



647017390000  
332880170-8498

# Verde Valley Senior Citizens' Association, Inc.

April 27, 2012

Ms. Toni Glenn, Property Manager  
Christian Care Apartments  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326


Dear Ms. Glenn:

As Executive Director of the Verde Valley Senior Citizens' Association, Inc. I wish to express enthusiastic support for Christian Care's plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In my many years of experience working with the elders of our community, I recognize that a critical need exists for affordable housing for the elderly accompanied by hands-on services. I am pleased to support a project addressing this housing need.

The Verde Valley Senior Center has enjoyed a long-standing relationship with Christian Care Apartments in Cottonwood and we appreciate the opportunity to continue to offer hot nutritious meals, transportation services and social events to the residents. We look forward to continuing the positive relationship that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project.

We heartily endorse the addition of assisted living services to benefit low-income elderly residents in the Verde Valley.

Sincerely,

  
Elaine Bremner  
Executive Director

Location 500 E. Cherry Street ♦ Mailing Address P.O. Box 681 ♦ Cottonwood, AZ 86326  
Phone 928.634.5450 ♦ Fax 928.649.0520 ♦ E-Mail [seniorcenter@verdenet.com](mailto:seniorcenter@verdenet.com)  
Web Site [verdevalleyseniorcenter.org](http://verdevalleyseniorcenter.org)

19. Verde Valley Hospice – hospice care
20. Preferred Homecare – oxygen providers, medical supplies
21. ALL MED – medical equipment, oxygen and supplies
22. Tender Hearts Home Health – meal preparation, errands, light housekeeping
23. CJ's Need a Lift – transportation services.
24. Lion's Club – vision and hearing services
25. Nurses Network – nursing services
26. Methodist Church – food baskets every other Wednesday
27. Verde Valley Caregiver's Coalition – Adopt a resident at Christmas; free light cleaning and handyman services.
28. Avon lady – provides reduced cost product and hand massage services
29. Clarence – mechanic services for resident vehicles.

**These cooperative relationships have been critical in developing and implementing programs and procedures to assist residents in achieving independent living and improved living conditions.**

Additionally, Cottonwood I, in its efforts to actively promote HUD's policy priority: **Capacity Building and Knowledge Sharing** will build on its existing strengths and the capabilities of local groups and organizations, including local, state and federal resources to participate in community planning aimed at strengthening the capacity, resiliency and sustainability of Cottonwood I and the entire community.

Funding of this ALCP grant will allow Cottonwood I to support the following activities that will strengthen the capacity of state and local government and nonprofit partners to implement HUD programs and coordinate on cross-programmatic, place-based approaches that encourage on-going communications:

- Preserve the existing supply of Federally-assisted quality affordable rental housing;
- Promote affordable rental housing properties as an integral partner for services in the community;
- Improve health outcomes for those living in HUD-assisted and HUD regulated housing;
- Increase economic security and self-sufficiency for those living in HUD-assisted housing;
- Preserve and retrofit the supply of suitable and affordable housing that enables seniors to age-in-place;
- Streamline and coordinate eligibility and regulatory requirements for better delivery of health care programs in affordable housing communities;
- Expand linkages between HUD assisted properties and local supportive services;
- Increase opportunities for service coordination and outreach at HUD assisted properties;
- Improve the health and economic self-sufficiency of all community residents, while reducing the impact of communities on the environment;
- Promote economic development and job creation, while preserving community assets; and
- Create supportive, accessible communities that will allow all residents to age-in-place.

Please refer to the support letters included in Exhibits 3(1) and 3(4), which illustrate Cottonwood I's numerous collaborations that help to strengthen the capacity of state and local partners, including governments and nonprofit organizations, to implement HUD programs, participate in decision making and planning processes, and coordinate on cross-programmatic, place-based approaches through grantmaking and technical assistance.



**b. Exhibit II - Evidence that you are a private nonprofit organization or nonprofit consumer cooperative and have the legal ability to operate an ALF or SEH program, per the following:**

**(1) Articles of Incorporation, constitution, or other organizational documents, or self-certification of these documents if there has been no change in the Articles since they were originally filed with HUD.**

Attached are Articles of Incorporation for **Christian Housing-Cottonwood, Inc.**

ARTICLES OF INCORPORATION  
OF  
CHRISTIAN HOUSING-COTTONWOOD, INC.

STATE OF ARIZONA  
ACC/FAX  
DATE FILED

OCT 24 1994

DATE APPR 10-24-94

TERM

BY Charles Thomas

0734539-4

We, the undersigned incorporators, have this day voluntarily associated ourselves together to form a nonprofit corporation under the laws of the State of Arizona, and for such purpose do hereby adopt these Articles of Incorporation:

ARTICLE I

The name of the Corporation shall be "CHRISTIAN HOUSING-COTTONWOOD, INC."

OKAF

ARTICLE II

This Corporation is organized exclusively for charitable, health and/or educational purposes, the making of distributions to organizations which qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the "Code"), or the corresponding section of any future United States internal revenue law, or to the Secretary of Housing and Urban Development for the time being exclusively for a public purpose. In pursuance of the foregoing purposes, the Corporation shall have the power to provide elderly persons and handicapped persons with housing facilities and services specially designed to meet their physical, social and psychological needs, and to promote their health, security, happiness and usefulness in longer living, the charges for such facilities and services to be predicated upon the provision maintenance and operation thereof on a nonprofit basis.

ARTICLE III

The Corporation is empowered:

(a) To buy, own, sell, assign, mortgage, or lease any interest in real estate and personal property and to construct, maintain and operate improvements thereon necessary or incident to the accomplishment of the purposes set forth in Article II hereof, but solely in connection with the project assisted under Section 202 of the Housing Act of 1959, as amended, or Section 811 of the National Affordable Housing Act.

(b) To borrow money and issue evidence of indebtedness in furtherance of any or all of the objects of its business, and to secure the same by mortgage, pledge, or other lien on the Corporation's property.

(c) To do and perform all acts reasonable necessary to accomplish the purposes of the Corporation, including the execution of a Regulatory Agreement with the Secretary of Housing and Urban Development, and of such other instruments and undertakings as may be

ARTICLES OF INCORPORATION  
OF  
CHRISTIAN HOUSING-COTTONWOOD, INC.

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(c) To do and perform all acts reasonable necessary to accomplish the purposes of the Corporation, including the execution of a Regulatory Agreement with the Secretary of Housing and Urban Development, an of such other instruments and undertakings as may be

necessary to enable to the Corporation to secure the benefits of financing under Section 202 or Section 811. Such Regulatory Agreement and other instruments and undertakings shall remain binding upon the Corporation, its successors and assigns, so long as a mortgage on the Corporation's property is held by the Secretary of Housing and Urban Development.

#### ARTICLE IV

The character of affairs which the Corporation initially intends to conduct in the State of Arizona is the operation of an independent living rental apartment project for the care and housing of the elderly and physically handicapped.

#### ARTICLE V

The names of the persons who shall comprise the initial Board of Directors of the Corporation, to serve until the next annual meeting or until their successors be elected and qualify, are as follows:

Ronald D. Burt  
1935 East Luke  
Phoenix, AZ 85016

Larry D. Daily  
646 N. Arco Circle  
Mesa, AZ 85012

James Ryan  
111 West Keim Drive  
Phoenix, AZ 85013

Debra Lee Dilk  
651 W. Port Royal Lane  
Phoenix, AZ 85023

Nancy Clark  
77 E. Missouri, #2  
Phoenix, AZ 85012

Sharon Johnson-Brown  
5762 S. Feather Bush Dr.  
Gold Canyon, AZ 85219

Jon Scott Williams  
1708 N. Ashbrook  
Mesa, AZ 85203

Earl Krueger  
3260 E. Fountain  
Mesa, AZ 85213

Geoffrey A. Lewis  
230 West Surrey Avenue  
Phoenix, AZ 85029

Sharon Main  
531 Mesa Dr.  
Prescott, AZ 86303

Kirk Schneider  
1109 W. Northview  
Phoenix, AZ 85021

Frank Sung  
2251 E. Palmaire  
Phoenix, AZ 85020

Ames Yee  
15802 N. 12th St.  
Phoenix, AZ 85022



#### ARTICLE VI

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to its members, directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its exempt purposes. No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including through the publishing or distribution of statements) any political campaign on behalf or in opposition to any candidate for public office. Notwithstanding any other provision of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on by (1) a corporation exempt from Federal income taxation under Section 501(c)(3) of the Code, or the corresponding section of any future United States internal revenue law, or (2) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Code, or the corresponding section of any future United States internal revenue law.

#### ARTICLE VII

In the event of the dissolution of the Corporation, all of the remaining assets of the Corporation shall be distributed only to one or more organizations created and operated for one or more exempt purposes within the meaning of Article II(a) hereof, other than for religious purposes, all of the foregoing with the meaning of Section 501(c)(3) of the Code, or the corresponding section of any future United States internal revenue law, or shall be distributed to the Secretary of Housing and Urban Development exclusively for a public purpose. Any such assets not so disposed of shall be disposed of by the Court bearing jurisdiction in the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations as said Court shall determine, which are organized and operated exclusively for such purposes. Provided, however that the Corporation shall at all times have the power to convey any or all of its property to the Secretary of Housing and Urban Development.

#### ARTICLE VIII

Bylaws of the Corporation may be adopted by the directors at any regular meeting or any special meeting called for that purpose, so long as they are not inconsistent with the provisions of these Articles or of the Regulatory Agreement between the Corporation and the Secretary of Housing and Urban Development pursuant to Article II hereof.

#### ARTICLE IX

So long as a mortgage on the Corporation's property is held by the Secretary of Housing and Urban Development, these Articles may not be amended without the prior written approval of the said Secretary.

#### ARTICLE X

No director of the Corporation shall be personally liable to the Corporation or its members for monetary damages for breach of fiduciary duty as a director; provided, however, that this Article shall not eliminate or limit the liability of a director for: (a) any breach of the director's duty of loyalty to the Corporation or its members; (b) acts or omissions which are not in good faith or which involve intentional misconduct or a knowing violation of law; (c) any violation of Arizona Revised Statutes Section 10-1026 - prohibition against issuance of stock and payment of dividends; (d) any transaction from which the director derived an improper personal benefit; or (e) any violation of Arizona Revised Statutes Section 10-1097 - conflicts of interest. For purposes of this Article, the term "director" includes a trustee and a person who serves on the board or council of the Corporation in an advisory capacity.

#### ARTICLE XI

To the fullest extent permitted by law, the Corporation shall indemnify every director, officer, employee, member or agent of the Corporation against all expenses and liabilities, including attorneys' fees, reasonably incurred by or imposed upon him in connection with any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative or investigative, to which he is or was a party or is threatened to be made a party by reason of the fact that he is or was a director, officer, employee, member or agent of the Corporation or is or was serving at the request of the Corporation as a director, officer, employee, member or agent of another Corporation or other entity. The foregoing rights of indemnification shall be in addition to and not exclusive of all of the rights to which such persons may be entitled at law or otherwise. Notwithstanding the foregoing, the Board of Directors shall have the right to refuse indemnification as to any expenses unreasonably incurred.

#### ARTICLE XII

The names and addresses of the incorporators are as follows:

Earl Krueger  
3260 E. Fountain  
Mesa, AZ 85213

Jon Scott Williams  
1708 N. Ashbrook  
Mesa, AZ 85203

#### ARTICLE XIII

The known place of business of the Corporation shall be 2002 W. Sunnyside Drive, Phoenix, Arizona 85029, or such other place or places within the State of Arizona that may be designated by the Board of Directors.

ARTICLE XIV

FC Service Corporation, an Arizona corporation, Two North Central Avenue, Suite 2200, Phoenix, Arizona 85004, is hereby appointed the initial statutory agent for the corporation for the State of Arizona.

IN WITNESS WHEREOF, the undersigned incorporators have hereunto affixed their signatures this 22<sup>nd</sup> day of October, 1994.

  
\_\_\_\_\_  
Earl Krueger  
\_\_\_\_\_  
Jon Scott Williams

## STATEMENT

The purpose of our organization, Christian Housing - Cottonwood, Inc., is to construct and manage a 20-unit apartment complex for the very low income elderly population. This apartment project has received a grant from the U.S. Dept. Of HUD in the amount of \$1,030,400 to construct the building and the complex will receive monthly subsidies from HUD for operating expenses.

Residents must qualify under the very-low income limits established by HUD and will pay 30% of their adjusted income for rent and utilities. Residents must also be 62 years of age or older.

The complex will consist of 19 one-bedroom units and 1 two-bedroom managers unit. Each unit will consist of a bedroom, bathroom, kitchen and living room.

The property, which is located at 859 South 12th Street in Cottonwood, is presently vacant. The architectural plans have received final approval from the City of Cottonwood and construction should start October 1, 1995. Construction will be finished in 8 months and occupancy will follow immediately.

The Mission Statement of our Christian Care organization is:

"Christian Care is a Christian endeavor, motivated by love and concern, to meet human needs. Our purpose is to offer the highest levels of compassion, service and care regardless of gender, color or creed."

CottonwoodALCP2012  
Exhibit 2  
DUNS: 9847017390000  
FaxID: 1332880170-8498

October 22, 1994

Arizona Corporation Commission  
Corporation Division  
1300 West Washington  
Phoenix, AZ 85007

Re: Consent of Name

Ladies and Gentlemen:

The undersigned hereby authorizes and consents to the filing of Articles of Incorporation and use of the following name:

Christian Housing-Cottonwood, Inc.

CHRISTIAN HOUSING, INC.,  
an Arizona nonprofit corporation

By: 

Its:

President

JL8-56836.

CHRISTIAN HOUSING-COTTONWOOD, INC.

CONSENT IN LIEU OF ORGANIZATIONAL  
MEETING OF BOARD OF DIRECTORS

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The undersigned, being all of the directors named in the Articles of Incorporation of CHRISTIAN HOUSING-COTTONWOOD, INC., an Arizona nonprofit corporation, hereby adopt the following resolutions and consent to their adoption without a meeting of the Board of Directors pursuant to Sections 10-1032 and 10-1095 of the Arizona Revised Statutes:

ELECTION OF OFFICERS

RESOLVED, that the following individuals be, and they hereby are, elected to serve as officers of the Corporation until the first annual meeting of the Board of Directors or until their successors are duly elected and qualify:

Earl Krueger	President
Frank Sung	First Vice President
Sharon Johnson-Brown	Second Vice President
Jon Scott Williams	Secretary
Geoffrey Lewis	Treasurer

BYLAWS

RESOLVED, that the Bylaws attached hereto as Exhibit "A" be, and they hereby are, adopted as the Bylaws of the Corporation;

FURTHER RESOLVED, that the Secretary of the Corporation be, and he hereby is, authorized and directed to execute the certificate of adoption that follows the Bylaws and to file the Bylaws in the corporate minute book.

CORPORATE SEAL

RESOLVED, that the form of corporate seal impressed on the margin of this Consent be, and it hereby is, adopted as the seal of the Corporation.

### CHECKING ACCOUNT

RESOLVED, that the officers of the Corporation be, and they hereby are, authorized and directed to open a checking account for and in the name of the Corporation with Bank One of Arizona, N.A.; and

FURTHER RESOLVED, that the officers of the Corporation be, and they hereby are, authorized and directed to execute for and on behalf of the Corporation resolutions by this Board in the customary form required by said bank concerning the terms and conditions of the account and stating the authority granted by the foregoing resolution.

### COMPENSATION AND REIMBURSEMENT OF DIRECTORS

RESOLVED, that directors of the Corporation shall be reimbursed by the Corporation for all reasonable expenses incurred in attending any annual or special meeting of the Board of Directors;

FURTHER RESOLVED, that the Board of Directors shall have the power in its discretion to contract for and to pay to directors rendering unusual or exceptional services to the Corporation special compensation appropriate to the value of the services; provided, however, that compensation shall not be paid for services nor shall reimbursement be made under the foregoing resolution if payment would constitute an act of self-dealing or would result in the termination of the tax exemption of the Corporation under Sections 4941 or 507 of the Internal Revenue Code of 1986, as amended (the "Code").

### COMPENSATION AND REIMBURSEMENT OF OFFICERS

RESOLVED, that while no salaries to officers are presently contemplated, this resolution is not intended to preclude adoption of salaries at a future date by resolution of the Board of Directors;

FURTHER RESOLVED, that officers of the Corporation shall be reimbursed by the Corporation for all reasonable expenses incurred in attending any annual or special meeting of the Board of Directors; and

FURTHER RESOLVED, that the Board of Directors shall have the power in its discretion to contract for and to pay to officers rendering unusual or exceptional services to the Corporation special compensation appropriate to the value of the services; provided, however, that compensation shall not be paid for services nor shall reimbursement be made under the foregoing resolution if payment would constitute an act of self-dealing or would result in the termination of the tax exemption of the Corporation under Sections 4941 or 507 of the Code.

COMPENSATION AND REIMBURSEMENT OF  
EXECUTIVE COMMITTEE MEMBERS

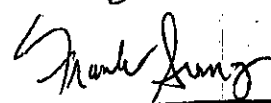
RESOLVED, that members of the Executive Committee of the Corporation shall be reimbursed by the Corporation for all reasonable expenses incurred in attending any annual or special meeting of the Board of Directors; and


FURTHER RESOLVED, that the Board of Directors shall have the power in its discretion to contract for and to pay to members of the Executive Committee rendering unusual or exceptional services to the Corporation special compensation appropriate to the value of the services; provided, however, that compensation shall not be paid for services nor shall reimbursement be made under the foregoing resolution if payment would constitute an act of self-dealing or would result in the termination of the tax exemption of the Corporation under Sections 4941 or 507 of the Code.

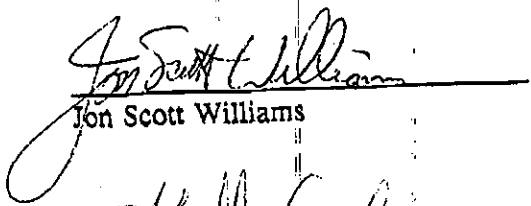
DATED AS OF October 24, 1994.

