phoenix Dream Center will provide free tuition for college and other assistance if they graduate from high school.

Mr. Lopez stated that staff would continue to report on the recent changes from HUD regarding programs for the homeless. Ms. Miller will also continue updates to the Committee on the Homeless Action Plan.

Committee-member Flynn motioned to approve and recommend City Council approval of the Glendale Homeless Action Plan. Vice Chair Dvorak made the second. The motion passed 8 – 0.

**Item #3: CDBG Council Priorities for FY 17-18, Excerpt of Draft Meeting
Minutes & 5-Year CDBG Funding History**



Community Services Department

MEMORANDUM

DATE: July 9, 2016
TO: Community Development Advisory Committee (CDAC)
FROM: Gilbert Lopez, Revitalization Manager, Community Revitalization
SUBJECT: CDBG Grants Application and Council Priorities for FY 2017-18

Recommendation

Review and provide direction.

Background

Glendale conducts an annual grants application process to identify programs and projects that will help address identified community needs. The funding sources include the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Emergency Solutions Grants (ESG) programs. In order to be eligible for these funds, the applicants' projects and programs must be supported by Glendale's adopted Five-Year Consolidated Plan and Annual Action Plan, the Analysis of Impediments to Fair Housing Choice, and meet all applicable cross cutting regulations that apply.

These funds will be used for community development activities that provide quality housing and expand economic opportunities primarily for low-to-moderate income citizens or low-to-moderate income areas within our community.

Community Revitalization staff will provide CDAC with an overview of the current United Way/Glendale developed application used to apply for funding. Staff will solicit input and answer any questions from CDAC with regards to the application. Staff will also discuss current tools available to CDAC to help rate the applicants and formulate their recommendations to Mayor and Council.

Staff will provide CDAC with the current City Council priorities:

- Keeping people in their homes
- Assisting with core needs such as food, utilities and shelter
- Supporting home delivery of meals and shelter services programs (homelessness)
- Providing emergency home repair
- Housing rehabilitation programs
- Demolishing and clearing blighted structures
- Emphasizing revitalization of the Centerline/Redevelopment Area

In August, the CDAC chair is scheduled to appear before Council at a workshop to solicit their funding priorities for FY 2017-18.

Attachment: Blank Application

EXCERPT OF DRAFT MINUTES

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IX. CDBG Grants Application and Council Priorities for FY2017-18

Mr. Lopez stated that during the upcoming CDBG grants process, Committee-members are encouraged to utilize the current Council CDBG funding priorities when making grant funding recommendations. Mr. Lopez shared the current priorities as follows:

- Keeping people in their homes
- Assisting with core needs such as food, utilities, and shelter
- Supporting home delivery of meals and shelter services programs (homelessness)
- Providing emergency home repair
- Housing rehabilitation programs
- Demolishing and clearing blighted structures
- Emphasizing revitalization of the Centerline/Redevelopment Area

Mr. Strunk added that in August, staff and the Chair Versluis will appear before Council at a workshop to discuss and obtain funding priorities for FY16-17.

Ms. Ayres-Benavidez presented the draft CDBG, HOME, and ESG grants application, explained changes, and highlighted streamlining efforts. Ms. Ayres-Benavidez went through a sample application in great detail.

Committee-member Flynn inquired if the applicants would note any changes in their request or budget from prior year to current year in the application narrative. Ms. Ayres-Benavidez stated that the applicants could be asked to do so. Ms. Ayres-Benavidez commented that staff reviews all applications to confirm eligibility for the CDBG. Ms. Ayres-Benavidez announced that an annual application orientation is scheduled and all Committee-members are welcome to attend. Mr. Lopez added that staff is available to the Committee-members for questions on the CDBG process at any time.

Committee-member Flynn shared that the Mesa United Way has a question on the application regarding the program/project return-on-investment (ROI). Committee-member Flynn commented that this gets non-profits thinking about the long-term impact of the program and suggested including this in the Glendale application.

