



Annual Action Plan
Fiscal Year 2011-12

City of Glendale

Rev. 1

Community Services and Parks
Community Development
141 North Glendale Avenue, Room 202
Glendale, CA 91206

**CITY OF GLENDALE
ACTION PLAN
FY 2011-12**

Table of Contents

Section	Page
EXECUTIVE SUMMARY	i
PART I. GENERAL REQUIREMENTS	
1. Financial Resources	1
2. Funding Match and Leveraging	2
3. Publicly Owned Land	4
PART II. GEOGRAPHIC DISTRIBUTION OF PROJECTS	
1. Development of Target Areas	6
2. Low-Moderate Income Areas	6
3. Minority Concentration, Demographics, Poverty, and Housing Market Analysis	7
PART III. COMMUNITY DEVELOPMENT, ECONOMIC DEVELOPMENT, HOMELESS, AND HOUSING PRIORITY NEEDS	
1. Community Development, Economic Development, Homeless, Housing, and Special Needs Population Needs	14
2. Summary of Action Plan Program Priorities	20
PART IV. ACTION PLAN PROGRAMS	
1. Action Plan for the FY 2011-12 CDBG Program	22
2. Action Plan for the FY 2011-12 ESG and Other Homeless Programs	33
a. Process and Criteria for Awarding ESG Grant Funds	42
3. Action Plan for Persons with Special Needs	45
4. Action Plan for the FY 2011-12 HOME Program	48
a. HOME Program Elements	63
b. Public Housing	66

PART V. OTHER ACTIONS

1. Affirmatively Furthering Fair Housing	68
2. Obstacles to Meet Underserved Needs	71
3. Removal of Barriers to Affordable Housing	72
4. Lead Based Paint Hazard Reductions	76
5. Anti-Poverty Strategy	77
6. Developing the Institutional Structure and Coordination	84
7. Monitoring	89

PART VI. CITIZEN PARTICIPATION

Community Input	91
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ATTACHMENTS

<i>Attachment 1 – Summary List of Proposed 2011-12 Action Plan Projects</i>	94
<i>Attachment 2 – Description of Proposed 2011-12 Action Plan Projects</i>	96
<i>Attachment 3 – Table 1A, Homeless and Special Needs Populations, 2011 Point In Time Summary</i>	106
<i>Attachment 4 – Summary of Public Hearing and Public Comments</i>	108
<i>Attachment 5 – Funding Sources</i>	110
<i>Attachment 6 – 2011 ESG Funding Summary By Activity Category</i>	111

EXHIBITS

<i>Map 1 – Low and Moderate Income Areas</i>	
<i>Map 2 – Hispanic Concentrations Map</i>	
<i>Map 3 – Asian Concentrations Map</i>	
<i>Map 4 – CDBG & ESG Programs and Projects Map</i>	

**CITY OF GLENDALE
FY 2011-12 ANNUAL ACTION PLAN
EXECUTIVE SUMMARY**

The FY 2011-12 Action Plan for Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), and HOME Investment Partnerships Act (HOME) programs represents the second year of the City of Glendale’s Five Year Consolidated Plan. Each project that is approved for funding (Attachments 1 and 2 – Summary and Description of Proposed CDBG, ESG, and HOME Programs) relates to the needs and priorities addressed in the Five Year Consolidated Pan. The Consolidated Plan is reviewed annually and may be modified depending on changes in the community and any new input from residents.

The Action Plan consists of the following elements: 1) General Requirements; 2) Geographical Distribution of Projects; 3) Community Development, Economic Development, Homeless and Housing Priority Needs and Objectives; 4) Action Plan Programs; 5) Other Actions; 6) Anti-Poverty Strategies; and 7) Citizen Participation Process. Provided below is a summary of the City’s FY 2011-12 Action Plan.

Purpose

The intent of the Action Plan is to develop a collaborative process whereby a community establishes a unified vision for community development and housing actions. The Action Plan includes the activities the City will undertake to address its priority needs and local objectives as outlined in its approved Five Year Consolidated Plan. Activities detailed in the Plan must meet one of three national objectives of the Community Development Program. These objectives are:

- Activities which benefit low- and moderate-income persons;
- Activities which aid in the prevention or elimination of slums or blight; and
- Activities that are designed to meet community development need having a particular urgency.

The Action Plan is a yearly funding plan and is submitted annually to the U.S. Department of Housing and Urban Development (HUD) and covers the following three federal programs administered through the City of Glendale:

- **Community Development Block Grant (CDBG):** Developing viable urban communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons.
- **Emergency Shelter Grant (ESG):** Providing homeless persons with basic shelter and essential supportive services.

- **HOME Investment Partnership Program (HOME):** Funding a wide range of activities that build, buy, and/or rehabilitate affordable housing for rent or homeownership or that provide direct rental assistance to low-income people.

Financial Resources for Implementation of Action Plan
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At the time of the development of the Annual Action Plan, the CDBG Entitlement programs received a 16.4% cut in funding from FY 2010 to FY 2011 and the HOME program received a 12.2% funding cut. The ESG program is not expected to be cut. Therefore, the funding presented below is subject to change once final entitlement amounts are released by HUD.

The estimated Federal resources available to address the priority needs and specific objectives identified in the Action Plan are as follows:

Federal Resources

Community Development Block Grant (incl. Reprogrammed Funds and Program Income)	\$ 3,351,703
HOME Investment Partnerships Act Program	\$ 2,018,713
Emergency Shelter Grant Program	\$ 143,339
Homeless Prevention and Re-Housing Program	\$ 650,000
Supportive Housing Program Grant (Includes Shelter Plus Care -\$501,780)	\$ 2,282,891
Section 8 Housing Choice Vouchers	<u>\$27,765,564</u>
TOTAL	\$36,212,210

The total estimated amount of CDBG funds that will be used for activities that benefit low- and moderate-income persons is \$2,269,150¹.

During program year 2011-12, the City will be in the second year of a three-year **Homeless Prevention and Rapid Re-housing Program (HPRP)** allocation from the federal government through the American Reinvestment and Recovery Act (ARRA) one-time stimulus funds. The total three-year allocation was \$1,346,899.

Other non-Federal public resources reasonably expected to be available to address the priority needs and specific objectives identified in the Action Plan are as follows:

Other Resources

Redevelopment Set-Aside	\$ 8,622,965
City Capital Improvement Funds/State Bond	\$ 1,700,000
General Fund Monies (Social Services)	\$ 400,000

¹ Total available CDBG funds minus Administration and Section 108 Loan Repayments.

Workforce Investment Board Funds
TOTAL

\$ 4,600,000
\$15,322,965

Data and Trend Analysis

The needs assessment also involved a review of available demographic data and trends impacting Glendale. The information below comes from a variety of sources, including the U.S. Census American Community Survey (ACS) which has updated some demographic information through random sampling on an annual basis. Several of these factors are highlighted below:

- 112,349 Glendale residents are foreign born, representing 55.9% of the total population (the majority are from Russia, Iran, and Armenia). This compares to 35.8% in the County of Los Angeles. (ACS 2007 and ACS 2005-2007)
- From 1990 to 2007, Glendale's population grew by 15% from 180,000 to 207,000 persons. The Glendale population is expected to grow only minimally through 2010, due to the limited availability of land for residential housing. (California Department of Finance)
- Until 1980, Glendale had a predominantly White population (91.7 percent); however, the proportion of White persons in Glendale decreased to 64 percent in 1990 and decreased again to 54 percent in 2000. (2000 Census)
- Young Adults (age 25-44) comprise the largest segment of the population, followed by Middle Age Adults (age 45-64). Although the proportion of elderly persons increased only slightly from 1990 to 2000, it is anticipated that this age category will only grow as Middle Age Adults age. (2000 Census)
- Healthcare, retail, manufacturing, and finance/insurance, and educational services are the top five major industry sectors in Glendale. (Verdugo Job Center)
- Some of the fastest growing major Glendale industry sectors include Information Technology (especially as it relates to motion pictures), Healthcare, and Professional/Scientific/Technical services industries. (Verdugo Job Center)
- Glendale's unemployment rate in 2009 was 11% which is a 6.7% increase from 2007 (4.3%) and a 3.6% increase from 2008 (7.4%). This does not include those persons whose unemployment benefits have run out. This compares to 12.3 % in Los Angeles County currently. (California Labor Market Information, 2009)
- Glendale continues to have a diverse mix of housing types, with the majority of the units consisting of multi-family units (59 percent) and approximately 40 percent of units consisting of single-family homes.
- In 2000, almost 62 percent of Glendale households were renters while 38 percent of households owned their home. In 2007, 38.9% of housing dwellings in Glendale were owner occupied and 61.1% were renter occupied. (2000 Census; ACS 2007)

- Average rents from 2007-2009 for single, 1bdr and 2bdr units increased by 19%. As of 2009, average rents are \$904, \$1090, and \$1361 respectively. (City of Glendale, Community Development and Housing)
- The median home price in Glendale in June 2007 was \$670,000, and in March 2011 the price declined to \$386,500 (includes single-family detached homes and condos, resale and new construction). This is a 42% decrease in 4 years. (City of Glendale, Community Development - Housing Division)
- Approximately 24 percent of all households were overcrowded in Glendale, an increase from 18 percent of households in 1990.
- In Glendale, there are 39 public parks, totaling approximately 280 acres. This represents 1.4 acres per 1,000 people, compared to the average of all southern California cities of 2.18 per 1,000 and the national average of 10 acre per 1,000 persons. (2009 Quality of Life indicators - Parks, Recreation, and Community Services Division)
- According to the 2000 Census, 15.5 percent of Glendale's population lives below the poverty level.
- In 2011, there were 412 homeless persons on any given night of which 68 (17%) were children. In 2010, there were 428 homeless persons on any given night, of which 80 (19%) were children; the 2010 numbers include 150 persons in the Winter Shelter in Glendale. In 2009, there were 306 homeless persons on any given night, of which 57 (19%) were children. (City of Glendale 2009, 2010, and 2011 Point-in-Time Homeless Counts)
- There are 3,080 Section 8 units available in Glendale, including portable vouchers from other housing authorities. 5,080 people are on the wait list which has been closed for several years. (City of Glendale, Community Development - Housing Division)
- There are 29,267 (14.6%) persons over 65 years of age in Glendale. Of these 15,263 (52%) have disability status and 3,512 (12%) are below the poverty line, compared to LA County which has 10.2% persons over 65 years, 42.7% with a disability and 10.2% below the poverty line. (ACS 2007 and ACS 2005-2007)
- Glendale ranks eleventh nationally in safety, based on the FBI's Uniform Crime Rates Report in a comparison of Part I crimes, among cities with a population of 100,000 in 2008. Glendale was ranked 7th in 2007. (FBI Uniform Crime Report)

Geographical Distribution and Development of the Targeted Areas

The City's target areas are defined by physical, social and economic conditions, which include concentrations of minority and low- and moderate-income households, areas of poverty, above average crime rates, and substandard housing conditions. Based on the analysis of these conditions and trends, southern Glendale is determined to be the primary target area and western Glendale is the secondary target for use of federal funds. The southern portion of the City is located south of Broadway, between San Fernando Road and the eastern boundary (Map 1). The western area is bounded at the west by the City of Los Angeles and City of Burbank borders, Glenoaks Boulevard to

the north, and Grandview to the east.

Southern Glendale will receive the largest amount of Federal funding (Attachment 2). An estimated 80% of the entire FY 2011-12 CDBG and ESG funds will be used to fund social services, housing, community centers, and public improvements that will benefit low- and moderate-income residents living in southern Glendale.

Fiscal Year 2011-12 HOME funds will be used citywide for a variety of projects. However, a portion of the funds will be committed for projects in specific neighborhood revitalization areas, particularly in southern Glendale, to improve the quality of life. Neighborhood revitalization areas will be identified based upon available information regarding the relative condition of neighborhoods in the following areas: population trends, condition of housing, densities permitted by existing zoning, household characteristics, economic characteristics, public safety, schools, and parks.

Community Development, Economic Development, Homeless, and Housing Needs

The following is a summary of the identified priority needs established in the Five Year Consolidated Plan and during the formulation of the 2011-12 Action Plan. The combined outreach and data analysis resulted in a community expression of the following priorities for uses of federal funds in each of the specified categories.

Social Services:

- Employment programs including job counseling, job training, job development, and English as A Second Language (ESL) classes.
- Senior Services including recreational and social service programs, employment programs, and in-home services.
- At-risk youth programs including youth counseling, after-school programs, youth employment services, and youth recreation programs.
- Crime, and public safety programs such as neighborhood watch programs and gang/drug prevention programs.
- Homeless Services.
- Child care for pre-school and school aged children.
- Health Services.
- Mental Health Services.
- Fair Housing Services.
- Services for the developmentally and physically disabled.

Neighborhood Improvements:

- Code enforcement.
- Graffiti removal.
- Trash and debris abatement.
- Street lights.

- Parks, community centers and open space.
- Libraries.
- Health facilities.
- Traffic calming.
- Street, curb, and sidewalk improvements.
- Handicapped accessibility.

Homeless:

- Emergency Shelters and transitional housing.
- Case management.
- Homeless prevention.
- Street outreach.
- Support services (mental health, substance abuse).
- Domestic Violence programs.

Housing:

- Increasing Affordable Rental Opportunities.
- Preserving and Maintaining the City's Existing Affordable Housing Stock.
- Increasing Affordable Home Ownership Opportunities.

Strategies

The following is a summary of the program activities the City will undertake during the next year as part of the 2011-12 Action Plan to address the priority needs that were identified in the Five Year Consolidated Plan, 2010-2015 community needs assessment. These projects are described further in Attachments 1 and 2.

Social Service Strategy

- **Youth:** Provide after-school/recreational/employment/educational activities to 645 at-risk youth, including summer employment, after-school programs, youth and family counseling, gang and drug prevention, teen centers, and recreation. Serve 2,500 duplicated patrons with library services.
- **Employment and Training:** Provide targeted employment, assessment, training, referrals, and placement services to 150 to 250 low-income youth residents through coordinated efforts with the Verdugo Job Center.
- **Crime & Public Safety:** Provide crime awareness/prevention programs to serve 85 at-risk youth in coordination with local police.
- **Childcare:** Coordinate and leverage pre-school and after-school childcare programs to serve 325 individuals with childcare.
- **Senior Services:** Provide in-home assessment, care planning, housing assistance, and social service referrals to serve 180 low-income seniors.

- **Fair Housing and Health Services:** Assist non-profits to serve 1,238 very low- and low-income persons with legal assistance/immigration, health services, services to the disabled, ESL/basic skills, tenant/landlord, and fair housing information.

Neighborhood and Capital Improvement Strategy

- **Targeted Neighborhood Improvements:** Initiate one new Neighborhood Improvement target area.
- **Parks/Recreation:** Funds will be used to pay for a design and construction costs for the Pacific Park Artificial Turf Project.
- **Community Centers/Libraries:** Rehabilitate four existing non-profit community centers and recreational facilities including one youth center; one community program center providing health services; one homeless facility providing services for the homeless; and one social service center providing services for immigrants.
- **Code Enforcement:** Conduct 1,000 inspections to ensure that homes in low- and moderate-income areas meet regulations for code compliance in southern Glendale.
- **Section 108 Loan (Community Services and Parks):** Continue repayment of the Section 108 loan for the Edison Pacific project. Make payment on a new Section 108 loan for the S.H. Ho Hope and Compassion Center Emergency Shelter and Access Center project.

Economic Development Strategy

- **Rehabilitation of Commercial Buildings and Public Improvements:** Identify one targeted commercial zone for coordinated City efforts to plan and implement design and rehabilitation services to commercial building and fund public improvements. Identify potential bike paths/bikeways in low/moderate-income area(s).
- **Job Creation/Employment:** Continue to fund social service programs which support, leverage, and coordinate employment, ESL, and basic skills programs with WIA programs and the VJC. Begin to explore provision of job center satellites at libraries and neighborhood centers. These efforts will create or retain 15 targeted jobs for low- and moderate-income persons.
- **Business and Technical Assistance:** Contact and meet with at least 25 businesses regarding business assistance services. Provide small business technical assistance programs to 10 targeted businesses, and facilitate the development of a business assistance service to help local businesses with technical and strategic support.

Homelessness Strategy

- **Outreach:** Provide street outreach services 300 homeless persons and connect clients to the continuum of care.

- **Intake, Assessment, Case Management, Supportive Services:** Provide intake, assessment, specialized case management, and supportive services to help clients address barriers contributing to homelessness. Enroll 854 persons into specialized case management at PATH ACHIEVE Access Center. Expand Homeless Management Information System to one new social service provider. Provide childcare services to five homeless families at any given time.
- **Emergency Shelter:** Provide 40 year-round emergency shelter beds and 10 year-round domestic violence crisis shelter beds to serve approximately 280 homeless persons.
- **Transitional Housing:** Provide transitional housing for 36 family households at any given time, including individuals and families.
- **Permanent Supportive Housing:** Provide permanent supportive housing assistance to 49, including 24 chronically homeless individuals at any given time.
- **Homeless Prevention:** Provide case management to 200 households, and serve 80 households with Homeless Prevention and Rapid Re-Housing Program (HPRP) funds through 2012.
- **Section 108 Loan:** Apply for a new Section 108 loan from HUD in order to fill a funding gap for a homeless access center and year round permanent emergency shelter.

Housing Strategy

- **Increase Affordable Home Ownership Opportunities:** Provide homeownership education courses to approximately 150 individuals. Assist one first-time home buyer purchase a home. Provide pre-development assistance for two new construction projects.
- **Increase Affordable Rental Opportunities:** Complete the construction and loan repayment for 70 new rental units. Serve 30 households with rental subsidies. Provide pre-development assistance for two new construction projects – one family and one senior project.
- **Preserve and Maintain the City's Existing Affordable Housing Stock:** Improve 30 existing housing units through the Single-Family Rehabilitation Program.

Special Needs Strategy

- **Seniors:** Provide funding for care management services and meals to 180 seniors. Provide funding to specifically target frail seniors.
- **Mentally Ill:** Coordinate services with existing County-funded mental health service providers to address community needs.
- **Developmentally Disabled:** Provide funding to begin implementations of an ESL program for developmentally disabled adults with limited English skills.

- **Physically Disabled:** Improve public facilities to make them accessible to persons with disabilities.
- **Substance Abuse:** Provide capital improvement funding to maintain facilities of organizations that serve persons with substance abuse issues.
- **HIV/AIDS:** Coordinate services with the AIDS Service Center.

Other Actions

The Action Plan describes actions to be undertaken to affirmatively further fair housing, address existing impediments to meeting underserved needs, remove barriers to affordable housing, evaluate and reduce lead-based paint hazards, address those in poverty, develop and coordinate the institutional structure, and monitor programs and projects.

Anti-Poverty Strategy

The primary emphasis of the City’s anti-poverty strategy is to raise the income of Glendale’s poorest households, especially those below the poverty level. This includes providing those households with the educational, training, supportive service (including transportation), and affordable childcare opportunities that will allow them to address barriers to income and career development. Affordable housing opportunities can also allow poorer families to devote additional resources to raising their incomes and furthering their careers.

Citizen Participation

Citizen participation is a highly valued component of the Annual Action Plan preparation process, and the City created a wide variety of opportunities to invite extensive feedback from the community. This process included:

- One Community Public Hearing;
- One Community Event;
- Internet Community Needs Survey;
- Community Needs Assessment Survey;
- Senior Focus Group;
- Community Development Block Grant Advisory Committee Review; and
- Special Joint Meeting with the Glendale Housing Authority and the City Council.

Outreach also included extensive informal consultation with public and private agencies, City departments, social service agencies, agency coalitions, community residents, and neighboring cities, including organizations that provide housing and supportive services to special needs population.

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CITY OF GLENDALE

2011-12 ANNUAL ACTION PLAN FOR COMMUNITY DEVELOPMENT BLOCK GRANT, EMERGENCY SHELTER GRANT, AND HOME INVESTMENT PARTNERSHIP ACT PROGRAMS

The 2011-12 Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), and HOME Investment Partnerships Act (HOME) Action Plan represents the second year of the 2010-2015 Five-Year Consolidated Plan. Each project that is approved for funding (Attachments 1 and 2 - Summary and Description of Proposed 2011-12 CDBG, ESG, and HOME Programs) relates to the needs and priorities addressed in the Five Year Consolidated Plan. The Five Year Consolidated Plan is reviewed annually and may be modified depending on changes in the community and any new input from residents.

PART I. - GENERAL REQUIREMENTS

FINANCIAL RESOURCES FOR IMPLEMENTATION OF THE ACTION PLAN

The Federal resources available to address the priority needs and specific objectives identified in the Action Plan are as follows:

Federal Resources

Community Development Block Grant (incl. Reprogrammed Funds and Program Income)	\$ 3,351,703
HOME Investment Partnerships Act Program	\$ 2,018,713
Emergency Shelter Grant Program	\$ 143,339
Homeless Prevention and Re-Housing Program	\$ 650,000
Supportive Housing Program Grant (Includes Shelter Plus Care -\$501,780)	\$ 2,282,891
Section 8 Housing Choice Vouchers	<u>\$27,765,564</u>
TOTAL	\$36,212,210

The total estimated amount of CDBG funds that will be used for activities that benefit low- and moderate-income persons is \$2,269,150².

During program year 2011-12, the City will be in the second year of a three-year **Homeless Prevention and Rapid Re-housing Program (HPRP)** allocation from the federal government through the American Reinvestment and Recovery Act (ARRA) one-time stimulus funds. The total three-year allocation was \$1,346,899.

²Total available CDBG funds minus Administration and Section 108 Loan Repayments.

Other non-Federal public resources reasonably expected to be available to address the priority needs and specific objectives identified in the Action Plan are as follows:

Other Resources

Redevelopment Set-Aside	\$ 8,622,965
City Capital Improvement Funds/State Bond	\$ 1,700,000
General Fund Monies (Social Services)	\$ 400,000
Workforce Investment Board Funds	<u>\$ 4,600,000</u>
TOTAL	\$15,322,965

FUNDING MATCH AND LEVERAGING

HOME fund expenditures by the City must be matched from the start date of October 1, 1996. The Match requirement will be met by “HOME eligible” projects (both home owner and renter) financed wholly or in part by Redevelopment Set-Aside funds and completed since October 1, 1992. The City has established a Match “Bank” for those HOME eligible projects completed since that date.

Glendale continually strives to leverage its affordable housing funds, including HOME funds, and will continue to do so with affordable housing activities in FY 2011-12. Sources of the leveraging funds may include Redevelopment Set-Aside funds from Glendale and Los Angeles County, Federal Tax Credits, mortgage revenue bonds, State of California loan and grant programs, Federal Home Loan Bank Affordable Housing Program funds, nonprofit organization revolving loan funds for home mortgages, and donated material and labor.

CDBG has no matching fund requirement; however, the City extensively leverages its CDBG funds with the City’s General Revenue and Capital Improvement Project funds (CIP) for construction projects. For example, \$1.7 million in State of California Prop 84 Bond funds will be leveraged with CDBG funds in FY 2011-12 for the Maryland Mini-Park project. City funds will also provide leverage for CDBG funded and City operated social service programs through General Funds. The amount of General Fund support includes \$147,000 for the Police Activities League (PAL) Program, \$12,000 for the Bookmobile Program, \$80,000 for the Senior Services Program, \$28,000 for the STAR Youth Program, and \$200,000 for the Youth and Family Services Program. \$50,000 in Redevelopment Set-Aside funds supports PATH Achieve Glendale, a homeless shelter also funded by CDBG and ESG.

The Glendale Youth Alliance’s Youth Employment Program receives \$562,627 in leverage from Workforce Investment Act and City General Funds. In addition, the social service agencies supported by CDBG funds utilize a variety of private and non-federal funds to leverage public funds.

The ESG program has a 100 percent matching requirement, which amounts to \$143,339. The YWCA of Glendale, Catholic Charities, Door of Hope, and PATH Achieve Glendale fill ESG matching fund requirements with their own private funding. Table 1 describes the funding sources for the matching fund requirements.

TABLE 1
2011 Emergency Shelter Grant Program
Sources and Amounts of Matching Funds

Catholic Charities, Loaves and Fishes Homeless Prevention Program

ESG Award	\$ 31,391
<i>Matching Funds:</i>	
Donations and Fundraising	\$ 17,391
Associated Organizations	<u>\$ 14,000</u>
Total Match	\$ 31,391

YWCA of Glendale - Sunrise Village Emergency Shelter

ESG Award	\$ 12,200
<i>Matching Funds:</i>	
DV /Presley /LA County	<u>\$ 12,200</u>
Total Match	\$ 12,200

PATH Achieve Glendale Emergency Housing Program

ESG Award	\$ 91,394
<i>Matching Funds:</i>	
Redevelopment Set-Aside Funds	\$ 50,000
Emergency Food and Shelter Program	\$ 15,000
Guest Chef Program - Food Donations	<u>\$ 26,394</u>
Total Match	\$ 91,394

Door of Hope Transitional Housing

ESG Award	\$ 8,354
<i>Matching Funds:</i>	
Private Donations/Volunteer Services	<u>\$ 8,354</u>
Total Match	\$ 8,354

Grand Total ESG Program	\$143,339
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The Supportive Housing Program (SHP) has different matching requirements for each program dependent upon the year the grant was awarded and the type of program dollars

awarded—either supportive services, transitional, or permanent housing. The City monitors individual SHP funded services provided by PATH Achieve Glendale, Door of Hope, the Salvation Army, the Glendale Housing Authority/City of Glendale, and PATH Ventures to ensure they meet the matching fund requirements. All grant activity and matching funds are documented in the Annual Progress Reports submitted to HUD.

PUBLICLY OWNED LAND

The Housing Authority of the City of Glendale (Authority) currently owns land intended or in use for six different affordable housing development projects in Glendale. The Housing Authority holds ownership of these properties in two ways. First, it owns one property on a short-term basis with the intention of entering into a partnership for development of affordable housing which will be owned by private or nonprofit developers. Second, it owns six properties on a long-term basis. The Housing Authority enters into a ground lease with a development partner who will build, own, and operate the improvements - typically an affordable rental apartment building with long-term affordability covenants or restrictions.

The address, major sources of public funding, and the date of purchase are included with the list of properties below. A complete project description is provided later in this report in the Action Plan for HOME Program section.

Properties to Be Developed:

Fifth and Sonora Project

Address: 1412, 1414, 1418, 1422 Fifth Street and 1116 Sonora Street
Public Funding: Redevelopment Set-Aside

The site was purchased in October 2008. The site has 15 occupied rental units. Development plans are under consideration.

Properties with Ground Lease to Developers/Rental Property Owners

Palmer House

Address: 555 E. Palmer Avenue
Public Funding: Redevelopment Set-Aside Funds, Low Income Tax Credits

This parcel was developed in 1992. The site was developed with 22-units, new construction senior rental apartments serving low-income households. The project nonprofit developer/owner operator is Southern California Presbyterian Housing.

Garfield Gardens

Address: 295, 305 and 307 E. Garfield Avenue.
Public Funding: HOME, Redevelopment Set-Aside, Low Income Tax Credits

These three parcels were purchased in the East Garfield Neighborhood Revitalization Area in 2002 and 2003 and lease up was completed in March 2010. The site was developed with 30 units, new construction family rental apartments serving very low-income family households. The project developer/owner operator is Thomas Safran and Associates.

Metropolitan City Lights

Address: 1760 Gardena Ave.

Public Funding: HOME, Redevelopment Set-Aside, Low Income Tax Credits

This site was purchased in December 2005 and lease up was completed in June 2007. The site was developed with 65 units, new construction family rental apartments serving very low-income households. The project developer/owner operator is Metro City Lights, LLC.

Metro Loma

Address: 328 Mira Loma

Public Funding: HOME, Redevelopment Set-Aside, Low Income Tax Credits

This site was purchased in February 2007 and lease up was completed in February 2009. The site was developed with 44 units, new construction family rental apartments serving very low- and low-income households. The project developer/owner operator is Metro Loma, LLC.

Glendale City Lights

Address: 3673 San Fernando Rd.

Public Funding: HOME, Redevelopment Set-Aside, Low Income Tax Credits

The site was purchased in February 2008 and lease up was completed in January 2010. The site was developed with 68 units, new construction family rental apartments serving very low- and low-income households. The project developer/owner is Glendale City Lights, LLC.

Vassar City Lights

Address: 3678 San Fernando Rd.

Public Funding: HOME, Redevelopment Set-Aside, Low Income Tax Credits

The site was purchased in May 2009 and lease up was completed in May 2011. The site was developed with 70 units, new construction family rental apartments serving very low- and low-income households. The project developer/owner is Vassar City Lights, LLC.

PART II. - GEOGRAPHIC DISTRIBUTION

DEVELOPMENT OF TARGET AREAS

In the Five Year Consolidated Plan, the City set forth its rationale for allocating investments for the CDBG, ESG, and HOME programs geographically. This analysis defined the City's target areas by the existing physical, social, and economic conditions, which include concentrations of minority and low- and moderate-income households, areas of poverty, above average crime rates, and substandard housing conditions. Based on the analysis of these conditions and trends, southern Glendale is determined to be the primary target area and western Glendale is the secondary target for use of federal funds. The southern portion of the City is located south of Broadway, between San Fernando Road and the eastern boundary (Map 1). The western area is bounded at the west by the City of Los Angeles and City of Burbank borders, Glenoaks Boulevard to the north, and Grandview to the east.

The City funds projects and programs that are available to low- and moderate-income residents. A number of activities expected to be carried out in this fiscal year target these currently eligible neighborhoods due to high concentrations of low-moderate income census tracts and minority concentrations, poverty rates, crime rates, overcrowded condition of schools, demographic trends, and substandard housing as described below.