BOARD OF DIRECTORS:

  
Earl Krueger

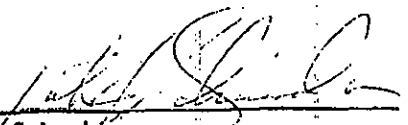
  
Frank Sung

  
Sharon Johnson-Brown

  
Jon Scott Williams

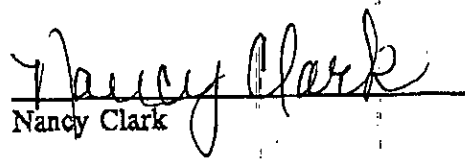
  
Geoffrey A. Lewis



  
Kirk Schneider

  
Ronald D. Burt

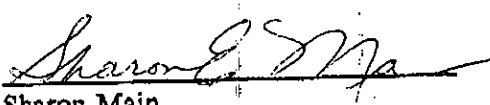
James Ryan

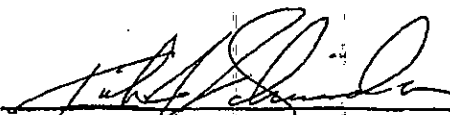
  
Nancy Clark

Ames Yee

Larry D. Daily

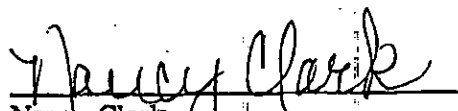
  
Debra Lee Dilk

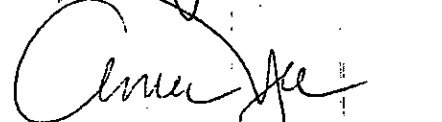
  
Sharon Main

  
Kirk Schneider

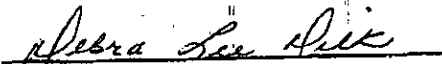
  
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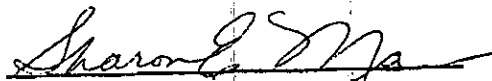
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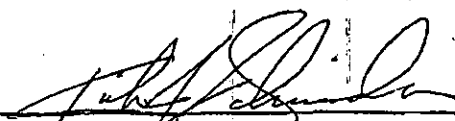
  
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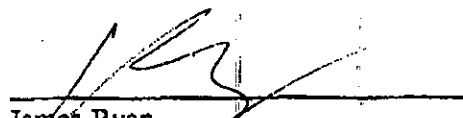
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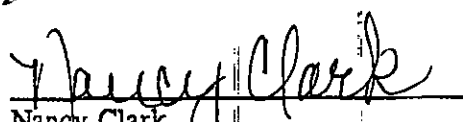
  
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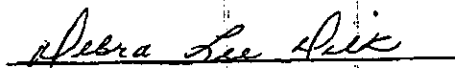
  
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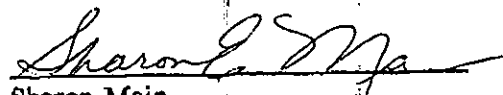
  
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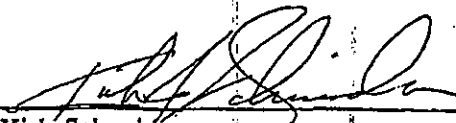
  
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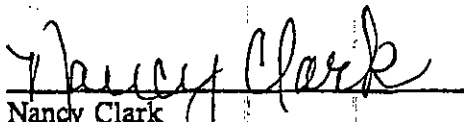
  
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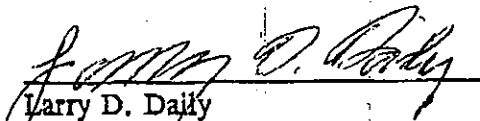
  
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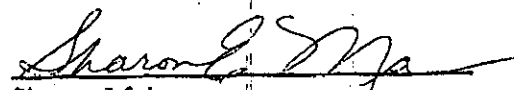
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CottonwoodALCP2012  
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DUNS: 9647017390000  
FaxID: 1332880170-8498

b. Exhibit II - Evidence that you are a private nonprofit organization or nonprofit consumer cooperative and have the legal ability to operate an ALF or SEH program, per the following:

(2) Bylaws, or self-certification of bylaws, if there has been no change in the bylaws since they were originally filed with HUD.

Please see attached Bylaws of Christian Housing-Cottonwood, Inc.

**THIRD AMENDMENT TO  
FIRST AMENDED  
BYLAWS  
OF  
CHRISTIAN HOUSING - COTTONWOOD, INC.**

1. Except as otherwise defined herein, all capitalized terms used herein shall have the meanings ascribed thereto in the First Amended Bylaws of Christian Housing - Cottonwood, Inc., as amended (the "Bylaws").

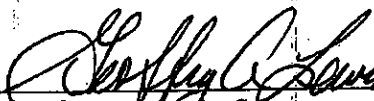
2. Section 3.4 of Article III of the Bylaws is hereby deleted in its entirety and the following inserted therefor:

3.4. Conflicts of Interest. See Exhibit "A" Attached Hereto

3. Except as modified by this Third Amendment to First Amended Bylaws, the Bylaws remain in full force and effect.

Certificate of Adoption

The undersigned Secretary does hereby certify that the foregoing Third Amendment to First Amended Bylaws of Christian Housing - Cottonwood, Inc., was adopted by the Board of Directors of Christian Housing - Cottonwood, Inc., pursuant to a duly called and validly held meeting of the Board of Directors on the 7<sup>th</sup> day of December, 2008.

  
\_\_\_\_\_  
Geoffrey A. Lewis, Secretary

## EXHIBIT "A"

3.4. Conflicts of Interest. The purpose of the conflict of interest policy is to protect the Corporation's interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Corporation (a "conflict of interest").

(a) Definitions.

(1) Interested Person. An Interested Person is any director, principal officer, member of a committee with governing board delegated powers, key employee, highest compensated employee, or person in a position to exercise substantial influence over the affairs of the Corporation who:

- (i) Has a direct or indirect Financial Interest, as defined below, or
- (ii) Whether or not the transaction is brought before the board of directors of the Corporation for action, knows at the time of commitment that the Interested Person or a Related Person either:
  - a. Is a party to the transaction, or
  - b. Has a Financial Interest in or is so closely linked to the transaction and is of such financial significance to the Interested Person or a Related Person that the interest would reasonably be expected to exert an influence on the Interested Person's judgment if the Interested Person were called on to vote on the transaction, or
- (iii) When the transaction is brought before the board (or is of such character and significance to the Corporation that it would in the normal course be brought before the board for action) any of the following persons are described in subdivisions (i) or (ii) above:
  - a. An entity, other than the corporation, of which the Interested Person is a director, general partner, agent or employee;
  - b. A person that controls one or more of the entities specified in item (i) of this subdivision;
  - c. An individual who is a general partner, principal or employer of the Interested Person.



( ) (2) Financial Interest. A person has a Financial Interest if the person has, directly or indirectly, through business, investment, or a Related Person:

- (i) An ownership or investment interest in any entity with which the Corporation has a transaction or arrangement,
- (ii) A compensation arrangement with the Corporation or with any entity or individual with which the Corporation has a transaction or arrangement, or
- (iii) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Corporation is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

( ) (3) Related Person. A Related Person of an Interested Person means either: (i) the spouse, or a parent or sibling of the spouse, of the Interested Person; (ii) a child, grandchild, sibling or parent of the Interested Person; (iii) the spouse of a child, grandchild, sibling or parent of the Interested Person; (iv) an individual having the same home as the Interested Person; (v) a trust or estate of which an individual specified in this paragraph (a), Section 3.4 of Article III, is a substantial beneficiary; or (vi) a trust, estate, incompetent, conservatee or minor of which the Interested Person is a fiduciary.

(4) Qualified Person. A Qualified Person means any director, principal officer, or member of a committee with governing board delegated powers, who is not an Interested Person with respect to a transaction or arrangement under consideration.

(5) Authorized Body. The Qualified Persons of the board of directors or any board committee with board delegated powers considering the proposed transaction or arrangement.

(b) Procedures.

(1) Duty to Disclose. In connection with any actual or possible conflict of interest, an Interested Person must disclose the existence of the conflict of interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.

(2) Determining Whether a Conflict of Interest Exists. After disclosure of an actual or possible conflict of interest and all material facts, and after any discussion with the Interested Person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The Qualified Persons shall decide if a conflict of interest exists.

(3) Procedures for Addressing the Conflict of Interest.

- (i) An Interested Person may make a presentation at the governing board or committee meeting. If the Interested Person has a duty of confidentiality with respect to information relating to the transaction or arrangement preventing him/her from disclosing all material facts know to him/her regarding the transaction or arrangement, he/she shall disclose the existence and nature of the transaction or arrangement and the limitations imposed by that duty before any vote. The Interested Person shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
- (ii) The chairperson of the governing board or committee shall, if appropriate, appoint a Qualified Person or committee containing Qualified Persons to investigate alternatives to the proposed transaction or arrangement.
- (iii) After exercising due diligence, the governing board or committee shall determine whether the Corporation can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
- (iv) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, then a majority of the Qualified Persons on the Authorized Body, shall determine whether the transaction or arrangement is in the Corporation's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination the Qualified Persons on the Authorized Body shall make its decision as to whether to enter into the transaction or arrangement. The governing board or committee shall make such determination pursuant to the terms of the Rebuttable Presumption Checklists for transactions involving compensation and property, which are attached hereto as Exhibits A and B, respectively.

(4) Violation of the Conflicts of Interest Policy.

- (i) If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis

for such belief and afford the member an opportunity to explain the alleged failure to disclose.

- (ii) If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

(c) Records of Proceedings. The minutes of the governing board and all committees with board delegated powers shall contain:

- (1) The names of the persons who disclosed or otherwise were found to have a Financial Interest in connection with an actual or possible conflict of interest, the nature of the Financial Interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

- (2) The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

(d) Compensation.

- (1) A voting member of the governing board who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.

- (2) A voting member of any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation for services is precluded from voting on matters pertaining to that member's compensation.

- (3) No voting member of the governing board or any committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from the Corporation, either individually or collectively, is prohibited from providing information to any committee regarding compensation.

(e) Annual Statements. Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- (1) Has received a copy of the conflicts of interest policy,
- (2) Has read and understands the policy,
- (3) Has agreed to comply with the policy, and

(4) Understands the Corporation is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

(f) Periodic Reviews. To ensure the Corporation operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

(1) Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.

(2) Whether partnerships, joint ventures, and arrangements with management organizations conform to the Corporation's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

(g) Use of Outside Experts. When conducting the periodic reviews as provided for in paragraph (f), the Corporation may, but need not, use outside advisors. If outside experts are used, their use shall not relieve the governing board of its responsibility for ensuring periodic reviews are conducted.

**SECOND AMENDMENT TO  
FIRST AMENDED BYLAWS  
OF  
CHRISTIAN HOUSING - COTTONWOOD, INC.**

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1. Except as otherwise defined herein, all capitalized terms used herein shall have the meanings ascribed thereto in the Bylaws of Christian Housing - Cottonwood, Inc. (the "Bylaws").

2. Section 3.15 of Article III of the Bylaws is hereby deleted in its entirety and the following inserted therefor:

3.15. Directors Emeritus. In addition to the Directors provided for in Section 3.1, the Board of Directors may appoint to the position of Director Emeritus any one or more current or former Directors who have served as a Director of the Corporation for not less than twenty (20) years and has determined that he or she is unable to attend all regular and special meetings of the Board of Directors. Except as specifically provided otherwise in this Section 3.15, Directors Emeritus shall be considered Directors for all purposes under these Bylaws and shall have all of the rights and privileges pertaining thereto, including without limitation, being entitled to (i) attend all regular and special meetings of the Board of Directors, (ii) receive notices of meetings and copies of documents and other materials of the Corporation furnished to the Board of Directors, and (iii) vote upon any matter submitted to a vote of the Board of Directors. A Director Emeritus shall be included in the determination of the presence of a quorum under Section 3.12, and shall be considered a then installed Director for such purposes, at any meeting of the Board of Directors attended by such Director Emeritus, but shall not be included in the determination of the presence of a quorum, and shall not be considered a then installed Director, at any meeting of the Board of Directors not attended by such Director Emeritus. A Director Emeritus shall serve until such Director Emeritus' death, resignation, or failure to meet directorship qualifications.

3. Except as modified by this Second Amendment to the First Amended Bylaws, the Bylaws remain in full force and effect.

**FIRST AMENDMENT TO  
FIRST AMENDED BYLAWS  
OF  
CHRISTIAN HOUSING - COTTONWOOD, INC.**

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1. Except as otherwise defined herein, all capitalized terms used herein shall have the meanings ascribed thereto in the First Amended Bylaws of Christian Housing – Cottonwood, Inc. (the “Bylaws”).

2. Section 3.1 of the Bylaws is hereby deleted in its entirety and the following inserted therefor:

3.1 Number and Qualification. The business and affairs of the Corporation will be managed by a Board of Directors composed of not less than three (3) nor more than fifteen (15) persons who are drawn from the congregations of the Members of the Corporation. The number of Directors may be increased or decreased, from time to time, by action of the Board of Directors. To be qualified for initial election to the Board of Directors, an individual must be (i) in good standing in the Member's congregation and (ii) acceptable to the Board of Directors in its sole and complete discretion.

3. Section 3.13 of the Bylaws is hereby deleted in its entirety and the following inserted therefor:

3.13 Action Without Meeting. Any action required or permitted to be taken at any meeting of the Board of Directors or of any committee thereof may be taken without a meeting, if all Members of the Board (including all Directors Emeritus) or committee, as the case may be, consent thereto in writing and the writing or writings are filed with the minutes of proceedings of the Board or committee.

4. Article III of the Bylaws is amended to add the following:

3.15 Directors Emeritus. In addition to the Directors provided for in Section 3.1 above, the Board of Directors may appoint to the position of Director Emeritus any one or more current or former Directors who (a) are at least sixty-two (62) years of age and (b) have served as a Director of the Corporation for not less than

fifteen (15) years. Except as specifically provided otherwise in this Section 3.15, Directors Emeritus shall be considered Directors for all purposes under these Bylaws and shall have all of the rights and privileges pertaining thereto, including without limitation, being entitled to (i) attend all regular and special meetings of the Board of Directors, (ii) receive notices of meetings and copies of documents and other materials of the Corporation furnished to the Board of Directors, and (iii) vote upon any matter submitted to a vote of the Board of Directors. A Director Emeritus shall be included in the determination of the presence of a quorum under Section 3.12 above, and shall be considered a then installed Director for such purposes, at any meeting of the Board of Directors attended by such Director Emeritus, but shall not be included in the determination of the presence of a quorum, and shall not be considered a then installed Director, at any meeting of the Board of Directors not attended by such Director Emeritus. A Director Emeritus shall serve until such Director Emeritus' death, resignation, or failure to meet directorship qualifications.

5. As modified by this First Amendment, the Bylaws remain in full force and effect.

Certificate of Adoption

The undersigned Secretary does hereby certify that the foregoing First Amendment to Bylaws of Christian Housing - Cottonwood, Inc., was adopted by the Board of Directors of Christian Housing - Cottonwood, Inc., pursuant to a unanimous written consent of the Board of Directors dated as of, or pursuant to a duly called and validly held meeting of the Board of Directors on, the 28<sup>th</sup> day of September, 2002.



Christine S. Guerin, Secretary

**FIRST AMENDED BY-LAWS**  
**OF**  
**Christian Housing - Cottonwood, Inc.**

**ARTICLE I**

**Name; Location; Seal of Corporation**

1.1 Name and Location. The name of this corporation is Christian Housing - Cottonwood, Inc. (the "Corporation"). The location of the Corporation's principal or known place of business is located at 2002 W. Sunnyside Drive, Phoenix, Arizona 85029.

1.2 Corporation Seal. A corporate seal is not requisite to the validity of any instrument executed by or on behalf of the Corporation, but, nevertheless, if in any instance a corporate seal be used, the same shall be in the form and style suitable to the Board of Directors, in their discretion.

1.3 Corporate Affairs. The Corporation has been formed to serve as the governing body for all of the Members in respect to the protection, improvement, maintenance and administration of the Corporation's property. The affairs of the Corporation will be managed by the Board of Directors, which shall exercise its powers at all times in the best interests of the Members and the Corporation's property.

**ARTICLE II**

**Membership**

2.1 Qualification. The membership of the Corporation is composed of and limited to the Independent Christian Churches of Arizona. Each independent Christian Church of Arizona, by accepting a membership, agrees to be bound by and to faithfully observe the terms and conditions of the Articles of Incorporation, By-laws and Rules and Regulations, if any, of the Corporation as they may be amended from time to time.

2.2 Definition of Member. In these By-laws, the term "Member" will mean and refer to each Independent Christian Church listed as a Member of the Corporation in the official list of Members maintained by the Secretary of the Corporation.



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*Christian Housing - Cottonwood, Inc.*  
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**2.3 Meetings.** Meetings of the Members may be called from time to time by the President or by action of the Board of Directors. Meetings may be called to seek the informal advice of the membership, for the purpose of disseminating information to the Members or for any other valid purpose, subject to the provisions of these By-laws. The notice of any Meeting shall note the place, date, hour and purpose of such Meeting.

**2.4 Notice of Meeting.** It shall be the duty of the Secretary to mail a notice of meeting to the Members not less than ten (10) nor more than fifty (50) days prior to such meeting. Such notice shall be delivered personally or by mail, by the Secretary. If mailed, such notice shall be deemed to be delivered when deposited with the United States Postal Service, postage prepaid, and addressed to the Member at its address as it appears on the official list of Members kept by the Secretary of the Corporation in accordance with Section 2.2.

**2.5 List of Members.** The Secretary shall maintain a complete list of the membership of the Corporation showing the address of each Member. Such list shall be open to the examination of any Member during ordinary business hours at the Corporation's principal place of business.

**2.6 Voting Rights of Membership.** The Board of Directors, in its sole discretion, may from time to time seek the advice of the Members and will strive to keep the Members reasonably informed of the affairs of the Corporation. Each Member has the right, acting through one of its Senior Ministers (or a duly appointed representative) to nominate an individual from its congregation to be considered by the Board of Directors as a candidate for election to the Board, and to express the wishes of the Member with respect to the provisions of Paragraph 3.3 hereof. The Board of Directors has the right, in its sole discretion, to solicit the interest of any other individuals from the congregations of any of the Members to be like-wise considered as candidates for election to the Board. Except as otherwise set forth herein, the Members shall have no voting rights with respect to the election of Directors or the daily affairs of the Corporation.

**2.7 Termination of Membership.** A Member's membership may be terminated by voluntary withdrawal or by action of the Board of Directors for just cause.