Chair Versluis inquired if the discussion on the Council priorities was concluded. Mr. Strunk asked if the Committee had any additional input on the priorities.

Committee-member Flynn inquired about the connection between the Council priorities and business/job development. Mr. Lopez replied that staff has worked with Economic Development in the past to bring job training downtown, however especially during the economic downturn, the priorities turned the basics of food and shelter. Committee-member Flynn understood and stressed that job training and business development in the downtown area would alleviate the need for individual subsidies.

GLENDALE NON-PROFIT PARTNERS 5-YEAR FUNDING AND RECOMMENDATIONS

	A	B	C	D	E	F	G	H
8	AGENCY	ACTIVITY NAME	AWARDED FY2012-2013	AWARDED FY2013-14	AWARDED FY2014-15	AWARDED FY2015- 2016	AWARDED FY2016- 2017	Prior Years Funded
9	Community Development Block Grant (CDBG)							
10	Public Service Activities							
11	HOMELESS							
12	Central Arizona Shelter Services (CASS)	Men's Overflow Shelter	20,719	10,000				8
13	Central Arizona Shelter Services (CASS)	Family Shelter		15,000				1
14	City of Glendale - Community Action Program (CAP)	Eviction Prevention (Rent Assistance)		75,000	74,639	80,000	67,863	3
15	Interfaith Cooperative Ministries	Food & Basic Provisions						2
16	St. Vincent de Paul, OLPH	Keeping Families Together	50,422	59,022	68,255	50,000	62,643	10
17	Circle the City	Respite Care Center	10,360 *Declined Award					0
18	EMPLOYMENT							
19								
20	DOMESTIC VIOLENCE							
21	A New Leaf-Faith House Emergency Shelter	Domestic Violence Shelter	20,719					19
22	Chrysalis (DV Shelter)	Victim Services	10,360	15,000				20
23	Community Information & Referral	CONTACTS 24-Hour Shelter Referral	10,365					11
24	Homeward Bound	Empowering Families					13,605	7
25	SENIORS							
26	Duet - Partners in Aging (formerly Beatitudes Center DOAR)	Elderly Assistance (In-home Services & Transportation)	13,468	13,500			14,095	17
27	St. Mary's/Westside Food Bank Alliance	Home Food Delivery	31,079	30,000			15,661	9
28	Friendship Retirement Corp./Glencroft Senior Living	Senior Health & Wellness					-0-	
29	Arizona YWCA of Maricopa County	Congregate Meals	46,618	40,000	19,904	30,000	47,397	16
30	YOUTH							
31	Aid to Adoption of Special Kids (AASK-AZ)	AASK Mentoring Program					10,440	
32	A New Leaf	Juvenile Alternative Glendale (JAG) Youth Center						8