LOW-MODERATE INCOME AREAS

The map entitled "Southern Glendale" shows that this area is made of 10 census tracts located south of Broadway, between San Fernando Road and the eastern City boundary. In seven of the 10 census tracts located in southern Glendale, at least 51% of the residents earn a low-moderate income (80% of County median income, Map 1 - "Low-Moderate Income Census Tracts") and comprise the Southern Glendale Target Area. The seven tracts are: 3021.03, 3022.01, 3022.02, 3023.02, 3024, 3025.01, and 3025.02. According to the 2000 HUD data, of the approximately 60,000 people living in the southern part of the City, 33,870 earn a low-moderate income. This is equal to 58% of the population in southern Glendale compared to 40% of the population citywide.

In addition, the Community Services and Parks Department has also identified a secondary target eligible for neighborhood revitalization (Census Tracts 3015.02 and 3016.01). This western Glendale area is bounded at the west by the City of Los Angeles and City of Burbank borders, Glenoaks Boulevard to the north, Interstate 5 and the Los Angeles River to the south and Grandview to the east (Map 1). These two census tracts have a concentration of residents that are low-to-moderate income and are in the western portion of the City; Census Tract 3015.02 has a 58% low-moderate income population and 3016.01 has a 57% low-moderate income population.

In summary, the 2000 Census data revealed the following characteristics related to the geographic targeting of resources to southern Glendale. The total population of southern Glendale (CDBG Target Area) is approximately 60,000, which represents 31% of the City's entire population. The CDBG Target Area consists of Census Tract nos. 3021.03, 3022.01, 3022.02, 3023.02, 3024, 3025.01, and 3025.02.

Tables 2 to 4 on the following pages show the City's racial, ethnic, age, and housing profile based on the U.S. 2007 Census Bureau's American Community Survey, which identified 200,859 total residents.

TABLE 2
City of Glendale
Population By Race Including Hispanic/Latino Origin
2000 and 2007

	2000 Census		2007* ACS estimate	
	POPULATION	PERCENT TOTAL	POPULATION	PERCENT TOTAL
White	123,960	63.6%	141,772	70.5%
Black	2,468	1.3%	4,819	2.4%
American Indian	629	0.3%	1,309	0.7%
Asian/Pacific Islander	31,587	16.3%	33,569	16.6%
Some other race	16,715	8.6%	17,220	8.5%
Two or more races	19,614	1.3%	2,170	1.3%
Total	194,973	100%	200,859	100%
Hispanic or Latino of any race	38,452	19.7%	33,093	16.5%

* Source US Census Bureau, 2000 Census and American Community Survey 2007.

MINORITY CONCENTRATION, DEMOGRAPHICS, POVERTY, MARKET ANALYSIS

The following provides insight into the Glendale community's needs through Census information, current market data, and other analyses.

Minority Concentration

Minority data by Census Tract is only available from the US Census Bureau's 2000 Census. The census tracts with concentrations of Hispanic, Korean, American Indian, and Black households are located in southern Glendale, and primarily in Census Tract 3024. Maps 2 and 3 display the concentration of Hispanic and Asian residents in Glendale in 2000. A concentration is defined as exceeding the countywide average for a specific group and a high concentration refers to at least twice the countywide average for a particular group.

Among Hispanic residents, two of 29 census tracts in Glendale demonstrate a concentration that is more than the County average of Hispanic households (44.6 percent), one in southern Glendale and another in western Glendale. However, no census tract in Glendale contains a high concentration of Hispanic residents.

As shown on Map 3, all but ten of the City’s census tracts have above the County average concentration of Asian persons (11.81 percent) and four tracts have a high concentration of Asian residents (over 23.6 percent). The category of “Asian” is rather broad and includes Korean, Filipino, Chinese, Japanese, and Vietnamese as the predominant Asian groups in Glendale. Unlike the City’s Hispanic population, Asian residents tend to be distributed throughout the community.

Age Composition

Approximately 18.9% of the population in Glendale was under 18 years of age in 2007, whereas 22.4% of the population was under 18 in 2000 according to the 2007 American Community Survey (Table 3). The overall City population of elderly residents, 65 years and older, totaled 29,267 in 2007, or approximately 14.6% of the total population. The proportion of senior households in Glendale remains higher than the County proportion. In Los Angeles County, 10% of the population was 65 years and older in 2007. The higher proportion of seniors within Glendale indicates that providing senior housing and supportive services remains an important need in the community.

TABLE 3
City of Glendale
Age Characteristics of Population
1990, 2000 and 2007

AGE RANGE	1990		2000		2007	
	NUMBER OF PERSONS	PERCENT OF TOTAL POP	NUMBER OF PERSONS	PERCENT OF TOTAL POP	NUMBER OF PERSONS	PERCENT OF TOTAL POP
Pre-school (0-4)	11,910	6.6%	11,088	5.7%	9,259	4.6%
School Age (5-17)	27,167	15.1%	32,538	16.7%	28,693	14.3%
College Age (18-24)	18,066	10.0%	16,310	8.4%	19,476	9.7%
Young Adults (25-44)	64,080	35.6%	62,866	32.2%	54,468	27.1%
Middle Age (45-64)	34,838	19.4%	45,057	23.1%	59,696	29.7%
Seniors (65+)	23,977	13.3%	27,114	13.9%	29,267	14.6%
Total	180,038		194,973		200,859	
Male	86,606	48.1%	93,074	47.7%	95,449	47.5%
Female	93,432	51.9%	101,899	52.3%	105,410	52.5%
Median Age	34.3		37.5		41.4	
Youth under 18	39,077	21.7%	43,625	22.4%	37,952	18.9%

Source: U.S. Census, 1990 and 2000; American Community Survey, 2007

Immigration

The 2007 American Community Survey indicated that approximately 112,349 persons in Glendale were foreign born, representing 55.9 percent of the population. These immigrants include persons of Armenian, Iranian, Russian, Korean, Filipino, Mexican, and Lebanese heritage. Among the foreign born residents a majority of the immigrants are of Middle Eastern and Russian ancestry. According to the 2000 Census, in southern Glendale, over 22,000 residents listed a foreign language as the primary language spoken at home. In addition, approximately 26 percent of the southern Glendale population have fairly recently immigrated.

The extent to which the English language is a barrier to employment/career development is reflected in statistics provided by the Los Angeles Department of Public Social Services for December 2005. In Glendale, 74 percent of the recipients of government aid had a primary language other than English. Out of 31,634 cases served during a one-month period, only 8,235 (26%) had English as their primary language. The highest numbers of non-English speaking cases were Armenian (59% of all cases) and Spanish (9% of all cases).

Overall, a notable portion of Glendale's population faces language barriers. Approximately 33 percent of residents say they speak English "less than very well." The language barriers can be traced to sizable immigration into the city during the 1990's primarily from the Soviet Union. Approximately 65,885 or 33.8 percent of Glendale's total population entered the country during the 1980's and 1990's. This has important implications for employment and training opportunities.

TABLE 4
City of Glendale
Immigration and Year of Entry
2000-2007

POPULATION TYPE	2000*		2007 (estimate)**	
	NUMBER OF PERSONS	PERCENT OF TOTAL POPULATION	NUMBER OF PERSONS	PERCENT OF TOTAL POPULATION
Total Population*	195,047	100.0%	200,859	100.0%
Total Population Born Outside of US	106,119	54.4%	113,792	56.7%
Native Born	88,928	45.6%	88,510	44.1%
Foreign Born	106,119	54.4%	112,349	55.9%
Entered 2000 or After			28,071	25.0%
Entered Before 2000			84,278	75.0%

Source: US Census Bureau, Census 2000 and American Community Survey 2007.

*Total Population in 2000 is estimated from Summary File 3 samples; therefore, slightly higher than the 194,973 from Summary File 1

Poverty

According to the 2000 Census, 15.5 percent of Glendale's population lives below the poverty level. At the time of the 2000 Census, a four-person family was considered to be living below the poverty line if their annual income was less than \$16,700. On a census tract basis, the proportion of persons living in poverty throughout the City varies from a low of 2 percent to a high of 33.5 percent. On a citywide basis, the highest poverty concentrations can be found in the southern portion of the City (generally south of Broadway Avenue) where 24.5 percent of the households were reported as living below the poverty line. The 2007 American Community Survey estimates that approximately 13.9% of the population lives in poverty, a decrease from the 2000 Census. All other population categories reflect a similar reduction. Another indicator is the percentage of students enrolled in the free and reduced price lunch program which provides subsidies for children in households earning 130 percent or 185 percent of poverty level (\$22,050 for a household of four). In 2008, 41.3 percent of students in the Glendale Unified School District were enrolled in this program.

Poverty and Household Type

Female-headed households with children tend to have lower incomes and experience a disproportionately higher rate of poverty than other segments of the population. Approximately 26 percent of the City's female-headed households with children under 18 years of age were living below the poverty level in 1999. By 2007, this had increased to approximately 36 percent. For female-headed households with children under five years of age, the percentage of those impacted by poverty was estimated at 36 percent in 2007.

Of families with related children under age 18, approximately 18.6 percent were living below the poverty level. Single-parent households not only experience higher rates of poverty, but the presence of only one adult in the household also limits resources that can be devoted to raising household income.

TABLE 5
City of Glendale
Poverty and Employment Characteristics
2000 and 2007

Population Category	2000		2007 (estimate)	
	Number of Persons Below Poverty Line	Percent Below the Poverty Level	Number of Persons Below Poverty Line	Percent Below the Poverty Level
Total Population Living Below Poverty Level	29,927	15.5%		13.9%
All Families	6,802	13.6%		10.8 %
Married Families				9.5 %
Female Headed Households	1,512	17.9%		14.8 %
Female Headed Households w/ children under 18 years	1,102	26.1%		36.1%
All Persons 18+	20,921	15.5%		13.0 %
Persons Under 18				18.1 %
EMPLOYMENT	Number of Persons	Percentage of Population	Number of Persons	Percentage of population
Unemployed	6,559	4.2%	4,938	2.9%
Employed	85,113	54.5%	95,393	56.5
Not in labor force	64,553	41.3%	68,607	40.6%
Armed Forces	26	-	-	0.0%
Total Population above 16 yrs.	156,251	100.0%	168,938	100.0%

* Source: US Census Bureau, Census 2000; US Census Bureau, American Community Survey 2007.

Housing Tenure

Glendale is a predominantly renter occupied community. Based on the Census 2000 data, nearly 84% of the southern Glendale housing stock is renter occupied compared to 61% citywide as shown on the table below. Approximately 53% of the renters in southern Glendale pay over 30% of their income on rent. Thirty-three percent (33%) of the units are occupied by more than one person per room, compared to 18% Citywide. The percentages changed slightly in 2007 according to the estimates in the 2007 American Community Survey.

TABLE 6
City of Glendale
Occupied Housing Units By Type

Housing Type	Number and Percent of Housing Units (estimate)			
	2000*		2007**	
	Number	Percent	Number	Percent
Owner Occupied	27,557	38.4%	28,388	38.9%
Renter Occupied	44,248	61.6%	44,563	61.1%
TOTAL	71,805	100%	72,951	100.0%
Vacant Housing Units	1,908		4,095	

* Source US Census Bureau, Census 2000

** Source US Census Bureau, American Community Survey 2007.

Median single-family housing prices in Glendale during 2010 ranged from \$380,000 (zip code 91203) to \$765,000 (zip code 91207). In more than half of the Glendale zip code areas, median single-family home prices showed a slight increase from 2009 prices. Overall prices increased by 2.9% in 2010 for single family homes.

Condominium median sales prices by zip code in 2010 ranged from \$285,000 to \$328,000. In half of the zip code areas, sales prices increased slightly and in half they decreased slightly. Overall prices decreased by 3.2% in 2010 for condominiums.

The lowest median single-family home sales price recorded in Glendale was \$380,000 (zip code 91203) in western Glendale bordered by Broadway, San Fernando Road, Glenoaks Boulevard, and Brand Boulevard. The other lower priced single-family homes were found in zip codes 91204 and 91205, in the southern portion of Glendale. Median sales prices for condominiums were very similar throughout all Glendale areas and the price difference for median sales between the highest and lowest priced areas was only \$43,000. Housing prices appeared relatively stable from 2009 to 2010.

Though foreclosures are prevalent throughout Los Angeles County, Glendale has not had significant foreclosure rates. A study by LISC in June 2010 identified approximately 1,100 units that were in the foreclosure process (defaults, auction, bank owned, and up for sale). However, their needs analysis comparing California zip code areas with needs being based on the numbers and rates of foreclosures, subprime loans, delinquencies, and vacancies shows that on a scale of 1 to 100, with 100 being the score indicating most need of foreclosure prevention assistance, Glendale zip code areas range from 1.3 to 4.3 and fall mostly at the bottom of California zip code areas. The most "needy" area is zip code 91206 which falls in the middle of the range of California foreclosure areas rated by need. The area tends to be moderately priced housing area with a large number of condominium developments.

Overcrowded Housing Units

Another condition that may lead to the deterioration of housing structures in a neighborhood is degree of overcrowding. Housing analysts gauge degree of overcrowding by reviewing the number of persons occupying a single room. Currently, the accepted occupancy rate is one person per room; thus, any structure with more than one person per room (excluding bathrooms, kitchens, hallways and porches) would be considered overcrowded according to the Census. Of the 24,920 occupied housing units in southern Glendale, 41% have more than one person per room compared to 23.7% of the City's housing units according to the 2000 Census. Therefore, the incidence of overcrowding in southern Glendale is nearly two times that of the City. The data for western Glendale shows similar incidences of overcrowding. Approximately, 1,258 housing units out of 3,936 or 31.96% units were overcrowded in western Glendale.

Conclusion: Geographic Distribution

In accordance with the above analysis, southern Glendale will receive the greatest amount of funding resources during FY 2011-12 as displayed in Map 1. An estimated 80% of the entire CDBG and ESG Grant will be used to fund social services, housing, improvements to community facilities, neighborhood revitalization, and public improvements that will benefit low- to moderate-income residents living in southern Glendale during FY 2011-12. Project selection for use of HOME funds in the next year is in process. Availability of land, availability of leveraged financing, and strength/track record of the developer will be important determinations of where projects will be located. A Site and Neighborhood Standards review will be completed prior to approval to address any potential overconcentration of affordable housing in areas with a high concentration of low-income or minority populations.

PART III. - COMMUNITY DEVELOPMENT, ECONOMIC DEVELOPMENT, HOMELESS, AND HOUSING NEEDS

The following is a summary of the identified priority needs established in the Five-Year Consolidated Plan and during the formulation of the 2011-12 Action Plan.

COMMUNITY DEVELOPMENT NEEDS

Citizen participation is a highly valued component of the Consolidated Plan and Annual Action Plan preparation process, and the City created a wide variety of opportunities to invite extensive feedback from the community. As part of the citizen participation process for the development of the Consolidated Plan in the fall of 2009, a formal Community Needs Assessment and Outreach Strategy was conducted which involved responses from approximately 1,318 residents and business and community agency stakeholders and included:

- Two Community Public Hearings
- Five Community Events
- Internet Community Needs Survey
- Community Needs Assessment Survey
- Homeless Focus Group
- Citizen Advisory Group

Outreach also included extensive informal consultation with public and private agencies, City departments, social service agencies, agency coalitions, community residents, and neighboring cities, including organizations that provide housing and supportive services to special needs populations. This year for FY 2011-12, the community needs assessment update consisted of one community meeting, an internet and written community needs survey, a Senior Focus group discussion, and attendance at the City's Cruise Night. In total, 235 residents provided input.

Social Service Needs

Based on the City's needs assessment and the input received from the City's extensive outreach, the City has identified the following social service needs as high priority needs:

1. Youth programs including summer employment, after-school programs, youth and family counseling, gang diversion and drug prevention, teen centers, and recreation: Youth services continue as a consistently identified top priority by the community in all outreach methods. The Community Needs Survey identified gang and drug prevention programs, tutoring, after-school programs, youth employment services, and youth

counseling as high priority programs. At the Public Hearing, residents listed the need for job counseling, job training, job search and placement assistance, basic skills training and English as A Second Language (ESL) classes as priorities. Residents also identified youth employment services, recreational programs, and park facilities for youth in the comment section of the Community Needs Survey. According to the Community Services and Parks Department, southern Glendale is especially underserved by park and recreational facilities.

Results from the senior services focus group meeting showed that recreational, employment, and in-home services were important priorities. This opinion is correlated by Census data which shows that Glendale has an older, denser, and lower-income population than the rest of the Los Angeles County.

2. Employment programs and employment supportive services: Employment programs that support a person's ability to be employed or trained including job counseling, job training, job search and placement assistance, basic skills training, childcare, and English as A Second Language (ESL) classes were also a common social service priority identified by the community at the Public Hearing as mentioned above, and on the Community Needs Survey. Affordable child care for pre-school and school-aged children for participants in job training programs was also identified as a priority social service need at the Public Hearing. Other supportive services for employment include transportation and ESL. The number of residents who lived below the poverty level in Glendale has increased from 25,484 (14% of the population) in 1990 to 29,927 (15.5% of the population) in 2000. In southern Glendale 24% of the population lived at or below the poverty level compared to 15% citywide. In 2000, the poverty level was \$16,700 for a family of four. Seventy-five (75%) of DPSS recipients in Glendale primarily speak a language other than English. Though the 2007 American Community Survey indicates that the poverty level has decreased to approximately 13.9%; the City's overall unemployment rate climbed to 8.3% in December 2009 compared to 5.4% in January 2008.

3. Crime and public safety: Crime and public safety continue as a top priority according to the Community Needs Survey and public hearing participants. The Community Needs Survey results identified neighborhood watch and other crime prevention programs, while written responses centered on providing more gang and drug prevention programs, at-risk youth employment services, and youth recreation programs to prevent juvenile crime. Comments about crime and public safety at the Public Hearing focused on physical improvements which deter crime such as a street lighting, graffiti removal, and code enforcement.

4. Childcare: As mentioned under employment program needs, childcare as a supportive service was identified as a priority to support a person's ability to be employed. Affordable child care for pre-school and school aged children for participants in job training programs was also identified as a priority social service need.

5. Senior Services: Senior services such as transportation, in-home services, and recreational and social service centers were identified as high priorities by community residents in the Community Needs Survey. Results from the senior services focus group meeting showed that recreational, employment, and in-home services were important priorities. The number and percentage of seniors in Glendale continues to grow and was estimated at 29,267 or 14.6 percent of the population in the 2007 ACS, an increase from 27,114 or 13.9 percent in 2000.

6. Health and Other Social Services: The Community Needs Survey results identified health, services for the developmentally or physically disabled, fair housing, immigration services, transportation assistance, and legal aid as social service priorities in Glendale. According to the Housing Needs Assessment section of the 2010-15 Consolidated Plan, Glendale is a racially, ethnically and culturally diverse community. This presents the need for services that assist with a variety of needs.

7. Homeless Programs: Providing services to the homeless continues to be identified as a priority by the community. According to the Federal Administration and the Department of Housing and Urban Development, resolving homelessness among the chronic homeless population remains a top national and local priority need. Homeless service programs are further addressed in the Homeless and Special Needs section of this report.

Neighborhood/ Capital Improvement Needs

Neighborhood revitalization continues to be a major national and local objective of the CDBG program, and relates to many of the quality of life issues expressed by all segments of the community surveyed. Capital improvement projects to develop and/or rehabilitate community centers, including parks, are also integral to meeting social service needs. The Public Hearing participants ranked improved street lighting, parking, graffiti removal, and traffic calming as the most important neighborhood improvement issues. The Community Needs Survey identified trash/debris removal; street, curb and sidewalk improvements; and street lighting improvements as high priority improvements needed in their neighborhoods. Written comments on the Community Needs Survey also centered around street improvements, speed bumps, street lights, traffic calming, graffiti removal, and trash and debris removal. Based on the City's needs assessment and the input received from the City's extensive community outreach, the City has identified the following Neighborhood and Capital Improvement needs listed below.

Neighborhood Improvements:

1. Targeted Neighborhood Improvements: The City will continue to address neighborhood improvement priorities through targeting neighborhoods, involve residents in the planning of these revitalization efforts, forming a project management team with City departments, and planning comprehensive neighborhood improvements.

Improvements will include public improvements such as street resurfacing, curbs, sidewalks, parkway improvements, street trees, traffic calming, bike paths/bikeways, and street lights.

2. Code Enforcement: Code enforcement continues to be a high Neighborhood Improvement priority for residents, according to the Community Needs Survey and the Community public hearing focus groups.

Capital Improvement Projects including parks, recreational facilities, libraries, social service and community centers, and educational facilities:

The Community Needs Survey identified health centers, libraries, parks and recreational facilities, and youth centers as high priorities. Park safety features such as lighting, and improved park recreational facilities were identified by Public Hearing participants as the most important community facility needs.

1. Parks, Libraries, Recreational Facilities, and Public Community Centers: Residents that were surveyed and that participated in the public hearing discussion groups ranked libraries, parks, and recreational facilities as high neighborhood improvement needs. A survey completed by Community Services and Parks Department in 2004 compared the ratio of developed parkland acres per 1,000 residents in Glendale to other southern California cities. Glendale was much lower with an average of 1.36 acres per 1,000 residents than the overall average of 2.18 acres per 1,000 residents in the other southern California cities that were surveyed. For a city of over 200,000, Glendale falls 168 acres short of the average developed park acreage per resident as compared to the other cities.

2. Other Community Facilities: Community facilities such as health centers, senior and youth centers, homeless facilities, social service centers, and multi-purpose community centers were all identified as priority needs in written surveys. Community residents also mentioned the need for accessibility improvements for the disabled at all community centers.

ECONOMIC DEVELOPMENT NEEDS

As mentioned under social service needs, employment programs were considered a high priority at the Public Hearing and on the Community Needs Survey. The Workforce Investment Board's priorities for Glendale focus on the following industries: entertainment, healthcare, green jobs, and manufacturing. Entertainment is considered the biggest job producing industry in Glendale over the next 10 to 20 years. Healthcare represents the largest overall employer in Glendale with three hospitals (of 15 within the San Gabriel Valley). Green jobs are an important focus of the federal and state economic stimulus with an emphasis on smart grid jobs. Glendale's manufacturing sector is the third largest in the region.

1. Commercial Building Acquisition, Construction, and/or Rehabilitation: The City completed commercial rehabilitation in two commercial areas – Colorado Street and Adams Square – during the past seven year period. The businesses and property owners in those areas confirmed the need for this type of City assistance and, while the City continues to provide technical assistance to business owners, the City is assessing the next target area for rehabilitation assistance, which is proposed to be on South Glendale Avenue.
2. Economic Development Technical Assistance: Direct technical assistance to small and medium businesses remains a high priority. The high rate of self-employment in Glendale and the high business turnover rate provide an indication that many local residents may benefit from business development assistance. This corresponds to the needs identified by the Workforce Development Board and staff surveys of local businesses.

HOMELESS AND HOMELESS AT-RISK NEEDS

As mentioned in the Community Development Needs section, addressing the needs of the homeless continues to be a priority in the community. The City's efforts to address homelessness are coordinated through the Glendale Homeless Coalition, comprised of social service and government agencies that serve the homeless, City departments, hospitals, educational providers, members of the business community, churches, and interested residents.

The Coalition has developed a continuum of care strategy to address homeless needs including outreach, assessment and support services; emergency shelter; and transitional and permanent housing. Funding for two crucial components of the continuum of care, emergency shelter and homeless prevention, are not eligible for funding under the annual competition for the federal Supportive Housing Program (SHP) from which the majority of homeless services derive their financial support. Attachment 3 provides the 2011 Point In Time Summary Table 1A with a summary of both homeless housing gaps and homeless population and subpopulations. The Coalition has stated that continued funding for the existing shelter and prevention programs at current year levels would ensure that these programs would meet the needs of the homeless and those at-risk of homelessness.

HOUSING NEEDS

Priority housing needs of the community continue to be those identified in the 2010-2015 Five Year Plan. During FY 2010-15, Glendale will fund activities that address the housing needs of the above categories of high priority households using federal funds and/or other public or private funds. If funds are available, Glendale will also fund housing needs of medium priority households as well.

High Priority Housing Needs:

Owner Households

- (31-50% MFI) – Elderly and Small households
- (51-80% MFI) – Elderly and Small households

Renter Households

- (0-30% MFI) –Small households
- (31-50% MFI) – Elderly, Small and Large households
- (51-80% MFI) –Small, Large and Other households

Medium Priority Housing Needs:

Owner Households

- (0-30% MFI) – Elderly households
- (31-50% MFI) – Large and Other households
- (51-80% MFI) – Small, Large and Other households

Renter Households

- (0-30% MFI) – Elderly and Large households
- (51-80% MFI) – Elderly and Other households

Low Priority Housing Needs:

Owner Households

- (0-30% MFI) –Large and Other households

Rental Households

- (0-30% MFI) – Large, Other households
- (31-50% MFI) – Other households

Housing efforts for 2010-2015 include a focus on new ownership opportunities, increasing affordable rental housing opportunities, and preserving and maintaining the City's existing affordable housing stock.

SPECIAL NEEDS

The following needs were identified in the 5 Year Plan for persons who are not homeless but require supportive housing, including the elderly, frail elderly, persons with disabilities, persons with alcohol or other drug addiction, and persons with HIV/AIDS and their families:

- Glendale has a large proportion of senior residents who were considered low- and moderate-income. Of the senior population, approximately 42 percent had a disability in 2000 (U. S. Census) and 12 percent had incomes below the poverty line according to the 2007 ACS. The Comprehensive Housing Affordability Strategy (CHAS) tables indicate that almost 41 percent of elderly households earned less than 50% of the median family income according to the 2000 Census.

- A significant number of persons with a disability reside in the City. In 2000, an estimated 42,481 live in Glendale, or approximately 21.7 percent of the total population.
- Based on nationwide percentages from a Department of Health and Human Services Substance Abuse and Mental Health Administration report, it is estimated that potentially over 12,000 persons in Glendale may use illicit drugs.

Priority needs for persons who are not homeless but require special supportive care with their housing include low-income elderly and persons with disabilities. Efforts to address special needs housing includes the following strategies: increasing the supply and availability of affordable housing overall, increasing access to social services and mainstream resources, and increasing the availability of programs which combine housing with supportive services— including the LIFERAP and VETRAP programs which provide housing assistance and employment counseling to working families and families of recently discharged veterans of United States military services.

SUMMARY OF ACTION PLAN PROGRAM PRIORITIES

The summary of the 5-Year Plan and the FY 2011-12 Action Plan program priorities are listed below. The list should not be construed as a listing based on order of priority, particularly since the opinion survey indicated very little difference in scoring between the top three or four priorities in each category.

Social Services:

- Employment programs including job counseling, job training, job development, and English as A Second Language (ESL) classes.
- Senior Services including recreational and social service programs, employment programs, and in-home services.
- At-risk youth programs including youth counseling, after-school programs, youth employment services, and youth recreation programs.
- Crime, and public safety programs such as neighborhood watch programs and gang/drug prevention programs.
- Homeless Services.
- Child care for pre-school and school aged children.
- Health Services.
- Mental Health Services.
- Fair Housing Services.
- Services for the developmentally and physically disabled.

Neighborhood Improvements:

- Code enforcement.

- Graffiti removal.
- Trash and debris abatement.
- Street lights.
- Parks, community centers and open space.
- Libraries.
- Health facilities.
- Traffic calming.
- Street, curb, and sidewalk improvements.
- Handicapped accessibility.

Homeless:

- Emergency Shelters and transitional housing.
- Case management.
- Homeless prevention.
- Street outreach.
- Support services (mental health, substance abuse).
- Domestic Violence programs.

Housing:

- Increasing Affordable Rental Opportunities.
- Preserving and Maintaining the City's Existing Affordable Housing Stock.
- Increasing Affordable Home Ownership Opportunities.

PART IV. - ACTION PLAN PROGRAMS

ACTION PLAN FOR THE FY 2011-12 CDBG PROGRAM

The CDBG program is one of the three grant program components of the Consolidated Plan. The ESG and HOME programs represent the other two grant program components. At the time of the development of the Annual Action Plan, the CDBG Entitlement programs received a 16.4% cut in funding from FY 2010-2011 and the HOME program received a 12.2% funding cut. The ESG program is not expected to be cut. Therefore, the funding presented below is subject to change once final entitlement amounts are released by HUD.

The estimated funding appropriation for the 2011-12 CDBG program is \$3,351,703. The funding includes a FY 2011-12 formula entitlement of \$2,975,604 plus \$376,099 in FY 2010-11 reprogrammed CDBG fund balance. Described below is a summary of the major categories of activities planned for the 2011-12 CDBG program.

Tables 7, 8 and 9 provide a summary of the City's five-year program strategies for the use of CDBG funds with both five-year and annual outcomes. Attachment 1 lists the final FY 2011-2012 CDBG funding plan allocations by program. Attachment 2 provides a description of each project funded with CDBG, ESG, and HOME funds. These activities are consistent with the priorities established in the Five-Year Consolidated Plan.

Public Social Services

HUD establishes a limit of fifteen percent (15%) of the City's entitlement and previous year program income that can be spent on public social services. For FY 2011-12, this equals \$446,000. Of this amount, the proposed Action Plan earmarks \$358,549 (80%) to the community for non-profit sponsored programs and services and \$87,451 (20%) for City sponsored programs and services.

The FY 2011-12 Action Plan includes youth and youth employment priority projects established in the Five-Year Consolidated Plan. These projects include: Group Counseling Program (CASPS), Youth Transformational Seminar (ARK Family Center, Inc.), Zone Academy (The Salvation Army), After-School Tutoring (Homenetmen Glendale Ararat Chapter), Rosie Goes to Wall Street (The Commission on the Status of Women), Youth and Family Services (Community Services and Parks), and the Bookmobile (Glendale Public Library).