### **ARTICLE III**

#### **Board of Directors**

**3.1 Number and Qualification.** The business and affairs of the Corporation will be

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Christian Housing - Cottonwood, Inc.  
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managed by a Board of Directors composed of not more than fifteen (15) persons who are drawn from the congregations of the Members of the Corporation. The number of Directors may be increased or decreased, from time to time, by action of the Board of Directors. To be qualified for initial election to the Board of Directors, an individual must be (i) in good standing in the Member's congregation and (ii) acceptable to the Board of Directors in its sole and complete discretion.

**3.2 Powers and Duties.** The Board shall have the exclusive right and power to exercise any and all powers of the Corporation which are necessary, proper or permissible to enable the Corporation to accomplish its purposes and which are not expressly reserved to the Members by statute, the Articles of Incorporation or these By-laws. The Corporation will serve as the governing body of the Members and all actions of the Members will be undertaken by the Corporation, acting through its Directors and officers. The powers and duties of the Board shall include, but not be limited to, the following enumerated powers and duties:

- a) To administer and manage the business and financial affairs of the Corporation to the fullest extent permitted by law and, in connection therewith, to make, execute, sign, deliver, acknowledge, record and file such documents and instruments in writing and to do and perform every act and thing whatsoever, in the Board's sole and absolute discretion it deems necessary, convenient and expedient;
- b) To administer, manage, purchase, sell, lease, operate and otherwise deal with the Corporation's property;
- c) To engage the services of a manager, managing agent or property manager who shall manage and operate the Corporation's property for all of the Members upon such terms, for such compensation and with such authority as the Board may approve.
- d) To provide for the operation, maintenance, repair and replacement of the Corporation's property and payments thereof and for the other expenses and to approve payment vouchers or to delegate such approval to the officers or manager or managing agent;
- e) To provide for the designation, hiring and removal of employees and other personnel, including accountants and attorneys, and to engage or contract for the services of others, and to make purchases for the maintenance, repair, replacement, administration, management and operation of the Corporation's property, and to delegate any such powers to the manager or managing agent (and any such employees or other personnel who may be the employees of a managing agent);

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f) To appoint and remove in its sole discretion all officers, agents and employees of the Corporation, prescribe their duties and fix their compensation;

g) To appoint in its sole discretion committees of the Board and Members and to delegate to such committees the Board's authority to carry out certain duties of the Board;

h) To review and approve the amount of the annual budget and to provide for bank accounts and the establishment of other depositories;

i) To promulgate, amend, repeal and enforce such Rules and Regulations pertaining to the administration of the affairs of the Corporation and the use and occupancy of the Corporation's property as the Board deems proper and which are consistent with the Articles of Incorporation and these By-laws;

j) To exercise all of the rights, powers and duties granted to the Corporation by law, and to enforce, by suit or otherwise, the Articles of Incorporation, these Bylaws and the Rules and Regulations and written policies promulgated by the Board or committees appointed by the Board;

k) To undertake, enter into contracts, partnerships, ventures, transactions concerning the Corporation's property and to construct, remove, repair or restore any construction of or addition to the Corporation's property which is authorized by the Board in its discretion;

**3.3 Member Advice.** The Board of Directors may not, over the objection of the Members as expressed in writing and signed by fifty-one percent (51%) of the membership of the Corporation which objection must be received within thirty (30) days of the mailing of notice of such sale or disposal or as evidenced by the informal advice of a majority (51%) of the membership present in person at a lawfully held meeting of the Members at which not less than ninety percent (90%) of the membership is present, sell or otherwise dispose of the Corporation's real property of a value in excess of \$200,000.00 except in the ordinary course of business and on such terms and conditions as are consistent with the best interest and purposes of the Corporation.

**3.4 Conflicts of Interest.** No Director may have an actual conflict of interest with the Corporation and each Director shall avoid even the appearance of a conflict of interest. The term "conflict of interest" shall mean and refer to the possibility of any direct or indirect personal pecuniary gain for the Director, the congregation from which he is drawn, his family, close personal friends or corporation, partnerships or trusts in which the Director has any direct or indirect financial, legal or beneficial interest. Any Director with a conflict of interest

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will disclose the conflict to the Board. A Director with a conflict must abstain from voting on any matter concerning the conflict and if he or she desires to do business with the Corporation for personal gain, he/she shall resign before seeking such business and shall remain off the Board until such business is concluded. However, this shall not preclude the person from being re-elected to the Board in the future.

3.5 Election and Term. Directors shall be elected for terms of three (3) years each or until the election of a duly qualified successor. Directors may be elected only by action of the Board. Each Director's term commences immediately upon election. So as to stagger the terms of office of the Directors and ensure that no more than one-First (1/3) of the Directors are subject to election in any year, the following adjustment shall be effective upon adoption of these Second Amended By-laws: If a Director ceases to meet directorship qualifications during his or her term, he or she will automatically cease to be a Director and his or her place on the Board will be deemed vacant. A Director is not disqualified from voting on the matter of his retention on the Board for an additional term.

3.6 Vacancies. Vacancies in the Board of Directors shall be filled by action of the Board drawing upon the pool of candidates qualified as provided in Section 2.6 above and available at the time. Each person so elected shall be a Director until a successor is elected and duly qualified at the next annual meeting of the Corporation.

3.7 Removal of Directors. Any one or more of the Directors may be removed for cause by action of the Board. A successor may then and there be elected from qualified candidates then available to fill the vacancy thus created. Any Director whose removal has been proposed by the Directors shall be given an opportunity to be heard at the Board meeting.

3.8 Annual Meeting. The Board of Directors shall meet no less than annually, during the month of May, at the Corporation's principal place of business. The annual meeting shall be open only to duly appointed representatives of the Members and any other persons invited by the Board.

3.9 Regular Meetings. Regular meetings of the Board of Directors may be held, without notice, at such time and place as shall be determined, from time to time, by the President or a majority of the Directors. Executive sessions of the Board and its committees are closed to the Members, except by invitation. The Board reserves the right to reasonably restrict attendance at regular Board and committee meetings, if necessary, in the Board's opinion to expedite the affairs of the Corporation. Notice of agenda items for the regular meetings of the Board of Directors shall be given to each Director, personally or by mail, telephone or telegraph, at least three (3) days prior to the day named for such meeting, unless in an emergency or when otherwise impracticable to do so, in which case only reasonable notice under the circumstances is required.

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**3.10 Special Meetings.** Special meetings of the Board of Directors may be called by the President on three (3) days' notice to each Director, given personally or by mail, telephone or telegraph, which notice shall state the time, place (as herein-above provided) and purpose of the meeting. Special meetings of the Board of Directors shall be called by the President or Secretary in like manner and on like notice on the written request of a majority of the Directors unless in an emergency or when otherwise impracticable to do so, in which case only reasonable notice under the circumstances is required.

**3.11 Waiver of Notice.** Before or at any meeting of the Board of Directors, any Director may, in writing, waive notice of such meeting and such waiver shall be deemed equivalent to the giving of such notice. Attendance by a Director at any meeting of the Board shall be a waiver of notice by him of the time and place thereof. If all the Directors are present at any meeting of the Board, no notice shall be required and any business may be transacted at such meeting.

**3.12 Quorum/Board Action.** At all meetings of the Board of Directors, a majority (51%) of the total number of Directors then installed shall constitute a quorum for the transaction of business. The affirmative vote of a majority (51%) of the Directors present at any meeting at which a quorum is present shall constitute the action of the Board. If less than a quorum is present at any meeting of the Board, the meeting must be adjourned to another date and time convenient. At such adjourned meeting, any business which might have been transacted at the meeting as originally noticed may be transacted without further notice if within thirty (30) days of the date of the meeting adjourned.

**3.13 Action Without Meeting.** Any action required or permitted to be taken at any meeting of the Board of Directors or of any committee thereof may be taken without a meeting, if all Members of the Board or committee, as the case may be, consent thereto in writing and the writing or writings are filed with the minutes of proceedings of the Board or committee.

**3.14 Disputes.** In the event of any dispute or disagreement among the Members or between the Members and the Corporation, relating to the Corporation's actions and property or any question of interpretation or application of the Articles of Incorporation, By-laws or Rules and Regulations (if any), the determination thereof by the Board shall be final and binding.

## **ARTICLE IV**

### **Officers**

**4.1 Designation.** The principal officers of the Corporation shall be a President, a Vice President, a Secretary and a Treasurer, all of whom shall be elected by and from the Board of Directors. The Board may appoint a Second and First Vice President, and such other officers as in its judgement may be necessary.

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**4.2 Election of Officers.** The officers of the Corporation shall be elected annually by the Board of Directors at the annual meeting of each Board and shall hold office at the pleasure of the Board. Officers will be elected for a term of one (1) year, the term to commence immediately upon election and to end at the next following annual meeting of the Board when a successor is elected.

**4.3 Removal of Officers.** Any officer may be removed, either with or without cause, and his successor elected at any regular meeting of the Board of Directors, or any special meeting of the Board called for such purpose.

**4.4 President.** The President shall be the chief executive officer of the Corporation. He or she shall preside at all meetings of the Corporation and the Board of Directors. He shall have all of the general powers and duties which are usually vested in the office of a president of a corporation, including but not limited to the power to appoint committees from among the Board of Directors and/or the Members from time to time as he may, in his discretion, decide is appropriate to assist in the conduct of the affairs of the Corporation. The President shall be an ex-officio member of all committees so appointed. Unless otherwise specified, the President may execute, certify and record all Amendments to the By-laws on behalf of the Corporation.

**4.5 Vice President.** The Vice President shall assume and perform the duties of the President in the absence or disability of the President or whenever the office of President is vacant. He or she shall also have such other powers and duties as may be assigned to him from time to time by the Board.

**4.6 Secretary.** The Secretary shall keep records of attendance and the minutes of all meetings of the Board of Directors and of the membership of the Corporation; he or she shall have charge of the membership books and such other books and papers as the Board of Directors may direct; he or she shall, in general, perform all the duties incident to the office of Secretary, including sending out notices of meetings of the Board of Directors, committees and the Members.

**4.7 Treasurer.** The Treasurer shall have responsibility for Corporation funds and securities; he or she shall be responsible for keeping full and accurate accounts of all receipts and disbursements and books belonging to the Corporation; and he or she shall be responsible for the deposit of all money and valuable effects in the name, and to the credit, of Corporation in such depository as may from time to time be designated by the Board of Directors.

**4.8 Combined Offices.** No member of the Board of Directors shall hold more than one office in the Corporation. Service on a committee shall not be deemed an office hereunder.

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4.9 Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by action of the Board of Directors at any time.

## ARTICLE V

### Committees

5.1 General. The President shall appoint such standing or special committees as may be provided by these by-laws, by resolution of the Board of Directors, or as he/she may deem necessary for the administration of the affairs of the Corporation, and to carry out the purposes of the Corporation, subject to the approval of the Board of Directors.

5.2 Executive Committee. The officers of the Corporation and the past chairman or past president shall serve as the Executive Committee. Said Committee shall be authorized to represent the Board of Directors in negotiations with any and all agents representing interested or related parties. Said committee may, however, not encumber or obligate the Corporation without specific confirmation from the Board of Directors in each and every instance.

## ARTICLE VI

### Fiscal Management

6.1 Fiscal Year. The fiscal year of the Corporation shall commence January 1st and end on December 31st of each year. The commencement date of the fiscal year herein established shall be subject to change by the Board should corporate practice subsequently dictate.

6.2 Books of Account. Books of account of the Corporation shall be kept under the direction of the Treasurer on a consistent basis in accordance with good accounting practices.

6.3 Contracts. The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

6.4 Loans. No loans in respect to First parties shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by action of the Board of Directors. Such authority may be general or confined to specific instances.

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6.5 Checks, Drafts, etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by action of the Board of Directors.

6.6 Deposits. All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may direct.

6.7 Bonds. The cost of any bonds required by these By-laws shall be paid by the Corporation.

6.8 Presentation of Bills. All bills shall be endorsed showing the approval of the officer or person authorized to purchase the merchandise, incur the obligation or engage the services referred to therein, before presentation of such bill to the Treasurer for payment.

## ARTICLE VII

### Amendments

7.1 Future Changes in By-laws. These By-laws may be amended, supplemented, repealed or suspended and new By-laws may be adopted only by fifty-one percent (51%) of the Board of Directors at a proper meeting at which a quorum is present.

7.2 Amended By-laws Supersede. These First Amended By-laws of Christian Housing - Cottonwood, Inc., supersede and shall be substituted in place of the By-laws amended hereby, which superseded By-laws shall be void and have no further force and effect.

DATED this 27<sup>th</sup> day of September, 1997.

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Secretary



**BY-LAWS**  
**OF**  
**CHRISTIAN HOUSING - COTTONWOOD, INC.**

**ARTICLE I**

**Name: Location: Seal of Corporation**

1.1 **Name and Location.** The name of this corporation is CHRISTIAN HOUSING - COTTONWOOD, INC. (the "Corporation"). The location of the Corporation's principal or known place of business is located at 11812 North 19th Avenue, Phoenix, Arizona 85029.

1.2 **Corporation Seal.** A corporate seal is not requisite to the validity of any instrument executed by or on behalf of the Corporation, but, nevertheless, if in any instance a corporate seal be used, the same shall be in the form and style suitable to the Board of Directors, in their discretion.

1.3 **Corporate Affairs.** The Corporation has been formed to serve as the governing body for all of the Members in respect to the protection, improvement, maintenance and administration of the Corporation's property. The affairs of the Corporation will be managed by the Board of Directors, which shall exercise its powers at all times in the best interests of the Members and the Corporation's property.

**ARTICLE II**

**Membership**

2.1 **Qualification.** The membership of the Corporation is composed of and limited to the Independent Christian Churches of Arizona. Each independent Christian Church of Arizona, by accepting a membership, agrees to be bound by and to faithfully observe the terms and conditions of the Articles of Incorporation, By-laws and Rules and Regulations, if any, of the Corporation as they may be amended from time to time.

2.2 **Definition of Member.** In these By-laws, the term "Member" will mean and refer to each Independent Christian Church listed as a Member of the Corporation in the official list of Members maintained by the Secretary of the Corporation.

2.3 **Meetings.** Meetings of the Members may be called from time to time by the President or by action of the Board of Directors. Meetings may be called to seek the informal advice of the membership, for the purpose of disseminating information to

the Members or for any other valid purpose, subject to the provisions of these By-laws. The notice of any Meeting shall note the place, date, hour and purpose of such Meeting.

**2.4 Notice of Meeting.** It shall be the duty of the Secretary to mail a notice of meeting to the Members not less than ten (10) nor more than fifty (50) days prior to such meeting. Such notice shall be delivered personally or by mail, by the Secretary. If mailed, such notice shall be deemed to be delivered when deposited with the United States Postal Service, postage prepaid, and addressed to the Member at its address as it appears on the official list of Members kept by the Secretary of the Corporation in accordance with Section 2.2.

**2.5 List of Members.** The Secretary shall maintain a complete list of the membership of the Corporation showing the address of each Member. Such list shall be open to the examination of any Member during ordinary business hours at the Corporation's principal place of business.

**2.6 Voting Rights of Membership.** The Board of Directors, in its sole discretion, may from time to time seek the advice of the Members and will strive to keep the Members reasonably informed of the affairs of the Corporation. Each Member has the right, acting through one of its Senior Ministers (or a duly appointed representative) to nominate an individual from its congregation to be considered by the Board of Directors as a candidate for election to the Board, and to express the wishes of the Member with respect to the provisions of Paragraph 3.3 hereof. The Board of Directors has the right, in its sole discretion, to solicit the interest of any other individuals from the congregations of any of the Members to be like-wise considered as candidates for election to the Board. Except as otherwise set forth herein, the Members shall have no voting rights with respect to the election of Directors or the daily affairs of the Corporation.

**2.7 Termination of Membership.** A Member's membership may be terminated by voluntary withdrawal or by action of the Board of Directors for just cause.

### ARTICLE III

#### Board of Directors

**3.1 Number and Qualification.** The business and affairs of the Corporation will be managed by a Board of Directors composed of not more than fifteen (15) persons who are drawn from the congregations of the Members of the Corporation. The number of Directors may be increased or decreased, from time to time, by action of the Board of Directors. To be qualified for election to the Board of Directors, an individual must be (i) in good standing in the Member's congregation and (ii) acceptable to the Board of Directors in its sole and complete discretion.

**3.2 Powers and Duties.** The Board shall have the exclusive right and power to exercise any and all powers of the Corporation which are necessary, proper or permissible to enable the Corporation to accomplish its purposes and which are not expressly reserved to the Members by statute, the Articles of Incorporation or these By-laws. The Corporation will serve as the governing body of the Members and all actions of the Members will be undertaken by the Corporation, acting through its Directors and officers. The powers and duties of the Board shall include, but not be limited to, the following enumerated powers and duties:

- a) To administer and manage the business and financial affairs of the Corporation to the fullest extent permitted by law and, in connection therewith, to make, execute, sign, deliver, acknowledge, record and file such documents and instruments in writing and to do and perform every act and thing whatsoever, in the Board's sole and absolute discretion it deems necessary, convenient and expedient;
- b) To administer, manage, purchase, sell, lease, operate and otherwise deal with the Corporation's property;
- c) To engage the services of a manager, managing agent or property manager who shall manage and operate the Corporation's property for all of the Members upon such terms, for such compensation and with such authority as the Board may approve.
- d) To provide for the operation, maintenance, repair and replacement of the Corporation's property and payments thereof and for the other expenses and to approve payment vouchers or to delegate such approval to the officers or manager or managing agent;
- e) To provide for the designation, hiring and removal of employees and other personnel, including accountants and attorneys, and to engage or contract for the services of others, and to make purchases for the maintenance, repair, replacement, administration, management and operation of the Corporation's property, and to delegate any such powers to the manager or managing agent (and any such employees or other personnel who may be the employees of a managing agent);
- f) To appoint and remove in its sole discretion all officers, agents and employees of the Corporation, prescribe their duties and fix their compensation;
- g) To appoint in its sole discretion committees of the Board and Members and to delegate to such committees the Board's authority to carry out certain duties of the Board;
- h) To review and approve the amount of the annual budget and to provide for bank accounts and the establishment of other depositories;
- i) To promulgate, amend, repeal and enforce such Rules and Regulations pertaining to the administration of the affairs of

the Corporation and the use and occupancy of the Corporation's property as the Board deems proper and which are consistent with the Articles of Incorporation and these By-laws;

j) To exercise all of the rights, powers and duties granted to the Corporation by law, and to enforce, by suit or otherwise, the Articles of Incorporation, these Bylaws and the Rules and Regulations and written policies promulgated by the Board or committees appointed by the Board;

k) To undertake, enter into contracts, partnerships, ventures, transactions concerning the Corporation's property and to construct, remove, repair or restore any construction of or addition to the Corporation's property which is authorized by the Board in its discretion;

3.3 Member Advice. The Board of Directors may not, over the objection of the Members as expressed in writing and signed by fifty-one percent (51%) of the membership of the Corporation which objection must be received within thirty (30) days of the mailing of notice of such sale or disposal or as evidenced by the informal advice of a majority (51%) of the membership present in person at a lawfully held meeting of the Members at which not less than ninety percent (90%) of the membership is present, sell or otherwise dispose of the Corporation's real property of a value in excess of \$200,000.00 except in the ordinary course of business and on such terms and conditions as are consistent with the best interest and purposes of the Corporation.