GLENDALE NON-PROFIT PARTNERS 5-YEAR FUNDING AND RECOMMENDATIONS

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8	AGENCY	ACTIVITY NAME	AWARDED FY2012-2013	AWARDED FY2013-14	AWARDED FY2014-15	AWARDED FY2015- 2016	AWARDED FY2016- 2017	Prior Years Funded
33	Back to School Clothing Drive	New Clothes, New Beginnings Annual Distribution	10,356		9,952		10,440	5
34	Boys & Girls Clubs of Metropolitan Phx	Swift Kids Branch After-School Program	20,719		9,952		10,440	18
35	Florence Crittenton Services of AZ	Program						2
36	Heart for the City	At Risk Youth Community Center/Community Garden				62,075		
37	DISABLED							
38	Arizona YWCA of Maricopa County	Home Delivered Meals Program		40,000	39,807	30,000	52,202	7
39	VALLEYLIFE	Counseling for Adults with Developmental Disabilities					-0-	
40	GENERAL ASSISTANCE							
41	A New Leaf, Inc	West Valley VITA Coalition					-0-	
42								
43	Community Information & Referral	2-1-1 Arizona	15,539					11
44	Community Legal Services	Fair Housing Services		15,000	9,952	4,017	12,803	9
45	Community Legal Services	Removing Barriers to Access to Justice for Low-Income Residents	15,539				12,529	9
46	Hope for Hunger Corporation	2015 Hunger Fighter's			79,614	60,000		2
47	St. Mary's Food Bank Alliance	Emergency Food Box Program	36,259					10
48	TOTAL - PUBLIC SERVICES		\$ 302,162	\$ 312,522	\$ 312,075	\$ 316,092	\$ 330,118	
49								
51	HOUSING RELATED PHYSICAL IMPROVEMENTS ACTIVITES							
52	A New Leaf, Inc.	Faith House Shelter Exterior/Interior Painting						2
53	Arizona Bridge to Independent Living	Glendale Home Accessibility Program (Home Modifications - Disabled)	44,340	37,761				18
54	Chicanos Por La Causa, Inc.	Affordable Owner-Occupied Homeownership					-0-	
55	City of Glendale Community Housing Division	Public Housing Sidewalk ADA Compliance Improvements	182,000	114,000	131,560	157,500	52,526	9
56	COG - Code Compliance	Neighborhood Preservation through Code Compliance		45,595	39,712		62,552	3

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8	AGENCY	ACTIVITY NAME	AWARDED FY2012-2013	AWARDED FY2013-14	AWARDED FY2014-15	AWARDED FY2015-2016	AWARDED FY2016-2017	Prior Years Funded
57	Habitat for Humanity	Glendale Emergency Home Repair	140,000	350,000	372,298	425,000	443,717	4
58	Valley Life	Upgrades of Residential Group Homes		128,000		69,070	-0-	5
59	City of Glendale Revitalization Division	Residential Rehab, Roof, LBP, Relocation, Voluntary Demolition, Voluntary Spot Slum/Blight			450,000	325,000	574,222	
60	PUBLIC FACILITY OR PUBLIC INFRASTRUCTURE IMPROVEMENTS							
61	Arizona YWCA Metropolitan Phoenix	Re-Paving/Surfacing Parking Lot					55,334	
62	Boys & Girls Clubs of Metropolitan Phoenix	Swift Kids Security Initiative					10,440	6
63	Central Arizona Shelter Services (CASS)	Single Adult Shelter Improvements				23,003	-0-	
64	Central Arizona Shelter Services (CASS)	Vista Colina Shelter Improvements	24,874	39,000		25,000	-0-	9
65	City of Glendale Code Compliance	Identification & Elimination of Code Violations	75,000	29,405	19,856			7
66	City of Glendale Community Services	Aquatics Center ADA Compliance and Visual Improvements-Year 2				143,500	61,906	1
67	City of Glendale Community Services	Renovation/Revitalization of Community & Recreation Centers					117,612	
68	City of Glendale Parks and Recreation and Library Services	Sands Park Improvements		61,500	199,905	192,846	-0-	4
69	City of Glendale Economic Development	Visual Improvement Program	150,000	49,000			52,202	3
70	City of Glendale Public Works Dept.	Public Work-Neighborhoods Improvement Initiative				250,000	-0-	
71	City of Glendale Field Operations	Street Reconstruction Paving	200,000	250,000				
72	City of Glendale Field Operations	Paving Group B (W. Tuckey Ln. and N. 64th Ave.)						
73	City of Glendale Field Operations	Paving Group C (W. McClellan Rd. and N. 62nd Ave.)						
74	City of Glendale Field Operations	Paving Group D (W. McClellan Rd. and N. 57th Ave.)						
75	City of Glendale Field Operations	Paving Group E (W. McClellan Rd. and N. 59th Ave.)						
76	City of Glendale Field Operations	Paving Group F (N. 58th Dr., N. 57th Dr. and W. McClellan Rd.)						