Employment and training programs include the Youth Employment Program (Glendale Youth Alliance) and the Business Technical Assistance Program (Community Services and Parks & Verdugo Jobs Center). In addition, the Workforce Investment Act (WIA) will provide approximately \$4.6 million in funds to assist with employment and job creation programs.

WIA programs, generally offered at the Verdugo Job Center (VJC), help to address this high priority need for employment. Childcare will be provided through the Club JAM After-School Program and the Salvation Army Zone Academy serving school-aged youth.

The 2011-12 Action Plan also includes programs sponsored by the Glendale Police Department to address crime and public safety needs, such as the Glendale Police Activities League (PAL) and the Students Training as Role Models (S.T.A.R.) youth gang and drug prevention programs.

Senior and adult care management, tenant-landlord, fair housing, English as a Second Language (ESL) classes, and other needed community services will also be provided to community residents. These activities include the Senior Services Program, Fair Housing and Tenant/Landlord Program, the GAR Multi-Cultural Program for disabled adults, and the ARS Community Outreach Project for immigrant services.

Neighborhood/Capital Improvements

The CDBG Action plan calls for allocating \$2,310,703 for neighborhood/capital improvement projects. Neighborhood revitalization continues to be a major national and local objective of the CDBG program, and relates to many of the quality of life issues expressed by all segments of the community surveyed. Capital improvement projects to develop and/or rehabilitate community centers, including parks, are also integral components to meeting the social service needs of the community.

Generally, the City's approach to neighborhood revitalization is to target a neighborhood, work with residents to identify priority improvement needs, form a project management team with City departments, and plan comprehensive neighborhood improvements such as public improvements, parks improvements, housing developments, building rehabilitation, and school improvements.

Based on the City's needs assessment the City has identified the following Neighborhood and Capital Improvement strategies:

Neighborhood Improvements:

1. Targeted Neighborhood Improvements: The City's neighborhood revitalization plan for FY 2011-12 includes initiating planning activities for one new neighborhood improvement project in southern or western Glendale.
2. Code Enforcement: The City will continue to implement residential code enforcement programs to ensure quality housing, and provide education to residents concerning neighborhood standards. The City's Code Enforcement Program in southern Glendale is an integral part of meeting the national objective of eliminating slums and blight and the

physical revitalization of neighborhoods. The amount of CDBG funding proposed for Code Enforcement in FY 2011-12 is \$420,000. In addition, the Housing Authority has allocated approximately \$1.2 million in Redevelopment Set-Aside funds for FY 2011-12 to further augment code enforcement efforts.

Capital Improvement Projects including parks, recreational facilities, libraries, social service and community centers, and health facilities:

1. Parks/park safety, open space, libraries, recreational facilities, and public-community facilities: The City will complete the Pacific Park pool project in summer 2011. This project, sponsored by the Community Services and Parks Department, will consist of a twenty-five (25) yard, six lane non-competitive swimming pool facility to be developed within the Pacific Park and Community Center recreational site located at 501 S. Pacific Ave. Other elements of the facility include additional hardscape and landscape improvements, a new building with an office, maintenance and storage, locker rooms, and restrooms.

An additional \$970,668 is designated for the Pacific Park Artificial Turf Project. Sponsored by the City's Community Services and Parks Department, the project involves the installation of new artificial turf in the park's soccer area.

The City will continue to pay \$247,553 as part of its existing Section 108 Loan obligation for the Edison Pacific project. As a part of the City's Neighborhood Improvement Program Strategy, the City received a Section 108 Loan in the amount of \$1,800,000 in 2001 to fill a funding gap for the Edison Pacific Project. The loan is at a rate of approximately 4.5% compounded over a ten-year term. The City's repayment of the loan started in February of 2003 and averages \$247,000 per year which is deducted across two payments a year directly from the annual CDBG entitlement amount. The loan payment results in a reduction in the number of eligible City and community capital improvement projects until FY 2012-13 when the loan will be paid in full.

The City will also make its first annual loan payment of approximately \$240,000 for a Section 108 Loan Guarantee that was used toward the acquisition and rehabilitation of a new homeless access center and emergency shelter in southern Glendale. The S.H. Ho Hope and Compassion Center project is a joint development between the City of Glendale, the Hope and Compassion Center, and PATH Achieve Glendale, and is mentioned in the next section of this Action Plan - Action Plan for the FY 2011-12 ESG and Other Homeless Programs.

In addition to facilities owned by the City, \$332,482 in FY 2011-12 CDBG funds is earmarked for improving four privately owned non-profit community facilities. These projects are: 1) renovation work to allow additional play area space at the Homenetmen Glendale Ararat Chapter building (Homenetmen), 2) roof repairs at the ARS Community Center (Armenian Relief Society), 3) electrical upgrade and smoke detector installation

for the Hamilton Court Transitional Housing Project for Homeless Women and Children (Door of Hope), and 4) ADA bathroom renovation at the Center for Mission and Community Development (Glendale Adventist Medical Center). Further descriptions of each project are contained in Attachment 2.

Economic Development

The proposed Economic Development program strategies under the Action Plan are consistent with the goals of the citywide Economic Development Strategy administered by the Community Development Department, which are: business retention, business attraction, business creation, marketing, pro-business approach to City processes, and local and regional partnerships. These efforts are also coordinated with the Verdugo Workforce Investment Board (WIB), currently focused on the entertainment, healthcare, green jobs, and manufacturing industries. WIB not only provides assistance to job seekers (accessible training, education, services), but also provides assistance to businesses, particularly those facing major layoffs or company closures. In addition, the City has identified economic development priorities which are related to linking economic development and community development activities to job creation for low-income residents.

Rehabilitation of Commercial Buildings, Code Enforcement, and Public Improvements

The City will begin planning activities in FY 2011-12 to identify a new area along South Glendale Avenue for a coordinated City effort to address commercial façade and public improvements, as outlined in the City's Consolidated Plan.

Job Creation/Employment

CDBG funding in the amount of \$100,000 will be allocated for the Business Assistance and Job Creation Program in FY 2011-12. The purpose of the program is to help Glendale businesses create or retain jobs for low and moderate income persons in Glendale. The project will utilize top industry business consultants to evaluate at least 14 companies that demonstrate the capability to create or retain jobs. The business consultants would then provide intensive services to at least five of those companies to improve their efficiency, profitability, and growth strategies. These expert services are projected to create/retain at least 30 jobs in one year. The project will be administered in conjunction with the Verdugo Jobs Center.

In addition, it is anticipated that federal WIA funds will be used to leverage CDBG funds and further expand programs to assist businesses and provide employment and training opportunities. CDBG funding will continue to be used to fund social service programs to support, leverage, and coordinate employment, ESL, and Basic skills programs with Workforce Investment Act (WIA) programs and the Verdugo Job Center services.

Planning and Administration

The Federal Department of Housing and Urban Development (HUD) limits administration expenditures to twenty percent (20%) of a City's entitlement amount or \$595,000 for FY 2011-12. The CDBG section is responsible for the administration of the CDBG, ESG, Shelter Plus Care, and the Supportive Housing Program (Continuum of Care), totaling \$2.4 million annually. Administration funds are used to pay for general management and oversight of the CDBG, ESG, and homeless programs, in addition to direct administrative services such as accounting, legal, information technology services, and rent. In addition, funds pay for project management and neighborhood planning staff.

TABLE 7
Social Service Program Strategies

Social Service Programs	5-Year Projected Funding Level	CPMP Objective/ Outcome*
<p>Youth Programs (High Priority)</p> <ul style="list-style-type: none"> * Continue to support youth (aged 16-24) employment life skills and job training programs. * Coordinate and leverage youth programs with the City and non-profit youth service providers and continue to support after-school education and recreational programs, such as the bookmobile, outdoor leadership, mentoring, youth outreach, youth sports, and tutoring programs * Support youth and family counseling programs, such as conflict resolution, and behavioral modification * Coordinate and leverage health education, case management and treatment <p>Outcomes: Serve 2,500 youth in recreational, academic, and after-school programs (500 served annually); 2,500 duplicated served with library services (only for FY 2010/11)</p>	<p style="text-align: right;">\$ 1,100,000</p> <p style="text-align: right;">\$ 500,000</p> <p style="text-align: right;">\$ 500,000</p> <p style="text-align: right;">\$ 100,000</p>	<p>SL-1</p>
<p>Employment Programs (High Priority)</p> <ul style="list-style-type: none"> * Provide job search, assessment and training programs at the Verdugo One Stop Job Center (VJC) by leveraging the allocation of approximately \$15 million in Workforce Investment Act (WIA) funds * Support and coordinate targeted job training programs and employment supportive services such as ESL, adult education, special needs job training, childcare and transportation; and leverage other funds such as WIA with CDBG and other federal funds (ARRA) * Continue to support creative targeted employment programs for special needs populations * Provide satellite job centers (also listed as an Economic Development Program) <p>Outcomes: Serve 250 low-income persons (50 annually) with employment, assessment, training, referrals, and placement through coordinated efforts with the Verdugo Jobs Center</p>	<p style="text-align: right;">\$ 100,000</p> <p style="text-align: right;">\$ 100,000</p>	<p>SL-1</p>

*Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

TABLE 7 (cont'd)
Social Service Program Strategies

Social Service Programs	5-Year Projected Funding Level	CPMP Objective/ Outcome*
<u>Crime and Public Safety</u> (High Priority) * Coordinate at-risk youth programs with Glendale Police Department Youth Services Bureau and with neighborhood revitalization public safety activities, including graffiti removal and neighborhood beautification programs * Provide gang and drug diversion programs, including Police Activities League (PAL) programs, equestrian drill team, youth boxing and STAR mentorship programs, and other at-risk youth programs such as employment and counseling Outcomes: Serve 375 at-risk youth (75 annually) through 10 crime awareness/prevention programs	\$ 250,000 \$ 250,000	SL-1
<u>Childcare</u> (High Priority) * Coordinate and leverage pre-school and after-school childcare programs. Outcomes: Serve 500 individuals (100 annually) with childcare	\$ 350,000 \$ 350,000	SL-1
<u>Senior Services</u> (High Priority) * Provide adult care management, health education, recreation, nutrition, employment services, meals, and crime prevention awareness * Support alternative affordable housing opportunities such as home sharing Outcomes: Serve 900 low-income seniors (180 annually) with case management, meals, and other senior services	\$ 150,000	SL-1
<u>Fair Housing and Health Services</u> (High Priority) * Fair housing assistance and tenant/landlord counseling * Various services including: services to the disabled, ESL, legal assistance, health services, adult counseling and case management, special needs (non-homeless), and immigration services Outcomes: Serve 5,000 extremely low, very low and low income persons (1,000 annually) with various fair housing and health services	\$ 375,000 \$ 75,000 \$ 300,000	SL-1

*Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
 Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

TABLE 7 (cont'd)
Social Service Program Strategies

Social Service Programs	5-Year Projected Funding Level	CPMP Objective/ Outcome*
Homeless (High Priority)	\$ 375,000	SL-1
* Case management	\$ 175,000	
* Homeless prevention	\$ 175,000	
* Operation of service center, emergency shelters, and transitional housing facilities. Most funding is provided by Supportive Housing Program (SHP) and Emergency Shelter Grant (ESG) funds. However, the City anticipates leveraging a portion of CDBG funds.	\$ 25,000	
Outcomes: Provided in Homeless Program strategy		
TOTALS	\$ 2,700,000	

*Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

TABLE 8
Neighborhood and Capital Improvements Program Strategies

Neighborhood/Capital Improvement Programs	5-Year Projected Funding Level	CPMP Objective/ Outcome*
<p>Neighborhood Improvements (High/Medium Priority)</p> <p>* Continue to target neighborhoods for comprehensive revitalization, including construction of public improvements, and involve residents in the planning of these revitalization efforts. Incorporate housing, parks and school improvements. Complete the East Garfield Neighborhood Improvement Project and initiate planning activities for at least one new project in southern or western Glendale, such as South Glendale Avenue. Public improvements may include street resurfacing, curbs, sidewalks, parkway improvements, street trees, traffic calming, bike paths/bikeways, and streetlights. (High Priority)</p> <p>* Continue to include residential street lighting in neighborhood improvement projects on a case by case basis. (Medium Priority)</p> <p>* Continue to support neighborhood planning and neighborhood improvement projects. (Medium Priority)</p> <p>* Continue to implement residential and commercial code enforcement programs to ensure quality housing, and provide education to residents concerning neighborhood standards. (High Priority)</p> <p>Outcomes: Complete the East Garfield Neighborhood Improvement Project; coordinate efforts with other affected City staff to implement one new targeted neighborhood improvement project in southern or western Glendale; respond to neighborhood requests as needed; and conduct 5,000 housing inspections (1,000 annually) for code compliance in southern Glendale.</p>	<p>\$ 3,350,000</p> <p>\$ 1,250,000</p> <p>\$ 2,100,000</p>	<p>SL-1</p>

*Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
 Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

TABLE 8 (cont'd)
Neighborhood and Capital Improvements Program Strategies

Neighborhood/Capital Improvement Programs	5-Year Projected Funding Level	CPMP Objective/ Outcome*
<p><u>Capital Improvement Projects including parks, recreational facilities, libraries, and social service community centers</u> (High Priority)</p> <p>* Fund acquisition, expansion, and development of neighborhood parks in southern Glendale. Fund Library improvements in southern Glendale. Fund acquisition and rehabilitation of a homeless access center and year round permanent emergency shelter through a Section 108 loan from HUD.</p> <p>* Continue to rehabilitate and expand existing non-profit and City-owned community centers and recreational facilities including libraries, childcare centers, youth centers, homeless facilities, health centers, and neighborhood service centers.</p> <p>* Support projects to modify community centers and public facilities for physical accessibility</p> <p>* Repayment of the Section 108 loan from HUD for the Edison Pacific Project. There are three years remaining with annual payments of \$250,000.</p> <p>* Provide opportunities for greening Glendale through bikeway improvements throughout the City.</p> <p>Outcomes: Improve and/or develop 5 non-profit or City-owned youth centers; upgrade and/or expand 10 existing non-profit or City-owned community centers, health centers, or libraries; develop, expand and/or rehabilitate and improve 2 neighborhood parks; complete payment of Section 108 loan for the Edison Pacific Project.</p>	<p>\$ 7,450,000</p> <p>\$ 5,150,000</p> <p>\$ 1,500,000</p> <p>\$ 100,000</p> <p>\$ 750,000</p>	<p>SL-1</p>
TOTALS	\$10,800,000	

*Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

TABLE 9
Economic Development Program Strategies

Economic Development Program Strategies	5-Year Projected Funding Level	CPMP Objective/ Outcome*
<p><u>Rehabilitation of Commercial Buildings and Public Improvements</u> (High Priority)</p> <ul style="list-style-type: none"> * Provide architectural design and rehabilitation services to businesses in at least one targeted commercial zone such as South Glendale Avenue. * Provide funding for public improvements supporting economic development projects, such as streetscape, traffic calming, alleys, and street lighting. <p>Outcomes: Identify one targeted commercial zone for coordinated City efforts to plan and implement design and rehabilitation services to commercial buildings and fund public improvements; provide funds to implement bike paths/bikeways in low/mod income area(s). Assist 12 projects for a total of 36 storefronts (4 projects with 9 storefronts annually from FY 2012-13 through FY 2014-15)</p>	<p>\$ 600,000</p> <p>\$ 500,000</p> <p>\$ 100,000</p>	<p>EO-3</p>
<p><u>Job Creation/Employment</u> (High Priority)</p> <ul style="list-style-type: none"> * Continue to fund social service programs, which support, leverage and coordinate employment, ESL and basic skills programs with WIA programs and the Verdugo Job Center (VJC) services. \$15 million in WIA funds is allocated under the social services program strategy. * Provide Job Center satellites at libraries and neighborhood centers. <p>Outcomes: Create or retain 75 new targeted jobs (15 annually); serve 50 persons at 2 new satellite job centers.</p>	<p>\$ 250,000</p>	<p>EO-1</p>
<p><u>Business Assistance</u> (High Priority)</p> <ul style="list-style-type: none"> * Small business technical assistance programs to increase attraction, retention and expansion of businesses, to create jobs for low-income persons. * Provide business outreach and customized business services through the use of \$2.5 million in WIA funds. <p>Outcomes: Contact at least 500 businesses (100 annually) regarding business assistance services; provide technical assistance to at least 50 businesses (10 annually).</p>	<p>\$ 50,000</p>	<p>EO-1</p>
TOTALS	<p>\$ 900,000</p>	

*Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

ACTION PLAN FOR THE FY 2011-12 ESG AND OTHER HOMELESS PROGRAMS

The entitlement amount for the FY 2011-12 Emergency Shelter Grant (ESG) program is \$143,339. The City also allocated \$103,068 in CDBG public social service funds for homeless programs. Existing programs that have proven their effectiveness will continue to be a priority for FY 2011-12 ESG and CDBG homeless funding. New programs that would close gaps in Glendale's Continuum of Care are also a funding priority. As with the CDBG program, ESG projects are consistent with the priorities established in the City's 2010-15 Five-Year Consolidated Plan and are discussed further below. The City will also continue to intensify the use of other non-ESG and CDBG funding for homeless programs as part of the Continuum of Care, such as Supportive Housing Program funds and Shelter Plus Care. The City is also in the second year of a three-year Homeless Prevention Rapid Re-housing Program (HPRP) grant of \$1,346,899. The HPRP funds are a one-time allocation of federal stimulus money.

In addition, coordination with non-HUD, mainstream funding sources is also a priority. Some of these sources include: Redevelopment Set-aside Funds, CALWorks, Social Security, Medi-Cal and Medicare, as well as state, county and private funding. Included in Attachment 2 is a list of project descriptions, accomplishments, and program priorities for all the 2011-12 ESG and CDBG homeless projects. Attachment 6 contains a summary of ESG funding activities by eligible category.

The City continues to work closely with the Glendale Homeless Coalition, a working group comprised of City staff, local social service providers, public agencies, community organizations, members of the business community, homeless and formerly homeless individuals, and other residents committed to developing and implementing a coordinated plan to address homelessness in Glendale. Services and housing for the chronically homeless are being expanded and outreach activities are being targeted toward this homeless sub-population.

Homeless Prevention

Homeless prevention will be provided to appropriate low-income families by Catholic Charities of Los Angeles through its Loaves and Fishes Program located at 4322 San Fernando Road. Catholic Charities staff will screen families and provide one-time cash assistance with rental and utility subsidies in the event that an eviction or shut-off notice has been issued. Intensive case management and advocacy will also be provided to support families to maintain stable housing tenure. For fiscal year 2011-12, \$31,391 in ESG funds has been approved for direct homeless prevention assistance and administration for at-risk homeless families. This will be matched with \$31,391 in other funding. CDBG funds in the amount of \$42,000 will be used for homeless prevention case management. This program provides case management for an estimated 200 households annually and direct homeless prevention assistance to an estimated 100 unduplicated households annually.

Homeless prevention activities are augmented through the Emergency Rental Assistance Program (ERAP), funded through Redevelopment Set-Aside, which also provides assistance with rental and utility subsidies in the event of a catastrophic event (illness, sudden job loss, etc.) that may result in homelessness. This program provides assistance for a longer period of time (1-3 months) than the Catholic Charities program described above. It is anticipated that \$15,000 from set-aside funds will be spent through this program during FY 2011-12 and serve four households. It will continue to be administered by City staff providing rental assistance and case management to program recipients.

The City has also been using the one-time, three-year Homeless Prevention Rapid Re-housing Program grant of \$1,346,899 to provide prevention services such as temporary rent and utility assistance, as well as financial, legal and tenant/landlord counseling to families. To be eligible families must demonstrate a sudden and significant loss of income due to the current economic crisis, be behind in rent, have received a utility disconnection warning and/or have an eviction notice, and be willing to meet with a case manager. Through March 2011, the City has assisted 65 families; 81% of families will be served over the three-year grant period from October 1, 2009 through July 31, 2011.

Outreach

Outreach and assessment are high priority components of Glendale's continuum of care, especially the provision of outreach and services to the chronically homeless. In FY 2011-12, a total of \$32,442 in CDBG funds are allocated to PATH Achieve Glendale to operate outreach services, a street outreach program has been in operation since October 1997. The outreach team (usually two members, with three during the winter shelter program term) builds rapport with homeless individuals and families on the street and works to move them into the continuum of care via the PATH Achieve Glendale Access Center.

An expansion of street outreach services was implemented in January 2003 to target the chronically homeless. This program provides mental health services to persons still living on the street with an outreach worker that specializes in mental health and psychiatric services, including medication.

Outreach is accomplished in a variety of ways. The Outreach Team works six days each week to identify homeless individuals and families on the street, traveling the community by van and by foot. Outreach staff also visit public buildings, parks, service agencies and businesses to share information about services which can be distributed by stakeholders to homeless people they encounter. Outreach staff will also respond to calls from the community regarding homeless people, and can transport residents who are interested in accessing services. In addition, the Outreach staff also works with the Cold Weather shelter to encourage clients to continue to access other housing options beyond the cold weather shelter.

Needs Assessment, Case Management

PATH Achieve Glendale is the central point of entry for homeless individuals and families for the Glendale continuum of care system. PATH Achieve Glendale Access Center offers an array of support services: Intake Services – in depth assessment of client needs; Housing Resources – housing case managers evaluate barriers to housing and helps clients connect to resources for transitional, permanent and subsidized housing. Workshops and services are also provided on topics such as tenant advocacy, landlord/tenant relations, fair housing law, tenant responsibilities and independent living; Veterans’ Services – connects eligible clients to veterans services and benefits, peer support groups and social activities targeted to the needs of veterans; Mental Health Services – provides psych-social evaluations and mental health counseling (a licensed psychiatrist is available on-site weekly for mental health diagnosis and treatment, including prescription management); Employment Services – provides career assessments and job readiness counseling, including resume writing, job searching, interview skills and education resources; and Health Services – a fully-operational exam room is available on site. Staff also provides information and referral to off-site services, including mainstream programs operated by the Department of Public Social Services (DPSS), the Social Security Administration, and Didi Hirsch Mental Health Center. PATH Achieve Glendale is located at 437 Fernando Court.

For FY 2011-12, PATH Achieve Glendale is receiving \$753,330 in Supportive Housing Program (SHP) funds for the consolidated supportive services for the access center provided on-site. These services are described more fully in the supportive services section of this report. The SHP funds are supplemented with additional contributions from private foundations, volunteer resources, and other governmental funding. The access center portion of PATH Achieve Glendale serves an estimated 854 unduplicated persons annually.

Outreach and psychiatric services targeted for the mentally ill homeless population will continue. In addition, the Glendale Homeless Coalition will continue to improve on the process to ensure that all homeless persons access mainstream resources, especially public entitlement programs.

Emergency Shelter

The City has committed \$103,594 in ESG funds to support two current emergency shelter operators in the next year: the Glendale YWCA battered women’s 45-day emergency shelter (Sunrise Village) and the PATH Achieve Glendale 90-day emergency shelter.

Sunrise Village is a 10-bed shelter for victims of domestic violence and their children. The Shelter is located in a confidential location. The program provides residents with case management, mental health services, groups, and children’s programs and serves an estimated 80 unduplicated women annually and their children. Upon completion of the crisis shelter program, placement is available into SHP funded transitional housing programs in Glendale.

The residential component of PATH Achieve Glendale offers single individuals and families emergency shelter with needs assessment, case management and linkages with Glendale's continuum of care. During FY 2011-12, the program will utilize their 40 beds to provide a 90-day shelter stay, with extensions granted on a case-by-case basis, to an estimated 250 unduplicated individuals and families. The City of Glendale/Glendale Housing Authority has approved PATH Achieve Glendale as the designated operator of all Achieve Glendale programs. PATH Achieve Glendale will operate the shelter program during FY 2011-12 using funding from various grants and private donations.

Supportive Services

Homeless persons have access to medical care through PATH Achieve Glendale's medical clinic. The clinic is operated through a contract with a private health practitioner. PATH Achieve Glendale refers homeless individuals and families with health needs to All for Health and Health for All.

PATH Achieve Glendale provides mental health services and substance abuse services for homeless persons throughout the continuum. Mental health services include psych-social evaluations and mental health counseling services. Additionally, a licensed psychiatrist is available on-site weekly for mental health diagnosis and treatment, including prescription management. A licensed family therapist is available on-site weekly for group therapy and stress reduction seminars. A substance abuse counselor works with homeless clients and those in transitional housing to establish sobriety through individual and group counseling. Clients are linked to other substance abuse programs in the region, including detox and residential programs. Services will be provided through a combination of SHP and other sources of funding. A portion of an SHP funded Supportive Services Only grant pays for professional psychiatric services for homeless individuals accessing services at PATH Achieve Glendale.

Also funded in part under SHP funded Supportive Services Only grants, and located at the PATH Achieve Glendale access center, are a full-time Homeless Employment Specialist and a full-time Housing Specialist. The Housing Resource Specialist prepares clients for permanent housing and networks with property owners to develop a database of rental property owners willing to rent to homeless households who may have poor credit histories or prior evictions. The Housing Specialist also coordinates placement into Glendale's continuum of care permanent housing programs, including the Shelter Plus Care program.

Transitional Housing

The goal of Glendale's continuum of care transitional housing programs are to prepare household members for permanent housing and independent living by providing access to services that include: counseling, education, employment training and counseling, living skills, money management, legal and credit assistance, parenting skills, youth counseling and child

development, and health and mental health care. These programs also serve families with special needs.

The Salvation Army Glendale Corps Nancy Painter Home serves up to 18 people (4 to 5 families) for up to two years. In 1998, the project underwent extensive rehabilitation to meet ADA standards. The program serves approximately 20 unduplicated persons annually.

The City of Glendale partnered with the City of Pasadena to open Euclid Villa, a two-year transitional housing program for families with children. The 14-unit project is located in Pasadena, but has reserved half of its units for Glendale families. Supportive services are provided by Union Station Foundation of Pasadena and are funded through Pasadena's continuum of care. The program has capacity to serve approximately 25 persons from Glendale's continuum of care annually.

PATH Achieve Glendale's Family Transitional Housing Program serves up to 12 families at any point in time through scatter-site units. The Program serves two-parent, single-parent female headed, and single-parent male headed families. The program sponsor matches families with units in the community that meet each individual family's needs. Upon completion of the program's subsidy, families will have the option of remaining in their unsubsidized unit and will be eligible for follow up case management. SHP funds in the amount \$181,966 will pay for supportive services and operations in FY 2011-12. The project serves up to 12 families, comprised of 23 unduplicated persons annually.

During 2009, the City of Glendale approved Door of Hope as the new operator of the Hamilton Court Transitional Housing Program which will continue to provide transitional housing to female headed families with children, with a focus on domestic violence. The program will use \$217,292 in SHP funds, \$19,084 in CDBG funds, and \$8,354 in ESG funds for services and operations in FY 2011-12. The SHP funds will be matched with cash, cash donation and fundraising. ESG funds will be matched with, volunteers, donations, in-kind services and funds leveraged from other private and public sources. The project provides 13 units with 44 beds serving an estimated 55 unduplicated persons households annually. At any given time 16 adult clients and their children are served at Hamilton Court. CDBG Capital Improvement funds will also be used to replace windows at the project; providing greater safety and energy efficiency.

Transitioning to Permanent Housing and Independent Living

The Housing Specialist, located at PATH Achieve Glendale, specializes in building relationships with local landlords, developing housing resources, and linking clients in the continuum to permanent housing. To help meet the diverse needs of homeless households in securing and maintaining permanent housing, a number of programs will be made available to homeless persons referred through the continuum of care during FY 2011-12.

The Housing Authority has an established waiting list preference for homeless referred by Glendale's Continuum of Care. The program may be used for families with children, single persons age 62 or over, or single persons with disabilities. Families accepted into the program receive rental assistance through the Section 8 program and case management from local social service providers. The case management component includes needs assessment, living and money management skills, and assistance in securing housing, ongoing support, and budget monitoring. Families will be evaluated for the City's Family Self Sufficiency Program (FSS). Participants in FSS are encouraged to enhance their potential for self-sufficiency through education, job training and employment assistance.

Housing Authority Self-Sufficiency Program

The Housing Authority has offered a Family Self-Sufficiency (FSS) program since 1991, "graduating" 72 families. However, there are currently only five families enrolled and HUD's grant funds for operation are available only with 50 or more families enrolled. Therefore, Glendale's Housing Authority will continue the FSS program for the five families through September 2014. The FSS program served families enrolled in the Housing Authority's Housing Choice Voucher program with the goal of assisting those households in becoming self-sufficient. The program offers families referrals to classroom training, on the job training, and other training to prepare for careers that will assist the family in raising their income to a level where a housing subsidy is no longer necessary. As the family's income increases, the amount of reduction in rental subsidy is deposited into an escrow account, which is turned over to the family upon program graduation. The escrow account therefore serves as an additional incentive for participants to complete the program. Through referrals, this program may assist in transportation costs, childcare costs, tuition and book costs, and other services to enable the family to raise their employment income.

The Housing Authority offers a second self-sufficiency program, known as the Low-Income Family Employment and Rental Assistance Program (LIFERAP). This program, offered since the early 1990's combines self-sufficiency counseling with a rent subsidy component for low-income working families. The program is authorized on a multi-year basis to serve the needs of a set of renters over time to increase their ability to find improved employment through stabilized housing costs and case management assistance to increase their skills and education/training levels. Families are referred to the program by community organizations and schools, with final selection of families performed by a panel comprised of community members and/or staff of Verdugo Jobs Center. The current LIFERAP program cycle ends in FY 2010-11. There are currently 27 households participating in the program who will complete their year of case management and rental assistance in June 2011. A component of the LIFERAP program, VetRAP now also serves low-income veterans who were recently discharged from United States Military Services with an honorable discharge. This program assists them in readjusting to civilian life and dealing with health and employment issues.