3.4 Conflicts of Interest. No Director may have an actual conflict of interest with the Corporation and each Director shall avoid even the appearance of a conflict of interest. The term "conflict of interest" shall mean and refer to the possibility of any direct or indirect personal pecuniary gain for the Director, the congregation from which he is drawn, his family, close personal friends or corporation, partnerships or trusts in which the Director has any direct or indirect financial, legal or beneficial interest. Any Director with a conflict of interest will disclose the conflict to the Board. A Director with a conflict must abstain from voting on any matter concerning the conflict and if he or she desires to do business with the Corporation for personal gain, he/she shall resign before seeking such business and shall remain off the Board until such business is concluded. However, this shall not preclude the person from being re-elected to the Board in the future.

3.5 Election and Term. Directors shall be elected for terms of three (3) years each or until the election of a duly qualified successor. Directors may be elected only by action of the Board. Each Director's term commences immediately upon election. So as to stagger the terms of office of the Directors and ensure that no more than one-third (1/3) of the Directors are subject to election in any year, the following adjustment shall be effective upon adoption of these Second Amended By-laws:

If a Director ceases to meet directorship qualifications during his or her term, he or she will automatically cease to be a Director and his or her place on the Board will be deemed vacant. A Director is not disqualified from voting on the matter of his retention on the Board for an additional term.

**3.6 Vacancies.** Vacancies in the Board of Directors shall be filled by action of the Board drawing upon the pool of candidates qualified as provided in Section 2.6 above and available at the time. Each person so elected shall be a Director until a successor is elected and duly qualified at the next annual meeting of the Corporation.

**3.7 Removal of Directors.** Any one or more of the Directors may be removed for cause by action of the Board. A successor may then and there be elected from qualified candidates then available to fill the vacancy thus created. Any Director whose removal has been proposed by the Directors shall be given an opportunity to be heard at the Board meeting.

**3.8 Annual Meeting.** The Board of Directors shall meet no less than annually, during the month of May, at the Corporation's principal place of business. The annual meeting shall be open only to duly appointed representatives of the Members and any other persons invited by the Board.

**3.9 Regular Meetings.** Regular meetings of the Board of Directors may be held, without notice, at such time and place as shall be determined, from time to time, by the President or a majority of the Directors. Executive sessions of the Board and its committees are closed to the Members, except by invitation. The Board reserves the right to reasonably restrict attendance at regular Board and committee meetings, if necessary, in the Board's opinion to expedite the affairs of the Corporation. Notice of agenda items for the regular meetings of the Board of Directors shall be given to each Director, personally or by mail, telephone or telegraph, at least three (3) days prior to the day named for such meeting, unless in an emergency or when otherwise impracticable to do so, in which case only reasonable notice under the circumstances is required.

**3.10 Special Meetings.** Special meetings of the Board of Directors may be called by the President on three (3) days' notice to each Director, given personally or by mail, telephone or telegraph, which notice shall state the time, place (as hereinabove provided) and purpose of the meeting. Special meetings of the Board of Directors shall be called by the President or Secretary in like manner and on like notice on the written request of a majority of the Directors unless in an emergency or when otherwise impracticable to do so, in which case only reasonable notice under the circumstances is required.

**3.11 Waiver of Notice.** Before or at any meeting of the Board of Directors, any Director may, in writing, waive notice of such meeting and such waiver shall be deemed equivalent to the giving

of such notice. Attendance by a Director at any meeting of the Board shall be a waiver of notice by him of the time and place thereof. If all the Directors are present at any meeting of the Board, no notice shall be required and any business may be transacted at such meeting.

**3.12 Quorum/Board Action.** At all meetings of the Board of Directors, a majority (51%) of the total number of Directors then installed shall constitute a quorum for the transaction of business. The affirmative vote of a majority (51%) of the Directors present at any meeting at which a quorum is present shall constitute the action of the Board. If less than a quorum is present at any meeting of the Board, the meeting must be adjourned to another date and time convenient. At such adjourned meeting, any business which might have been transacted at the meeting as originally noticed may be transacted without further notice if within thirty (30) days of the date of the meeting adjourned.

**3.13 Action Without Meeting.** Any action required or permitted to be taken at any meeting of the Board of Directors or of any committee thereof may be taken without a meeting, if all Members of the Board or committee, as the case may be, consent thereto in writing and the writing or writings are filed with the minutes of proceedings of the Board or committee.

**3.14 Disputes.** In the event of any dispute or disagreement among the Members or between the Members and the Corporation, relating to the Corporation's actions and property or any question of interpretation or application of the Articles of Incorporation, By-laws or Rules and Regulations (if any), the determination thereof by the Board shall be final and binding.

#### ARTICLE IV

##### Officers

**4.1 Designation.** The principal officers of the Corporation shall be a President, a Vice President, a Secretary and a Treasurer, all of whom shall be elected by and from the Board of Directors. The Board may appoint a Second and Third Vice President, and such other officers as in its judgment may be necessary.

**4.2 Election of Officers.** The officers of the Corporation shall be elected annually by the Board of Directors at the annual meeting of each Board and shall hold office at the pleasure of the Board. Officers will be elected for a term of one (1) year, the term to commence immediately upon election and to end at the next following annual meeting of the Board when a successor is elected.

**4.3 Removal of Officers.** Any officer may be removed, either with or without cause, and his successor elected at any regular meeting of the Board of Directors, or any special meeting of the Board called for such purpose.

4.4 President. The President shall be the chief executive officer of the Corporation. He or she shall preside at all meetings of the Corporation and the Board of Directors. He shall have all of the general powers and duties which are usually vested in the office of a president of a corporation, including but not limited to the power to appoint committees from among the Board of Directors and/or the Members from time to time as he may, in his discretion, decide is appropriate to assist in the conduct of the affairs of the Corporation. The President shall be an ex-officio member of all committees so appointed. Unless otherwise specified, the President may execute, certify and record all Amendments to the By-laws on behalf of the Corporation.

4.5 Vice President. The Vice President shall assume and perform the duties of the President in the absence or disability of the President or whenever the office of President is vacant. He or she shall also have such other powers and duties as may be assigned to him from time to time by the Board.

4.6 Secretary. The Secretary shall keep records of attendance and the minutes of all meetings of the Board of Directors and of the membership of the Corporation; he or she shall have charge of the membership books and such other books and papers as the Board of Directors may direct; he or she shall, in general, perform all the duties incident to the office of Secretary, including sending out notices of meetings of the Board of Directors, committees and the Members.

4.7 Treasurer. The Treasurer shall have responsibility for Corporation funds and securities; he or she shall be responsible for keeping full and accurate accounts of all receipts and disbursements and books belonging to the Corporation; and he or she shall be responsible for the deposit of all money and valuable effects in the name, and to the credit, of Corporation in such depository as may from time to time be designated by the Board of Directors.

4.8 Combined Offices. No member of the Board of Directors shall hold more than one office in the Corporation. Service on a committee shall not be deemed an office hereunder.

4.9 Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise may be filled by action of the Board of Directors at any time.

## ARTICLE V

### Committees

5.1 General. The President shall appoint such standing or special committees as may be provided by these by-laws, by resolution of the Board of Directors, or as he/she may deem necessary for the administration of the affairs of the

Corporation, and to carry out the purposes of the Corporation, subject to the approval of the Board of Directors.

**5.2 Executive Committee.** The officers of the Corporation shall serve as the Executive Committee. Said Committee shall be authorized to represent the Board of Directors in negotiations with any and all agents representing interested or related parties. Said committee may, however, not encumber or obligate the Corporation without specific confirmation from the Board of Directors in each and every instance.

## **ARTICLE VI**

### **Fiscal Management**

**6.1 Fiscal Year.** The fiscal year of the Corporation shall commence January 1st and end on December 31st of each year. The commencement date of the fiscal year herein established shall be subject to change by the Board should corporate practice subsequently dictate.

**6.2 Books of Account.** Books of account of the Corporation shall be kept under the direction of the Treasurer on a consistent basis in accordance with good accounting practices.

**6.3 Contracts.** The Board of Director may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

**6.4 Loans.** No loans in respect to third parties shall be contracted on behalf of the Corporation and no evidences of indebtedness shall be issued in its name unless authorized by action of the Board of Directors. Such authority may be general or confined to specific instances.

**6.5 Checks, Drafts, etc.** All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by action of the Board of Directors.

**6.6 Deposits.** All funds of the Corporation not otherwise employed shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may direct.

**6.7 Bonds.** The cost of any bonds required by these By-laws shall be paid by the Corporation.

**6.8 Presentation of Bills.** All bills shall be endorsed showing the approval of the officer or person authorized to



purchase the merchandise, incur the obligation or engage the services referred to therein, before presentation of such bill to the Treasurer for payment.

## ARTICLE VII

### Amendments

7.1 Future Changes in By-laws. These By-laws may be amended, supplemented, repealed or suspended and new By-laws may be adopted only by fifty-one percent (51%) of the Board of Directors at a proper meeting at which a quorum is present.

DATED this 22<sup>nd</sup> day of October, 1994.

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Secretary

CottonwoodALCP2012  
Exhibit 2  
DUNS: 9647017390000  
FaxID: 1332880170-8498

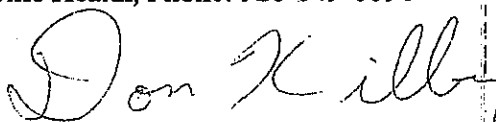
4/26/2012

Concerning Christian Care Senior Apartments  
12<sup>th</sup> Street, Cottonwood, Arizona, 86326

To whom it may concern:

My name is Don Kilby and I work for Angels Care Home Health. We are an in-home skilled nursing and Therapy Company located in Cottonwood Ariz. I have had the pleasure of working with Arlene and Toni while educating residents on Health care issues and have found them always to be helpful and very professional at all times. The Verde Valley is very abundant in seniors who require and are searching for both Independent living and Assisted Care Homes. There is a shortage of both. I would be thrilled to see a portion of Christian Care Apartments converted to Assisted Care Units. Angels Care looks forward to assisting all your residents in staying healthy and away from emergency rooms and skilled nursing facilities.

Sincerely, Don Kilby  
Account Executive  
Angels Care Home Health, Phone: 928-649-8890



**Angels**  
Care Home Health  
[www.angmarholdings.com](http://www.angmarholdings.com)

**Don Kilby**  
Account Executive

Cottonwood • Prescott Valley & Surrounding Areas

301 S. Willard Street • Cottonwood, AZ 86326  
P: (928) 649-8890 • F: (928) 649-8891  
[dkilby@angmarholdings.com](mailto:dkilby@angmarholdings.com)

April 23, 2012

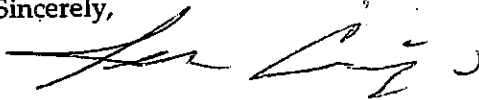
To Whom It May Concern:

I am writing to support the HUD Assisted Living Conversion Program grant application being submitted by Christian Care Organization for the Cottonwood location.

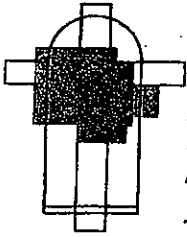
It is my understanding this proposal will enable the modification and adaptation of apartments of building one, which is almost fifteen years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in building one providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me, as my mother is a resident of Christian Care in building one, and I am a technician at ALL-Med Equipment servicing many residents of this Senior Housing in my profession. There is a serious need for affordable assisted living in our community and I believe Cottonwood Christian Care, ALCP project will continue to help meet that need. I fully endorse this proposal of bringing affordable assisted living to the seniors to our Verde Valley Community

Sincerely,



John Cickavage,  
ALL-Med Field Technician



## National Church Residences

Affordable Housing Management & Services | info@ncr.org | www.ncr.org | TDD 800.925.8689

Tuzigoot Village | 1600 E. Skyline Dr. | Cottonwood, AZ 86326 | 928.634.3669 | Fax 928.639.0116 | 0950@ncr.org

National Church Residences

Bristol Village

Heritage

InCare

Traditions

NCR University

April 24, 2012

Attention: Toni Glenn, Resident Manager

RE: Christian Care Manor 1 Plan

Dear Ms. Glenn

I want to express my enthusiasm and support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing in Cottonwood, Arizona, for the low-income elderly. Within our community we recognize that a serious need exists for affordable elderly housing and services. We are pleased to support a project addressing this for the Cottonwood and Verde Valley area.

I believe that Christian Care has the experience to develop this Assisted Living Center for low income seniors and I endorse it and the efforts of Christian Care for the necessity of our community.

Respectfully,

Lori Talley  
Property Manager, Tuzigoot Village



Since 1964 combining compassion with professionalism in our ministry of housing and supportive services to families and older adults.



DUNS: 9647017390000  
**Mountain View Villa Apartment Homes**

25 April, 2012

To whom it may concern;

As Property Manager of Mountain View Villa Apartment Homes I want to express our community's enthusiastic support for Christian Care Apartments plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In my experience working with the elders of our community, I recognize on a daily basis that a critical need exists for affordable elderly housing and services. I am pleased to support a project addressing this housing need.

I, along with my staff are very supportive of the idea to create this type of housing in our community and believe that Christian Care's experience developing supportive elderly housing options will insure its success.

I have enjoyed a long-standing collaborative relationship with Christian Care Apartments and appreciate the opportunity to be able to provide our input on this project. I look forward to continuing the effective partnership that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project.

I look forward to further information provided on this venture and certainly support the need for this expansion of services.

Sincerely,

Cari J. Wells  
Property Manager



**\*Fire Extinguishers\*Emergency and Exit Lighting\*Sprinkler systems\***

Christian Care Apartments  
801 S. 12<sup>th</sup> St.  
Cottonwood, Az. 86325

To whom it may concern:

I want to express our support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing. This is a needed service in the Cottonwood area and would be a great benefit to the community. We are pleased to support a project addressing this.

We are in the fire protection business, and have been involved in the fire protection aspect of the Christian Care Apartments. Our company wishes to support the building projects that we service. Abreeze Fire Protection has enjoyed a long-standing relationship with Christian Care Cottonwood and we appreciate the opportunity to be able to provide our input on this development. We look forward to continuing the effective partnership that exists between us, allowing us to achieve mutual goals of providing supportive services in our community and safety to the residents of this proposed project.

Date 4-27-12

Coy Baumbaertel Jr.  
Vice President  
ABREEZE FIRE PROTECTION  
ROC234174

4-27-12

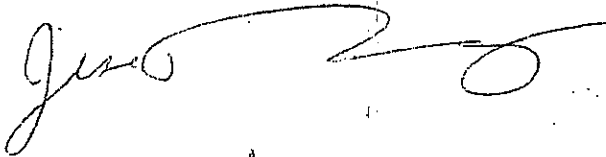
Letter of support for Christian Care,

As a citizen of the City that Christian Care resides in, I offer my support for the organization and the assisted living service it provides. As I get to the point in my life where my parents may require the service, it is good to know that these folks will be there.

Having recently been elected to the City Council I know that our community has very few assisted living facilities to serve an aging retiree population. We should do all we can to assure our seniors a place where they can age in peace and still be cherished members of the community that can still impart the wisdom that many years of life can provide.

Once again I appreciate and support the work that Christian Care is doing to make the City a better place for all of its citizens both young and old.

Jesse Dowling  
654 Silver Springs Circle  
Cottonwood, AZ 86326





CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498



April 24, 2012

To Whom It May Concern:

I am writing in support of the assisted living facility that Christian Care Apartments is trying to create in their wonderful complex on 12<sup>th</sup> Street in Cottonwood, Arizona.

Numerous older friends of mine have been or are housed here. It is convenient to groceries, doctors, hospitals and physical therapy centers making it ideal for our older population. The one thing missing is assistance as they get older and incapable of doing some things for themselves that they are used to doing. Losing these abilities is extremely hard. Add to that the necessity of moving out of the complex to new surroundings and it is terribly overwhelming.

I encourage you to allow this effective complex for our older citizens to remodel a portion of the complex to house those needing extra assistance as they age.

Thank you for your consideration,

Darlene Boddy  
1462 E Bart Circle  
Cottonwood, AZ 86326  
928-300-9851

**Arlene Railey**  
**P.O. Box 201**  
**Cottonwood, AZ 86326**  
**928-202-9260**

April 24, 2012

Attention: Toni Glenn, Resident Manager

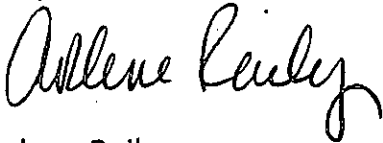
RE: Christian Care Manor 1 Plan

Dear Ms. Glenn

I would like to express my passion and support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing in Cottonwood, Arizona, for the low-income elderly. This is a needed housing center in our area that will benefit our residents her to age in place and within our community we recognize that a serious need exists for affordable elderly housing and services. I am pleased to support a project addressing this for the Cottonwood and Verde Valley area.

I believe that Christian Care has the involvement and expertise to develop this Assisted Living Center for low income seniors and I highly recommend it and the efforts of Christian Care for the necessity of our community.

Respectfully,



Arlene Railey,  
Resident Service Coordinator

## Fares and Passes

Pay your fare to the driver when boarding the bus. Drivers only carry a small amount of change, so no bills larger than \$10.00 please.

Cash Fare: ..... \$1.00

20-Trip Pass: .....	\$16.00
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Available from the Driver or by calling CAT at 634-2287.