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8	AGENCY	ACTIVITY NAME	AWARDED FY2012-2013	AWARDED FY2013-14	AWARDED FY2014-15	AWARDED FY2015- 2016	AWARDED FY2016- 2017	Prior Years Funded
77	City of Glendale Field Operations	Paving Group G (N. 53rd Ave.)						
78	City of Glendale Field Operations	Paving Group H (N. 52nd Dr.)						
79	City of Glendale Field Operations	Paving Group I (N. 54th Ave.)						
80	City of Glendale Field Operations	Paving Group J (N. 54th Dr.)						
81	City of Glendale Field Operations	Paving Group K (N. 55th Ave.)						
82	City of Glendale Field Operations	Paving Group 2 (West of Orchard Glen)						
83	City of Glendale Field Operations	Paving Group 3 (In Orchard Glen)						
84	City of Glendale Neighborhood Partnerships	Physical Improvements/East Catlin C	136,342					9
85	Glendale Women's Club	Clubhouse Stabilization and Restoration Project				37,000		
86	Heart for the City	Youth Programs			79,424			1
87	Hope for Hunger Corporation	2014 Hunger Fighter's			59,568			1
88	St. Mary's Food Bank Alliance	Cooler & Facility Upgrades						1
89	TOTAL PHYSICAL IMPROVEMENT PROJECTS		\$ 952,556	\$ 1,104,261	\$ 1,352,323	\$ 1,647,919	\$ 1,430,511	
90								
91	CDBG GRAND TOTAL					\$ 1,964,011	\$ 1,760,629	

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	AGENCY	ACTIVITY NAME	AWARDED FY2012-2013	AWARDED FY2013-14	AWARDED FY2014-15	AWARDED FY2015- 2016	AWARDED FY2016- 2017	Prior Years Funded
8								
92								
95	Emergency Solutions Grants Program (ESG)							
96	HOMELESS PREVENTION, RAPID RE-HOUSING ACTIVITIES							
97	City of Glendale - Community Action Program (CAP)	Homeless Prevention Services	26,178	32,728				2
98	City of Glendale - Community Action Program (CAP)	Rapid Re-Housing	26,178	32,728			46,046	2
99	A New Leaf	Rapid Re-Housing			36,266	40,000	36,366	1
100	Central AZ Shelter Services (CASS)	Rapid Re-Housing			36,265	37,281	31,720	1
101	Quality of Life Community Services	Homeless Prevention (withdrawn)						5
102								
103	SHELTER OPERATIONS							
104	A New Leaf-Faith House Emergency Shelter	Emergency Shelter Operations	32,642	17,500	24,116	25,000	25,581	10
105	Central AZ Shelter Services (CASS)	Emergency Shelter Services for Homeless Single Adults	32,642	21,654	20,671	16,992	-0-	10
106	New Life Center	Emergency Shelter Services					-0-	0
107	Homeward Bound	Utilities Assistance for the Thunderbirds Family Village Project	20,316	26,941				9
108	Streetlight USA	Shelter Operating Costs - Utilities			28,800	27,266	10,232	2
109	UMOM New Day Centers, Inc.	Emergency Shelter for Families - Glendale	18,896	20,000	20,671	25,000	25,581	5
110	TOTAL - EMERGENCY SOLUTIONS GRANTS		\$ 104,496	\$ 86,095	\$ 166,789	\$ 171,539	\$ 175,526	
111								
114	HOME Investment Partnerships Program (HOME)							
115								
117	City of Glendale Revitalization Division	Residential Rehab	125,000	201,445	150,000	184,824	229,571	
118	Chicanos Por La Causa	Affordable Housing Development					-0-	
119	Community Services of Arizona	Acquisitions and Rehabilitations Program						7