It is anticipated that both LIFERAP and VetRAP will continue in 2011-12 for an additional year with 15 low-income families and 11 veteran households.

Permanent Supportive Housing and Supportive Services

The City was awarded a renewal of the 1998 and 1999 Consolidated Shelter Plus Care (S+C), and 2001 Shelter Plus Care funds through the 2010 Continuum of Care application, amounting to \$501,781. When combined with the 2005 funds, the Housing Authority will be able to assist 64 households during FY 2011-12. An additional \$167,814 was awarded through the 2009 Continuum of Care application, which will provide assistance for an additional three units. Supportive services for S+C assisted households include case management, money management, and other specialized services to meet the needs of the disabled individual or families. Agencies providing these services will include PATH Achieve Glendale, Didi Hirsch Mental Health Center, Catholic Charities, the YWCA of Glendale, Glendale Adventist Medical Center and the AIDS Services Center of Pasadena.

The Orange Grove project provides 24 units of permanent housing for low-income families. This project provides two and three bedroom apartments for large families. Five families referred from the continuum of care were accepted as initial residents of the project, which opened in the summer of 2000. In addition, Continuum of Care providers have priority status whenever a unit becomes available. In FY 2011, one family (seven cumulative) has moved into Orange Grove Permanent Supportive Housing from Door of Hope Hamilton Court Transitional Housing. The program also provides supportive services through a part-time case manager.

The SHP funded Next Step Permanent Supportive Housing Program operated by PATH Achieve Glendale, provides 8 beds for single persons who are disabled and in recovery from substance abuse. This project has become an annual renewal with operating dollars totaling to \$153,802.

The City of Glendale/Glendale Housing Authority was awarded a two-year grant to provide permanent supportive housing to eight chronically homeless persons. In 2005, the program was converted to a scatter site-leasing project and in 2006 the City transferred sponsorship to PATH Ventures, a subsidiary of People Assisting the Homeless (PATH). The program is fully operational and is currently serving eight (8) program participants. Supportive services include case management, money management and other specialized services to meet the needs of the disabled chronically homeless individuals. The annual allocation for this project is in the amount of \$185,425.

The Salvation Army has completed construction of the Chester Street Permanent Supportive Housing Program, is serving four families with permanent supportive housing. Funding is provided in part with SHP funds with an annual allocation of \$74,624.

Individuals and families participating in Glendale's Continuum of Care can receive support in their transition to permanent housing and independent living through the Housing Specialist at PATH Achieve Glendale. Individuals and families not participating in Glendale's Continuum of Care will receive support for homeless prevention services, transitional to permanent housing and independent living through various Community agencies and City Departments. Community residents will be educated on how to access services available in their community, including public health programs and other social service organizations.

PATH Achieve Glendale is one of the main service providers the City relies upon to implement main components for the Homeless Continuum of Care, including working with the chronic homeless. PATH Achieve Glendale provides street outreach; Access Center services including a central entry-point intake and assessment; case management and referrals; a 90-day, 40-bed emergency shelter for families; and housing placement. In addition, PATH Achieve Glendale operates one transitional housing project and one permanent housing project and one Rapid Re-Housing project funded by economic relief funds (HPRP). PATH Achieve Glendale operates its programs at 437 Fernando Court, which has housed the Access Center and emergency shelter for ten years. However, the lease for that facility was nearing renewal and PATH Achieve Glendale decided to explore the potential for acquiring a building to provide a permanent facility. PATH Achieve Glendale PATH requested assistance from the City in this venture, committing to match the City's contribution towards the estimated \$4 million cost of the project. The City Council and Housing Authority supported the project and directed staff to pursue a Section 108 Loan from HUD.

Since then, the S.H. Ho Hope and Compassion Center purchased a property at 1948 Gardena Avenue to house the emergency shelter and access center. PATH Achieve Glendale will partner with S. H. Ho Hope and Compassion Center (Hope), a non-profit organization, which will lease the building to PATH Achieve Glendale. This allows PATH Achieve Glendale to continue to receive federal Supportive Housing Program (SHP) funds to pay for operational costs. The project is comprised of two components. The first component is the acquisition and rehabilitation of the access center and emergency shelter, for which the Section 108 Loan funds would be used. The second component is the acquisition and rehabilitation of a separate apartment building to total approximately 20 units to provide permanent supportive housing units for graduates of the emergency shelter, for which PAG's matching contribution would be used. This project is consistent with HUD's highest priority of permanent supportive housing.

The City has applied for a Section 108 Loan of \$2 million from HUD and is working closely with HUD staff to meet all requirements. The required loan and interest payments are estimated at approximately \$248,000 per year, based on a ten year term at approximately 4.14% interest. As noted previously, the City's most recent Section 108 loan was a \$1.8 million loan for the Edison Pacific Project, received in 2002. This loan is scheduled to be paid off in August 2012.

**TABLE 10
Homeless Program Strategies**

Homeless Programs	5-Year Projected Funding Level*	CPMP Objective/ Outcome**
<p><u>Emergency Shelter</u> (High Priority)</p> <p>* Provide 40 year round shelter beds and 10 year round domestic violence crisis beds</p> <p>Outcomes: Serve 200 annually in year round emergency shelters</p>	\$ 817,500	SL-1
<p><u>Transitional Shelters</u> (Medium Priority)</p> <p>* Provide transitional housing - 125 family beds</p> <p>Outcomes: Serve 610 persons (122 annually) in transitional housing facilities - includes individuals and families</p>	\$ 2,447,305	SL-1
<p><u>Permanent Supportive Housing</u> (High Priority)</p> <p>* Shelter Plus Care program - assist 34 homeless households with disabilities</p> <p>* Special Needs Housing for Chronically Homeless and Substance Abuse - assist 21 chronically homeless individuals through SHP permanent supportive housing program</p> <p>* Referrals to Section 8 and Orange Grove project - serve 5 households (SHP)</p> <p>Outcomes: Assist 43 households with S+C funds; assist 21 persons with SHP funds; refer 5 households</p>	<p>\$ 4,451,145</p> <p>\$ 2,045,500</p> <p>\$ 2,405,645</p>	DH-1
<p><u>Case Management and Supportive Services</u> (High Priority)</p> <p>* Supportive Services and Case Management - enroll 4000 (800 annually) persons in case management at PATH ACHIEVE</p> <p>* Homeless Management Information System (HMIS) expansion with new social service providers</p> <p>* Provide childcare services for homeless families</p> <p>Outcomes: Serve 4,000 persons (800 annually) with case management services; expand HMIS to one new provider; serve 100 (5 annually) families with childcare</p>	<p>\$ 4,133,231</p> <p>\$ 3,760,000</p> <p>\$ 265,731</p> <p>\$ 107,500</p>	SL-1

*Includes CDBG, ESG, SHP, Shelter Plus Care, HPRP, Redevelopment Set-Aside, and Housing Choice Voucher (Section 8) funds

**Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity

Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

TABLE 10 (cont'd)
Homeless Program Strategies

Homeless Programs	5-Year Projected Funding Level*	CPMP Objective/ Outcome**
Homeless Prevention Services (High Priority) * Supportive Services and Case Management Homeless prevention case management and direct financial assistance * Homeless Prevention and Rapid Re-Housing Program (HPRP) funds through 2012 Outcomes: Serve 1000 households (200 annually) with case management services; serve 80 households for two years with HPRP funds	\$ 828,449 \$ 157,500 \$ 670,949	SL-2
Support Services (Medium Priority) * Provide specialized services to homeless discharged from Glendale Adventist Medical Center (Program leveraged by GAMC) Outcomes: Serve 400 persons (80 annually) with specialized services. Note: This project does not receive ESG or other City funds	\$ ---	SL-1
Street Outreach (High Priority) * Outreach to chronically homeless persons Outcomes: Serve 1,500 persons (300 annually) through outreach services	\$ 170,000	SL-1
TOTALS	\$ 12,847,630	

*Includes CDBG, ESG, SHP, Shelter Plus Care, HPRP, Redevelopment Set-Aside, and Housing Choice Voucher (Section 8) funds

**Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
 Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

Process and Criteria for Awarding FY 2011 ESG Grant Funds

The City's process for granting FY 2011 Emergency Shelter Grant (ESG) Program funds to non-profit organizations was completed with the guidance of the Federal Regulations for the Emergency Shelter Grant Program and the homeless strategy developed by the Glendale Homeless Coalition. Applications were accepted for any of five types of program activities: operations and maintenance, structural rehabilitation, essential social services, administration, and homeless prevention activities.

First, the City developed criteria to determine eligible agencies for the granting of ESG funds. This criterion is as follows (not necessarily in this order):

- 1) The recipient must be a public or private non-profit agency, authority or organization,
- 2) Services must be provided in the City of Glendale,
- 3) Matching funds for the project must be shown,
- 4) Church/state requirements must be followed,
- 5) Substantial need for ESG funds must be documented, and
- 6) Consistency with the City's Consolidated Plan and the Glendale Homeless Coalition's homeless strategy must be demonstrated.

Secondly, the City established the following funding priorities:

- 1) Existing programs consistent with the Continuum of Care approach, and
- 2) New programs which fill a gap in Glendale's Continuum of Care.

Components of the continuum of care that were identified as funding priorities were:

- 1) Shelters and transitional housing,
- 2) Case management,
- 3) Homeless prevention,
- 4) Street outreach,
- 5) Runaway youth shelter,
- 6) Support services including mental health and substance abuse, and
- 7) Domestic violence programs.

In addition, the following criteria for evaluating program proposals were developed:

- 1) Ability to substantiate community needs and how the program addresses those needs,
- 2) Target population and outreach,
- 3) Continuum of Care coordination and collaboration,
- 4) Program goals and outcomes,
- 5) Implementation plan,
- 6) Efforts to involve homeless people,
- 7) Budget/cost effectiveness,
- 8) Leverage and matching funds,
- 9) Demonstrated experience and capacity of sponsoring organization, and
- 10) Overall likelihood of success.

Glendale agencies serving the homeless population were notified of the availability of FY 2011-12 ESG funding through a Request for Proposal (RFP) process. Community Services and Parks staff held a bidders conference (RFP information and technical assistance workshop) for

prospective ESG applicants. City staff was also available for additional technical assistance.

Members of the Glendale Homeless Coalition were asked to serve on the ESG proposal review committee. Committee members were provided with proposals, proposal summaries, and program guidelines prior to the formal review process. In the formal review process, representatives of each agency appeared before the review committee to answer questions and clarify points regarding their proposals.

Discharge Policy

The City has had discharge planning practices in place for Glendale Adventist Medical Center, a privately funded hospital, since 1996. Glendale Adventist Medical Center is one of two major hospitals in the City that treats a large number of homeless persons. The Glendale Adventist Medical Center's Assist Care Program provides discharge case management aimed at linking clients to the continuum of care. Transportation, and when appropriate, motel vouchers are paid for through matching funds. This program is particularly important because it makes resources available 24-hours a day, 7-days a week, during times when other homeless providers, including the street outreach team, may not be available.

In 2002, the City and the Glendale Homeless Coalition developed a more comprehensive discharge planning strategy. Information about homeless services is provided to all homeless persons upon discharge from Glendale Adventist Medical Center, Glendale Memorial Hospital, Verdugo Hills Hospital, and Didi Hirsch Mental Health Center. If the person agrees, the street outreach team meets with the person and establishes follow-up steps. The City and the Coalition are continually evaluating the existing discharge planning, particularly as available services and programs change.

The Glendale Adventist Medical Center has a motel voucher program for homeless patients discharged from the hospital. The program provides for clothing, food, transportation and a short stay in a local motel. Clients are then referred to the PATH Achieve Access Center for follow-up. This program assists approximately 80 persons annually. This project is not funded with ESG dollars, but is mentioned because it is an important resource related to the Discharge Policy.

The PATH Achieve Access Center can provide homeless persons returning from mental and physical health institutions with an entry-point into Glendale's continuum of care and ensure that they receive adequate and timely casework. The PATH Achieve Homeless Access Center also provides information and referral to off-site services. Clients have been successful in using the Center to access case management, veteran's services, shelter, public assistance, health care, psychological services, and employment counseling and housing referral.

ACTION PLAN FOR PERSONS WITH SPECIAL NEEDS

Supportive service needs of the elderly and frail elderly will continue to be met by the City through the Adult Recreation Center (ARC) operated by the Community Services and Parks Department. In FY 2011-12, \$20,992 in CDBG funds will be used by the ARC along with LA County Department of Aging funds for senior case management serving an estimated 100 persons.

In addition, housing needs of disabled and senior citizens are compounded by design and location requirements which are often more costly. Special needs of households with wheelchair-bound or semi-ambulatory individuals, for example, may require ramps, holding bars, special bathroom design, wider doorways, lower cabinets, and elevators. The City offers the following services and assistance to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence.

Housing Rehabilitation Assistance -- Seniors represent the largest group of lower income homeowners in Glendale and generally occupy the City's older housing stock, which is the most likely to be in need of repair. The Glendale Housing Authority provides grants up to \$10,000 per household to income eligible senior homeowners for the purpose of making health and safety improvements their homes. In addition, the City offers housing rehabilitation grants up to \$10,000 per household to households living with disabilities. The grants are available to eligible households to make handicap accessibility modifications to single family homes or apartment units.

Low-interest rehabilitation loans of up to \$25,000 with zero to 4% interest rate (depending upon income level) are also available to assist owner-occupant low-income senior and disabled households with greater home rehabilitation needs.

Rental assistance -- Provision of rental assistance is an effective short-term way to assist very low-income renters burdened with housing overpayment. Glendale has a large elderly population, a large segment of which is on fixed income that is faced with spending the majority of their incomes on housing costs. Providing rental assistance will continue to be a key strategy for assisting this group of special needs households over the next year.

Rental assistance is also an activity for non-homeless with special needs (persons with AIDS, disabled individuals and families with a disabled member). Members of these groups are seriously at risk, and often qualify for Section 8 assistance. Currently, 86% of rental assistance is provided to elderly households and 75% is provided to disabled households each year (many of these households overlap). The Glendale Housing Authority will continue to work with the Pasadena Housing Authority and Pasadena Aids Service Center to facilitate access to Housing Opportunities for Persons with AIDS (HOPWA) for Glendale residents. In addition, the Shelter Plus Care Program will provide housing to homeless disabled persons. Supportive services for Shelter Plus Care residents are provided by local service providers with expertise in the residents' disabilities.

The Moving Assistance Grant Program (MAG) is another type of specialized rental assistance provided to those renters receiving Section 8 Housing Choice Vouchers who do not have the limited resources needed to secure a rental unit. The program includes households entering transitional or permanent housing that are served by Shelter-Plus Care, Supportive Housing Program, and Emergency Services Grants. The grant assists these households to pay security deposits, utility deposits, stove or refrigerator purchase and other costs associated with a move. The goal of the Moving Assistance Grant is to provide financial assistance to very low-income Section 8 households for security deposits and other move-in costs associated with initial tenancy in the rental housing market. Eligible households may receive grants up to \$2,500 to reimburse up to 50% of the cost of security deposits, utility deposits and specific appliance purchases necessary for initial tenancy. Approximately, \$12,500 will be available over the next year for this program and could serve at least 5 households.

The Low-Income Family Employment and Rental Assistance Program (LIFERAP) is another rental assistance program that targets working families that are very low income. The program provides up to 14 months of rental assistance to approximately 50 low-income, working families with children. The rental subsidy frees up limited household resources that could be devoted to education or job training activities. A case manager works with participants to develop strategies and links them to resources to assist them in raising the household's income, ultimately leading the household to self-sufficiency and reducing or eliminating the family's housing cost burden.

A component of the LIFERAP Program is a mandatory savings program designed to serve as a resource for certain, allowable expenses that will aid in achieving the goal of income growth, overall employment support, job training, education activities, financial growth, and family well-being. The program successfully completed an initial two year cycle (2003-04 through 2004-05) and a second cycle with an increased 3 year term (2005-06 through 2007-08). The current LIFERAP program cycle ends in FY 2010-11. There are currently 20 households participating in the program and approximately seven additional applications currently being reviewed.

Increase the Supply of Affordable Rental Units - The City of Glendale endeavors to increase the supply of affordable rental housing units through two primary activities: 1) new construction or acquisition/rehabilitation of affordable rental housing, and 2) provision of rehabilitation loans for rental housing. Since 1998 through June 2010, the City has assisted in the new construction or acquisition/rehabilitation of 941 affordable rental-housing units that are still in service for qualifying individuals, 326 family and 615 senior rental-housing units. Of the family units, 74 serve physically and/or developmentally disabled persons, including three (3) group homes serving up to 22 individuals. An additional 70 unit family rental apartment building is currently under construction, with an anticipated completion and lease-up date of September 2010. Another rental housing development with approximately 35 units is in pre-development. More detailed descriptions of activities designed to increase the supply

of affordable rental units, along with housing for first time home buyers, are provided in the Action Plan for the HOME Program section of this report.

Non-Residential Support Services - The City currently offers housing services targeted at Glendale's largest special needs group, the elderly, and provides financial support to agencies which serve the homeless, handicapped, developmentally disabled, and those with a substance abuse issue or a mental illness. Services are also available for immigrants and families at risk of becoming homeless. Support for these services will continue over the next year.

The City, through the Community Services and Parks Department, offers care management services and meals programs to elderly residents at the Glendale Adult Recreation Center (ARC). Staff at the ARC helps coordinate housing services for seniors, such as in-home care, relocation assistance and home-delivered frozen meals to enable clients to stay in their home for as long as possible. Seniors are matched with the appropriate agencies in the community to receive needed assistance. Counseling is also offered. Approximately 180 unduplicated seniors each year receive these services through care management.

Service providers such as the Armenian Relief Society, the Glendale Association for the Retarded, and Catholic Charities provide case management to low-income families and individuals, disabled adults, including a number of seniors who are at risk for homelessness. The Armenian Relief Society will receive \$58,205 in CDBG funding for the Community Outreach Project case management and referral program. Catholic Charities Homeless Prevention program is described under the Homeless Section, and receives both CDBG (\$42,000) and ESG (\$31,391) funds to help people, including seniors, to maintain housing tenure. The Glendale Association for the Retarded (GAR) will receive \$9,542 in CDBG funding to address needs of non-English speaking, multi-cultural, developmentally disabled clients. GAR's Multi-Cultural program has six components: ESL, basic skills instruction, money management, cultural and community awareness, communications and relations, and computer instruction.

ACTION PLAN FOR THE FY 2011-12 HOME PROGRAM

The Housing Authority of the City of Glendale (Housing Authority) anticipates receiving \$2,018,713 of HOME Investment Partnership funds. The Housing Authority will reserve \$201,871 (10% of HOME funds) for Administration. The breakdown for the Housing Authority's use of FY 2011-12 HOME funds is as follows:

Table 11
FY 2011-12 HOME Program Funding by Activity

Projects / Activities	Funding Amount
Affordable Rental Development – New Construction and/or Acquisition/Rehabilitation	\$1,816,842
Administration	\$ 201,871
Total	\$2,018,713

Glendale will provide new construction and acquisition/rehabilitation loans to affordable rental housing providers. Glendale will require that the improved or newly constructed units be rented to low-income households at affordable rental rates for a specified period of time, as required by HOME regulations.

Priority Housing Needs

The five-year Affordable Housing Strategy described in the City's 2010-2015 Consolidated Plan identifies Glendale's priority housing needs as follows:

High Priority Housing Needs:

Owner Households

- (31-50% MFI) – Elderly and Small households
- (51-80% MFI) – Elderly and Small households

Renter Households

- (0-30% MFI) –Small households
- (31-50% MFI) – Elderly, Small and Large households
- (51-80% MFI) –Small, Large and Other households

Medium Priority Housing Needs:

Owner Households

- (0-30% MFI) – Elderly households
- (31-50% MFI) – Large and Other households
- (51-80% MFI) – Small, Large and Other households

Renter Households

- (0-30% MFI) – Elderly and Large households
- (51-80% MFI) – Elderly and Other households

Low Priority Housing Needs:

Owner Households

- (0-30% MFI) -Large and Other households

Rental Households

- (0-30% MFI) - Large, Other households
- (31-50% MFI) - Other households

During FY 2011-12 Glendale will fund activities that address the housing needs of high priority households and some medium priority households, if funding is available, using federal funds and/or other public or private funds. Some projects using Redevelopment Set-Aside funds serve moderate income (above 80% MFI) households in accordance with funding requirements and are not listed as priority groups in the 2010-2015 Consolidated Plan.

The priority groups primarily served by each strategy are described within each strategy objectives or by project.

Location of Affordable Housing Units

Generally, Glendale's affordable housing programs are available to eligible households citywide. These programs include:

- Single Family Ownership Rehabilitation,
- Multi-family Rental Rehabilitation,
- Affordable Ownership New Construction,
- Homeownership Education Courses,
- Homeownership Assistance,
- Affordable Rental New Construction/ Acquisition-Rehabilitation and
- Rental Assistance programs.

A goal of the City is to avoid concentration of affordable housing in any one part of the City, as is consistent with HUD's concern about over-concentration. However, the Housing Authority has made additional resources available to certain target neighborhoods, particularly in southern Glendale, to assist with revitalization efforts. Within these identified areas, the Housing Authority offers program incentives that attempt to expand the number of persons that may utilize the Housing Authority's programs. For example, the Single Family Ownership Rehabilitation program typically serves only low-income households (with incomes at or below 80% AMI adjusted for household size). In target neighborhoods, however, the program will also assist moderate-income households (with incomes at or below 120% of AMI) using non-federal funding.

During the previous Consolidated Plan, the Housing Authority had designated the Mariposa, East Garfield/Holy Family, Gardena, San Fernando Road Corridor Redevelopment Project

Area (SFRCRPA), and the Adams Square neighborhoods as housing program target areas in Glendale. The Housing Authority plans to continue to serve these housing program target areas and to identify new target areas, particularly adjacent to new affordable housing development, in order to leverage investment in those areas and to stimulate neighborhood revitalization.

The Housing Authority also worked closely with other City agencies in the East Garfield Neighborhood which was designated as both a neighborhood revitalization area and as a housing target area. The Housing Authority invested approximately \$3.7 million of HOME funds to assist in the development of an affordable rental project in the neighborhood, while CDBG and capital improvement funds were invested to create a new neighborhood park and improve public infrastructure such as streets, trees, curbs and sidewalks.

Location of Affordable Housing Development in Glendale

During the 2005-10 Consolidated Plan period the Housing Authority provided significant assistance to nine (9) affordable housing projects in the southern Glendale area and five (5) affordable projects in other areas of Glendale.

Of those projects, the Habitat Geneva and Doran Gardens projects are located outside of southern Glendale and are in construction, nearing completion. These homes are scheduled to be sold to first-time home buyers in FY 2012-13, but they are ahead of schedule. Two other projects, in other areas of Glendale, are in pre-development, but are not anticipated to be completed in FY 2011-12.

**Table 12
Affordable Housing Units
Under Construction or in Pre-Development**

Projects Under Construction		
Development & Address	Target Population	Affordable Units
Habitat for Humanity/624-630 Geneva St	Low-Income First-Time Home Buyer Families	5
Doran Gardens/339-343 Doran St	Moderate-Income First-Time Home Buyer Families	57
Projects in Pre-Development		
Development & Address	Target Population	Tentative Affordable Units
Central City Lights/327-331 Salem St	Affordable Rental Housing	35
5 th and Sonora	Unknown at this time	n/a
Mercy Housing Family Apts/209 W. Los Feliz Rd	Low- and Very Low-Income Family Rental Housing	51

Special Programs and Policies

1. Other Sources of Investment that are not mentioned in Resource Section are described in the individual project descriptions below.
2. Policy for Recapture/Resale for Homeownership Projects is described at the end of the HOME Action Plan section.
3. Policy for Refinance of Existing Debt Secured by HOME funds for Multi-family Rehabilitation - The City does not plan to use funds in this manner so no policy is provided.

Affordable Housing Summary of Specific Annual Objectives and One Year Goals

The housing objectives and goals discussed below reflect all the housing programs and strategies presented in the Consolidated Plan in order to provide the most complete picture of the Authority's activity. This Action Plan presents not only federal HOME funds, but also the Redevelopment Set-Aside funds since both are allocated by the Housing Authority to address the community's housing needs. Since many housing projects require multiple years for development, in any given year there may be no new allocation for a project that is in pre-development or under construction. Similarly, annual unit goals may not match funding amounts due to multi-year projects.

Increasing Affordable Home Ownership Opportunities

1. Affordable Ownership New Construction Program

Two homeownership projects are under construction as described below. One project has 5 low-income ownership units and the other has 57 moderate-income ownership units.

Constructed Last Year

None were completed last year.

Under Construction

Heritage Housing Partnership – Doran Gardens at 339-343 and 331-335 W. Doran Street

Funding: Redevelopment Set-Aside; New Market Tax Credits, California BEGIN loan funds, and California Residential Development Loan Program for predevelopment/construction and CalHFA First Mortgage Funds for permanent financing.

The Housing Authority entered into a development agreement with Heritage Housing Partnership in December 2005 to develop a 35-unit mixed income home ownership project on the first parcel at 339-343 W. Doran Street. The Housing Authority transferred ownership of the property to the developer. In March 2010, the Housing Authority amended that agreement

to include an adjacent parcel for development. This vacant property at 331-335 W. Doran doubled the property available for development. The revised project will include the development of 60 units, and is comprised of 3 existing units with potential historic significance to be rehabilitated, and 57 new dwelling units for first-time moderate-income homebuyers.

The cost of the amended project is estimated at \$34.1 million and is to be developed using New Markets Tax Credits to leverage private monies for the development, as the site is located in an eligible census tract. The Housing Authority has committed \$13.29 million in Redevelopment Set-Aside for construction with a permanent commitment of approximately \$8.3 million in the form of subordinated second trust deed loans on the 57 restricted units.

This project as described in the approved Amended and Expanded Affordable Housing Agreement will serve housing needs of moderate-income small and large related renter households from 81 - 120% AMI. The combined, larger project is scheduled to complete home sales in FY 2012-13. However, this project is ahead of schedule at this time and may be completed in FY 2011-12.

San Gabriel Valley Habitat for Humanity at 624-630 Geneva Street

Funding: Redevelopment Set-Aside; Habitat private fundraising and grants

This site was entitled for development of 15 condominium units and contained 2 existing vacant rental units. It was purchased by the Housing Authority in June 2006 using \$2.5 million of Redevelopment Set-Aside funds. Initial plans to rehabilitate the existing rental units and to operate them as rental were determined to be infeasible. An AHA with San Gabriel Valley Habitat for Humanity was approved which proposed a new plan for developing the site for medium density (5 town homes) residential ownership housing. Construction began in March 2011 and is scheduled to be completed in FY 2012-13. Home buyers have already been selected and are assisting in construction of the new units through a sweat equity down payment effort. This project is ahead of schedule at this time and may be completed in FY 2011-12.

This potential first-time home buyer project will serve the medium priority housing needs of large related renter households from 51-80% AMI.

Funding Allocation and Program Goals for the Year

**Table 13
Affordable Ownership Development -
New Construction Program
Funding Allocation and Goals
FY 2011-12**

Funding Source	Amount Allocated	Assisted Units By Income Group			Total Units
		Very Low (0-50% MFI)	Low (51-80% MFI)	Moderate (81-120% MFI)	
HOME	\$0	0	0	0	0
Redevelopment Set-Aside	\$5,000	0	0	0	0
Total	\$5,000	0	0	0	0

Note: Annual goals may not match funding amounts as development projects are multi-year projects. Annual goals in this table reflect goals described in 2010-2015 Consolidated Plan tables.

Redevelopment Set-Aside funds are allocated for the Affordable Ownership New Construction Program for FY 2011-2012 only for the purpose of covering carrying costs of property currently under development. Available funds are mostly allocated to higher priority programs. All newly constructed homeownership units that are funded with HOME funds will comply with Section 215 requirements.

This program addresses the medium priority housing needs of all low-income renter households from 51-80% AMI.

2. Homeownership Education Courses

Free homeownership education courses for households who live or work in Glendale will encourage households with incomes between 51 - 120% of area median income to prepare for the home buying process. A U.S. Department of Housing and Urban Development certified home buyer education trainer provides information and resources to homebuyers on budget and credit issues, the mortgage prequalification and approval process, available loan options including special programs available, working with realtors and real property options, the loan closing process, predatory lending practices, fair housing regulations for home buyers, and basic home maintenance. A lender and realtor participate in the class and answer questions as well. This program increases the accessibility/availability of ownership housing for low- and moderate-income households by providing them with the knowledge and resources to overcome barriers to home ownership such as adequate down payment, poor

credit, and language barriers. It also provides home buyers with a high quality consumer education on suitable mortgage loan terms, purchase agreement negotiations, escrow requirements, and how to maintain their home.

During FY 2011-12, Glendale plans to provide approximately six homeownership education courses to approximately 190 individuals. Some courses will be offered in Spanish and Armenian languages, depending upon demand. These courses are funded with Redevelopment Set-Aside administrative funds.

This program serves the medium priority housing needs of all renter households from 51-80% AMI, as well as housing needs of renters from 81 - 120% AMI. It is funded with Redevelopment Set-Aside administration funds.

Overall Performance Measure for Increasing Affordable Home Ownership Opportunities

Throughout the year as new ownership housing development projects are completed, staff will ensure measurements are tracked to meet the following performance measure:

Ownership housing new construction development projects will result in additional decent housing units affordable to low-income households.

Homeownership assistance projects will result in additional first time home buyer households purchasing decent, affordable housing units.