## Boletos y pases

Páguele el boleto al conductor al subirlo al autobús. Abone con billetes menores de \$10.00, ya que los conductores sólo tienen una pequeña cantidad de cambio.

En efectivo: ..... \$1.00

Prise de 20 viajes:	516 00
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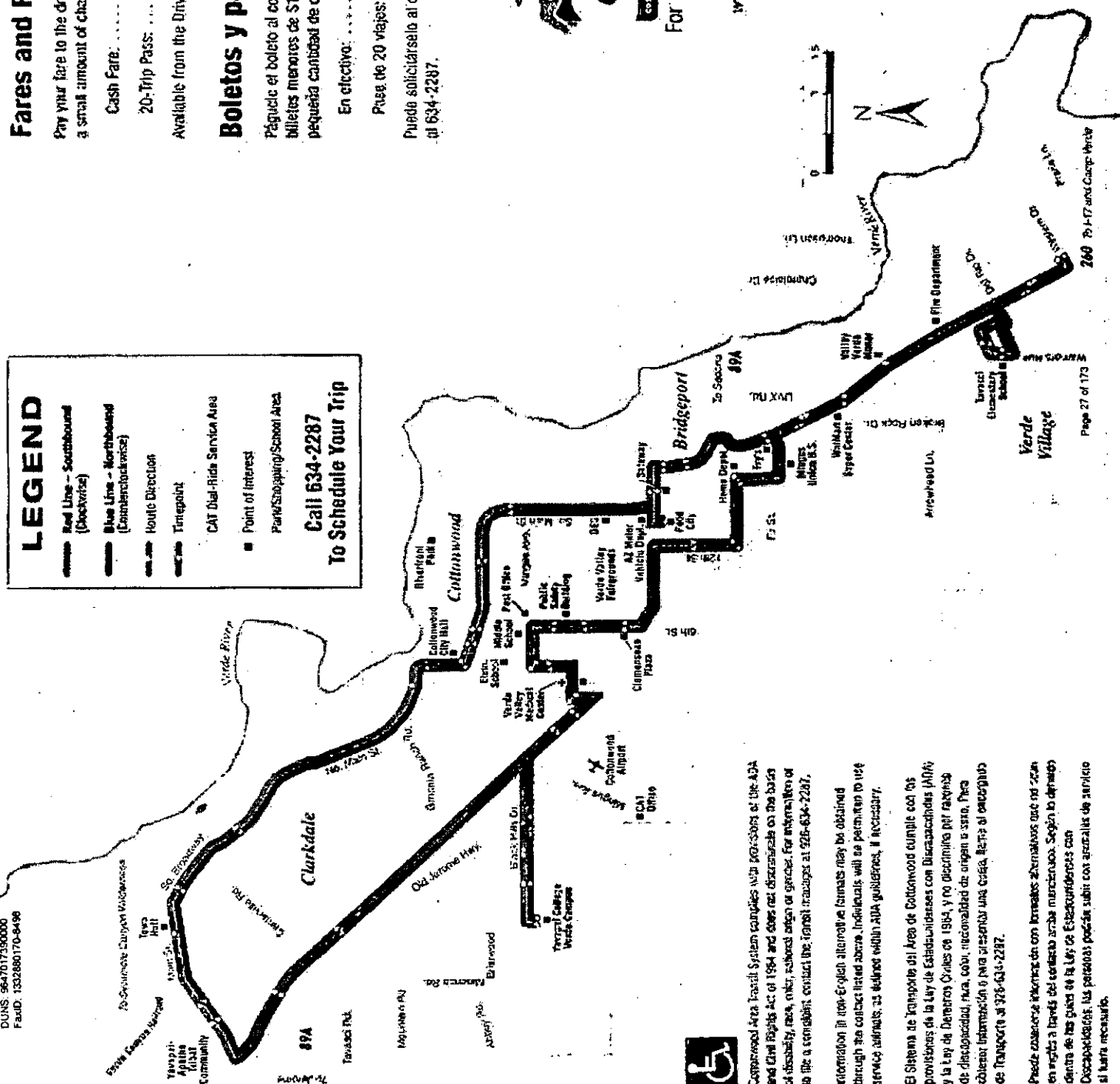
Pueda solicitárselo al conductor o conseguirlo llamando a CAF al 634-2287.



**For more information, call**

**634-2287**

[www.ci.cottonwood.az.us](http://www.ci.cottonwood.az.us)



Computerized Area Transit System complies with requirements of the ADA and ADA Regulations of 1994 and does not discriminate on the basis of disability race, color, national origin or gender. For information of the public a complaint contact the Transit Authority at 978-636-7287.

Information in non-English alternative formats may be obtained through the contact listed above. Individuals will be permitted to use service animals as defined within ADA guidelines, if necessary.

El Sistema de Transporte del Área de Richmond cumple con las disposiciones de la Ley de Estadounidenses con Discapacidades (ADA) por la Ley de Derechos Civiles de 1994, y no discriminamos por razones de discapacidad, raza, color, nacionalidad de origen o sexo. Para obtener información o para presentar una queja acerca al servicio de Transporte, llame al 326-634-2787.

Puede considerarse que la ley de Escrutinios que se está en estudio a través del Senado sería marplatense. Según lo demandado dentro de los límites de la Ley de Escrutinios con Desaprobación, las personas podrán subir con armallas de servicio al lugar necesario.

### Red Line (Southbound)

Bus Stop	Minutes after the hour	First Bus a.m.	Last Bus p.m.
827 N. Main (Cottonwood City Hall)	:00	7:00	5:00
3rd St. and Main St.	:02	7:02	5:02
5th St. and Main St.	:04	7:04	5:04
Apache and Main St.	:05	7:05	5:05
324 S. Main St. (Tina's Diner)	:06	7:06	5:06
1389 E. Hwy. 89A (Cottonwood Cinema/Food City)	:07	7:07	5:07
1635 E. Cottonwood (Safeway Parking Lot)	:08	7:08	5:08
993 S. Main St. (Cove Parkway)	:09	7:09	5:09
1100 S. Hwy. 260 (Fry's Parking Lot)	:13	7:13	5:13
Del Rio/Warrior's Run	:16	7:16	5:13
Western Drive (Dr. Petersen)	:19	7:19	5:19
Verde Valley Manor	:22	7:22	5:22
Wal-Mart at Bus Shelter	:25	7:25	5:25
Camino Real and Elm St.	:28	7:28	5:28
12th St. (Methodist Church)	:30	7:30	5:30
515 E. Hwy. 89A (Clemenceau Plaza)	:32	7:32	5:32
100 S. 6th St. (eastside of Library/County Offices)	:33	7:33	5:33
Willard and Mingus	:34	7:34	5:34
10 S. 6th St. (VV Medical Center - out patient)	:36	7:36	5:36
S. Candy Lane (Candy Lane Medical Offices)	:37	7:37	5:37
Airport Rd. and Black Hills Rd.	:39	7:39	5:39
Windy St. and Black Hills Rd.	:40	7:40	5:40
Yavapai College	:43	7:43	5:43
2050 W. Highway 89A (Pine Shadows Golf Course)	:47	7:47	5:47
112 Lampliter Village	:48	7:48	5:48
Yavapai Apache Nation Housing	:51	7:51	5:42
1615 Main St. (Clarkdale-Jerome Elementary)	:52	7:52	5:52
Clarkdale/9th St. (Bus Shelter)	:53	7:53	5:53
Hollow Reed Rd./Bent River	:55	7:55	5:55
1034 N. Main St. (Sundial Motel)	:58	7:58	5:58
827 N. Main (Cottonwood City Hall)	:00	8:00	6:00

Bus goes out of service at 6:00 p.m.

### Blue Line (Northbound)

Bus Stop	Minutes after the hour	First Bus a.m.	Last Bus p.m.
827 N. Main (Cottonwood City Hall)	:00	7:00	5:00
1045 N. Main St. (Foxy Fashions - Old Town)	:01	7:01	5:01
Hollow Reed Rd./Bent River Rd.	:04	7:04	5:04
Clarkdale Laundromat	:05	7:05	5:05
1615 Main St. (Clarkdale-Jerome Elementary)	:07	7:07	5:07
Yavapai Apache Nation Housing	:08	7:08	5:08
112 Lampliter Village	:09	7:09	5:09
2050 W. Highway 89A (Pine Shadows Golf Course)	:10	7:10	5:10
Airport Rd. and Black Hills Rd.	:14	7:14	5:14
Windy St. and Black Hills Rd.	:15	7:15	5:15
Yavapai College	:16	7:16	5:16
S. Candy Lane (Candy Lane Medical Offices)	:19	7:19	5:19
10 S. 6th St. (VV Medical Center - out patient)	:20	7:20	5:20
Willard and Mingus (Cottonwood Village)	:21	7:21	5:21
100 S. 6th St. (westside of Library/County Offices)	:23	7:23	5:23
515 E. Hwy. 89A (Clemenceau Plaza)	:24	7:24	5:24
12th St. (Methodist Church)	:27	7:27	5:27
Camino Real and Elm St.	:28	7:28	5:28
Wal-Mart at Bus Shelter	:32	7:32	5:32
Del Rio/Warrior's Run	:35	7:35	5:35
Western Drive (Dr. Petersen)	:37	7:37	5:37
Verde Valley Manor	:40	7:40	5:40
1100 S. Hwy. 260 (Fry's Parking Lot)	:45	7:45	5:45
993 S. Main St. (Cove Parkway)	:48	7:48	5:48
1635 E. Cottonwood (Safeway Parking Lot)	:49	7:49	5:49
1389 E. Hwy. 89A (Cottonwood Cinema/Food City)	:51	7:51	5:51
321 S. Main St. (Stromboli's)	:53	7:53	5:53
127 N. Main St. (Carm Pest Control)	:54	7:54	5:54
5th St. and Main St.	:55	7:55	5:55
3rd St. and Main St.	:58	7:58	5:58
827 N. Main St. (Cottonwood City Hall)	:00	8:00	6:00

Bus goes out of service at 6:00 p.m.

## Where to Catch-a-Ride

CAT bus stops are located all along the route and are shown on the map included in this guide. For your safety, buses can only stop at designated bus stops.

## When to Catch-a-Ride

Buses run once an hour in each direction.

The bus schedule lists the pickup time (minutes past the hour) for each bus stop.

Be sure to look at the schedule for your direction of travel.

Buses run from 7 a.m. to 1 p.m. and from 2 p.m. to 6 p.m.



## Requesting a Deviation

If you live within 1/4 mile of the bus route, but are unable to get to the bus stop, you can request to be picked up at your curb. Call 634-2287 to request a deviation. Deviations are provided on a time-available basis, so call as far in advance as possible.

## Tips and Rules

- ❑ Be at the bus stop a few minutes early as watches and clocks may vary.
- ❑ Please be courteous of other passengers. Rudeness and vulgarity will result in removal from the bus.
- ❑ No smoking or eating onboard the bus.
- ❑ Service animals are allowed onboard with proper identification.
- ❑ Pets are allowed onboard in a pet carrier.
- ❑ No drinking of alcohol onboard. (Alcohol may be brought onboard in factory sealed containers only.)
- ❑ If you have any questions, just ask your driver for assistance.

## CAT Dial-a-Ride

CAT also offers curb-to-curb service to persons who are unable to get to or from the bus stop. Dial-a-Ride reservations must be made at least 24 hours in advance and depend on space availability. The Dial-a-Ride fare is \$1.50 within the Cottonwood City limits and \$2.00 for all other locations. To schedule a trip or find out more about Dial-a-Ride call 634-2287.

**634-2287**

**[www.cl.cottonwood.az.us](http://www.cl.cottonwood.az.us)**

## Dónde tomar un autobús de Catch-a-Ride

Las paradas de autobús del Transporte del área de Cottonwood (CAT) están ubicadas a lo largo del recorrido y se muestran en el mapa incluido en esta guía. Cada parada está marcada con la señal verde de parada de autobús que se muestra en la portada. Para su seguridad, los autobuses sólo pueden detenerse en las paradas de autobús designadas.

## Cuándo tomar un autobús de Catch-a-Ride

Los autobuses pasan una vez por hora en cada dirección. El horario del autobús incluye el horario de recogida (algunos minutos pasada la hora) en cada parada de autobús. Asegúrese de verificar su dirección de viaje en el horario. Los autobuses circulan de 7 a.m. a 1 p.m. y de 2 p.m. a 6 p.m.

## Solicitud de desvío

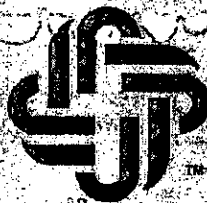
Si usted vive dentro de 1/4 de milla de distancia del recorrido del autobús y no puede ir a la parada, puede solicitar que se lo recoja en su casa. Llame al 634-2287 para solicitar un desvío. Los desvíos se realizarán según la disponibilidad horaria, por lo tanto, llame con la mayor anticipación posible.

## Consejos y reglas

- ❑ Esté en la parada del autobús unos minutos antes, ya que entre diferentes relojes puede haber una variación de minutos.
- ❑ Sea respetuoso con los demás pasajeros. La mala educación y la vulgaridad serán motivo de expulsión del autobús.
- ❑ Está prohibido fumar o comer en el autobús.
- ❑ Se permiten animales de servicio en el autobús si llevan la identificación correspondiente.
- ❑ Se permiten mascotas en el autobús si están dentro de una jaula.
- ❑ Está prohibido beber alcohol en el autobús. (Sólo puede transportarse alcohol en el autobús si se encuentra en envases sellados de fábrica).
- ❑ Si tiene alguna inquietud, pídale ayuda al conductor.

## Dial-a-Ride de CAT

CAT también ofrece un servicio de puerta a puerta para personas que no pueden llegar a la parada del autobús o retirarse de ésta. Las reservaciones telefónicas de Dial-a-Ride deben realizarse con al menos 24 horas de anticipación y dependen de la disponibilidad de espacio. El boleto de Dial-a-Ride cuesta \$1.50 dentro de los límites de Cottonwood City y \$2.00 para todos los demás lugares. Para programar un viaje u obtener más información acerca de Dial-a-Ride, llame al 634-2287.



**Christian Care Apartments**  
*A Christian Care Company*

***Volunteer Opportunities***

**Posting Date: June 10, 2011**

Background checks are required for all of the volunteer positions at Christian Care Apartments. Confidentiality is a must.  
If you are interested in volunteering, contact  
Arlene Railey, Social Services Coordinator at 641-5105.

**Volunteer Position: Reading Companion**

Assist residents who have requested assistance with reading needed due to visual impairments or reading/learning disabilities.

**Volunteer Position: Handyman**

Assist residents with small tasks like hanging pictures, putting together light furniture, connecting TV, DVD players, and VCRs.

**Volunteer Position: Friendly Visitor**

Friendly, uplifting visits to less socially active residents. Volunteer must be dependable, Patient, caring, and willing to listen with a nonjudgmental attitude that does not reflect Your own biases.

**Volunteer Position: New Resident Assistance**

Volunteer help orientate and answer questions for new residents. Assist residents with Information on activities on campus, location of community area information. This is a two weeks limited assistance to new residents to avoid dependence and encourage independence and participation in activities.

**Volunteer Position: Computer Instructor**

Help orientate residents who would like to learn to use the computer in the community room. Need to know how to access the World Wide Web, email set up, and Microsoft software.





**Christian Care Apartments**  
*A Christian Care Company*

## **Angles Care Home Health Presents "Ask the Nurse"**



Bring any medical questions you may have.

This will be a great opportunity for you to receive beneficial information. Come out and join us Tuesday, April 10<sup>th</sup> at 10:30am Bldg 1. We will be providing light refreshments.



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5105



Phone (928) 634-7571 • Fax (928) 634-7728 • Email: [arlene.railey@christiancare.org](mailto:arlene.railey@christiancare.org)

## RESIDENT POTLUCK

**WHEN:**            **Wednesday, March 21st**

**WHERE:**           **Community Room Bldg #1**

**TIME:**            **11:30 AM**

**Come join in the fun with your neighbors &  
Christian Care Staff for March resident potluck.**



### **St. Paddy's Pot Luck**

**Don't forget to come wearing your green!**

**Food Suggestions:**    Main Dish, Side Salads, Finger Foods, Desserts.  
Bring your own drinks!

**Christian Care will be providing 1 pan of Baked Ziti**

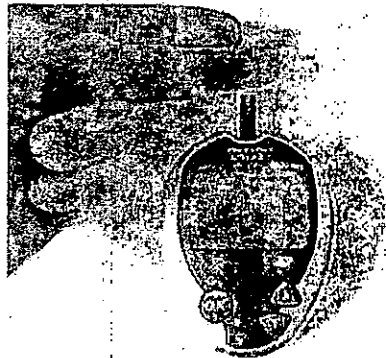






**Christian Care Apartments**  
*A Christian Care Company*

## **ANGELS HOME CARE PRESENT FREE BLOOD SUGAR TESTING**



Please come out and get your blood sugars  
check by a certified RN and get some great  
information **Wednesday, October 7th at**  
**10:30am Bldg 1.**



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5105

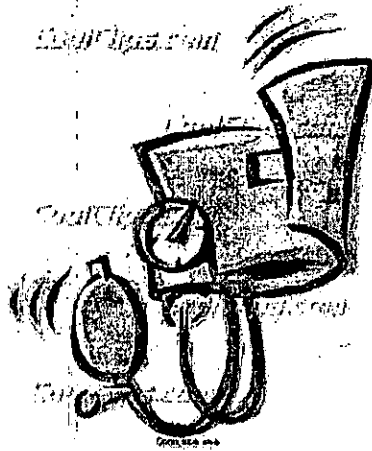


Phone (928) 634-7571 • Fax (928) 634-7728 • Email: [arlene.railey@christiancare.org](mailto:arlene.railey@christiancare.org)



**Christian Care Apartments**  
*A Christian Care Company*

# **VERDE VALLEY HOSPICE PRESENT FREE BLOOD PRESSURE SCREENING**



Please come out and get your blood pressure  
check and get some great information  
**Tuesday, November 15th at 10:30am Bldg 1.**



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5105

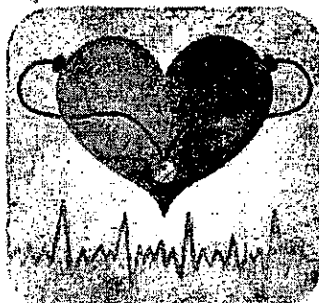


Phone (928) 634-7571 • Fax (928) 634-7728 • Email: [arlene.railey@christiancare.org](mailto:arlene.railey@christiancare.org)



**Christian Care Apartments**  
*A Christian Care Company*

## **Angles Care Home Health Presentation Stroke Prevention**



Please come out and join us for some great  
information **Tuesday, October 4th at**  
**10:30am Bldg 1.** We will be providing light  
refreshments.