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8	AGENCY	ACTIVITY NAME	AWARDED FY2012-2013	AWARDED FY2013-14	AWARDED FY2014-15	AWARDED FY2015- 2016	AWARDED FY2016- 2017	Prior Years Funded
120	Habitat for Humanity of Central AZ	Land Acquisition/Site Improvements/Rehab	229,390	250,000	330,290	255,000	252,412	9
121	Newtown CDC Homeownership	Affordable Housing	101,756					2
122	TOTAL - HOME		\$ 331,146	\$ 451,445	\$ 480,290	\$ 439,824	\$ 481,983	



Legislation Description

File #: 15-017, Version: 1

PROPOSED AMENDMENTS TO CHAPTER 33 - WATER, SEWERS AND SEWAGE DISPOSAL IN ITS ENTIRETY AND CHAPTER 2 - ADMINISTRATION, ARTICLES I AND V

Staff Contact and Presenter: Vicki Rios, Director, Budget and Finance

Staff Contact and Presenter: Craig Johnson, P.E., Director, Water Services

Purpose and Policy Guidance

This is a request for City Council to discuss and provide guidance regarding proposed amendments to Glendale City Code, Chapter 33-Water, Sewers and Sewage Disposal in its entirety and Chapter 2-Administration Articles I and V. Specifically, staff is requesting direction on pursuing amendments to both chapters which would address numerous items found during a comprehensive code review.

Background

Staff from Budget and Finance, Water Services, and the City Attorney's Office have completed a comprehensive review of Chapter 33 of the City Code. Although revisions to Chapter 33 have been made throughout the years, the last comprehensive review by staff was conducted in 1983. In addition, staff reviewed the provisions of certain sections of Chapter 2 related to debt collection and management of the City's warehouse.

The purpose of the comprehensive review of the Code was to determine if any revisions are needed in order to: (1) comply with changes to State and federal law; (2) adopt current practices commonly employed by the utility, customer service, and finance operations in other municipalities across the Phoenix metropolitan area; and (3) memorialize the City's existing best practices for those customer services. Additionally, the need for review and possible revision of Chapter 2 was identified as part of a citywide internal audit of procurement and warehousing operations.

Analysis

During the Code review, staff identified the following items:

Chapter 33-Water, Sewers, and Sewage Disposal

- 1) Current Code does not establish the documentation requirements for new customer account set-up. Current practice is to ask customers for identifying information for billing and collection purposes but the Code does not specify what type of information may be requested.
- 2) Current Code does not clearly allow for proration of base charges in the event a bill is issued outside the standard billing period. Current practice is to prorate base charges for partial billing periods.
- 3) Current Code does not give the City discretion and authority to adjust the amount billed to a customer as a result of errors, omissions, unusual usage, and or other extraordinary circumstances. Prior to

2013, City staff frequently worked with customers to adjust their bill to a lower billing rate if there were unusual or mitigating circumstances, such as latent leaks on the customer's property, which caused the bill to be unusually high for a single billing cycle or short period of time. This practice was suspended when it was determined that Code did not give staff the authority to administratively adjust or waive fees in exceptional cases. Proposed Code amendments would give staff the authority to make these adjustments administratively.