Increasing Affordable Rental Opportunities

1. Affordable Rental Housing - New Construction and/or Acquisition/Rehabilitation Program

Glendale has completed in the last year or is currently assisting with the development of 6 affordable rental development projects which will provide 230 units of affordable rental housing. These projects represent new rental housing opportunities through the use of funds for new construction and/or acquisition with substantial rehabilitation. The projects listed below provide examples of each type of development.

Completed this Year

Vassar City Lights at 3685 San Fernando

Funding: Redevelopment Set-Aside, Low Income Housing Tax Credits, Developer Equity

This formerly vacant site is adjacent to the Glendale City Lights development and is being redeveloped as a 72-unit affordable project with 2 manager units and subterranean parking, shared with Glendale City Lights. In February 2009 an Affordable Housing Agreement (AHA)

for the project was approved by the Housing Authority. Construction began in April 2009 and was completed in December 2010. Lease up was completed in May 2011.

The land is owned by the Housing Authority with a long-term ground lease to the developer. This project is located in the SFRCRPA. The City of Glendale obtained a five-year loan from Union Bank of California, secured by annual Redevelopment Set-Aside payments, in order to provide part of the funding for the project.

This project serves the high priority housing needs of small related renter households (0-50% AMI) and large related renter households (31-50% AMI) as well as the medium priority housing needs of all related renter households (51-80% AMI).

In Pre-development

Central City Lights at 327-331 Salem Street

Funding: Redevelopment Set-Aside, HOME, Low-Income Housing Tax Credits, AHP, Developer Equity

In March 2010, the Housing Authority approved a loan commitment, land acquisition loan, and a lease option for the development of a 36-unit affordable rental housing project for lower income households. The site is comprised of the property located at 327-331 Salem Street and the adjacent City-owned parcel known as "Parking Lot No. 12." The Housing Authority appropriated \$6.3 million to the project, including approximately \$3.9 million in Redevelopment Set-Aside funds and \$2.4 million in federal HOME funds. Total Housing Authority assistance is estimated at \$6.9 million. The developer received an allocation of tax credits for the project and was proceeding with obtaining development entitlements. It was expected that the Affordable Housing Agreement would be presented to the Housing Authority in October 2010. Construction was to begin in November 2010 and was to be completed by February 2012.

However, the developer has had legal and financial difficulties and has not been able to obtain the required financing to date. The Housing Authority is considering legal action to call the agreement into default. However, that legal action has not been completed to date and negotiations are ongoing as to whether or how the project will continue.

This project serves the high priority housing needs of small related renter households (0-30% AMI) and large related renter households (31-50% AMI) as well as the medium priority housing needs of all related renter households (51-80% AMI).

Mercy Housing Family Apartments at 209 W. Los Feliz Road

Funding: HOME, Low-Income Housing Tax Credits, AHP, Developer Equity

An FY 2010-11 HOME Action Plan Second Amendment and an Amendment to the Draft FY 2011-12 Action Plan has been prepared in order to fund this project. The development would

provide 51 low- and very low-income family rental units that would vary in size from 1, 2, 3 to 4 bedroom units. It is anticipated that \$4 million dollars of HOME funds would be allocated to this project. This project, if approved, would be developed by an experienced housing developer and service provider, Mercy Housing, in association with a strong Glendale institutional partner, Glendale Memorial Hospital, that would retain ownership of the land. The project will provide a preference for recently separated veterans of United States Military Services.

The project, if approved, would serve the high priority housing needs of small related renter households (0-30% MFI), small and large households (0-50% AMI) and small, and large related renter households (51-80% AMI) as well as the medium priority housing needs of large renter households (0-30% AMI).

A decision on the proposed second amendment and funding of this project will be made in July 2011 following publication of this document.

Funding Allocation and Program Goals for the Year

The table below shows Glendale's proposed funding allocation and program goals for the Affordable Rental Development - New Construction and/or Acquisition/Rehabilitation Program for FY 2011-12. All newly constructed rental units that are funded with HOME funds will comply with Section 215 requirements.

Funding for development of affordable rental housing will serve the high priority housing needs of small-related, large-related, and elderly renter households with incomes from 31-50% AMI. They will also serve the medium priority housing needs of special populations and small-related/large-related households with incomes from 51-80% AMI.

The Housing Authority has not yet committed FY 2011-12 funds to any specific affordable rental development, although several projects are under consideration. An FY 2010-11 HOME Action Plan Second Amendment and an Amendment to the Draft FY 2011-12 Action Plan has been prepared in order to fund the Mercy Housing Family Apartments affordable rental development project. A decision on this second HOME amendment will be made in July 2011 following publication of this document.

A 2010-11 Action Plan First Amendment has been developed and has completed its public review period and will be brought before the Housing Authority in order to consider reprogramming \$100,000 in prior year funding from the Affordable Rental Development - New Construction and/or Acquisition/Rehabilitation Program and \$100,000 from the Single Family Rehabilitation Program in order to fund a Multi-Family Rehabilitation program project - the renovation of a 9-unit building owned by S.H. Ho Hope and Compassion Center as part of their permanent housing program for formerly homeless households that are part of the Continuum of Care. At the time of publication of this 2011-12 Action Plan, the 2010-11 Action Plan First Amendment had not been approved.

The Housing Authority anticipates continuing to meet the minimum 15% CHDO cumulative investment requirement through development of rental housing. The Housing Authority continually works to identify CHDOs and all CHDOs are encouraged to reply to the Authority's revised Project Selection Criteria as described later in this report. More information regarding the Authority's CHDO investment may be found in the section on CHDOs (pp. 62-63). However, the Authority has submitted a formal request to the HUD CPD Los Angeles Field Office that funds allocated for CHDO activities in 2009-10 and 2010-11 be transferred to the HOME Entitlement Fund account in order to fund projects that are currently in predevelopment and ready for funding.

Table 14
Affordable Rental Development -
New Construction and/or Acquisition/Rehab Program
Funding Allocation and Goals
FY 2011-12

Funding Source	Amount Allocated	Assisted Units By Income Group			Total Units
		Very Low (0-50% MFI)	Low (51-80% MFI)	Moderate (81-120% MFI)	
HOME	\$1,816,842	0	0	0	0
Redevelopment Set-Aside	\$226,030	0	0	0	0
Total	\$2,042,872	0	0	0	0

Note: Annual goals may not match funding amounts as development projects are multi-year projects. Annual goals in this table reflect goals described in 2010-2015 Consolidated Plan tables.

2. Rental Assistance

Provision of rental assistance is an effective way in the short term to assist very low-income renters burdened with housing overpayment. The City of Glendale will use Section 8 Housing Choice Voucher rental assistance as a primary activity to assist renter households with incomes below 50% of area median income.

During FY 2011-12, the Housing Authority plans to expend approximately \$27.8 million of Section 8 funds to provide rental assistance to approximately 3,080 renter households. Of that number, 1,592 are funded directly by HUD and approximately 1,488 are portable vouchers funded by other Housing Authorities, which Glendale administers. Under portability, Glendale performs all initial and ongoing administrative functions under the voucher program and receives 80% of the ongoing administrative fee for each voucher assisted. The administrative fee and 100% of the subsidies assisted under portability are collected from the issuing housing authority.

Approximately 5,800 applicants remain on the program's waiting list. The waiting list has been closed for several years and is expected to remain closed to any additional applicants through FY 2011-12.

In the case of homeless persons, the Section 8 administration coordinates admissions of those homeless persons on the waiting list with non-profit service agencies in the community who are members of the continuum of care.

Rental Assistance will serve the high priority housing needs of cost burdened small-related and elderly renter households from 0 - 50% AMI.

Four other specialized rental assistance programs are currently operated by the Housing Authority and have been described earlier in this report in the Action Plan for Special Needs Persons. These are:

Low-Income Family Employment & Rental Assistance Program (LIFERAP) - The program combines monthly rental assistance with an employment program. Rental subsidies are funded with Redevelopment Set-Aside funds and the enrolled families receive case management with the goal of increasing their earnings potential and self-sufficiency. A case manager works with the participants to develop strategies and to link them to resources that will assist them in raising the household's income, ultimately leading to self-sufficiency and reducing or eliminating the family's excess housing cost burden. It is expected that approximately 15 households will be enrolled for a 12-month term of rental assistance with case management in FY 2011-12. This program is funded by Redevelopment Set-Aside funds.

Veterans Rental Assistance Program (VETRAP) - The program combines monthly rental assistance with an employment program. Rental subsidies are funded with Redevelopment Set-Aside funds and the enrolled families that include a recent honorably discharged veteran of United States military services receive case management with the goal of increasing their earnings potential and self-sufficiency. A case manager works with the participants to develop strategies and to link them to resources that will assist them in raising the household's income, ultimately leading to self-sufficiency and reducing or eliminating the family's excess housing cost burden. It is expected that approximately 11 households enrolled during FY 2010-11 will be continued in the program through FY 2011-12 for a complete 12-month term of rental assistance with case management. This program is funded by Redevelopment Set-Aside funds.

Emergency Rental Assistance (ERAP) - This program augments Homeless prevention activities and is funded through Redevelopment Set-Aside funds. The program provides assistance with rental and utility subsidies in the event of a catastrophic event (illness, sudden job loss, etc.) that may result in homelessness. This program provides assistance for a 1 to 3 month period with the possibility of extension to a maximum of 6 months. It is anticipated that \$20,000 will be spent through this program during FY 2011-12 and serve 5 households. It will continue to be administered by City staff providing rental assistance with case management to program recipients.

Moving Assistance Grant (MAG) - This program provides assistance to Housing Choice Voucher (Section 8) and Shelter Plus Care, Supportive Housing Program, and Emergency Services Grants. The MAG provides funds for move-in costs such as security deposits, utility deposits, stove or refrigerator purchase, and other costs associated with a move. In FY 2011-12 the programs will be expanded to also include households entering transitional or permanent housing that are served by Shelter-Plus Care, Supportive Housing Program, and Emergency Services Grants. The MAG program assists extremely or very low-income, small or elderly rental households. Approximately \$5,000 is available over the next year for these programs and could serve at least 5 households.

Overall Performance Measure for Increasing Affordable Rental Opportunities

Throughout the year as new rental housing development projects are completed, staff will ensure measurements are tracked to meet the following performance measures:

The Affordable Rental New Construction and Acquisition/Rehab Program will result in additional decent housing units affordable to very low- and low-income households.

The Affordable Rental Housing New Construction and Acquisition/Rehab Program will result in additional decent housing units accessible to very low income special needs households.

Preserving and Maintaining the City's Existing Affordable Housing Stock

1. Single Family Ownership Rehabilitation Program

The Single Family Ownership Rehabilitation Program provides grants and low-interest deferred repayment loans to income eligible homeowners to ensure that these dwellings meet minimum health and safety codes. The following rehabilitation loans and grants are available:

- Single Family Rehabilitation Loan - \$25,000 limit, households with incomes below 80% of area median income throughout City and below 120% of area median income in certain target areas.
- Senior Rehabilitation Grant - \$10,000 limit, households with incomes below 80% of area median income.
- Disabled Rehabilitation Grant - \$10,000 limit, households with incomes below 80% of area median income.
- Lead Based Paint Hazard Reduction Grant: \$10,000 per unit, households with incomes below 80% of area median income.

Loan and grant funds are made available for the following rehabilitation activities:

- Major systems repair or replacement, including heating and air conditioning, electrical and plumbing work.

- Safety improvements, such as GFI outlets and replacement of broken or inoperable windows.
- Exterior improvements including painting, siding, roofing, etc.

The table below shows Glendale’s proposed funding allocation and program goals for the Single Family Rehabilitation Program for FY 2011-2012. There are no rehabilitation loans and grants that are proposed to be funded with HOME funds in FY 2011-12; only Redevelopment Set-Aside funds are allocated for this program.

A 2010-11 HOME Action Plan First Amendment has been developed and has completed its public review period and will be brought before the Housing Authority in order to consider reprogramming \$100,000 in prior year funding from the Affordable Rental Development – New Construction and/or Acquisition/Rehabilitation Program and \$100,000 from the Single-Family Rehabilitation Program in order to Fund a Multi-Family Rehabilitation program project – the renovation of a 9-unit building owned by S.H. Ho Hope and Compassion Center as part of their permanent housing program for formerly homeless households that are part of the Continuum of Care. At the time of publication of this 2011-12 Action Plan, the 2010-11 HOME Action Plan First Amendment had not been approved.

The Single Family Rehabilitation Program will primarily serve the high priority housing needs of elderly and small family owner households with incomes between 0 to 80% of area median income. It is anticipated that 75% of single family rehabilitation projects in FY 2011-12 will be grants and 25% will be loans. Any HOME funded projects will meet Section 215 requirements.

Table 15
Single-Family Ownership Rehabilitation Program
Funding Allocation and Goals
FY 2011-12

Funding Source	Amount Allocated	Assisted Units by Income Group			Total Units
		Very Low (0-50% MFI)	Low (51-80% MFI)	Moderate (81-120% MFI)	
Redevelopment Set-Aside	\$616,000	13	15	2	30
Total	\$616,000	13	15	2	30

2. Multi-family Rehabilitation Program

The Multi-family Rehabilitation Program provides low-interest, forgivable loans to multi-family rental property owners for the purpose of improving their rental housing units. In return for the loan, the City requires that improved units be rented to low-income households at affordable rental rates for a specified period of time. Acquisition/substantial rehabilitation loans also typically require sharing of residual receipts for net income resulting from property operations.

A 2010-11 HOME Action Plan First Amendment has been developed and has completed its public review period and will be brought before the Housing Authority in order to consider reprogramming \$100,000 in prior year funding from the Affordable Rental Development - New Construction and/or Acquisition/Rehabilitation Program and \$100,000 from the Single Family Rehabilitation Program in order to fund a Multi-Family Rehabilitation program project - the renovation of a 9-unit building owned by S.H. Ho Hope and Compassion Center as part of their permanent housing program for formerly homeless households that are part of the Continuum of Care. At the time of preparation of this 2011-12 Action Plan, the 2010-11 HOME Action Plan First Amendment had not been approved.

**Table 16
Rental Rehabilitation Program
Funding Allocation and Goals
FY 2011-12**

Funding Source	Amount Allocated	Assisted Units by Income Group			Total Units
		Very Low (0-50% MFI)	Low (51-80% MFI)	Moderate (81-120% MFI)	
Redevelopment Set-Aside	\$316,000	10	0	0	10
Total	\$316,000	10	0	0	10

3. Code Enforcement

The Code Enforcement Program provides inspection and on-going resolution to housing code violations in low and moderate income areas. This housing program, funded with Redevelopment Housing Set-Aside funds, complements the City's other code enforcement efforts, including commercial code enforcement in CDBG eligible areas. Table 17 shows the proposed funding and program goals for the Code Enforcement Program for FY 2011-2012. The program addresses the priority health and safety needs in all types of housing.

**Table 17
Code Enforcement Program
Funding Allocation and Goals
FY 2011-12**

Funding Source	Amount Allocated	Assisted Units By Income Group			Total Units
		Very Low (0-50% MFI)	Low (51-80% MFI)	Moderate (81-120% MFI)	
Redevelopment Set-Aside	\$1,200,000	N/A	N/A	N/A	280
TOTAL	\$1,200,000	N/A	N/A	N/A	280

Overall Performance Measure for Preserving and Maintaining the City's Existing Affordable Housing Stock

Throughout the year, as housing rehabilitation projects are completed, staff will ensure measurements are tracked to meet the following performance measure:

The Single Family Ownership Rehabilitation Program will result in an increased number of decent housing units made available/accessible to low- and very low-income owner and special needs households.

The Multi-family Rehabilitation Program will result in an increased number of decent housing units made available/accessible to low- and very low- income rental households.

The Code Enforcement Program will result in a suitable living environment made available/accessible to low and moderate households.

Administration

The U.S. Department of Housing and Urban Development (HUD) limits administration expenditures to ten percent (10%) of a City's HOME entitlement amount. The City proposes to spend 10%, (\$201,871) on administration. These funds are used to pay for management and oversight of housing development and rehabilitation programs as well as compliance monitoring and reporting to HUD.

Community Housing Development Organizations (CHDO)

Since June 2002, the Housing Authority has released a Statement of Interest (SOI) periodically (approximately every other year as funds were available) to identify qualified professionals and development teams who are qualified for certification as a CHDO and would be interested in working with the Housing Authority to develop affordable housing for lower and moderate-income households.

A revised project/developer selection process has been determined in April 2011 that broadens the method of project/developer selection. This process is described later in this report and will be used to recruit developers and identify appropriate projects meeting community needs. This process can, if necessary, install a preference for CHDO organizations in order to commit and use all CHDO funds.

At present the City has invested 19.7% of its cumulative program funds as of March 2011 in CHDO developments. It is anticipated that a new CHDO development project will soon be identified. The Authority has continually met the CHDO allocation for HOME funds and recognizes that it is not always possible to invest exactly 15 percent of the HOME program funds in a CHDO project each year, given the nature of affordable housing financing and

predevelopment requirements. Therefore, staff continually works to identify CHDOs, and all CHDO's are encouraged to respond to the new developer/project selection process. In addition, the Housing Authority owns several parcels of land in Glendale. It is anticipated that a CHDO may participate in the development of one or more of these sites.

In May the Authority submitted a formal request to the HUD CPD Los Angeles Field Office that funds allocated for CHDO activities in 2009-10 and 2010-11 be transferred to the HOME Entitlement Fund account in order to fund projects that are currently in predevelopment and ready for funding.

HOME Program Elements

As required in the Action Plan guidelines, the City will address the HOME program elements in this section.

1. Forms of Investment

The City will use the permissible forms of investment described in Section 92.205(b) of the HOME final rule. Specifically the City may use any of the following forms:

- Equity investments
- Interest bearing loans or advances
- Non-Interest loans or advances
- Interest subsidies
- Deferred payment loans
- Grants
- Loan guarantees

2. Resale/Recapture

The City uses a recapture method and limits the amount of recapture to the net proceeds available from the sale. The City does not use resale provisions for HOME funded projects. Depending on the type of project and amount of assistance provided, the City uses one of two methods of recapture.

- a. **New Construction Projects:** If the City has provided financial assistance for the development of a new construction for-sale project, the City's assistance typically converts to a deferred (soft second) mortgage loan. The City's initial assistance requires a development agreement which includes a final form of home buyer loan agreement. The City's loan to the home buyer is secured by a loan agreement, deed of trust, promissory note, and an agreement establishing the covenants, conditions and restrictions (CC&R's) related to the ownership, required ongoing owner occupancy, and maintenance of the property for the required affordability period.

The deed of trust and CC&R documents are recorded with the County recorder's office.

Since the City's financial assistance to the buyer of a newly constructed unit is usually a significant amount (greater than \$75,000), the City typically requires a minimum 15 year term of affordability. The term of affordability is at minimum in accordance with the affordability limits required by HOME regulations (5 years/less than \$15,000 investment; 10 years/\$15,000 to \$40,000 investment; 15 years/greater than \$40,000 investment).

During this period of affordability, the City will recapture the entire amount of the HOME investment from the homebuyer upon sale or transfer of the property based upon the net proceeds available from the sale, including an appreciation share of the net proceeds based upon the ratio of the HOME subsidy to the sum of the homebuyer's investment plus the HOME subsidy. The amount of the appreciation share will be reduced over time depending upon the length of occupancy. The City acknowledges that, if there are no net proceeds or insufficient net proceeds to repay the HOME investment due, the City can only capture the net proceeds, if any. The net proceeds are the sales price minus superior loan repayment (other than HOME funds) and any closing costs.

- b. Down Payment Assistance Loans: If the City's assistance is used for down payment and closing costs, the amount is typically \$25,000 or less. The City's assistance to the home buyer is in the form of a deferred junior mortgage loan, secured by a loan agreement, deed of trust, promissory note, and an agreement establishing the covenants, conditions and restrictions (CC&R's) related to the ownership, required owner occupancy, and maintenance of the property for the required affordability period. The deed of trust and CC&R's are recorded with the County recorder's office.

Since the City's down payment assistance to the buyer is usually \$25,000 or less, the City typically requires a maximum 10 year term of affordability for this type of loan. The term of affordability is at minimum in accordance with the affordability limits required by HOME regulations (5 years/less than \$15,000 investment; 10 years/\$15,000 to \$40,000 investment; 15 years/greater than \$40,000 investment).

During the period of affordability the City's recapture is equal to the entire amount of the HOME investment upon sale or transfer of the property based upon the net proceeds available from the sale. However, the loan amount due is reduced annually on a pro-rata basis according to the time the homebuyer has owned and occupied the housing measured against the required affordability period. After the affordability period, the loan will be forgiven. The City acknowledges that, if there are no net proceeds or insufficient net proceeds to repay the HOME investment due, the City can only capture the net proceeds, if any. The net proceeds are the sales

price minus superior loan repayment (other than HOME funds) and any closing costs.

3. Refinancing Guidelines

The City does not plan to provide HOME funds for refinancing.

4. HOME Tenant Based Rental Assistance

The City does not plan to use HOME funds for tenant based rental assistance.

5. Median Area Purchase Price

The City will use the Los Angeles County 95% of actual median purchase price amount (instead of the pre-economic stimulus 203(b) limits) as allowed by HOME regulations. For 2011, the limit to be applied as the maximum purchase price limit or the maximum after-rehab value amount for a single family home is \$408,500 in Los Angeles County.

6. Affirmative Marketing Procedures

All of Glendale's HOME funded affordable rental and ownership housing agreements require that property owners and/or developers implement an Affirmative Marketing Plan designed to attract tenants from all racial, ethnic, and gender groups in the housing market area, including those who would be least likely to reside in the development without affirmative outreach.

With regard to the City's affordable housing programs in general, extensive marketing and community outreach is conducted throughout the year in order to assure that a broad cross section of the community has the opportunity to learn about and apply for the various programs. Information is published in "City Views," the free City newspaper that is mailed to each Glendale resident's address, placed in community locations (such as libraries, community centers, City office buildings), and sent to community organizations interested in Glendale events and activities. Information about the programs is also broadcast by GTV6, the City's public access cable television channel, in the form of PSA's, special interview shows, and special announcements. Staff also makes appearances on Armenian cable TV shows, provides PSA's to Spanish language radio stations and attends community fairs, including a housing fair, and events throughout the year in order to market affordable housing programs and new developments.

To assure ongoing operating compliance with HOME and other agreements, City staff dedicated for this purpose monitors affordable housing projects annually to ensure compliance with HUD's Affirmative Marketing and other requirements.

7. Minority/Women's Business Outreach

The City actively encourages minorities and women to participate in the bidding process for both new construction and rehabilitation. The CDBG Section of the Community Services and Parks Department is charged with administering the City's Minority Business Enterprise (MBE) and Women Owned Business Enterprises (WBE) Program, now called the Disadvantaged Business Enterprise (DBE) Program for federally funded CDBG and HOME projects. As part of the program, the City includes minority-owned businesses and women-owned businesses on the contractors bid list for the rehabilitation program and other construction projects. General contractors are also required to make a good faith effort in recruiting minority and women-owned businesses for HUD funded construction projects.

Public Housing - NONE IN GLENDALE

While there are no publicly owned housing projects in the City of Glendale, the City's affordable housing strategy involves assisting in the development and rehabilitation of privately owned, for-profit and non-profit, affordable rental and ownership housing using federal, State, and local funding resources. These projects are described earlier in the Action Plan for the 2011-12 HOME Program. Further, the Glendale Housing Authority is not considered by HUD to be a "troubled authority" nor is it performing poorly. In fact, the Housing Authority was again designated as a High Performer in the Section 8 Management Assessment Program (SEMAP) rating for the Housing Authority fiscal year ending June 30, 2009.

TABLE 18
Housing Program Strategies

Housing Programs	5-Year Projected Funding Level	CPMP Objective/ Outcome*
<p><u>Increase Affordable Home Ownership Opportunities</u> (High/Medium Priority)</p> <ul style="list-style-type: none"> * Subsidize new construction of affordable ownership units direct assistance * Provide direct assistance to homebuyers through down payment assistance loans * Provide home buyer education classes (cost included in administration program) <p>Outcomes: Provide funding for construction of 62 units (57 moderate and 5 lower income); provide homebuyer assistance to 5 households (moderate); serve 750 persons (150 annually) with home buyer education classes</p>	<p>\$ 12,753,972</p> <p>\$ 11,628,972</p> <p>\$ 1,125,000</p> <p>n/a</p>	<p>DH-2</p>
<p><u>Increase Affordable Rental Opportunities</u> (High/Medium Priority)</p> <ul style="list-style-type: none"> * Subsidize new construction of affordable rental units * Repayment of loan for Vassar City Lights projects * Provide rental assistance w/case management to special needs households <p>Outcomes: Subsidize construction of 35 new family rental units (lower income) and 40 new senior rental units (lower income); complete construction and loan repayment for 70 new rental units (mixed income); serve 150 lower-income households (30 annually) with rental subsidies</p>	<p>\$ 26,569,869</p> <p>\$ 10,607,944</p> <p>\$ 11,524,425</p> <p>\$ 4,437,500</p>	<p>DH-1; DH-2</p>
<p><u>Preserve and Maintain Existing Affordable Housing Stock</u> (High/Medium Priority)</p> <ul style="list-style-type: none"> * Provide home and apartment rehabilitation loans and grants * Provide code enforcement and systematic rental housing inspection services in low and moderate income areas <p>Outcomes: Assist 175 households with rehabilitation funds; conduct 7,000 inspections (1,400 annually) for 100% code compliance in lower and moderate income neighborhoods</p>	<p>\$ 10,770,812</p> <p>\$ 3,791,505</p> <p>\$ 6,979,307</p>	<p>DH-1</p>
<p><u>Administration</u> (High Priority)</p> <ul style="list-style-type: none"> * Provide management and oversight of the housing funds and affordable housing portfolio <p>Outcomes: Monitor 846 rental and 100 homeownership new construction units; 219 MF and 79 SF rehab units for long-term compliance; administer housing funds</p>	<p>\$ 9,861,347</p>	
TOTALS	\$ 59,956,000	

*Objectives: DH=Decent Housing; SL=Suitable Living Environment; EO=Economic Opportunity
Outcomes: 1-Availability/ Accessibility; 2-Affordability; 3-Sustainability

PART V. - OTHER ACTIONS

AFFIRMATIVELY FURTHERING FAIR HOUSING

The City of Glendale is committed to providing accessibility to housing opportunities for all of Glendale's residents. Evidence of the City's commitment is demonstrated through annual funding for a fair housing program, the completion of an Analysis of Impediments, a strategy to increase training for housing staff, and coordination with recipients of City administered funds to participate in affirmative marketing of housing.

In 2010, a Reasonable Accommodation Ordinance was adopted by the City which permits persons with disabilities to request exemptions or modification of City zoning and building codes in order to address special needs of this group. This is an administrative procedure and is intended to be a streamlined and very low cost process.

Fair Housing Program

In FY 2011-12, the City will continue to contract with the Housing Rights Center to provide fair housing services to meet the goals set forth in the City's fair housing strategic plan, the Analysis of Impediments for Fair Housing Choice. The City has contracted with the Housing Rights Center since 1995. A summary of the services the Center will be providing is as follows:

- Fair housing discrimination - Provide intake and investigation of fair housing complaints, including assistance from the HRC's fair housing attorneys to the complainants. City residents who feel they have been subjected to discrimination by homeowners, landlords, real estate agents, or loan and credit agents may file a formal complaint with the HRC. The HRC investigates discrimination by sending testers and making phone calls to landlords and management companies who are suspected of unfair housing practices. Based on numbers from recent years, the HRC is expected to open approximately 15 housing discrimination cases in FY 2011-12.
- Tenant/landlord counseling - Provide landlord/tenant information, counseling, referral and rental search services. The HRC will serve over 1,000 Glendale residents with housing related services each year in FY 2011-12.
- Testers - Provide complaint-driven and random audits of available housing. The HRC has 96 active testers who are able to conduct testing as needed.
- Surveys and Site Visits - The HRC will also conduct complaint-driven surveys of residents and site visits to collect witness statements, and collect evidence such as photographs.
- Conciliation - The HRC will attempt to conciliate between complainants and housing providers.
- Housing Rights Workshop - The HRC will conduct semi-annual workshops in Glendale open to renters, property owners, property management companies, and

realtors. Outreach for workshops will target owners of multi-family properties and residents in low-income neighborhoods. Publicity for workshops is conducted through direct mailings, distribution of flyers through local schools, a bulletin on Glendale's local television station, and newspaper notices. Outreach and workshops are targeted to include non-English speaking segments of the community, including monolingual Spanish speaking and Armenian speaking persons. Based on the City's experience in FY 2010-11, we anticipate that a combined total of 50-80 persons will attend these workshops in FY 2011-12.

- Community Outreach - The HRC provides outreach and public education at special events such as the Community Health Fair.
- Multi-lingual Services - The HRC has staff and materials to accommodate residents who are mono-lingual in Spanish, Armenian, Chinese, Tagalog, Cantonese and Russian.
- Statistical Reports - Appropriate records will be kept to show the effectiveness of this program in Glendale. The HRC will report quarterly with information on the numbers served and types of services received.

Staff Training

The Community Development Department and the Community Services and Parks Department encourage housing and CDBG staff to attend fair housing training as part of staff development. As in previous years, Department staff will have the opportunity to attend off-site workshops on fair housing issues, including such topics as serving persons with disabilities.

Update on Analysis of Impediments

The current Analysis of Impediments (AI) identified a number of potential constraints to fair housing, including:

- The availability of outreach and educational materials on housing services and resources is limited.
- Many smaller rental owners lack knowledge of fair housing laws and landlord rights and responsibilities.
- Immigrants' educational background, language skills and cultural traditions vary considerably in the community and may present a challenge to find and access housing and information.
- The current Glendale zoning code does not include a classification or definition for community care facilities or group homes, emergency shelters or transitional housing and associated provisions for permitting such uses.
- A large proportion of fair housing complaints relate to familial status, race and national origin.