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5105



Phone (928) 634-7571 • Fax (928) 634-7728 • Email: [arlene.railey@christiancare.org](mailto:arlene.railey@christiancare.org)

CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

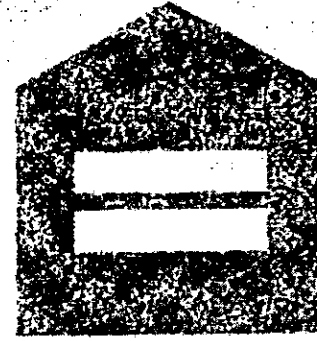
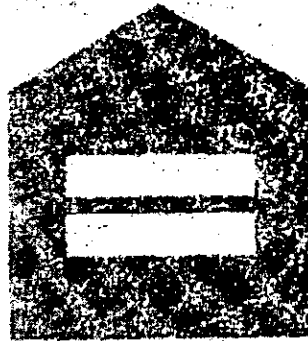
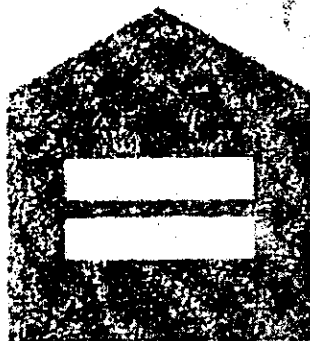
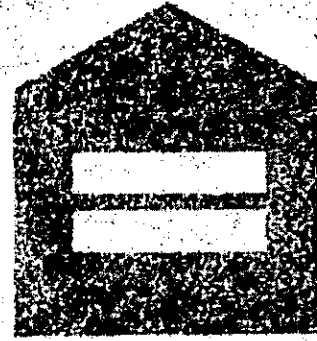
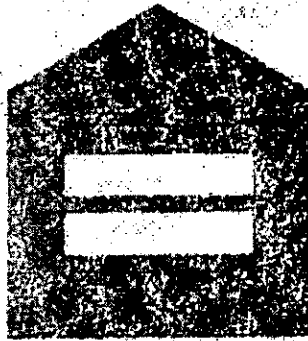
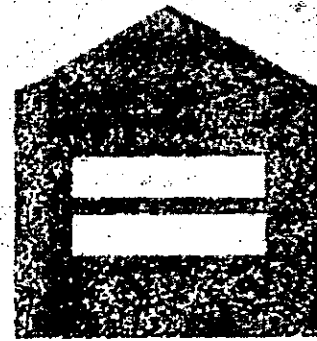
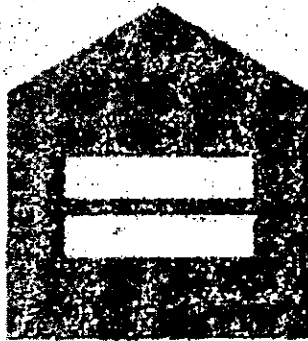
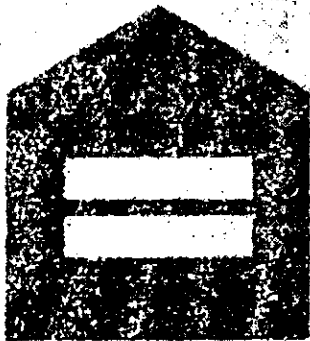
Departamento de Vivienda y Desarrollo Urbano  
de los Estados Unidos  
Oficina de Vivienda Justa e Igualdad de Oportunidades



# Vivienda Equitativa

Igualdad de oportunidades para todos

---



Visite nuestro sitio de Internet: [www.hud.gov/fairhousing](http://www.hud.gov/fairhousing)

La Ley de Vivienda Equitativa prohíbe la discriminación en la vivienda por motivos de:

- Raza o color
- Origen nacional
- Religión
- Género
- Estado familiar (incluyendo hijos menores de 18 años que vivan con sus padres o con tutores legales; mujeres embarazadas y personas que están tratando de obtener la custodia de niños menores de 18 años)
- Discapacidad

### **¿Qué vivienda está amparada por la ley?**

La Ley de Vivienda Equitativa ampara la mayor parte de las viviendas. En algunas circunstancias, la Ley exime viviendas de no más de 4 unidades, ocupadas por sus dueños, viviendas unifamiliares vendidas o alquiladas sin la intervención de un corredor, y viviendas operadas por organizaciones y clubes privados que limitan la ocupación a sus miembros.

### **¿Qué está prohibido?**

**En la venta y alquiler de viviendas:** Nadie puede cometer ninguno de los actos siguientes por motivos de raza, color, religión, género, discapacidad, estado familiar (familias con niños) u origen nacional:

- Negarse a alquilar o a vender una vivienda
- Negarse a negociar sobre una vivienda
- Hacer que no haya viviendas disponibles
- Negar una vivienda
- Fijar términos, condiciones o privilegios diferentes para la venta o el alquiler de una vivienda
- Proporcionar servicios o instalaciones de vivienda diferentes
- Negar falsamente la existencia de viviendas disponibles para su inspección, venta o alquiler
- Persuadir, o tratar de persuadir, con fines de lucro, a propietarios de viviendas para que vendan o alquilen sus casas sugiriéndoles que personas de una raza, etc., determinada se han mudado, o están a punto de mudarse, a ese vecindario ("blockbusting" en inglés), o
- Negarle a cualquier persona el acceso a, membresía o participación en, cualquier organización,

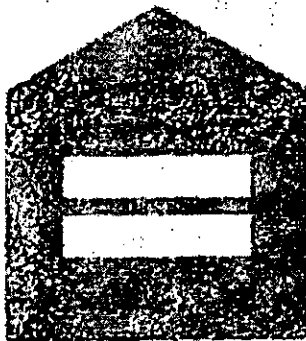
instalación o servicio (tal como el de la lista múltiple) en relación con la venta o el alquiler de vivienda, o discriminar contra cualquier persona en los términos o condiciones de dicho acceso, membresía o participación.

**En el caso de préstamos hipotecarios:** Nadie podrá cometer ninguno de los actos siguientes por motivos de raza, color, religión, género, discapacidad, estado civil u origen nacional:

- Negarse a hacer un préstamo hipotecario
- Negarse a proporcionar información sobre préstamos
- Imponer términos y condiciones diferentes sobre un préstamo, tal como tasas de interés, puntos o cargos diferentes
- Discriminar en la tasación de propiedades
- Negarse a comprar un préstamo o
- Fijar términos o condiciones diferentes para adquirir un préstamo

**Además, es una infracción de la Ley de Vivienda Equitativa:**

- Amenazar, coaccionar, intimidar o interferir con cualquier persona que esté ejerciendo un derecho sobre vivienda equitativa o ayudando a otros que ejerciten ese derecho
- Hacer, imprimir o publicar cualquier declaración relacionada con la venta o el alquiler de una vivienda, en la que se indique una preferencia, limitación o discriminación basada en raza, color, religión, género, discapacidad, estado familiar u origen nacional. Esta prohibición de publicidad discriminatoria se aplica a las viviendas unifamiliares y ocupadas por los propietarios, que de otro modo estén exentas de la Ley de Vivienda Equitativa.
- Negarse a proporcionar cobertura de seguro del propietario para una vivienda por motivos de raza, color, religión, género, discapacidad, estado familiar u origen nacional del propietario y/o los ocupantes de una vivienda
- Discriminar en los términos o condiciones de la cobertura del seguro de propietario por motivos de raza, color, religión, género, discapacidad, estado familiar u origen nacional del propietario y/o los ocupantes de una vivienda



- Negarse a proporcionar seguro del propietario, o a imponer términos o condiciones de cobertura menos favorables por motivos de la raza, color, religión, género, discapacidad, estado familiar u origen nacional predominante de los residentes del vecindario en donde esté situada la vivienda ("redlining" en inglés)
- Negarse a ofrecer información disponible sobre la gama total de opciones disponibles de cobertura del seguro de propietario por motivos de raza, etc. del propietario y/o los ocupantes de una vivienda
- Hacer, imprimir o publicar cualquier declaración relacionada con la oferta de cobertura de seguro del propietario, en la que se indique una preferencia, limitación o discriminación basada en raza, color, religión, género, discapacidad, estado familiar u origen nacional

**Protección adicional  
si usted tiene una  
discapacidad**

**Si usted o alguien asociado con usted:**

- Padece de una discapacidad física o mental (incluyendo audición, movilidad y vista imperfectas, cáncer, enfermedad mental crónica, SIDA, enfermedades relacionadas con el SIDA, o retraso mental) que limite considerablemente una o más de las actividades de la vida
- Tiene antecedentes de padecer de esa discapacidad, o
- Está considerado como que tiene esa discapacidad, su arrendador no podrá:
  - Negarse a que usted haga modificaciones razonables en su vivienda o áreas de uso común, por su cuenta, si son necesarias para que la persona discapacitada pueda usar la vivienda a plenitud. (Cuando sea razonable, el arrendador podrá permitirle hacer los cambios únicamente si usted acepta dejar la propiedad en su estado original cuando se mude).
  - Negarse a hacer cambios razonables en las reglas, políticas, prácticas o servicios, si son necesarias para que la persona discapacitada pueda usar la vivienda en las mismas condiciones que las personas no discapacitadas.

**Ejemplo:** Un edificio que tenga una política de no permitir animales, tiene que permitirle a un inquilino con vista deteriorada tener un perro guía.

**Ejemplo:** Un complejo de apartamentos que ofrezca a los inquilinos estacionamiento amplio sin puestos asignados, tiene que atender la petición de un

inquilino discapacitado para moverse, de contar con un espacio reservado cerca de su apartamento; si es necesario para asegurar que pueda tener acceso al mismo.

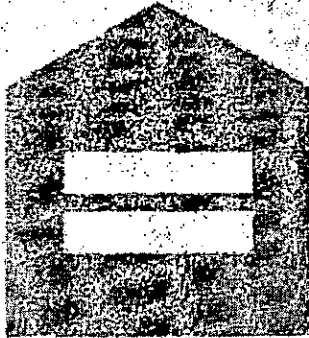
No obstante, no es necesario poner vivienda a la disposición de una persona que sea una amenaza directa para la salud o la seguridad de los demás, o que esté usando drogas ilícitas.

**Requisitos en cuanto a la accesibilidad para nuevos edificios multifamiliares:** En los edificios con cuatro o más unidades que hayan sido ocupados por primera vez **después** del 13 de marzo de 1991, y que tengan un elevador:

- Las áreas públicas y comunes tienen que ser accesibles para las personas con discapacidades
- Las puertas y pasillos tienen que ser lo suficientemente anchos para las sillas de ruedas
- Todas las unidades tienen que tener:
  - Una ruta accesible para entrar a la unidad y andar por ella
  - Interruptores de luz y enchufes eléctricos, termostatos y otros controles ambientales accesibles
  - Paredes del baño reforzadas para poder instalarles agarraderas
  - Cocinas y baños que puedan ser usados por personas en sillas de ruedas

En el caso de un edificio con cuatro o más unidades que no tengan elevador y que fue ocupado por primera vez después del 13 de marzo de 1991, estas normas se aplicarán a las unidades del piso bajo únicamente.

Estos requisitos sobre accesibilidad para nuevos edificios multifamiliares no sustituyen a las normas de accesibilidad más estrictas exigidas por las leyes estatales o locales.





**Oportunidades de  
vivienda para familias  
con niños**

DUNS: 9647017390000  
FAX: 1302880470-8498

La Ley de Vivienda Equitativa estipula que es ilegal discriminar contra una persona cuya familia incluya uno o más niños menores de 18 años de edad ("*estado familiar*"). La protección del estado familiar abarca a las familias en las cuales uno o más niños menores vivan con:

- Un padre;
- Una persona que tenga la custodia legal (incluyendo la tutela) de un niño o niños menores; o
- La persona designada por un padre o tutor legal, con el permiso escrito del padre o tutor legal.

La protección del estado familiar también se extiende a las mujeres embarazadas y a cualquier persona que esté en proceso de obtener la custodia legal de un niño menor de edad (incluyendo padres adoptivos o padres adoptivos temporales).

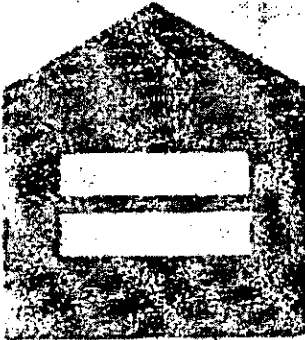
**Protecciones adicionales al estado familiar:**

Usted también puede estar protegido por las disposiciones sobre el estado familiar (familias con niños) de la Ley de Vivienda Equitativa si sufre represalias o una pérdida financiera (empleo, vivienda, o comisión de corredor de bienes raíces) debido a que:

- Usted vendió o alquiló, u ofreció vender o alquilar una vivienda a una familia con niños menores; o
- Usted negoció, o trató de negociar, la venta o el alquiler de una vivienda a una familia con niños menores.

**La exención de "Vivienda para Personas Mayores":**

La Ley de Vivienda Equitativa exime específicamente a algunas viviendas y comunidades para personas mayores, contra la responsabilidad por discriminar por motivos de *estado familiar*. Las viviendas o comunidades para personas mayores exentas pueden negarse legalmente a vender o alquilar viviendas a familias con niños menores, o pueden imponer términos y condiciones de residencia diferentes. Para poder acogerse a la exención de la "vivienda para personas mayores", dicha instalación o comunidad tiene que demostrar que su vivienda:



- Se proporciona al amparo de cualquier programa estatal o federal que HUD haya determinado que fue diseñado y es operado específicamente para ayudar a *personas mayores* (tal como se definen en el programa estatal o federal); o
- Está destinada a, y es ocupada exclusivamente por, personas de *62 o más años de edad*, o
- Está destinada, y es operada, para ser ocupada por personas de *55 o más años de edad*.

Para calificar para la exención de vivienda para "*personas de 55 o más años de edad*", la instalación o comunidad tiene que cumplir con todos y cada uno de los requisitos siguientes:

- por lo menos el *80 por ciento* de las unidades ocupadas tienen que tener un mínimo de un ocupante de *55 o más años de edad*;
- la instalación o comunidad tiene que publicar, y seguir, políticas y procedimientos que demuestren la *intención* de operar como una vivienda para personas de "*55 o más años de edad*"; y
- la instalación o comunidad tiene que cumplir con los requisitos reglamentarios de HUD en cuanto a la *verificación de la edad* de los residentes mediante encuestas y declaraciones juradas.

La exención de "*viviendas para personas mayores*" no protege a las instalaciones o comunidades de viviendas para personas mayores contra la responsabilidad por discriminar en la vivienda con base en *raza, color, religión, género, discapacidad u origen nacional*. Además, las viviendas o comunidades para personas de "*55 o más años de edad*" que sí permitan residir a familias con niños menores, no pueden *segregar* legalmente a dichas familias en una sección, edificio o parte de un edificio determinado.

**Si usted cree que han violado sus derechos**

HUD está listo para ayudar con cualquier problema de discriminación en la vivienda. Si usted cree que han violado sus derechos, puede escribir una carta o llamar por teléfono a la oficina más cercana de HUD. Usted tiene un año después de haber ocurrido o terminado el supuesto acto de discriminación, para presentar una queja con HUD, pero debiera hacerlo lo más pronto posible.

CottonwoodALCP2012  
Exhibit 3  
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**Lo que debe decirle a HUD:**

- Su nombre y dirección
- El nombre y dirección de la persona contra la cual se está quejando (el demandado)
- La dirección u otra identificación de la vivienda en cuestión
- Una descripción breve de la supuesta violación (el evento que dio lugar a que usted crea que se violaron sus derechos)
- La fecha o fechas en que ocurrió la supuesta violación

**A dónde debe escribir o llamar:** Envíe una carta a la oficina más cercana de HUD, o si lo desea, puede llamar a esa oficina directamente. Los números de teletipo (TTY) listados para esas oficinas no son gratuitos. O puede llamar a la línea directa nacional gratis de TTY al 1-800-927-9275.