- 4) Current Code does not provide a timeline for disputing a final bill or for raising disputes on any monthly bill before the final one is issued to the Customer. The amendments provide a process and timeline for how all billing disputes are raised and resolved. Code revisions are required to update the dispute resolution procedures.
- 5) Provisions for termination of water or sewer service for nonpayment currently exist in two different parts of Chapter 33. Staff proposes consolidating the two existing sections to make it easier for customers to find and understand when the City may terminate their water and/or sewer service.
- 6) Just like the Code does not currently provide discretion to waive or adjust certain fees, the Code does not allow staff to exercise discretion to postpone or defer service termination and disconnection or allow resumption of service and reconnections on a case-by-case basis in extraordinary circumstances. Proposed Code changes would allow staff to develop and implement criteria for taking such discretionary actions.
- 7) Current City Code states that balances from any prior occupant must be paid before new water or sewer service can be established at any property. With the passage of House Bill (HB) 2193 in 2011, municipalities can no longer require outstanding balances to be paid in full before water services are restored to a residential property of four or fewer units if the customer requesting the new service did not previously have service in his/her name at that address. The current Code provisions must be amended to be consistent with State law regarding the payment of unpaid balances for residential properties.
- 8) Outstanding balances on commercial properties may be treated differently under State law. Current City Code provisions require balances from prior occupants must be paid in full prior to turning on water and/or sewer services at commercial properties and residential properties of five units or more (generally, apartment and condominium complexes). Staff is seeking Council direction on whether to require new tenants or occupants of commercial properties to pay outstanding balances left on a previous customer's account prior to turning on water and/or sewer services to that property. Foregoing these payments may have a financial impact on the City.
- 9) Current Code refers to specific City job titles such as the Utilities Director, the Finance Director, etc. Staff proposes to amend the Code and remove reference to specific job titles. This is consistent with other Chapters in the City Code. Generic references to the City or the addition of language allowing delegation to other managers or successor departments allows for responsibilities to be administratively reassigned without a subsequent amendment of the Code.
- 10) Current Code does not clearly identify unlawful utility activities or establish consequences for customers if they interfere with any City employees in discharging their duties or if they tamper with system infrastructure. Code revisions would notify potential violators that such interference, tampering or damage will be treated as a Class 1 misdemeanor.
- 11) Current City Code only provides who (City Manager or Council) can declare or terminate a drought stage designation. It does not provide who has the authority to implement the drought management plan, conduct public outreach and take enforcement actions. That authority is granted to the City Manager in the proposed Code amendments.

- 12) Current Code does not clearly establish the owner's responsibility for the sewer connection and maintenance. A code amendment is needed to align with current practice.
- 13) Rates and fees for water and sewer services are established piecemeal throughout various Code sections. Staff proposes placing all of the fees in one consolidated table to be adopted as an appendix to the City Code, similar to the provisions for zoning. Organizing water and sewer fees in this manner will not add or change fees, but rather it would eliminate the patchwork nature of those fees and make it easier for customers and staff to find the various fees in one location.

Chapter 2-Administration

- 1) Current Code does not give City staff the discretion to abate fees or taxes in any amounts, even in cases where a customer may offer a reasonable amount to settle the debt or the amounts being sought by the City are less than the costs the City would incur to collect them. Code revisions would be necessary to give authority to staff to settle certain types of collection accounts in certain amounts.
- 2) Current Code gives the responsibility for the management of the City's warehouse to the Materials Manager. In the current organization structure, the warehouse is actually overseen by the Water Services Department and the duties of the warehouse personnel are not clearly defined. Code revisions would be needed to clearly delineate the responsibilities of the warehouse personnel and distinguish them from the responsibilities of the Materials Manager.
- 3) Current Code refers to a "warehouse revolving fund" but, in accordance with Generally Accepted Accounting Principles, the inventory is actually maintained in a general fund asset account.

Previous Related Council Action

On January 14, 2014, City Council amended Glendale City Code, Chapter 33, increasing the voluntary donation amount added to a user's bill to two dollars (\$2.00).

On October 11, 2011, City Council amended Glendale City Code, Chapter 33 adding Article VI, Storm Water Pollution Control.

On April 12, 2011, City Council amended Glendale City Code, Chapter 33, increasing the deposit for new residential and commercial accounts for water, sewer, and sanitation services.

Community Benefit/Public Involvement

Periodic review and revision of the City Code provides Council with the opportunity to review and give staff guidance on policies. It also ensures that the information contained in the Code is clear and aligns with best practices for City operations.

Budget and Financial Impacts

De Minimis. If Council gives City senior management the discretion and authority to "write off" or "write down" certain collection accounts, the City will not be recovering the amounts it is owed. Staff believes this amount is nominal and would be counter-balanced or outweighed by the savings in litigation and collection fees and costs.