- Among all conventional home loan applicants, Hispanic and African American households had lower approval rates than other households in the community.
- Discrepancies in access to information on financing programs by different income groups persist.
- There is a shortage of developable land remaining in the community.

The current AI concluded with recommendations designed to address the obstacles cited and an Appendix containing reference material. The following recommendations are those that can be feasibly addressed by the City and have been included in the recently adopted 2006-2014 Housing Element:

- Expand Affordable Housing Opportunities – The City will continue to provide first-time homeownership programs, target outreach to low- and moderate-income households, facilitate the development of housing for all income groups and work with the fair housing provider to conduct workshops.
- Provide Rehabilitation Assistance – The City will continue to provide rehabilitation assistance for owner and rental housing.
- Increase Access to Information – The City will work to expand its website to provide additional links to housing services and resources.
- Review and Revise Public Policies and Programs - The City will continue to review and periodically revise public policies and programs to remove potential constraints to housing for persons with disabilities.
- Market and Provide Outreach for Lenders – The City will work with local lenders and government institutions to provide outreach to lower income residents about government sponsored home improvement financing and home buying workshops.
- Administer Fair Housing Services and Outreach – The City will work with the Housing Rights Center, the Housing Authority, the Glendale Rental Inspection Program, and local apartment and realtor associations to reach out to managers and property owners of smaller rental properties to provide informational material regarding fair housing.
- Encourage Community Representation – The City will consider creating a senior citizen’s commission or commission for persons with disabilities.
- Marketing of Density Bonus Incentives – The Community Development Department is actively marketing density bonus incentives (through advertising, distributing brochures, PSA’s, community workshops, outreach to developers) in order to make them more aware of this tool to make development of affordable multi-family housing more financially feasible.
- Adopt Zoning Ordinance Changes – The 2006-2014 Housing Element includes 2 program goals to adopt zoning changes by December 2010 that will: (1) Ensure that in any zone in which hospitals or nursing homes are permitted, mental health treatment programs (either residential or non-residential) are permitted in accordance with California Welfare & Institutions Code Section 5120; (2) Ensure that transitional or supportive housing provisions of State SB2 are adequately addressed

(i.e. eliminate 300 foot setback requirement from residential zones for emergency shelters or other special requirements not required for other residential uses in this zone; (3) Provide consistent definitions for residential and institutional uses related to housing and supportive service; and (4) Identify constraints on housing for persons with disabilities posed by zoning code definitions and revise them to comply with fair housing law/state constitutional privacy rights, including a reasonable accommodation procedure.

The City is currently in the process of updating the AI for FY 2011-2016.

OBSTACLES TO MEET UNDERSERVED NEEDS

As echoed throughout the 2010-2015 Consolidated Plan, the high cost of land and construction present an obstacle to meeting the housing needs of lower income households in Glendale. It is particularly expensive to serve the under-served, as deeper subsidies are often required. In addition, there are limited financial resources and often there is uncertainty regarding their ongoing availability. Finally, meeting under-served needs often demands the expertise of a well-trained, specialized non-profit to offer solutions for the needs of their particular focus population. Developing capacity in existing organizations is required, as is the encouragement and welcoming of new organizations.

Additional obstacles to provide housing and social services to low-income persons and families, homeless persons and families, and persons with special needs are issues with funding, community opposition, and capacity of organizations. The funding for ongoing operations of existing programs continues to be a challenge, as grant funds are either reduced or fail to increase with inflation. Fund development from private sources presents a challenge due to a high level of competition for funds. The issue of community opposition continues to be an issue, as residents attempt to protect their neighborhood from services that serve stigmatized populations, such as the disabled or the homeless. Organizational capacity is an issue due to the requirements related to the use of federal and other grant funds, such as maintaining income eligibility documentation and completing the necessary reports for grant funded services.

One strategy to help address these barriers is to provide ongoing technical assistance to non-profit developers and social service agencies to help build capacity to provide affordable housing and housing-related services. In addition, the Glendale Homeless Coalition and its member agencies work with community members to provide education on homelessness and bring sensitivity regarding the need for services. For circumstances where either homeless or special needs programs have negative impacts on their neighbors, coordination groups have been established to provide issues are forum for open discourse and problem solving between the service provider(s) and the neighbors. One such group has been an Inter-Agency Coordinating Committee, which includes the operator of a seasonal winter shelter program, and the neighboring facilities that feel the impact of the shelter program.

REMOVAL OF BARRIERS TO AFFORDABLE HOUSING

This section reviews potential public policy barriers to development of affordable housing and the City's efforts to remove those barriers.

Barriers to Affordable Housing

As required by CFR 91.210(e) and 91.215(f), this section reviews a variety of potential public policy barriers to affordable housing in the City of Glendale. Potential barriers assessed include the City's growth limits (land use), development standards (zoning), approval process, building codes, fees and charges, and other policies, including tax policies, that might affect return on residential investment.

Land Use Controls: Land use controls may limit the amount or density of development, thereby increasing the per-unit cost of housing. In Glendale's case, however, land use control has not functioned as a significant barrier to the development of affordable housing. Glendale's current General Plan Land Use Element provides significant areas of the City designated for multi-family uses under the assumption that due to its proximity to the City of Los Angeles, Glendale would share in the economic and residential growth projected in Los Angeles County. The following is a list of land uses allowing residential development, the general density allowed, and the Zoning Code designation. The Mixed-Use and Downtown Specific Plan residential uses were adopted in 2004 and 2006 and allow significantly higher densities than in the High Density Residential Land Use.

- Restricted Residential (4 units/ acre) - R1R
- Low Density Residential (5.8 units/ acre) - R1
- Moderate Density Residential (14 units/ acre) - R-3050
- Medium Density Residential (19 units/ acre) - R-2250
- Medium-High Density Residential (26 units/ acre) - R-1650
- High Density Residential (35 units/ acre) - R- 1250
- Industrial/Commercial - Residential Mixed Use (35-100 units/ acre) - IMU-R
- Commercial/ Residential Mixed Use (35-100 units/ acre) - SFMU
- Downtown Specific Plan (35-100 units/ acre) - DSP

Growth Limits: Glendale has no formal limits to growth incorporated in its City codes. However, it has de facto limits to growth embedded in its zoning code. The City also has definite limitations because it is landlocked by surrounding cities and a national forest. In the recently adopted Housing Element (January 2009), the City estimated that the total growth that could occur under "build-out" of the Land Use Element is between 9,000 and 10,000 units. This is higher than the estimate in the last Consolidated Plan of 6,860 to 9,680 units. The total build-out of 9,000 to 10,000 units includes between 4,417 and 5,107 units that could be built on vacant or underdeveloped residentially zoned properties; up to 4,400 units that could be

developed in the newer mixed-use areas; and between 200 and 500 units that could be developed in commercially zoned properties.

Much of the single-family land available for development has significant physical development constraints such as ridgelines, steep slopes, unstable slopes, seismic hazards, drainage problems, and street access. Multi-family development in residentially zoned areas is likely to occur on underdeveloped sites (currently developed with fewer units than allowed by the zoning code) as the housing market conditions change to create economic feasibility.

Zoning Ordinances: The City's Zoning Code establishes specific development standards in order to implement the adopted land use. The City's development standards are designed to allow the maximum density on a parcel. For the Housing Element, the City randomly selected 50 residential projects in all four multi-family residential zones located throughout the City to test the existing development standards for all multi-family residential zones to determine if the regulations created a significant constraint on housing development. Since 80 percent of the 50 projects evaluated were able to achieve the maximum density with variances and all of the projects requesting variances to achieve the maximum allowable density were granted the variances, it is apparent that the City's regulations do not pose a significant constraint on the quantity of housing produced in the City.

Project Approval Process Delays: The evaluation and review process required by City procedures contributes to the cost of housing in that holding costs incurred by developers are ultimately manifested in the unit's selling price. Project processing begins with the submittal of plans to Permit Services for plan check. Plans may be submitted concurrently to the Design Review Board (DRB) for design and to the Director of Community Development for environmental review. A project appearing before DRB must obtain a Negative Declaration from the Director of Community Development prior to receiving DRB approval. Average processing time for a residential project subject only to plan check, DRB, and environmental review is three months. An additional two months can be added if the project is subject to Planning Commission and City Council approval (e.g. subdivisions, change of zone, general plan amendment, etc.). The City has implemented one-stop processing for development review to shorten the project review process.

While this review period compares favorably to other southern California cities, a project's review time can be significantly lengthened if a Conditional Use Permit or Zoning Variance is required. The City's Housing Element policies call for continued monitoring of departmental processing procedures to determine their impact on the ultimate cost of housing and to initiate appropriate changes to reduce costs.

Other Potential Barriers to Affordable Housing

The following items – building codes, fees, and charges – do not currently present any impediments to affordable housing, but could possibly do so in the future.

Building Codes: The City of Glendale's building codes are based upon Title 24 of the California Code of Regulations (CCR). Title 24 of the CCR is comprised of amended versions of the International Building Code, International Fire Code, Uniform Plumbing Code, National Electric Code, Uniform Mechanical Code, and various other state mandated statutes. These codes are considered to be the minimum necessary to protect the public health, safety and welfare. The local enforcement of these codes does not add significantly to the cost of housing in Glendale. In 2011, the City is considering adoption of Green Building Code Standards which will permit construction of residential units with lower long-term operating costs, an important component of keeping housing affordable.

Fees and Charges: Various fees and assessments are charged by the City and other agencies to cover the costs of processing permits and providing services and facilities, such as utilities, schools and infrastructure. Almost all of these fees are assessed through a pro rata share system, based on the magnitude of the project's impact or on the extent of the benefit that will be derived. Building and utility fees contribute to the cost of housing and may constrain development of lower priced units. Currently, however, Glendale's Community Development Department pays all fees for most City assisted affordable housing projects, as appropriate.

Glendale is highly urbanized with most of its necessary infrastructure, such as streets, sewers, electrical and water facilities, already in place. As such, the cost of land improvements is less than in undeveloped suburban or rural areas. When compared to neighboring jurisdictions which are similarly urbanized, Glendale's plan check and building permit fees for apartments, condominiums and single family homes are the same or lower than those in Los Angeles, Burbank and Pasadena.

Removal of Barriers to Affordable Housing

Glendale has addressed a number of the barriers identified in the 2005-2010 Consolidated Plan. The City plans to continue the implementation of these approaches through the 2010-2015 period and will continue to analyze the current development process to eliminate and/or mitigate any potential barriers to residential development. The housing market has been through a significant change during this same time period. The cost of ownership housing decreased over the past few years, but is still higher than 2005 levels. Rental rates are also higher. Because land is relatively scarce, land values continue at relatively high levels in Glendale. Therefore, Glendale is constantly assessing the best way to assist in the development of affordable housing. For example, The City has been able to acquire property; provide financial assistance to developers and to home buyers; and leverage locally controlled federal and redevelopment funds with federal, state and private funds.

- *Density Bonus:* Glendale has adopted the state density bonus regulations, providing greater certainty to residential developers who provide certain percentages of affordable and/or senior housing. The state density bonus regulations frequently

result in lower total development costs for developers as an incentive to provide affordable housing. Developers will frequently receive the ability to provide a greater density of housing and larger number of housing units of all types through the application of the density bonus regulations.

- *Land Use Controls:* Glendale has amended the land use and zoning to provide higher density residential development along major corridors with new mixed use policies and regulations (2004 and 2006). These new regulations allow densities of 35 to 100 units per acre.
- *Limited Available Land for Development:* The built out nature of Glendale restricts growth of both market and affordable units throughout the City. To capture the small number of vacant infill lots, staff routinely conducts vacant lot surveys to determine if they are suitable for affordable housing development. This has been a successful effort in the past and will be continued during the Consolidated Plan period. Through its' Statement of Interest developer/project solicitation process the Housing Authority has encouraged developers with site control of land appropriate for affordable housing development to contact the staff to discuss potential affordable housing project ideas on an ongoing basis. This will continue with the Housing Authority's new developer/project selection process which is described further in other parts of this document.
- *Cost* is also a barrier to affordable housing development, and Glendale will continue to further the following concepts regarding public policies to reduce the costs involved in affordable housing development:
 - Density bonuses for affordable condominiums which would allow for additional density of up to 25 percent with no variance hearing if a specific project meets other zoning code standards;
 - Density bonuses for rental projects which would allow for additional density of up to 25 percent and zoning modifications related to the affordable units;
 - Flexibility of parking design;
 - Pre-application submittal process to alert developer of potential requirements before plan check;
 - Fast track processing;
 - Flexibility in requirements for off-site improvements;

- Incentives for senior housing, which allow smaller units and less parking than required by code;
- Additional density bonuses could be negotiated with staff for rental housing;
- Reviewing condominium conversions and/or new condominium development at the Planning Commission level as opposed to requiring City Council approval; and
- Pre-application process for development projects, allowing the City and developers to receive comments on the projects from different agencies before preparing working drawings for plan check.
- Flexibility in Addressing Transit/Parking/Automobile Congestion Obligations – Implementation of DSP Mobility Plan: In April 2011 the City adopted implementing regulations, policies and procedures within the Downtown Specific Plan that will result in lower and more flexible residential parking requirements in the DSP area (limited tandem and stacked parking permitted). Related to this effort is the consideration of revised adoption of Transportation Demand Management requirements, programs, and incentives that may further reduce costly parking requirements for residential developments through the provision of improved bicycle, pedestrian, transit, and traffic and automobile congestion reduction measures. While this does require improvements and/or payment of an in-lieu fee by developers, it provides significant flexibility for the developer to choose the method of addressing the requirements in the manner that best serves their project.
- Extension of Development Entitlements for Two Years: Due to the poor economy and the credit crunch, many large scale residential and mixed-use development projects were unable to proceed. The City extended all valid, active development entitlements for an additional two years. This included the ICIS mixed-use project at 524-550 W Colorado (186 residential units with commercial) and the Legendary Tower at 300 N. Central (80 residential units).

Progress in these areas is due in part to the coordinated and collaborative efforts of the Community Development, and Community Services and Parks departments of Glendale.

LEAD BASED PAINT HAZARD REDUCTIONS

Glendale offers a Lead Based Paint Hazard Reduction Grant program. The City includes lead based paint hazard reduction as an eligible activity within its housing rehabilitation loan

programs. In addition, the City will provide grants up to \$10,000 to property owners for lead hazard reduction. The grants will be in addition to other assistance provided by the City. Thus, property owners that receive rehabilitation loans or first-time home buyer loans will also be eligible for a grant of up to \$10,000 for lead hazard reduction.

In addition, for all affordable housing projects that receive assistance with HOME and other HUD CPD funds, the City will require the following, in accordance with HUD CPD lead based paint regulations:

- Ensure that all purchasers, occupants, and owner-occupants receive the brochure "Protect Your Family from Lead in Your Home."
- Require Visual Assessments for defective paint surface (interior and exterior) and notification of owner if defective paint surfaces are discovered during the assessment.
- Require paint testing on surfaces that will be disturbed during rehabilitation.
- Require Risk Assessments for housing units that receive more than \$5,000 of City assistance using HOME and other HUD CPD funds.
- Require lead hazard reduction treatments of defective paint surfaces that are disturbed during construction or renovation.
- Require safe work practices for all work on lead based paint surfaces.
- Require lead hazard clearance prior to occupancy.
- Require on-going maintenance, monitoring and cleaning for rental properties.

City staff will continue to attend HUD-sponsored training in lead-based paint and will coordinate with the Childhood Lead Poisoning Prevention Program of Los Angeles County Department of Health Services – Public Health on an annual basis. This will include obtaining information on the annual number of child lead cases detected in Glendale through referral from local providers of the Child Health Disability Prevention Program which tests children between ages 1 and 2 for elevated blood lead levels. Annually, the Housing Authority will provide outreach information on the Housing Authority's Lead Based Paint Rehabilitation Loan Grant program (part of both the Single-Family Rehabilitation and Multi-family Rehabilitation Loan programs) in order for both the Health Department and local providers to further distribute and refer tenants and owners to the City for lead based paint mitigation if appropriate.

ANTI-POVERTY STRATEGY

The primary emphasis of the anti-poverty strategy, required by CFR 91.215 (h), is to raise the income of Glendale's poorest households, especially those living below the poverty level. This includes providing those households with the educational, training, supportive service and childcare opportunities that will allow them to address barriers to income and career

development. Affordable housing opportunities can also allow poorer families to devote additional resources to raising their incomes and furthering their careers.

This section describes the jurisdiction's goals, programs, and policies for reducing the number of poverty level families. This section also addresses how the production and preservation of affordable housing will be coordinated with other programs and services for which the jurisdiction is responsible. Identification of the extent this strategy will reduce the number of poverty level families is also included when feasible. The following list of programs will continue to be part of the anti-poverty strategy.

- Affordable Childcare and Youth Programs
- Public Social Services
- Employment, Training and Education
- Transportation
- Family Self Sufficiency
- Housing Programs
- Homeless Services
- Section 3 Program

Strategies

Affordable Childcare and Youth Programs

Background

According to the needs assessment, the shortage of affordable childcare is a major barrier for single parents entering the labor force. Childcare and youth services are also available to homeless families in the Glendale's Continuum of Care. Specialized services for children and youth, such as counseling, homework assistance, and recreational activities, are provided at each of the emergency shelter and transitional housing programs that serve homeless families with children. In addition, families in need of childcare are connected with community childcare programs, including the Salvation Army, which has a limited number of slots subsidized by the Supportive Housing Program to provide free childcare for homeless families.

Strategy

First, City staff will provide technical assistance to local social service agencies and assist them with resource development aimed at increasing information about and access to childcare and youth activities in the community. The Glendale Homeless Coalition and Glendale Healthy Kids are comprised of agencies serving families in poverty and agencies already providing childcare and youth activities. Each of these groups meets regularly to discuss community needs, and City staff works to ensure the ongoing development of individual agency capacity and the coordination of services among agencies.

Secondly, the City will devote CDBG funds to ongoing and new childcare and youth activities. The following provides a summary of these programs.

In FY 2011-12, CDBG public service funds will be used to support the following after school programs including: Club Jam After-School Program, Salvation Army's The Zone Academy, Homenetmen's After-School Tutoring, GYA Youth Employment Program, STAR Youth Program, and the Police Activities League (PAL) program. These programs not only provide supervision during non-school hours for youth when their parents may need to be working, but also provide youth enrichment and employment, youth counseling and other structured programs that serve the needs of low income and at-risk youth.

In FY 2011-12, the Youth and Family Services Program operated by the Community Services and Parks Department will receive \$15,267 in CDBG funds to continue to provide links for at-risk youth with the above-mentioned after-school programs. The program also receives referrals to link youth and their families to needed social services, and provides counseling and assistance to keep youth in-school and out of trouble.

CDBG funds will also be used for other youth services to provide an intervention/prevention clinical group counseling program (Committee for Armenian Students in Public Schools); a youth transformational seminar (ARK Family Center, Inc.); and Camp Rosie (Glendale Commission on the Status of Women).

Employment opportunities for youth will be available through CDBG programs sponsored by the Glendale Youth Alliance (GYA).

CDBG facility improvement funding will assist the Homenetmen Athletic and Cultural facility with building improvements to provide educational and after-school programs and recreation services to youth with an anticipated 500 visits per day.

Public Social Services

Other CDBG funded public social services are designed to address poverty through providing access to special services, education, and employment either directly or through linkages with other agencies. In addition, many of these projects provide access to supportive services, which help low-income households address barriers to income/career development. The Armenian Relief Society operates a CDBG-funded case management project which is designed to reach out to the Armenian community, provide them with supportive services, and link them to ESL and employment programs. CDBG funds are also used to affirmatively further fair housing and provide tenant landlord services.

CDBG Community Facility Improvement funds in the amount of \$71,241 will be used for ADA restroom improvements for the Glendale Adventist Medical Center's Center for Mission and Community Development. The Center provides health screenings and other community

health related events for low-income persons and seniors in addition to space for their homeless prevention program and case management services.

Employment, Training, and Education

The City's Economic Development strategy includes business assistance programs for retention and expansion of businesses that will create jobs for low-income persons. Federal Workforce Investment Act funds and employment programs offered at the Verdugo Jobs Center (VJC) will also leverage the CDBG program funds. In addition, the Community Development Department's Business Assistance Office will continue to provide technical and financial assistance to small businesses and merchant associations. Barriers to employment identified by Verdugo Jobs center staff are: lack of skills, both basic and higher technical; ESL; and lower paying jobs in relation to cost of living.

Education and training are also crucial components of the City's anti-poverty strategy. Needs that have been specifically identified are access to English as a Second Language (ESL) classes and job counseling and training activities allowing workers to develop skills to match the employment opportunities in the City and surrounding area. While ESL and employment training activities can potentially be funded through the CDBG program, the City has other resources that are currently devoted to these activities. Thus, continued coordination is a key component of the anti-poverty strategy regarding education and training.

The Community Services and Parks Department is charged with administering Workforce Investment Act and Welfare to Work activities for the Verdugo Workforce Investment programs. This close institutional relationship facilitates coordination between public social service/community development activities and workforce development activities.

The majority of the workforce development activities are provided through the Verdugo Jobs Center (VJC), a "one-stop" center which includes among its on-site partners the State Employment Development Department, Department of Rehabilitation, Glendale Community College, WIA Title I, Glendale Youth Alliance, and Title V Senior Program. Off-site partners include Los Angeles County Department of Public Social Services, Glendale Unified School District, Burbank Unified School District, Verdugo Employment Program and PATH Achieve Glendale. Some of the programs currently offered through the VJC and its partners that are available to Glendale's poorest households are below:

- Classroom vocational or basic skills education
- Individual Career Assessment
- Job creation (through public/private sector economic development strategies and specific business assistance services)
- Job placement
- Job readiness services
- Job retention and support services

- Life skills/soft skills training
- Mentoring
- On-the-job training (OJT)
- Post-employment services
- Programs accommodate persons with limited English skills
- Transportation services
- Work experience

In addition to job training programs, consumers have access to job search via the Internet, a resource library, and equipment for disabled persons. English as a Second Language (ESL) classes are provided at the VJC to adults with limited English skills.

The VJC and Glendale Public Library staffs are evaluating the potential of expanding the Verdugo Job Center support further into the community by creating Job Center satellites at public libraries and neighborhood centers. This would provide services on evenings and weekends.

The City also coordinates with agencies and organizations providing non-CDBG funded programs. ESL and Welfare-to-Work Job Clubs are also provided at social service agencies in the City, such as the Armenian Relief Society, the YWCA of Glendale and Catholic Charities. Services for disabled persons are also available from the State Department of Rehabilitation. The City has working relationships with these agencies through collaborative groups, such as the Workforce Investment Board, the Glendale Homeless Coalition, and the Glendale Healthier Community Coalition. The Glendale Healthier Community Coalition plans and implements projects which promote disease prevention, health education, clean and safe environments, adequate housing, affordable and quality education and community revitalization.

Transportation

Meeting the transportation needs of Glendale's poorest families is a significant challenge. Staff from the Verdugo Workforce Investment Board is participating in countywide planning efforts to address this concern for the Welfare to Work population. The Verdugo Job Center and several social service agencies assist in the short-term with bus tokens and vouchers; however, long-term solutions to the on-going needs of a daily commute are still under review. One solution may be to focus job placement and job creation efforts within the immediate vicinity of participants' homes. An analysis of the labor market may help workforce development staff target their vocational education and training activities to those employment sectors for which significant growth is projected in the immediate geographic vicinity.

Self-Sufficiency

The Glendale Housing Authority administers three programs to promote self-sufficiency among participating families, including the provision of supportive services to these families – the Family Self-Sufficiency Program (FSS), the Low-Income Family Employment & Rental Assistance Program (LIFERAP), and the Veterans Rental Assistance Program (VetRAP).

Family Self-Sufficiency (FSS) is a program available to families served under the Authority's Housing Choice Voucher tenant-based rent subsidy program. The program is designed to provide families with individual training and services to assist families overcome barriers to full self-sufficiency and elimination of dependence on public assistance. FSS participants develop plans delineating supportive services to be provided to the family members, the activities to be completed by each family member, and the agreed upon completion dates for the services and activities. The program has been operated from the City's Workforce Investment Verdugo Jobs Center where families can access numerous programs and supportive services offered through the Workforce Investment Board's partner agencies.

HUD grant funding for the program has not been continued, due to the decreased number of participants (HUD minimum program size is 50 families annually). Therefore, the five families currently in the program will continue through September 2014 but no new families will be enrolled. The program has successfully "graduated" 72 families from FSS since 1991. The average escrow provided to each family was approximately \$7,400.

The second self-sufficiency program is the Low Income Family Employment & Rental Assistance Program (LIFERAP). The Glendale Housing Authority has operated the Low Income Family Employment & Rental Assistance Program (LIFERAP) since the early 1990's. LIFERAP is a self-sufficiency program combining self-sufficiency counseling with a rent subsidy component for low-income working families. The program is authorized on a multi-year basis to serve the needs of a set of renters over time to increase their ability to find improved employment through stabilized housing costs and case management assistance to increase their skills and education/training levels. Families are referred to the program by community organizations and schools, and final selection of families is performed by a panel comprised of community members and/or staff of Verdugo Jobs Center. Twenty-seven families completed their 12-14 month enrollment in the program in FY 2011-12. Another cycle of family enrollment and participation will begin in July 2011.

A Veterans Rental Assistance Program began as a pilot program in the middle of FY 2010-11. Five former members of the United States Military Services who have been recently honorably discharged (within the last 5 years) from service were given priority to enter the program and were enrolled. With rental assistance provided they are able to obtain an education, training, or take other necessary steps to reenter civilian life and work toward self sufficiency with their other family members and receive case management services from staff of the Verdugo Job Center to assist them in reaching their goals over a 12 to 14 month period.

Housing Programs

The City's affordable housing objectives include increasing affordable home ownership opportunities, increasing affordable rental opportunities, and preserving and maintaining the existing affordable housing stock. These objectives and the programs which result from them, form a major component of the anti-poverty strategy by reducing the cost burden of housing, and by creating linkages with Glendale's homeless continuum of care, and family self-sufficiency programs.

Specific affordable housing program strategies designed to meet the City's affordable housing objectives include: New construction of ownership housing units, provision of homeownership education courses, new construction and acquisition/rehabilitation of rental housing units, provision of rental assistance, and provision of housing rehabilitation assistance to single family homeowners and multi-family property owners.

Homeless Programs

Programs for providing housing and supportive services to homeless families, and the strategies for increasing affordable housing for low-income and special needs households are described in the Housing Strategies and Homeless Needs Assessment sections.

1. PATH Achieve Glendale

The City, in addressing homeless issues, recognizes the importance of providing a comprehensive, coordinated program response in the community. This approach is Glendale's Continuum of Care, which seeks to prevent homelessness, integrate the homeless back into society, and decrease the number of persons living in poverty. The components of the Continuum of Care include homeless prevention, outreach and assessment, case management, and the provision of emergency, transitional, and permanent housing. Beginning in FY 2006-07, People Assisting the Homeless (PATH) served as the lead for Achieve Glendale providing coordinated mental health, substance abuse recovery, veteran services, employment counseling/preparation, and housing placement. In 2008, PATH became its own non-profit organization. PATH will serve as the sponsor agency for Achieve Glendale emergency shelter, family transitional housing, street outreach team, and permanent supportive housing programs for disabled and chronically homeless persons.

2. Homeless Employment Program

The City has implemented a program to assist homeless persons to prepare for employment through development of both: 1) "soft skills": interviewing for a job, communicating with co-workers; and 2) "hard skills": training for specific vocations, such as clerical and computer skills. The goal of the program is to prepare and place clients into employment, thereby increasing their self-sufficiency and eliminating their need for public assistance. An employment specialist based at PATH Achieve Glendale will provide case management to

homeless persons in FY 2011-12.

In addition to meeting regularly with program participants to review progress and set goals, the program will provide transportation, education/tool reimbursement, and childcare subsidies. Clients will also be linked to appropriate job training programs and other resources offered at the City's Verdugo Jobs Center.

Section 3 Program

The City's Section 3 provides the opportunity to ensure that employment and other economic opportunities generated by Federal financial assistance for housing and community development programs shall, to the greatest extent feasible, be directed toward low- and very low-income persons, particularly those who are recipients of government assistance for housing. On an on-going basis, residents and local Section 3 businesses (businesses owned by or providing full-time employment to Section 3 residents) will be encouraged to submit their names and work experience to the Verdugo Job Center (VJC) in order to be listed on the City's Section 3 database. The database is then made available to contractors awarded federally funded construction projects with the City. The contractors make every attempt to consider database applicants for employment whenever positions are open within their company or that of their sub-contractors at the onset of the project and through the course of the construction period.

DEVELOPING THE INSTITUTIONAL STRUCTURE AND COORDINATION

Institutional Structure

This section describes the institutional framework through which the City of Glendale will carry out its Consolidated Plan. Public agencies, for-profit and nonprofit organizations all play a part in the provision of social service, neighborhood improvement, economic development, homeless and affordable housing programs for the benefit low-income residents. The roles of these organizations are discussed in this section. This section also discusses potential gaps in the institutional structure, which would deter the City from carrying out its strategy for addressing priority needs.

Public Agencies

Glendale City Council: As needs arise, the City Council may contribute general funds to social service providers in Glendale to address needs such as the day laborer hiring center. City Capital improvement projects are also leveraged with CDBG funds to meet both national and local goals for neighborhood revitalization, public safety, and improvement of community centers.