*Para Connecticut, Maine, Massachussetts, New Hampshire, Rhode Island y Vermont:*

**OFICINA REGIONAL DE BOSTON**

*(Complaints\_office\_01@hud.gov)*

U.S. Department of Housing and Urban Development  
Thomas P. O'Neill Jr. Federal Building  
10 Causeway Street, Room 308  
Boston, MA 02222-1092  
Teléfono: (617) 994-8300 ó 1-800-827-5005  
Fax: (617) 565-7313 \* TTY (617) 565-5453

*Para Nueva Jersey y Nueva York:*

**OFICINA REGIONAL DE NUEVA YORK**

*(Complaints\_office\_02@hud.gov)*

U.S. Department of Housing and Urban Development  
26 Federal Plaza, Room 3532  
New York, NY 10278/0068  
Teléfono: (212) 542-7519 ó 1-800-496-4294  
Fax: (212) 264-9829 \* TTY (212) 264-0927

*Para Delaware, Distrito de Columbia, Maryland, Pensilvania, Virginia y West Virginia:*

**OFICINA REGIONAL DE FILADELFIA**

*(Complaints\_office\_03@hud.gov)*

U.S. Department of Housing and Urban Development  
The Wanamaker Building  
100 Penn Square East  
Philadelphia, PA 19107-9344  
Teléfono: (215) 656-0663 ó 1-888-799-2085  
Fax: (215) 656-3449 \* TTY (215) 656-3450

CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

*Para Alabama, Florida, Georgia, Kentucky, Misisipi,  
Carolina del Norte, Puerto Rico, Carolina del Sur,  
Tenesí y las Islas Vírgenes de EE.UU.:*

**OFICINA REGIONAL DE ATLANTA**

*(Complaints\_office\_04@hud.gov)*

U.S. Department of Housing and Urban  
Development

Five Points Plaza

40 Marietta Street, 16th Floor

Atlanta, GA 30303-2808

Teléfono: (404) 331-5140 ó 1-800-440-8091

Fax: (404) 331-1021 \* TTY (404) 730-2654

*Para Illinois, Indiana, Michigan, Minnesota, Ohio y  
Wisconsin:*

**OFICINA REGIONAL DE CHICAGO**

*(Complaints\_office\_05@hud.gov)*

U.S. Department of Housing and Urban  
Development

Ralph H. Metcalfe Federal Building

77 West Jackson Boulevard, Room 2101

Chicago, IL 60604-3507

Teléfono: (312) 353-7796 ó 1-800-765-9372

Fax: (312) 886-2837 \* TTY (312) 353-7143

*Para Arkansas, Luisiana, Nuevo México, Oklahoma  
y Texas:*

**OFICINA REGIONAL DE FORT WORTH**

*(Complaints\_office\_06@hud.gov)*

U.S. Department of Housing and Urban  
Development

801 North Cherry, 27th floor

Fort Worth, TX 76102-6803

Teléfono: (817) 978-5900 ó 1-888-560-8913

Fax: (817) 978-5876/5851 \* TTY (817) 978-5595

Dirección postal:

U.S. Department of Housing and Urban  
Development

Post Office Box 2905

Fort Worth TX 76113-2905

*Para Iowa, Kansas, Missouri y Nebraska:*

**OFICINA REGIONAL DE KANSAS CITY**

*(Complaints\_office\_07@hud.gov)*

U.S. Department of Housing and Urban  
Development

Gateway Tower II

400 State Avenue, Room 200, 4th Floor

Kansas City, KS 66101-2406

Teléfono: (913) 551-6958 ó 1-800-743-5323

Fax: (913) 551-6856 \* TTY (913) 551-6972

CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

*Para Colorado, Montana, Dakota del Norte, Dakota del Sur, Utah y Wyoming:*

**OFICINA REGIONAL DE DENVER**

*(Complaints\_office\_08@hud.gov)*

U.S. Department of Housing and Urban  
Development

1670 Broadway

Denver, CO 80202-4801

Teléfono: (303) 672-5437 ó 1-800-877-7353

Fax: (303) 672-5026 \* TTY (303) 672-5248

*Para Arizona, California, Hawaii y Nevada:*

**OFICINA REGIONAL DE SAN FRANCISCO**

*(Complaints\_office\_09@hud.gov)*

U.S. Department of Housing and Urban  
Development

600 Harrison Street, Third Floor

San Francisco, CA 94107-1387

Teléfono: (415) 489-6548 ó 1-800-347-3739

Fax: (415) 489-6558 \* TTY (415) 489-6564

*Para Alaska, Idaho, Oregón y Washington:*

**OFICINA REGIONAL DE SEATTLE**

*(Complaints\_office\_10@hud.gov)*

U.S. Department of Housing and Urban  
Development

Seattle Federal Office Building

909 First Avenue, Room 205

Seattle, WA 98104-1000

Teléfono: (206) 220-5170 ó 1-800-877-0246

Fax: (206) 220-5447 \* TTY (206) 220-5185

Si después de contactar la oficina local más cercana, todavía tiene preguntas, puede volver a comunicarse con HUD en:

U.S. Department of Housing and Urban  
Development

Office of Fair Housing and Equal Opportunity

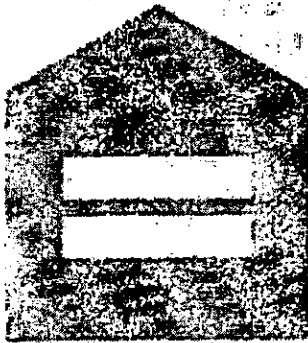
451 7th Street, S.W. Room 5204

Washington, D.C. 20410-2000

Teléfono: 1-800-669-9777

Fax: (202) 708-1425 \* TTY 1-800-927-9275

¿Qué ocurre cuando  
usted presenta una  
queja?



**Si está discapacitado:** HUD también proporciona:

- Un teléfono con teletipo (TTY) para los usuarios sordos o con dificultades para oír (vea la oficina más cercana de HUD en la lista que precede)
- Intérpretes
- Cintas y materiales en el sistema Braille
- Ayuda para leer y llenar formularios

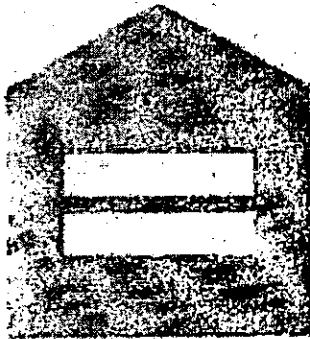
HUD le notificará por escrito cuando se acepte su queja para presentarla al amparo de la Ley de Vivienda Equitativa. HUD también:

- Notificará al supuesto infractor ("demandado") que usted ha presentado una queja, y le dará tiempo suficiente para dar respuesta por escrito a dicha queja.
- Investigará su queja, y determinará si hay o no causa razonable para creer que el demandado violó la Ley de Vivienda Equitativa.
- Le notificará a usted y al demandado si HUD no puede completar la investigación dentro de los 100 días siguientes a la presentación de su queja, y le dará las razones de la demora.

Conciliación conforme a la Ley de Vivienda Equitativa: Durante la investigación de la queja, HUD tiene que ofrecerle a usted y al demandado la oportunidad de resolver voluntariamente su queja con un Acuerdo de Conciliación de HUD. El Acuerdo de Conciliación de HUD estipula el desagravio individual para usted, y protege el interés público previniendo la discriminación futura por el demandado. Una vez que usted y el demandado hayan firmado un Acuerdo de Conciliación de HUD, éste dejará de investigar su queja. Si usted cree que el demandado ha violado ("infringido") su Acuerdo de Conciliación, usted deberá notificárselo inmediatamente a la Oficina de HUD que investigó su queja. Si HUD determina que existe una causa razonable para creer que el demandado infringió el Acuerdo, HUD le pedirá al Departamento de Justicia de los EE.UU. que plantee un juicio contra el demandado en el Tribunal Federal de Distrito para obligarle a cumplir con los términos del Acuerdo.

Envío de quejas a agencias estatales o locales de vivienda pública equitativa: Si HUD ha certificado que su agencia estatal o local de vivienda pública equitativa se ocupa de hacer cumplir una ley u

**¿Qué papel juega el  
Departamento de  
Justicia de los EE.UU.?**



ordenanza de derechos civiles que proporcione derechos, recursos y protecciones que sean "considerablemente equivalentes" a los de la Ley de Vivienda Equitativa, HUD tiene que remitir su queja inmediatamente a esa agencia para que la investigue, y debe notificarle a usted con prontitud a dónde ha remitido su queja. La agencia estatal o local investigará su queja conforme a la ley u ordenanza estatal o local "considerablemente equivalente" sobre derechos civiles. La agencia estatal o local de vivienda pública equitativa tiene que comenzar a investigar su queja dentro de los 30 días siguientes a haberle sido remitida por HUD, o HUD podrá recuperar ("reactivar") la queja para investigarla al amparo de la Ley de Vivienda Equitativa.

Si usted necesita ayuda inmediata para detener o prevenir un problema serio ocasionado por una violación de la Ley de Vivienda Equitativa, HUD podrá ayudarle tan pronto como usted presente su queja. HUD podrá autorizar al Departamento de Justicia de los EE.UU. para que presente una Moción ante el Tribunal Federal de Distrito con objeto de que emita una Orden de Restricción Temporal ("Temporary Restraining Order", TRO por sus siglas en inglés) por 10 días contra el demandado, seguida de un Mandamiento Judicial Preliminar sujeto al resultado de la investigación por HUD. Un Juez Federal podrá conceder una Orden de Restricción Temporal o un Mandamiento Judicial Preliminar contra un demandado en los casos en que:

- Exista la probabilidad de que ocurran daños o perjuicios irreparables (irreversibles) a los derechos a vivienda si no interviene HUD, y
- Existan pruebas sustanciales de que el demandado ha violado la Ley de Vivienda Equitativa.

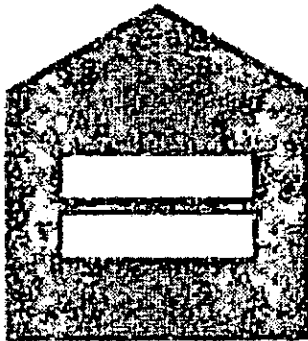
**Ejemplo:** Un propietario acuerda vender una casa, pero después de enterarse que los compradores son negros, retira la casa del mercado, y luego la pone enseguida en la lista para volver a venderla. Los compradores presentan una queja por discriminación ante HUD. HUD puede autorizar al Departamento de Justicia de los EE.UU. para que solicite una orden judicial en el Tribunal Federal de Distrito para impedirle al dueño vender la casa a nadie más hasta que HUD investigue la queja.

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**¿Qué ocurre después  
 que se investiga la  
 queja?**

**Determinación de Causa Razonable, Cargo de Discriminación, y Elección:** Cuando concluya la investigación de su queja, HUD preparará un Informe Final de la Investigación, en el que se resumirán las pruebas obtenidas durante la misma. Si HUD determina que existe una causa razonable para creer que el demandado o demandados discriminaron en contra suya, HUD emitirá una Determinación de Causa Razonable y un Cargo de Discriminación contra el demandado o demandados. Usted y los demandados tendrán veinte (20) días después de recibir el aviso del Cargo para decidir ("elegir") si desean que su caso sea escuchado por un Juez de Derecho Administrativo de HUD ("Administrative Law Judge", ALJ por sus siglas en inglés) o que se lleve a juicio civil en un Tribunal Federal de Distrito.

**Audiencia con el Juez de Derecho Administrativo de HUD:** Si ni usted ni el demandado eligen ir a un juicio civil federal antes de que expire el Periodo de Elección de 20 días, HUD fijará inmediatamente una Audiencia para que su caso lo escuche un Juez de Derecho Administrativo de HUD. La Audiencia con este Juez tendrá lugar en la localidad donde se supone que ocurrió la discriminación. Durante la Audiencia con el Juez, usted y el demandado o demandados tendrán la oportunidad de comparecer en persona, a estar representados por un abogado, a presentar pruebas, a contra-interrogar testigos y a solicitar citaciones ("subpoenas") para ayudar en la fase de proposición de pruebas. Los abogados de HUD le representarán a usted durante la Audiencia con el Juez, sin costo alguno para usted; sin embargo, usted puede decidir intervenir en el caso y contratar a su propio abogado. A la conclusión de la Audiencia, el Juez dictará una Decisión basada en la determinación de los hechos y las conclusiones de la ley. Si el Juez de HUD concluye que el demandado o los demandados violaron la Ley de Vivienda Equitativa, estos podrán ser ordenados a:

- Compensarle por los daños sufridos.
- Proporcionarle desagravio permanente por mandato judicial.
- Proporcionarle desagravio equitativo apropiado (por ejemplo, ofrecerle la vivienda).
- Pagarle costos razonables de abogado.
- Pagar una multa civil a HUD para reivindicar el

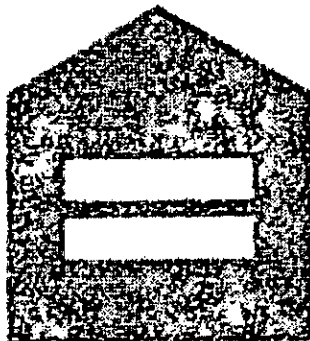




interés público al desalentar futuras prácticas discriminatorias en la vivienda. Las multas civiles máximas son: **\$16,000.00** por una primera violación de la Ley; **\$37,500.00** si ocurrió una violación anterior dentro del periodo precedente de cinco años; y **\$65,000.00** si ocurrieron dos o más violaciones anteriores dentro del periodo precedente de siete años.

**Juicio Civil en un Tribunal Federal de Distrito:** Si usted o el demandado eligen tener un juicio civil federal para examinar su queja, HUD tiene que remitir su caso al Departamento de Justicia de los EE.UU. para llevarlo a cabo. El Departamento de Justicia presentará un pleito civil en su nombre ante el Tribunal de Distrito de los EE.UU., en el circuito en el cual ocurrió la supuesta discriminación. Usted también podrá intervenir en el caso y contratar su propio abogado. Usted o el demandado podrán solicitar un juicio por jurado, y los dos tendrán derecho a comparecer en persona, a contra-interrogar testigos y a solicitar citaciones para ayudar en la fase de proposición de pruebas. Si el Tribunal Federal decide a favor suyo, un Juez o jurado podrá ordenar al demandado o demandados que le:

- Compensen por los daños efectivos sufridos
- Proporcionen desagravio permanente por mandato judicial
- Proporcionen desagravio equitativo apropiado (por ejemplo, ofrecerle la vivienda)
- Paguen costas razonables de abogado
- Paguen daños punitivos
- Paguen una multa civil al Tesoro de los EE.UU. para reivindicar el interés público, por una suma no mayor de **\$55,000.00** por la primera violación de la Ley, y por una suma no mayor de **\$110,000.00** por cualquier violación subsiguiente de la Ley



**Determinación de Inexistencia de Causa Razonable y Anulación de la Instancia:** HUD determina que no existe una causa razonable para creer que el demandado o demandados violaron la Ley, HUD declarará sin lugar su queja con una Determinación de Inexistencia de Causa Razonable. HUD notificará su determinación por correo a usted y al demandado, y usted podrá solicitar una copia

**Reconsideraciones de las Determinaciones de  
Inexistencia de Causa Razonable:**

La Ley de Vivienda Equitativa no contempla ningún proceso oficial de apelación para las quejas anuladas por HUD. No obstante, si su queja es declarada sin lugar con una Determinación de Inexistencia de Causa Razonable, usted puede presentar una petición por escrito para que se haga una reconsideración del caso, enviándola al: Director, FHEO Office of Enforcement, U.S. Department of Housing and Urban Development, 451 - 7th Street, SW, Room 5 206, Washington, DC 20410-2000.

Además...

**Department of Housing and Urban Development  
Room 5204  
Washington, DC 20410-2000**

Usted puede plantear un pleito privado: Si HUD declara sin lugar su queja, la Ley de Vivienda Equitativa le confiere a usted el derecho a plantear un pleito civil privado contra el demandado ante un Tribunal Federal de Distrito. Usted tiene que plantear su pleito dentro de los dos (2) años siguientes a la fecha más reciente de la supuesta discriminación. El tiempo durante el cual HUD estuvo procesando su queja no se cuenta en el periodo de 2 años para plantear el juicio. Usted tiene que plantear el pleito por su propia cuenta; sin embargo, si no puede pagar un abogado, el Tribunal le designará uno.

Aunque HUD esté procesando todavía su queja, usted puede plantear un pleito civil privado contra el demandado, a menos que: (1) usted ya haya firmado un Acuerdo de Conciliación de HUD para resolver su queja ante HUD; o (2) un Juez de Derecho Administrativo de HUD haya iniciado una Audiencia Administrativa sobre su queja.

**Otros recursos para combatir la discriminación en la vivienda:**

- Si no se cumple la orden de un Juez de Derecho Administrativo, HUD podrá solicitar un desagravio temporal, hacer que se cumpla la orden o imponer una orden de restricción en un Tribunal de Apelaciones de los EE.UU.
- El Fiscal General ("Attorney General") podrá plantear ante un Tribunal Federal de Distrito si existe una causa razonable para creer que está ocurriendo un patrón o práctica de discriminación en la vivienda.

**Para mayor información:**

El propósito de este folleto es resumir sus derechos sobre vivienda equitativa. La Ley de Vivienda Equitativa y el reglamento de HUD contienen más detalles e información técnica. Si usted necesita un ejemplar de la ley o del reglamento, comuníquese con la Oficina de Vivienda Equitativa de HUD más próxima. Vea la lista de Oficinas de Vivienda Equitativa de HUD en las páginas 7 a 9.

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CottonwoodALCP2012  
Exhibit 3  
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**Department of Housing  
And Urban Development**  
Room 5204  
Washington DC, 20410-2000

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IGUALDAD DE OPORTUNIDADES  
DE VIVIENDA

6340



CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

c. Exhibit III - A description of community support for your ALCP project:

(2) A description of your efforts to involve elderly persons, including minority elderly persons, persons with disabilities, and persons with limited English proficiency in:

- (a) The development of the application;
- (b) The development of the ALF or SEH operating philosophy;
- (c) Review of the application prior to submission to HUD; and
- (d) Whether or not you intend to involve eligible ALF or SEH residents in the operation of the project.

**This exhibit addresses these components as presented in this project's Logic Model:**

- *Policy Priority- Capacity Building - Participation in at least two information sharing sessions/seminars with ALF/SEH staff, residents, state/local government or non-profit organizations to address the challenges and/or solutions of serving ALF/SEH residents*
- *HUD Goal- Build Inclusive and Sustainable Communities Free from Discrimination (4C)- Ensure open, diverse, and equitable communities*
- *Case Management-Consultation*

**(a) The development of the application;**

As part of the development of this application to convert a portion of the building to an assisted living facility, Christian Care Cottonwood (CCC) conducted focus group discussions with residents and elders in the community as well as with its staff. Special accommodations were made, when necessary, to ensure that persons with disabilities or limited English proficiency were able to participate in this process.

**Attached are notes from the resident meeting which detail elders' involvement in the development of the application. These notes reflect the residents' support for this initiative.**

**(b) The development of the ALF operating philosophy;**

As CCC's population has aged in place, CCC has responded with an ever-increasing array of service initiatives, and the CCC community has clearly become a supportive housing environment for older adults. As CCC responds to the growing needs of its residents, it has involved residents in the development and operation of these various initiatives. One example of such involvement was the residents' participation in the development of the Christian Care assisted living Mission Statement:



*Christian Care Mission Statement*

*Motivated by Christian love and concern,  
we strive to provide quality and responsive  
senior housing and health care services.*

(c) Review of the application prior to submission to HUD; and

Residents meet quarterly with the management team to discuss issues related to the operation of the facility. As part of this application process, the application was shared with residents of the community to review, and their comments were incorporated in the application. **Please see attached letters of support from residents.**

(d) Whether or not you intend to involve eligible ALF or SEH residents in the operation of the project.

**CCC is committed to involving residents and elders in the operation of this project.** As stated in the previous section, CCC residents have been actively involved in the application process, and they will continue to be involved in the operation of this project.