Housing Authority: The City of Glendale created its own Housing Authority in 1975, consisting of five City Council members and two tenant commissioners. The City's Housing Authority, staffed by the Housing Division, is responsible for administration of the HUD Housing Choice Voucher (Section 8) program, Supportive Housing Program (SHP) funds, HOME funds, and Redevelopment Housing funds.

City Structure: Since 1990, the Department of Community Development and Housing of the City of Glendale has been responsible for the organization and preparation of the Consolidated Plan, as well as overseeing the implementation of the Consolidated Plan activities, including program strategies. The Department's divisions worked closely together to provide a coordinated approach to implementation:

1. **Community Development Block Grant:** Plans and administers CDBG, ESG, and SHP funded programs, in addition to the Homeless Continuum of Care, neighborhood planning and fair housing.
2. **Workforce Development:** Administers employment and training programs youth employment and operation of the Verdugo Job Center.
3. **Housing Division:** Administers the Section 8 Rental Assistance and Family Self-Sufficiency programs and oversees the development of new affordable housing and rehabilitation of existing housing. In addition to HOME funds, this section administers Redevelopment Set-Aside funds.
4. **Neighborhood Services:** Directs code enforcement, community education and outreach, graffiti abatement, and neighborhood beautification programs.

In September 2009, the Glendale City Council approved the realignment of the functions and responsibilities of the Department of Community Development and Housing into three new, reformulated departments in order to improve service delivery to the community through coordination of programs and staff. This realignment and transfer of functions and responsibilities was effective as of January 1, 2010. However, in November 2010, a new realignment took place and a new department of Community Development was created. The former Community Development and Housing divisions and their new respective departments are noted in Table 19 below:

TABLE 19 - Division Realignment II

Division	New Department
Community Development Block Grant	Community Services and Parks
Workforce Development	Community Services and Parks
Homeless Services	Community Services and Parks
Housing Division	Community Development
Neighborhood Services	Community Development
Community Planning	Community Development

Community Services and Parks Department (CSP): This Department will be the lead in coordinating the Consolidated Plan effort, CDBG social services, homeless programs for the Glendale Continuum of Care, and CDBG capital improvement projects. CSP will form interdepartmental project management teams led by the department with direct jurisdiction over the type of CIP improvement that is funded. When there are several public improvements proposed as part of a neighborhood revitalization project, the CDBG section will be responsible for coordinating the planning and implementation of the project. The CDBG section will continue to monitor activities with respect to current and new HUD community development programs.

CSP has historically offered a variety of social services to elderly residents at the City's Adult Recreation Center. Case management is provided to seniors as a means of improving the delivery system for services such as in-home care and relocation assistance. The Youth Outreach program, which coordinates its activities with local non-profit youth agencies is also operated by the CSP. General recreational activities for low-income residents such as the Mobile Recreation Center program are provided by the CSP in targeted CDBG areas.

The Department has added the Workforce Development division, responsible for job training and employment programs in the Verdugo Hills area of Glendale, Burbank, and La Canada Flintridge. Workforce Development is staff for the Verdugo Workforce Investment Board and operates the Verdugo One Stop Center to assist job seekers and businesses.

Community Development Department: In FY 2010-11, the Community Redevelopment and Housing Department, which contained Housing, Redevelopment, and Economic Development functions was merged with the Community Planning Department, which contained the Planning, Neighborhood Services, and Building and Safety functions, to form the new Community Development Department.

CD - Housing Division - Pursuant to State Redevelopment law, this Department sets aside 20 percent of the tax increment generated from its redevelopment projects for low and moderate-income housing. The Housing Division is responsible for the administration of these funds, along with federal HOME funds for housing the Housing Choice Voucher (Section 8) program, and additional State or private grants and loans for affordable housing development and preservation activities.

CD - Economic Development Division - This division is responsible for planning, development, and implementation of a city-wide economic development strategy with the primary purpose to assist businesses with their needs. The Consolidated Plan includes development and implementation of an economic development strategy to target assistance to businesses that are located in and/or serve low- and moderate-income neighborhoods and/or might employ low- and moderate-income local residents. The Consolidated Plan economic development strategy also focuses on employment programs and supportive services that would allow persons to sustain their employment. The Economic Division will work closely

with the Community Services and Parks Department to collaborate on planning activities in order to ensure coordination and consistency between the citywide strategy and the Consolidated Plan strategy. The Housing Division will work closely with the CSP - CDBG Division to monitor HUD housing and homeless programs and services.

CD - Planning Division, Neighborhood Services Division, and Building and Safety Division - These Divisions continue to perform functions which directly affect the development and rehabilitation of housing and commercial areas. The Divisions oversee the permitting process, regulate compliance with zoning and building codes, prepare the City's Housing Element, and implement the density bonus program required by state law. These Divisions are instrumental in the development of urban design and revitalization strategies in targeted commercial neighborhoods.

It is the intention of this reorganization to more closely coordinate and streamline the planning, development, promotion, and preservation processes of community development under new unified leadership.

Glendale Police Department: On October 11, 2009 the Glendale Police Department implemented an Area Command structure, a community based policing service delivery model. The objective of this command structure is to address crime issues and improve quality of life through accountability, professional responsibility, and strategic utilization of our limited police resources. Specifically the Department divided the City into four distinct geographic areas, designated as the North, South, East and West Command Areas. Each Command has one Glendale Police Lieutenant designated as the Area Commander and at least one Community Lead Officer. Each Area Commander is being held accountable for understanding the issues and concerns unique to their service area and for developing strategies and directing resources to solve problems and improve the quality of life for our citizens. The Area Command strategy will use a variety of traditional and community based policing strategies to address crime and quality of life issues. The Department will continue to closely coordinate efforts to address neighborhood issues with other City departments, including participation on the Glendale Homeless Coalition. The Police Department will also continue to provide direct services to at-risk youth with its Police Activities League (PAL) and Students Training as Role Models (STAR) programs.

County Department of Public Social Services (DPSS): Services offered through the DPSS include: Temporary Assistance for Needy Families (TANF), CalWorks, In Home Supportive Services, Greater Avenues for Independence (GAIN), MediCal, General Relief to adult homeless individuals, and Food Stamps. DPSS also makes referrals for mental health, substance abuse, domestic violence programs, and Welfare to Work Programs including General Relief Opportunities for Work (GROW). DPSS may also provide eligible families with a one-time cash assistance to prevent eviction. The director of the Glendale DPSS office is a member of the Glendale Homeless Coalition and the Workforce Investment Board, and as a result, provides input into the City's anti-poverty program and strategies.

Private Sector

Non-Profit Organizations: Several non-profit organizations have sponsored housing projects in Glendale, including Be Group (formerly known as Southern California Presbyterian Homes), Salvation Army, Glendale Association for the Retarded, San Gabriel Valley Habitat for Humanity, Ability First, Hamilton Court Housing Corporation, United Cerebral Palsy of Los Angeles and Ventura Counties, and West Hollywood Community Housing Corporation. The City enjoys strong relationships with area non-profit housing developers and seeks their input and participation on a regular basis.

For-Profit Developers and Builders: There are many private for-profit builders, developers and contractors in the Glendale area. In addition, firms outside the region often do projects in the City as long-term investments or for resale. The vast majority of housing that is developed, built and rehabilitated in Glendale is done so by private firms, and is for the most part, unsubsidized or market rate. Although Glendale has historically partnered with non-profit organizations to develop affordable housing, the City has partnered with for-profit builders to develop several recent projects.

Developer and Project Selection Process: Both private and non-profit developers continue to be identified through the SOI process discussed earlier. However, a new, broader developer/project selection process was adopted by the Housing Authority in April 2011. In response to the SOI, three methods of developer/project selection have been identified and procedures to deal with these methods in the future have been approved:

- Request for Qualifications/Request for Proposals process – This process will be most appropriate for identification of projects and developers for Housing Authority, City, or Redevelopment owned property to be developed as affordable housing. A competitive review process will be used. It is anticipated that an RFQ/RFP will be sent out in the next year to determine an appropriate project to be developed on the Fifth and Sonora site owned by the Housing Authority.
- Sole Source – This method of developer/project selection would be most appropriate for projects focused on a special needs or unique population with a limited developer/service agency pool appropriate for the type of development needed, or for a very small site that will not interest most developers, or a historically significant site, for a unique community partnership with a local institution or CHDO, or for a project with limited leveraged funding sources available.
- Over the Counter – Developers will be encouraged to bring projects to staff on a continual basis to be thoroughly reviewed and vetted for completeness and appropriateness for housing needs and funding availability. These will then be brought to the Housing Authority for their consideration and direction.

Any developer or project proposal will be thoroughly screened and vetted in accordance with a Due Diligence Checklist that has been developed, to determine whether it serves community needs, meets Housing Authority funding requirements, to determine financial feasibility, to ascertain whether the developer has site control, and to review the timing of the development and funding availability.

Lenders: Private lending institutions provide funds for housing development in Glendale. In particular, the City has worked with banks to leverage public monies for affordable housing projects. JP Morgan Chase Bank is the exclusive lender for Glendale's First-Time Home Buyer program, although additional lenders will be tapped for permanent financing for the Doran Gardens development now under construction.

MONITORING

The Community Services and Parks Department will monitor activities that are supported to meet all needs identified in the Consolidated Plan except for housing and HOME programs which will be monitored by the Community Development Department - Housing Division. The Community Services and Parks Department administers and monitors CDBG, ESG, SHP, and HPRP funded projects and programs. The Community Development Department administers and monitors HOME and Housing Choice Voucher (Section 8) funded projects and programs. Program implementation will incorporate monitoring standards to ensure compliance with program objectives.

The performance of each funded project and activity is monitored in various ways depending on the type of program and reporting requirements. Agencies and City departments are required to commit to a number of persons served and report on performance outcomes, goals, expenditure rates and compliance. Monitoring includes on-site visits, interviews, telephone contacts and quarterly reports. In addition, the City's sub-recipient agreements are used to measure an agency's compliance with federal and City requirements. As required, sub-recipients will be monitored annually for compliance with HUD regulations. All disbursement of funds is on a cost-reimbursement basis. For social service programs that show low expenditure rates, funds will be recaptured and reprogrammed. Activities which are cited in the Action Plan including comprehensive planning requirements will be monitored as they are carried out, and such monitoring will be appropriately documented. Specific actions such as minority business outreach and Section 3 compliance will be regularly monitored by Community Services and Parks, and Community Development staff.

With regard to affordable housing projects, to facilitate quality portfolio management after project completion, Community Development - Housing Division staff will regularly monitor existing projects. Staff conducts physical, financial, and occupancy monitoring reviews to guarantee that loan recipients serve the intended populations and are in compliance with the loan agreement terms. The portfolio management and monitoring process not only protects the Housing Authority's investment, it also encourages positive relationships between owners,

tenants, the local neighborhood, and City staff. In addition, monitoring provides an opportunity to review the overall health of the portfolio and better gauge the impact of the funded projects.

PART VI. - CITIZEN PARTICIPATION

Community Input

The City's Citizen Participation Plan process for the Annual Action Plan was initiated to address regulatory requirements for citizen participation, and to allow citizens maximum opportunity to review and comment on the development of program priorities and the proposed Annual Action Plan. This process included:

- 1) One Public Hearing held on September 23, 2010 at Mann Elementary School that featured citizen focus groups who were asked to identify community needs and priorities concerning housing, community development, homeless, economic development, and citizen participation. Forty-two (42) residents participated in the focus groups.
- 2) A Community Needs Assessment Survey mailed out randomly to approximately 500 Glendale residents in zip codes 91204 and 91205. As of September 23, 2010, 36 completed surveys were received, representing a 7.2% response rate. Survey questions were sought to determine the level of concern and priority for social service, neighborhood improvement, and community facilities categories.
- 3) A Community Needs Assessment Survey administered through the City's web page. Visitors to the Department's web page were invited to participate in the survey through a box that appeared on the screen. Between August 1, 2010 and September 20, 2010, a total of 31 on-line surveys were completed by residents. The survey requested residents to identify specific needs for social service, neighborhood improvement, and housing programs.
- 4) One community event on July 17, 2010 involved distributing and collecting Community Needs Assessment Surveys from residents participating in this event and providing information on community development programs. Approximately 74 persons participated in the surveys.
- 5) A Senior Focus Group discussion and Senior Community Needs Survey with Glendale seniors held on September 15, 2010. Fifty-two (52) seniors provided direct input on the needs and priorities for senior and community services in Glendale.
- 6) An analysis of housing and population characteristics from the 2000 Census and updated 2007 American Community Survey.

To encourage public participation, reasonable and timely notification of all Annual Action Plan related meetings and comment periods was provided as follows:

- At least ten days notice was provided for all public hearings and local Annual Action Plan meetings.
- A community public hearing was held March 24, 2011 at the Pacific Park Community Center to receive input on the proposed program funding levels and strategies. Attendees received information regarding strategies, priorities and objectives that address the housing and community development needs of low- and moderate-income households, housing market characteristics, the projected amount of funds the City expects to receive, the range of activities that may be undertaken, target areas, and the Citizen Participation Plan. Notice was given to Glendale residents through outreach flyers, through advertisements published in the local newspaper, and through the City's internet web page.
- The Housing Authority and the City Council reviewed the proposed Annual Action Plan on May 3, 2011 during a special joint meeting. The public was invited to attend the meeting and make final comments on the Plan. No comments were received.
- A public notice providing for a 30-day citizen comment period on the proposed Annual Action Plan was published in the Glendale News Press on May 13, 2011.

Request for Proposals (RFP) and Proposal Review Process

For the FY 2011-12 program year, the Department employed a formal RFP process for submission of funding proposals for CDBG City and community social service proposals, CDBG capital projects, and ESG proposals. The CDBG Advisory Committee, comprised of five citizen representatives appointed by the City Council, plays a critical role in reviewing the CDBG proposals, while three members of the Glendale Homeless Coalition were selected to review ESG proposals. The proposal review process took approximately six months as described below:

- October 13, 2010: The CDBG Advisory Committee approved the needs assessment findings, program priorities and a proposed Preliminary Funding Plan by Funding Category.
- November 16, 2010: An RFP was issued to the community and City Departments for CDBG and ESG social service and capital improvement projects based on identified needs, program priorities and the City Council approved Preliminary Funding Allocation Plan.
- November 23, 2010: A mandatory bidder's conference provided information and technical assistance to all prospective funding applicants interested in developing proposals for funding assistance through the CDBG and ESG programs.
- December 15, 2010: A non-mandatory technical assistance workshop provided clarification on issues and questions that all prospective applicants identified in the process of preparing their proposals. Additional technical assistance was available to all social service funding applicants when requested.
- December 21, 2010: All funding proposals were due.

- February 17, 2011: A three-member proposal review committee for the ESG program, whose members were chosen from the Glendale Homeless Coalition, met to hear presentations from social service providers and make funding recommendations to the City Council.
- February 25, 2011: The CDBG Advisory Committee interviewed community agencies and City departments that submitted social service proposals, and deliberated and developed funding recommendations.
- March 3, 2011: The CDBG Advisory Committee interviewed community agencies and City departments that submitted funding proposals for capital projects, and deliberated and developed funding recommendations for capital projects.
- March 24, 2011: A Public Hearing for the 2011-12 Action Plan was held at Pacific Park Community Center.

<p>Oral and Written Comments on the Annual Action Plan</p>

Citizens are provided access on an on-going basis, to information and records relating to the Consolidated Plan, performance report and use of funds during the preceding five years. These documents are maintained at the of Community Services and Parks Department Community Development Block Grant Division office. Furthermore, it is the City’s policy to provide timely written responses to citizen complaints and grievances relating to the Consolidated Plan, program amendments and the City’s performance report within 15 working days.

Copies of the Annual Action Plan were made available to the public at the following locations:

City of Glendale
 Community Services and Parks Department
 Community Development Block Grant Division
 141 N. Glendale Avenue, Rm. 202
 Glendale, CA 91206

City of Glendale
 Community Services and Parks Department
 Administration Office
 613 E. Broadway, Rm. 102
 Glendale, CA 91206

Notes from the March 24, 2011 public hearing are provided in Attachment 4. No written or oral comments were submitted regarding the Consolidated Plan.

ATTACHMENT 1

FINAL FY 2011-2012 CDBG FUNDING ALLOCATION PLAN	
	Final FY 11-12 Allocation
TOTAL FY 2011-2012 CDBG FUNDS AVAILABLE:	<u>\$3,351,703</u>
HUD ENTITLEMENT:	\$2,975,604
UNAPPROPRIATED FUND BALANCE:*	\$376,099
PROGRAM INCOME:	\$0
PROGRAM ACTIVITIES	
ADMINISTRATION (20% of Entitlement):	
(planning, program management, and oversight)	\$595,000
PUBLIC SOCIAL SERVICES (15% of Entitlement):	
CITY PROJECTS: (20%)	
•Bookmobile Program	\$9,542
•Glendale Police Activities League (PAL) Program	\$13,788
•Rosie Goes to Wall Street - Commission on the Status of Women	\$11,641
•Senior Services Program	\$20,992
•Youth & Family Services Program	\$15,267
•Students Training as Role Models (S.T.A.R.) Youth Program	\$16,221
<i>Sub-total City Public Social Service Projects:</i>	\$87,451
COMMUNITY PROJECTS: (80%)	
•Club JAM After-School Program	\$36,000
•Community Outreach Project - Armenian Relief Society	\$58,205
•Fair Housing Program	\$7,633
•Intervention/Prevention Group Counseling Program	\$26,717
•Loaves and Fishes Homeless Prevention Program	\$42,000
•GYA Youth Employment Program	\$75,667
•PATH Achieve Glendale Homeless Outreach & Assessment	\$32,442
•Multi-Cultural Program (and ESL Classes) - GAR	\$9,542
•"Create Freedom and Awareness" Youth Transformational Seminar	\$11,450
•After-School Tutoring - Homenetmen Glendale Ararat Chapter	\$15,267
•The Zone Academy - The Salvation Army	\$15,000
•Homeless Women and Children Transitional Housing Program - DOH	\$19,084

•Glendale Housing NOW – PATH Ventures	\$9,542
<i>Sub-total Community Public Social Service Projects</i>	\$358,549
<u>CAPITAL/NEIGHBORHOOD IMPROVEMENT PROJECTS:</u>	\$2,310,703
PRE-DESIGNATED PROJECTS:	\$1,978,221
•Code Enforcement	\$420,000
•Pacific Park Artificial Turf Project	\$970,668
•Section 108 Loan Repayment (Edison Pacific)	\$247,553
•Section 108 Loan Repayment (S.H. Ho Hope and Compassion Center)	\$240,000
•Business Technical Assistance Program	\$100,000
UN-DESIGNATED PROJECTS:	\$332,482
•Youth Activities Corner – Homenetmen Glendale Ararat Chapter	\$56,241
•ARS Community Center Roof Replacement – Armenian Relief Society	\$80,000
•Electrical Upgrade Improvements – Door of Hope	\$125,000
• Center for Mission and Community Development ADA Restroom Upgrades – Glendale Adventist	\$71,241
FY 2011-2012 PROJECTED EXPENDITURES:	\$3,351,703
Balance	\$0
* The unappropriated balance includes \$50,000 in IDIS-PeopleSoft reconciliation. ** Reprogrammed/Recaptured funds include: \$151,000 Neighborhood Request; \$7,684 New Horizons Paint project; \$40,000 New Horizons Child Care Center Development project; \$74,798 YWCA Roofing Improvements; and \$50,000 YWCA Exterior Paint Improvements.	
Revised 5-31-11	

ATTACHMENT 2

FINAL FY 2011-2012 ACTION PLAN FOR COMMUNITY DEVELOPMENT BLOCK GRANT, EMERGENCY SHELTER GRANT, AND HOME PROGRAMS

Under Federal HUD Consolidated Planning regulations, the City of Glendale is preparing to submit its Fiscal Year 2011-2012 Annual Action Plan for Community Development, Housing, and Homeless Programs. The City of Glendale's proposed FY 2011-2012 Action Plan is described below.

The total amount of funds available under the FY 2011-2012 Action Plan is \$5,513,853 as follows: 1) CDBG Entitlement of \$2,975,604; 2) CDBG Reprogrammed funds of \$376,099; 3) ESG Entitlement of \$143,339; and 4) HOME Entitlement of \$2,018,713.

I. COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

<u>PROJECT/AGENCY</u>	<u>APPROVED FUNDING</u>
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PUBLIC SOCIAL SERVICES

COMMUNITY PROGRAMS:

After-School Program Club JAM	\$36,000
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This project, sponsored by Club JAM, provides a free after-school program to approximately 100 children annually, ages 5 to 12, Monday through Friday from 12:00pm to 6:00 pm, year-round. The program, located at Grandview Presbyterian Church, at 1130 Ruberta Avenue, primarily serves children from three Glendale elementary schools: Balboa, Jefferson, and Mark Keppel. The program offers a safe after-school environment, which provides healthy snacks, computer classes, homework tutorial, arts and crafts, playtime in the gym, field trips, and visits from professionals, e.g. a police officer.

Community Outreach Project Armenian Relief Society of Western USA, Inc.	\$58,205
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This project is sponsored by the Armenian Relief Society to continue the Community Outreach Project, which provides social services to low- and moderate-income persons, primarily targeting individuals and families who are newly arrived, have limited English ability, and are unemployed. ARS will serve 240 individuals by providing the following services: 1) Life skills/ESL classes for seniors; 2) Individual, youth, and family counseling; and 3) Job search assistance and employment referrals. The program is located at 517 W. Glenoaks Boulevard.

Fair Housing Program **\$7,633**
Housing Rights Center

This project, sponsored by the Housing Rights Center (HRC), provides multi-language fair housing and landlord/tenant services to 700 Glendale residents. The HRC provides services in four key areas: 1) Discrimination Complaint Investigation; 2) Legal Services and Enforcement; 3) Landlord/Tenant Counseling; and 4) Education and Outreach. The HRC has a main office located at 520 S. Virgil Avenue, Suite 400, Los Angeles.

Intervention/Prevention Clinical Group Counseling Program **\$26,717**
Committee for Armenian Students in Public Schools (CASPS)

This project, sponsored by CASPS, consists of a group counseling program for elementary school students. The program would operate at two Glendale Unified School District (GUSD) elementary schools: Christopher Columbus, located at 425 W. Milford Street; and Mark Keppel, located at 730 Glenwood Road. The program's objective is to help students overcome academic and behavioral problems by engaging them in interactive activities that give them hope, self-awareness, and self-esteem. The group counseling program will serve 60 students.

Loaves & Fishes Homeless Prevention Program – CDBG **\$42,000**
Catholic Charities of Los Angeles, Inc.

This project is sponsored by Catholic Charities to continue the operation of the existing Loaves & Fishes Homeless Prevention case management program located at 4322 San Fernando Road. The Homeless Prevention Program will serve 200 low-income families and individuals who are at imminent risk of becoming homeless with case management, advocacy, and coordination of services with other agencies in the community, including: direct financial assistance to families who have received an eviction notice or utility shut-off for non-payment, or who need rental assistance. The program will also provide food and clothing to 3,500 low-income clients annually.

Youth Employment Program **\$75,667**
Glendale Youth Alliance

The Youth Employment Program, sponsored by the Glendale Youth Alliance (GYA), consists of the Glendale Youth Employment Partnership/Glendale Resource for Employment and Training (GYEP/GREAT). GYA will serve 80-120 youth annually under the program. GYA provides youth with pre-employment training skills, workplace skills, communication skills, work experience, and case management. GYA operates out of the Verdugo Job Center, located at 1255 S. Central Avenue.

Homeless Outreach & Assessment **\$32,442**
PATH Achieve Glendale

This project, sponsored by PATH Achieve Glendale, engages homeless individuals and families on the streets and connects them to appropriate services, with the ultimate goal of getting them on a path to housing. The Homeless Outreach program specifically targets the chronically homeless and service resistant population. In addition to helping the homeless, the Homeless Outreach program engages the business and residential communities by providing: community education through public presentations, printed materials and active participation in local coalitions, service collaborative, service

organizations, and business associations. The Outreach program will service 150 homeless individuals, including persons in families, in the program year. PATH Achieve Glendale is located at 437 Fernando Court.

Multi-Cultural Program (and ESL classes) \$9,542

Glendale Association for the Retarded (GAR)

This project, sponsored by the Glendale Association for the Retarded (GAR), funds a portion of its existing Multi-Cultural Program to address the needs of non-English speaking, multi-cultural, developmentally disabled clients by teaching English language skills, job skills, and social and independent living skills required for successful participation in their new community. The program curriculum is divided into six components: 1) English as a Second Language (ESL) classes, 2) Basic skills instruction, 3) Money management, 4) Cultural and community awareness, 5) Communication and relationships, and 6) Computer instruction. This program is located at 6512 San Fernando Road and will serve 30 developmentally disabled adults between the ages of 21-69.

“Create Freedom and Awareness” Youth Transformational Seminar \$11,450

ARK Family Center, Inc.

This project, sponsored by ARK Family Center, Inc. (ARK), provides eight-week educational youth seminars that focus on increasing one’s level of emotional intelligence, leadership skills and overall well-being. ARK will provide a total of five 8-week seminars throughout the year, with a minimum of 30 participants in each seminar; the seminars will serve a minimum of 100 low- to moderate-income youth, between the ages of 14-20, throughout the program year. ARK will instruct youth on the following: self-awareness, self-motivation, mood management, managing relationships, empathy, forgiveness, and making healthy choices. ARK is located at 135 S. Jackson Street, Suite 102.

After-School Tutoring \$15,267

Homenetmen Glendale Ararat Chapter

This project, sponsored by Homenetmen Glendale Ararat Chapter, provides direct learning assistance to disadvantaged elementary and middle school students in south Glendale. The overall goal of the program is provide one-on-one academic support to students of low- and moderate-income families at no additional charge. In addition, the Program proposes to provide assessment testing in order to track a student’s progress and academic achievements. The tutoring program will be conducted at the Homenetmen Ararat Center, located at 3347 N. San Fernando Road, Los Angeles. Homenetmen will hold one-hour tutoring sessions with a maximum of seven students per session.

The Zone After-School Program \$15,000

The Salvation Army

This project, sponsored by the Salvation Army, is commonly referred to as “the Zone Academy.” The Academy provides learning assistance for 3rd to 8th grade students from primarily low- to moderate-income households. The key objective of this program is to assist students with language barriers and other limitations with tutoring in the field of language arts, mathematic skills and homework assistance. The Academy will serve 70 students from five local Glendale elementary schools and one middle school, all located

in south Glendale. The Zone Academy is open year round, Mondays through Fridays, and operates from the Salvation Army Corps Community Center at 320 W. Windsor Road.

Homeless Women and Children Transitional Housing Program **\$19,084**

Door of Hope

This project is sponsored by Door of Hope to operate a transitional housing program which provides housing, intensive case management, access to job placement and training, finance/budgeting education, mental health counseling, and after-school and life skills classes to 15 single mothers and their children, with special provisions for victims of domestic violence. Each mother will attend weekly financial education workshops, meet with an on-site therapist for individual and family counseling, and work one-on-one with a case manager to develop and implement an individualized plan with goals and objectives. Door of Hope will serve 60 persons annually. The facility is located at an undisclosed site.

Glendale Housing Now Transitional Housing Program **\$9,542**

PATH Ventures

This project is sponsored by PATH Ventures for the ongoing operation of 13 units of transitional and permanent supportive housing for disabled, chronically homeless individuals with mental health illness. The Glendale Housing Now Program provides clients with subsidized, furnished housing and supportive services, including: case management, mental health care, assistance accessing education, and assistance with independent living. PATH Ventures focuses on helping clients maintain their housing, access mental health treatment programs, and increase skills and income to ultimately become self-sufficient. PATH Ventures leases 13 one-bedroom scattered site units from individual apartment owners in Glendale and case manages clients in those units.

SUBTOTAL COMMUNITY PROGRAMS **\$358,549**

CITY PROGRAMS:

Bookmobile **\$9,542**

Glendale Public Library

This project is sponsored by the Glendale Public Library for the operation of a mobile library service at the following three Head Start locations within the city: Glendale Avenue Head Start, Lexington Avenue Head Start, and Riverdale Drive Head Start. Students and their families will have the opportunity to check out materials in English, Armenian, Spanish, and other languages. They will be able to participate in the Library's annual Summer Reading Program, Bookmark Contest, and story-time programs. This project will serve 4,200 duplicated individuals per year.

Glendale Police Activities League (PAL) **\$13,788**

Glendale Police Department

This project is sponsored by the Glendale Police Department to continue the Glendale Police Activities League (PAL) youth program. The objective of the PAL program is to provide after-school recreational activities for at-risk youth from Roosevelt, Toll, and Wilson middle schools. 80 students will participate during the school year in efforts to

build each youth's self-esteem, confidence, and self-control, as well as to foster a positive relationship between the Police Officers and the students. Program activities will consist of boxing and equestrian drill team. The program's administrative office is located at 131 N. Isabel Street.

Rosie Goes to Wall Street (Camp Rosie) \$11,641

Glendale Commission on the Status of Women

This project is sponsored by the City of Glendale Commission on the Status of Women to operate a business/leadership skills summer camp for young women ages 11-18 to empower them to make personal, educational, financial and career choices from an expanded set of possibilities. The program offers two, three-week long intensive summer sessions and introduces 30 students per session (60 students total) to critical business and leadership skills and "non-traditional" career options which offer financially secure career paths. The summer camp will be held at the Pacific Park Community Center, located at 501 S. Pacific Avenue.

Senior Services Program \$20,992

Community Services and Parks Department

This project is sponsored by the Community Services and Parks Department to continue its senior services case management program for low-income frail seniors. The program will serve 100 seniors throughout the year, providing them with a comprehensive assessment, care management services, and meals/nutritional advice. The program also includes the Home Delivered Meals program for homebound seniors. The Program provides care management in response to client's health, housing, or benefits-related problems. Actual care management includes in-home assessments, care planning, meals, housing assistance, social service referrals, and monitoring of "at risk" seniors living in the greater Glendale area. The program is located at the Adult Recreation Center at 201 E. Colorado Street.

Youth and Family Services Program \$15,267

Community Services and Parks Department

This project is sponsored by the Community Services and Parks Department to help fund the Youth and Family Services Program. The program provides case management services, interventions, referrals, and supportive services for approximately 40 low-to-moderate income at-risk youth, ages 12-24, and their families. Outreach, information and referral, and walk-in services will be provided for approximately 150 people annually. The program will be operated out of the Youth Services field office located at 141 S. Cedar Street.

Students Training as Role Models (S.T.A.R.) \$16,221

Glendale Police Department

This project is sponsored by the Glendale Police Department to operate the S.T.A.R. Program which targets at-risk, low-income, GUSD students between the ages of 9-14. The goal of the program is to improve academic achievement, increase graduation rates, develop the students' potential as leaders and mentors, and prevent drug use and gang activity of the students through mentoring by Glendale Police Officers and other professionals. The program proposes to serve between 20-25 students and their families

annually with the following services: 1) academic tutoring, 2) life skills classes, 3) enrichment activities including crafts, art projects, and educational field trips, and 4) service opportunities in the local community. The program will operate at the Pacific Park Community Center located at 501 S. Pacific Avenue.

SUBTOTAL CITY PROGRAMS **\$87,451**

TOTAL SOCIAL SERVICES **\$446,000**

CAPITAL/NEIGHBORHOOD IMPROVEMENTS

COMMUNITY AGENCIES:

Homenetmen Youth Activities Corner Construction Project **\$56,241**
Homenetmen Glendale Ararat Chapter

This project is sponsored by Homenetmen Glendale “Ararat” Chapter to renovate 3,000 square feet of unused space in its North Campus building, located at 3618 San Fernando Road, to allow additional play area space, games and equipment. The project includes: interior architectural drawings, permits, demolition, entrance and fire exit modifications, repairing the existing bathrooms per ADA requirements, flooring, electrical, HVAC, construction of the new walls, interior painting, and finish carpentry. The Homenetmen programs serve over 2,000 youth on an annual basis.

ARS Community Center Roof Replacement **\$80,000**
Armenian Relief Society of Western USA, Inc.

This project is sponsored by the Armenian Relief Society of Western USA Inc. (ARS) to rehabilitate its social services office building, located at 517 W. Glenoaks Boulevard. CDBG funds will be used for installing a new flat roof to cover the multipurpose room, kitchen facilities, and public restroom areas (approximately 13,500 S.F.). CDBG funds will be used to modify substandard plumbing in the men’s and women’s public restrooms. The multipurpose room is used for ESL classes, training seminars, educational workshops, and gathering place for seniors, and low- and moderate-income families.

Hamilton Court Transitional Housing Electrical Upgrade and Installation **\$125,000**
of Smoke Detectors
Door of Hope

This project is sponsored by Door of Hope (DOH) to upgrade the building’s electrical system and install hard wired smoke alarms. DOH will reprogram the current FY 2010-11 funding allocation in the amount of \$95,568 that was approved for a window replacement project to instead complete the electrical upgrades of the main panel and individual apartment panels and new electrical wiring into each of the units, as required by the City’s Fire Department. DOH has estimated that the electrical upgrade, complete re-wiring, and smoke detectors will cost \$239,000. DOH will provide a \$19,000 contribution from its own funding to complete the project. DOH operates a 16-unit transitional housing program for homeless women with families. The building is located at an undisclosed site in Glendale.

Center for Mission and Community Development Restroom and ADA Improvements **\$71,241**

Glendale Adventist Medical Center

This project is sponsored by Glendale Adventist Medical Center (GAMC) to renovate its downstairs restrooms, located at the Center for Mission and Community Development building at 1509 Wilson Terrace, adjacent to the main medical center. The renovation will include the following: abatement, demolition of the existing structures, concrete and carpentry work, finishes, partitions, plumbing and electrical, new restroom fixtures, and fire and HAVC systems. GAMC will upgrade the restroom facilities to meet ADA requirements since the facility is well-utilized by the general public and those individuals participating at the Center's programs. The Center operates a number of community programs, including health and preventative health services, services for the homeless and employment programs.

SUBTOTAL **\$332,482**

CITY DEPARTMENTS:

Code Enforcement **\$420,000**

Glendale Community Development

This project is sponsored by the Community Development Department, Neighborhood Services Section to identify and inspect substandard dwelling units with evident code violations. The goal of this program is to gain code compliance by working closely and directly with property owners and neighborhood residents to solve problems in southern Glendale targeted areas. This project is coordinated and conducted in conjunction with other Neighborhood Services' programs, Housing Rehabilitation, and with various City departments such as Police and Fire as well as agencies such as the Housing Rights Center, Los Angeles County Department of Health, local homeowner associations, local hospitals and other City departments.

Pacific Park Artificial Turf Project **\$970,668**

Glendale Community Services and Parks

This project is sponsored by the Community Services and Parks Department to fund the Pacific Park Artificial Turf Project, located at 501 S. Pacific Avenue. The project involves the removal of current grass turf and installation of new artificial turf at the Pacific park soccer area.

Section 108 Loan Repayment (Edison Pacific project) **\$247,553**

Glendale Community Services and Parks

This activity represents the City of Glendale's annual loan payment for a Section 108 Loan Guarantee from the Federal Department of Housing and Urban Development (HUD) that was used toward the development of the Edison Pacific Community Center and Park Expansion project (Edison Pacific Project) located at 501 S. Pacific Avenue. This allocation represents the 9th of 10 scheduled annual payments to HUD. The Edison Pacific project is a joint development project between the City of Glendale and the Glendale Unified School District.

Section 108 Loan Repayment (S.H. Ho Hope and Compassion Center project) **\$240,000**

Glendale Community Services and Parks

This activity represents the City of Glendale's first annual loan payment for a Section 108 Loan Guarantee from the Federal Department of Housing and Urban Development (HUD) that was used toward the acquisition and rehabilitation of a new homeless access center and emergency shelter located at 1948 Gardena Avenue (also referred to as 1851 Tyburn Street). The S.H. Ho Hope and Compassion Center project is a joint development project between the City of Glendale, the Hope and Compassion Center, and PATH Achieve Glendale.

Business Assistance and Job Creation Program **\$100,000**

Glendale Community Services and Parks Development

The objective of the Business Assistance and Job Creation Program is to help Glendale businesses create or retain jobs for low and moderate income persons in the city of Glendale. The project will utilize top industry business consultants to evaluate at least 14 companies that demonstrate the capability to create or retain jobs. The business consultants would then provide intensive services to at least five of those companies to improve their efficiency, profitability, and growth strategies. These expert services are projected to create/retain at least 30 jobs in one year. The project will be administered in conjunction with the Verdugo Jobs Center.

SUBTOTAL **\$1,978,221**

TOTAL CAPITAL/NEIGHBORHOOD IMPROVEMENTS **\$2,310,703**

ADMINISTRATION

Administration of Community Development Block Grant Program **\$595,000**

TOTAL CDBG PROGRAM: **\$3,351,703**

TOTAL CDBG FUNDS AVAILABLE: **\$3,351,703**

II. EMERGENCY SHELTER GRANT (ESG) PROGRAM

Emergency Housing Program \$91,394 **PATH Achieve Glendale**

This project is sponsored by PATH Achieve Glendale to provide supportive services and operations for the PATH Achieve Emergency Housing Program. The emergency housing program is a 40-bed year round shelter designed to provide safe, stable, short-term housing for 60-90 days for individuals and families. The program is located at 437 Fernando Court and offers meals, showers, case management, family therapy, art classes, health care education and tutoring during evening hours. Additional services include: housing resources, veterans' services, mental health counseling, employment services and health services. The shelter will provide case management and supportive services to a total of 250 unduplicated individuals annually.

Loaves & Fishes Homeless Prevention Program \$31,391 **Catholic Charities of Los Angeles, Inc.**

This project is sponsored by Catholic Charities and involves direct financial assistance to 150 low-income families who have received a notice of eviction or utility shut-off for non-payment, or who need assistance with a portion of rent and/or security deposits to move into their own apartment. In conjunction with the CDBG funded case management program, the Program will assist households with case management, food, housing mediation, clothing, advocacy, and coordination of services with other agencies in the community. The program is located at 4322 San Fernando Road.

Transitional Housing Project for Homeless Women and Children \$8,354 **Door of Hope**

This project is sponsored by Door of Hope to operate a transitional housing program which provides housing, intensive case management, access to job placement and training, finance/budgeting education, mental health counseling, after-school and life skills classes, and housing to 15 single mothers and their children, with special provisions for victims of domestic violence. Door of Hope will serve 60 unduplicated persons annually. Each mother will attend financial education workshops, meet with an on-site therapist for individual and family counseling, and work one-on-one with a case manager to develop and implement personal goals and objectives. The facility is located at an undisclosed site.

Sunrise Village Emergency Shelter \$12,200 **YWCA of Glendale**

This project is sponsored by the YWCA of Glendale and involves the ongoing operation of a 45-day emergency shelter for women and their children who have become homeless as a result of domestic violence. Access to the crisis shelter is through the Domestic Violence Project's 24-hour hotline. Services are designed to help domestic violence victims achieve and maintain safety during and after their 45-day stay in the crisis shelter. Clients are provided with food, clothing, emergency transportation, case management, counseling, information and referrals, life skills classes, and advocacy.

TOTAL ESG PROGRAM \$143,339

III. HOME PROGRAM

Affordable Rental Development – New Construction and/or Acquisition and Substantial Rehab Program **\$1,816,842**
Glendale Community Development

Glendale will provide acquisition/new construction and acquisition/rehabilitation loans to affordable rental housing providers. Glendale will require that the improved or newly constructed units be rented to low-income households at affordable rental rates for a specified period of time.

1. *Mercy Housing Family Apartments, 209 W. Los Feliz Rd.* *\$1,816,842 2011-12*
\$2,118,438 Prior Years
\$3,935,280 Total Funds

The development will provide 51 low- and very low-income family rental units that will vary in size from 1, 2, 3, and 4 bedroom units. This project, if approved, would be developed by an experienced housing developer and service provider, Mercy Housing, in association with a strong Glendale institutional partner, Glendale Memorial Hospital, that would retain ownership of the land. The project will provide a preference for recently separated veterans of United States Military Services.

This project is in predevelopment and a final decision on the funding of this project will be made in July 2011 following publication of this document.

Administration of HOME Program **\$201,871**

TOTAL HOME PROGRAM **\$2,018,713**

ATTACHMENT 3

**Table 1A
Homeless and Special Needs Populations**

Point In Time Summary for CA-612 - City of Glendale

Date of PIT Count: 1/26/2011

Population: Sheltered and Unsheltered Count

Persons in Households with at least one Adult and one Child

	Sheltered		Unsheltered	Total
	Emergency	Transitional		
Number of Households	14	28	0	42
Number of persons (Adults & Children)	31	84	0	115

Persons in Households without Children

	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
Number of Households	176	0	0	121	297
Number of Persons (Adults)	176	0	0	121	297

Persons in Households with only Children

	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
Number of Households	0	0	0	0	0
Number of Persons (Age 17 or under)	0	0	0	0	0

Total Households and Persons

	Sheltered			Unsheltered	Total
	Emergency	Transitional	Safe Haven		
Total Households	190	28	0	121	339
Total Persons	207	84	0	121	412

Chronically Homeless and Veteran Subpopulations

	Sheltered		Unsheltered	Total
	Emergency Shelters	Safe Havens		
Chronically Homeless Individuals	89	0	13	102
Chronically Homeless Families	5		0	5

	Sheltered		Unsheltered	Total
	Veterans in emergency shelters, transitional housing and safe havens			
Veterans	20		19	39

Other Homeless Subpopulations

	Sheltered		Unsheltered	Total
	Persons in emergency shelters, transitional housing and safe havens			
Severely Mentally Ill	85		8	93
Chronic Substance Abuse	26		19	45
Persons with HIV/AIDS	16		2	18
Victims of Domestic Violence	73		14	87
Unaccompanied Child (Under 18)	0		0	0

ATTACHMENT 4

Summary of Public Hearing and Public Comments Regarding the City of Glendale's Proposed 2011-12 Annual Action Plan for CDBG, ESG, and HOME Programs

Public Hearing, March 24, 2011, Pacific Park Community Center:

The Public Hearing was called to order at 7:03 p.m.

Moises Carrillo opened the public hearing for the FY 2011-2012 Annual Action Plan. He explained that the purpose for the public hearing is to review and obtain comments from the public regarding the proposed funding recommendations for the FY 2011-2012 CDBG, ESG and HOME programs. Mr. Carrillo introduced City staff and CDBG Advisory Committee Vice-Chair, Gary Cornell, who were present. He then explained that the program planning process, which began with obtaining public feedback via community needs assessment surveys and conducting community meetings in July through September 2010, has taken approximately seven months. He further explained that the program priorities were identified in October and November 2010, CDBG funding proposals were requested in November 2010, received in December 2010, and that the CDBG Advisory Committee developed funding recommendations after evaluating funding proposals, conducting interviews, and deliberating in February and March 2011. Mr. Carrillo added that the funding recommendations were published in the local newspaper in early March 2011 and that this public hearing is held to receive comments from the public. He stated that the funding recommendations will be submitted to the City Council for final approval around April 12, 2011. Once approved, the Annual Plan will be submitted to the federal department of Housing and Urban Development (HUD). Mr. Carrillo referred the audience to the hand outs that were provided, which included a summary of the proposed Annual Action Plan, and went through the packet briefly.

At this point, the meeting was opened for public comment. Mr. Carrillo also reminded the public that written comments are also welcomed.

1. Tim Peters, Door of Hope: Mr. Peters inquired about the process by which CDBG funds are pre-designated to City projects and how HOME funds are allocated. He made the observation that the majority of funds are given to City departments. Anne Bockenkamp, Sr. Administrative Analyst with the City's Community Development Department, explained that HOME is an affordable housing program. She added that the priority needs assessment that was done to determine how the funding should be used occurred through the Housing Element process, which is part of the City's general plan. There was a great deal of outreach done to determine priority needs and establishing programs that serve those priorities. She further explained that the funding from HOME represents about 20% of the total funding for affordable housing and can only be used for very low and moderate income housing, as compared to other funds which can be used more flexibly, and therefore are oriented towards rental housing. Mr. Carrillo also mentioned that the City Council has set aside funding for parks, open space, affordable housing, homeless

assistance programs, and economic/business development, based on what the community needs assessments have revealed.

2. Lynda Burns: Ms. Burns commented that if the plan was handed to a person who is not familiar with CDBG funds or HUD, he would get the impression that 90% of the people in Glendale are living below the poverty line and do not speak English. She observed that there seems to be duplication all the way through the programs, and that there are a number of programs that are specifically directed to the Armenian community. She said that, over the years, she and many CDBG members have questioned why CDBG funds are used for capital neighborhood improvement projects that the City wants done. She added that she does not think the Glendale Adventist Medical Center should receive any funding because it is an extremely wealthy hospital and can upgrade their restrooms on their own. She said that those funds should, instead, go to senior meals or other senior programs. She mentioned that she has seen all of the CDBG meetings, and she has formed the impression that two of the committee members do not agree that the City should earmark the majority of the money for City projects, but should make it available for non-profits. Mr. Carrillo thanked Ms. Burns for her comments and stated that her comments would be reflected on the public record for the City Council to review.

No further comments received. Mr. Carrillo conducted a raffle. He thanked everyone for attending the meeting and officially closed the Public Hearing.

The meeting was adjourned at 7:25 p.m.

ATTACHMENT 5

Funding Sources

Entitlement Grant (includes reallocated funds)

CDBG	\$	2,975,604	
ESG	\$	143,339	
HOME	\$	2,018,713	
HOPWA	\$	0	
Total			\$5,137,656

Prior Years' Program Income NOT previously programmed or reported

CDBG	\$	0	
ESG	\$	0	
HOME	\$	0	
HOPWA	\$	0	
Total			\$ 0

Reprogrammed Prior Years' Funds

CDBG	\$	376,099	
ESG	\$	0	
HOME	\$	0	
HOPWA	\$	0	
Total			\$ 376,099

Total Estimated Program Income	\$	0	
Total			\$ 0

Section 108 Loan Guarantee Fund			\$ 0
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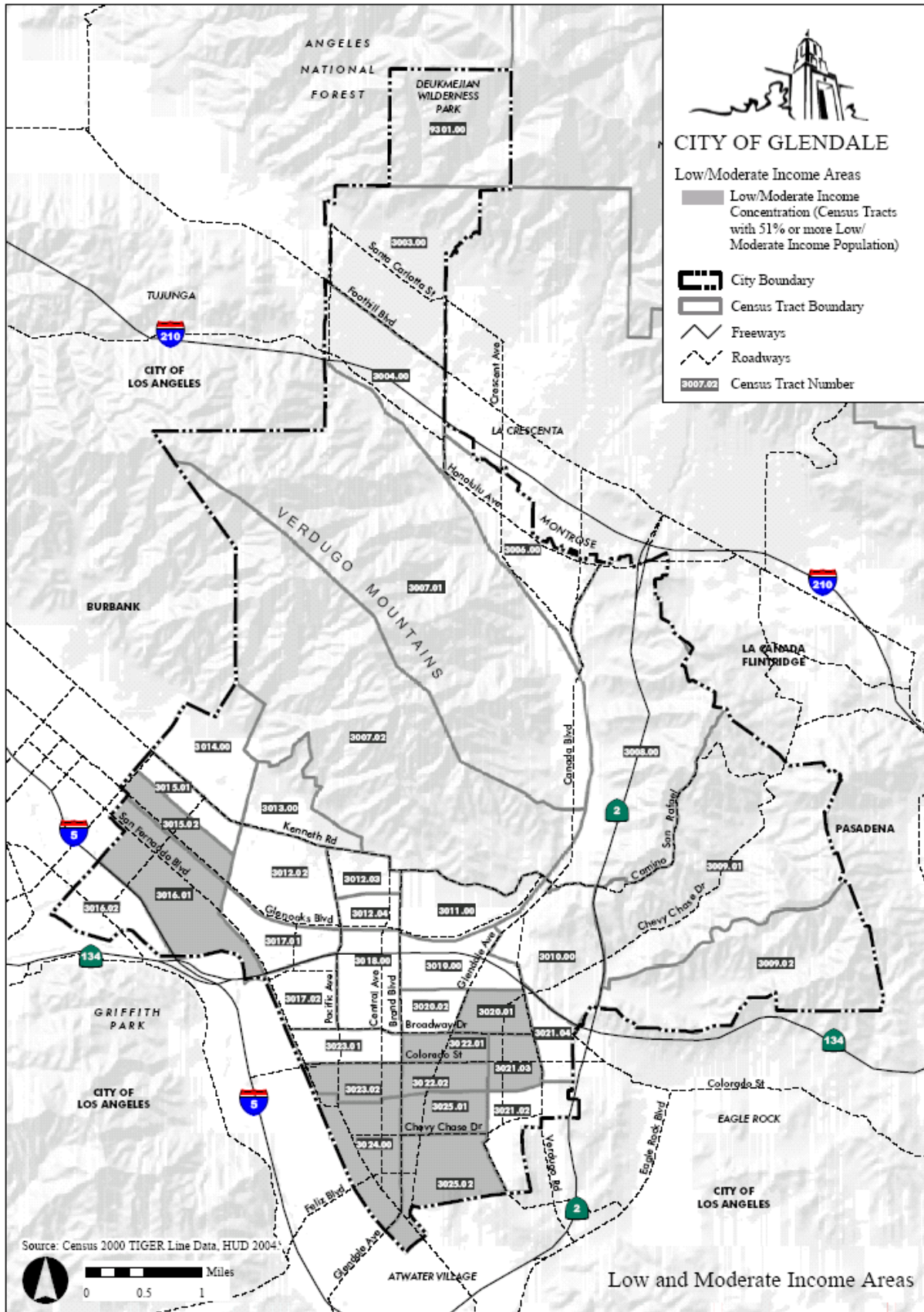
TOTAL FUNDING SOURCES			\$5,513,755
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Submitted Proposed Projects Totals			\$5,513,755
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Un-Submitted Proposed Projects Totals			\$ 0
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2011 ESG FUNDING SUMMARY BY ACTIVITY CATEGORY						
	Operations Personnel	Operations Non-Personnel	Essential Services	Homeless Prevention	Admin	Total
Loaves & Fishes Homeless Prevention Catholic Charities of Los Angeles, Inc.	\$ -	\$ -	\$ -	\$ 30,000.00	\$ 1,391.00	\$ 31,391.00
Sunrise Village Emergency Shelter YWCA of Glendale	\$ -	\$ 5,723.00	\$ 6,000.00	\$ -	\$ 477.00	\$ 12,200.00
Door of Hope Hamilton Court	\$ 8,354.00	\$ -	\$ -	\$ -	\$ -	\$ 8,354.00
Emergency Housing Program PATH Achieve Glendale	\$ 4,861.00	\$ 50,555.00	\$ 31,677.00	\$ -	\$ 4,301.00	\$ 91,394.00
TOTAL FUNDING APPROVED	\$ 13,215.00	\$ 56,278.00	\$ 37,677.00	\$ 30,000.00	\$ 6,169.00	\$ 143,339.00
PERCENT OF TOTAL FUNDING FOR CAP	9.2%	NO CAP	26.3%	20.9%	4.3%	
PROGRAM MAXIMUM	\$ 14,333.90	\$ 35,834.75	\$ 43,001.70	\$ 43,001.70	\$ 7,166.95	\$ 143,339.00

Map 1 - Low and Moderate Income Areas



Map 2 - Hispanic Concentrations Map

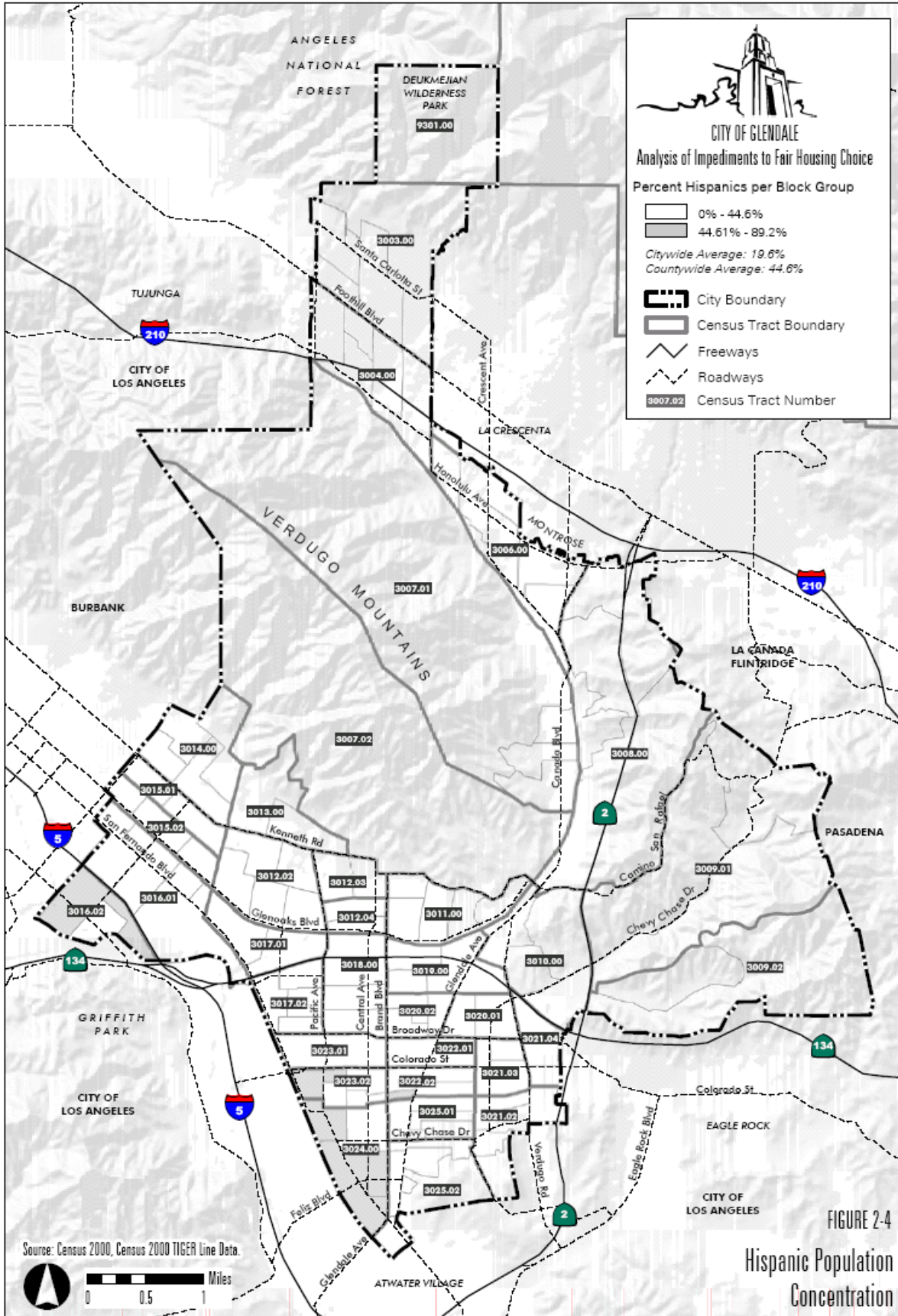
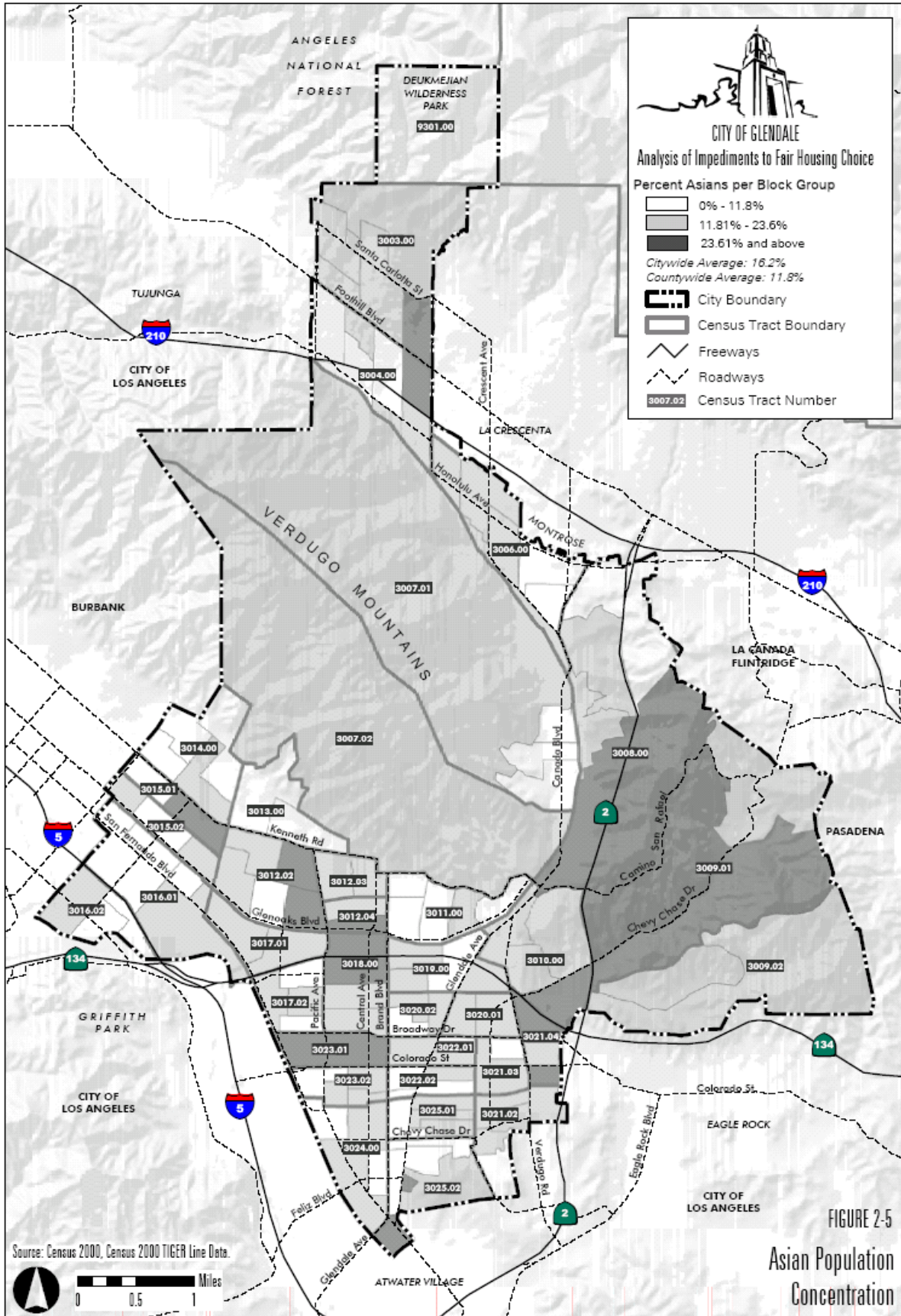


FIGURE 2-4

Hispanic Population Concentration

Source: Census 2000, Census 2000 TIGER Line Data.
 0 0.5 1 Miles

Map 3 - Asian Concentrations Map



Map 4 - CDBG & ESG Programs and Projects Map