**Included in this exhibit is CCC's certification that elderly persons, including minority elderly persons, will be involved in the development and operation of the project.**





**Christian Care Apartments**  
*A Christian Care Company*

**MEMORANDUM**

To: All Residents of Christian Care Apartments

From: The Board of Directors

Date: April 3, 2012

Re: Christian Care Organization - Assisted Living Conversion Program Grant

This memorandum is written to inform you of our intent to apply for funding under the U.S. Department of Housing and Urban Development Assisted Living Conversion Program (ALCP) notice of funding. The purpose of the ALCP program is to convert some units into assisted living apartments that will provide the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place. The grant will enable the modification and adaptation of apartments and common areas to meet the needs of current and future residents.

We will have a special meeting on Monday, April 16<sup>th</sup>, at 1:30 PM in the Community Room of Building 1 to discuss the Assisted Living Conversion Program grant in more detail. We encourage you to participate in the discussion and share your views. We would greatly appreciate your written comments to include with the submittal of our application to U.S. Department of Housing and Urban Development.

Thank you in advance for your cooperation and support in our endeavor to improve the property and supportive services available to you at Christian Care.



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5104



Phone (928) 634-7571 • Fax (928) 634-7728 • Email [toni.glenn@christiancare.org](mailto:toni.glenn@christiancare.org)

**Christian Care Cottonwood  
Resident Meeting  
April 16, 2012  
2 p.m.**

**Agenda**

**Explanation of Assisted Living Project**

- Building renovations for Assisted Living  
Dining Room and Kitchen  
Wellness Center (multi-purpose room)
- Services & Amenities  
AL services include 3 meals per day; weekly housekeeping and laundry services; medication management; shower assistance; assistance with Activities of Daily Living; 24-hour caregiver observation and assistance. The program will serve Arizona Long Term Care (ALTCs) and private pay residents.

**Addition of 1 FTE – Service Coordinator**

- Evidence of Need
- Project Budget (approx. \$2,000,000)
- Relocation Plan
- Building renovations that will benefit campus residents  
Meal packages  
Wellness Center  
Air Conditioning Upgrade  
Upgraded emergency call system  
Tub conversions with additional grab bars  
Energy Efficient appliances

**Explanation and timing of the HUD Grant**

- Application due 1<sup>st</sup> week of May
- Resident comments
- Award Notification – end of 2012

**Community Support**

- Please give comment sheets to Toni, Apartment Manager, or mail to Kathy Löscheider at Christian Care Management, Inc., 2002 W. Sunnyside Dr., Phoenix, AZ 85029

Christian Care Cottonwood Resident Meeting Minutes  
Monday, April 16, 2012  
1:30 p.m.  
C1 Community Room

An informational meeting was held with the resident of Christian Care Cottonwood on Monday, April 16<sup>th</sup> to review the ALCP grant application, purpose and plan to add assisted living services to C1 on the Cottonwood campus. Kathy Loscheider, Executive Director; Toni Glenn, Apartment Manager; Arlene Railey, Service Coordinator; Greg Narcisco, Environmental Services and Jason Terrell, Maintenance, attended the meeting. See attached memorandum announcing the meeting and the meeting agenda.

Thirty-five (35) residents attended the meeting. Those present were very supportive of adding assisted living services to C1. Comments included:

1. I hope it is ready by the time I need it. (Mary Nell Brown)
2. I think this is a great idea. (Joyce Holiday)
3. I think this would be a positive addition to our campus. I have lived here 7 years and have seen people leave their home because they needed someone to care for them. (John Moers)

Several residents commented on the proposed building additions and outlay:

1. I would like to see them add a cement walkway east and north of the multi-purpose room so residents can go outside to sit and watch the sunset. (Harris Pierson)
2. Us men would like a wood shop. (Robert Faust)
3. Us women would like a beauty shop. (Rose Marie Delfs)
4. One resident would like the architect to consider moving the multi-purpose room from its proposed location to the northeast end, next to apartments #115 and 116. (Cynthia Joy Strobel).

One resident commented on the needed for medical transportation services:

1. CATS (Cottonwood Area Transport Services) is reducing their routes. It is difficult to get transportation to medical appointments. (Edna Huston).

Resident comment sheets were distributed and will be included in the grant application to HUD.

Respectfully submitted:

Kathy Loscheider, ED

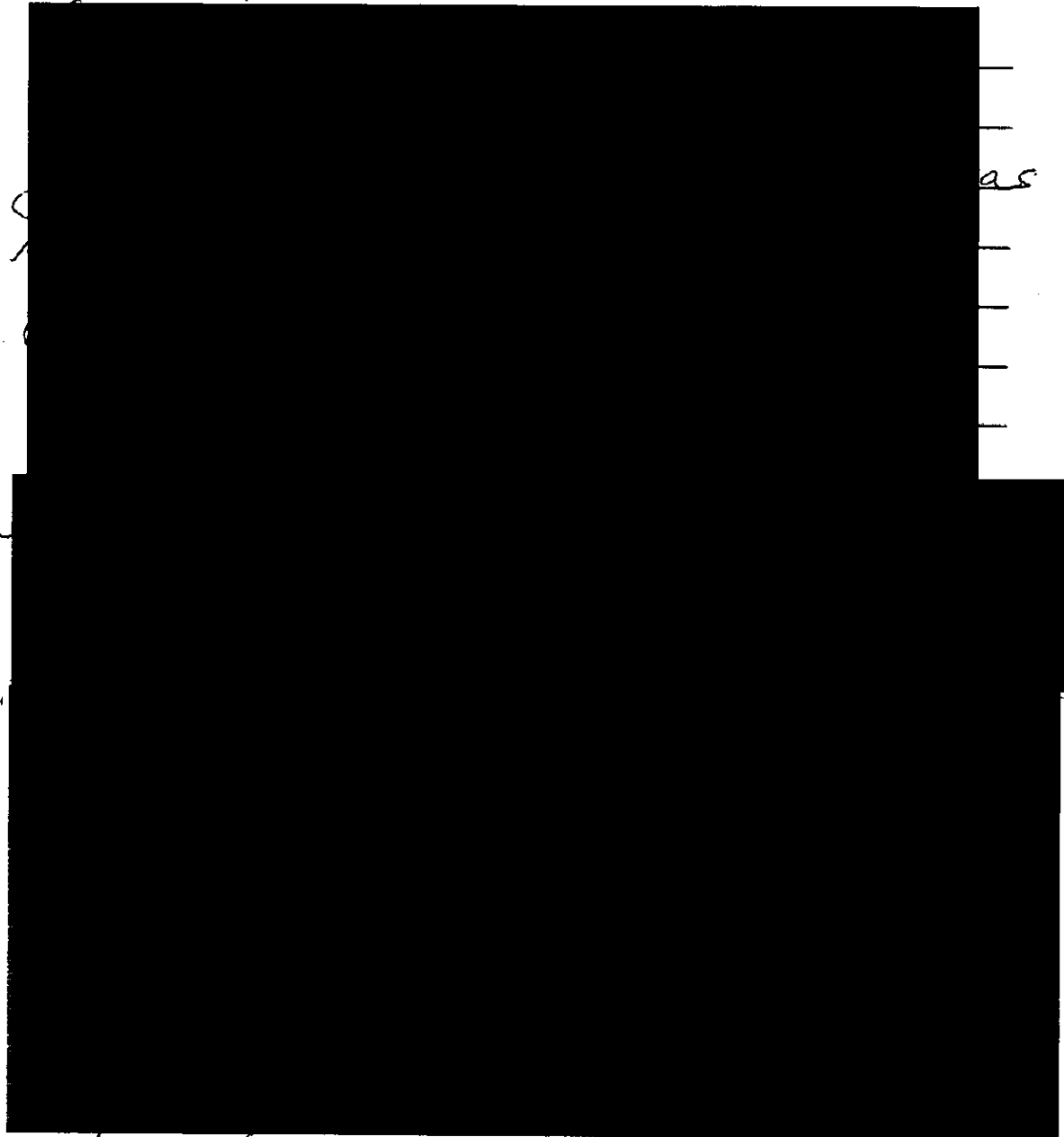
**Christian Care Resident Meeting Attendance Sheet**

**Monday, April 16, 2012**

**TOPIC: ALCP Grant for Cottonwood 1**

**Name:**

**Name:**



12<sup>th</sup> Street

Christian Housing - Cottonwood, Inc.  
Proposed Assisted Living Renovation  
Rendering provided by Reece Angell Rowe Architects LLC  
April 2012

van for transport  
wood shop

concrete walkway  
& sitting area

Add walkway

Beauty  
shop

4-26-2012

To Cottonwood Christian Care Administration.

I was astounded, delighted and hopeful when I heard that there is the possibility that we might become in part an Assisted Care Facility.

Surely we are a prime location for Assisted Care. Having eight buildings and over 100 residents plus the adequate space to accommodate our residents in this manner, we would be serving the community well.

I am told there are only **two** facilities available in our town with *only* ten beds per facility available. How dreadful. Or there is the in-home availability which can cause a senior to surrender, to give up their prized possessions and even have to share space. What an insult to one who has lived long and wants to still be a person. What great unkindness and insulting circumstances to hand a senior.

To "Age in Place" is a great gift and one I am sure you want to create for our residents. To have food available and the needed care can give hope to those in need.

I for one have moved too many times. I am exhausted from thirty-nine moves and the thought of having to move again is definitely overwhelming. Most were caused because of job availability etc. Still it is too much to ask a senior to move when they are compromised because of health or disability.

I believe that all of our residents would be most grateful and appreciative of the opportunity to be able to continue to live in this clear air, beautiful setting with competent management knowing we were cared for and about. For some it is their only hope.

May the powers that be recognize this outstanding opportunity to serve the community and the seniors with defiantly a 'win win' situation.

I know many would be grateful.

I implore you to give every consideration to this possibility for the seniors at Cottonwood Christian Care to be treated with dignity, assistance and joy with an availability of Assisted Care Unit.

Resident, [REDACTED] building One, unit [REDACTED]

Thank you for your kind consideration.

In hopes of hearing a resounding **YES!**

[REDACTED]



**Christian Care Apartments**  
*A Christian Care Company*

April 16, 2012

To Whom It May Concern:

I am a resident of Christian Care Apartments in Cottonwood, Arizona. The owner has made me aware of their intent to pursue funds through the U.S. Department of Housing and Urban Development Assisted Living Conversion Program to create assisted living apartments at Christian Care Cottonwood that will provide the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

2 more washer + dryers  
sewing and alterations person



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
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Phone (928) 634-7571 • Fax (928) 634-7728 • Email [toni.glenn@christiancare.org](mailto:toni.glenn@christiancare.org)





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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*I think its a good Idea But —  
I dont like the idea of having to  
move because I like my apartment  
and enjoy living here!*



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Sincerely,

Resident Name

Apartment #

Please consider the following improvements and services:

Do we have an earthquake plan? If not why not to  
implement one yet?  
HAVE HOUSEKEEPING SERVICES AVAILABLE ON A 15 MINUTE  
30 MINUTE ETC FOR FEE BASIS AVAILABLE TO NON-ASSISTANT  
LIVING RESIDENTS AS WELL AS MEALS + OTHER SERVICES ON  
AN AS NEEDED BASIS.  
TO AGE IN PLACE IS INDEED A GREAT NEED + OUR  
COMMUNITY DEFINATELY NEEDS IT. SURVEY WE ARE  
A PRIME CANDIDATES WITH OUR 8 BUILDINGS AND SOME  
RESIDENTS ALREADY IN NEED



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*A much needed facility in Cottonwood.  
I am 87 years old and while I can  
live alone at this time, I have a concern  
about my future. It would be wonderful to  
transfer if needed.* [Redacted] *5/17/12*



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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*my thoughts on matter are  
undecided at the moment.  
I believe there pros and cons  
with this. I will inform you as soon  
as I know further. But will be eternally grateful  
for residents could age in place with  
assisted living*

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letter 63 of 173

*at Christian Care.*



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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*I believe the addition's to this complex will do alot of people  
alot of good. Maybe some part time jobs for Residents  
could develop. Especially for one's who have the Experience's to do  
them. ~~These~~ Consideration's should be also for People in  
Roxie Anderson's additional needs.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

Resident Name

Apartment #

Please consider the following improvements and services:

*Three levels of care, building one renovated for assisted care living. This will be so much easier for older people not to be moved so much. I think the improvements proposed would help financially in the long run. It will also be helpful to community and surrounding area. Please go ahead.*



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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

I would appreciate services for laundry, meals  
and personal care since I broke my hip.



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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*Transportation for these people to go to Dr. Hoery, or the hospital, if needed. If considering a bus for transportation, I would like you consider me as a driver. Also helping residents w/ their physical ability, any kind of movement will help.*

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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

NONE

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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

A Nice big area to play piano, organ, computers, games  
A big kitchen for our pet licks. Covered patio for outdoor  
BBQ's. Fitness area & TV. (as seniors are staying fit here)  
I'd hope you can think of a shopping trip etc.  
bus. Thank You. [Redacted]



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*Please change the plumbing fixtures from this:*  
*change it from A Single faucet TO THIS:*  
*These kill & hurt arthritic hands & keep them from healing. Separate hot & cold faucets are easier to adjust for temp & easier on hands*  
*It hurts your wrist too having to bend wrist back & forth for temp*

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letterhead.doc

*see back* →



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

New Windows to improve cost of heat & cooling  
This is a great Idea



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Sincerely,

[Redacted Signature]  
Resident Name

Apartment #

Please consider the following improvements and services:

*I think Christian Apts. really does need a partial care here. So many of the long term patrons has to go to these other care places, when they would love to stay here, as this was their home. I would like to stay here also.*



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Sincerely,



Resident Name

Apartment #

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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*When the time comes that I must go into assisted living, how comforting it would be to remain in the Christian Care Apartments in Cottonwood Arizona which I consider my home, not just an apartment.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

I think it would be wonderful if  
The clients were able to Age in place  
& knowlege that we are able to have  
Assistive living here on the campus.  
Thank you.



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Sincerely,



Resident Name

Apartment #

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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*covered patios would be nice for seniors to be  
able to sit under during the hot summer days.  
its good for residents to be outside sometimes.  
may God Bless all you do here.  
Edna.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*I think this is a good idea*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*Since I live in an apt. away from Bldg. #1  
I'm not thinking about moving. I am already old  
& I'm sure that in 2 or 3 yrs. I won't be here. I'm  
sorry I can't support this plan. I am very satis-  
fied with my apt.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*I think it is a very good idea and plan for assisted living here for residents of Christian Care. It will ease the minds of residents that are getting to the point of assistance we all may reach that at one time.  
Blessing to you all & Thank you.*



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Direct Line (928) 641-5104



Phone (928) 634-7571 • Fax (928) 634-7728 • Email [toni.glenn@christiancare.org](mailto:toni.glenn@christiancare.org)



**Christian Care Apartments**  
*A Christian Care Company*

April 16, 2012

To Whom It May Concern:

I am a resident of Christian Care Apartments in Cottonwood, Arizona. The owner has made me aware of their intent to pursue funds through the U.S. Department of Housing and Urban Development Assisted Living Conversion Program to create assisted living apartments at Christian Care Cottonwood that will provide the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

Re the proposed 39' X 19' "Multi-Purpose" extension (hopefully, separate from the Computer Room), I envision a Christian Care Cottonwood Multi-Purpose/Community Room, which, by nature of its size and layout, encourages a Resident sit down to a piano and express themselves, not only for their own appreciation and enjoyment, but for others, as well. Indeed, it has been my happy experience, at other multi-family Senior facilities, to be an integral part of such rewarding sessions.. LTC



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*Yes! I am very excited of the plans  
I am disabled in a w/c and this would be a wonderful  
improvement for me and I would like an handicapped  
apartment to a handicapped Bathroom shower no tub  
Thank you Virginia R. Keene # 601*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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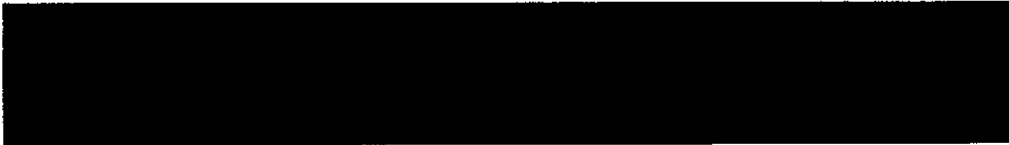
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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,



Resident Name

Apartment #

Please consider the following improvements and services:

*We need something like it had. There are  
not enough assisted living in Cottonwood.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

Resident Name

Apartment #

Please consider the following improvements and services:

*I think Assisted living is a great idea*

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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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Sincerely,

[Redacted Signature]

Apartment #

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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*Perhaps some sort of outing  
or entertainment weekly or monthly?  
i.e., VFW to come and play on  
July 4th, etc. - Picnic - etc.  
game day - church service or bible  
study*



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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*a pool table would be nice and also a fish aquarium.*

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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]  
Resident Name

Apartment #

Please consider the following improvements and services:

*I intend to live here as I age and would love to have the assisted living facility available if I need it. I think it would give many of us peace of mind in our later years.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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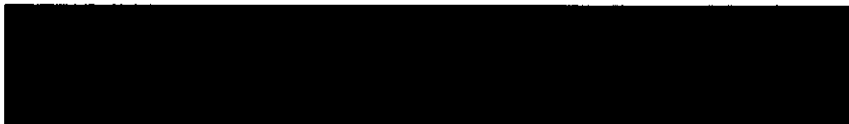
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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,



Resident Name

Apartment #

Please consider the following improvements and services:

*Am definitely in Agreement with the  
proposal for an "Assisted Living" Conversion -  
Improvements & Services -  
Christian Care to have its own Van/Bus to  
transport persons to Market & Shop @ Warehouse  
for Hydro Therapies / Pool*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

A M.H.D. assisted living facility in the Verde Valley  
would be a great and much needed facility to not  
only the residences of Christian Care but to the  
whole area of Northern Arizona. Please approve  
the Christian Care application for an assisted living  
up grade.



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

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Sincerely,

Resident Name

Apartment #

*I am praying  
about the situation.*

Please consider the following improvements and services:

*I think it's a great idea to have  
assisted living facilities available  
here. I do think the A.C. should  
not be \$,00,000.00. To me, that's  
a little much, it should be some less.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*Flower Garden*



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Sincerely,

Resident Name

Apartment #

Please consider the following improvements and services:

it all sound good if it help us senior  
wellness center meal portions emergency call  
system good luck



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

I am currently needing more care so I would love to see  
assisted living come to Christian Care. It would mean a lot  
to me to stay in my lovely home and be with my friends here.



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*I do not need assisted living at this time but I am partially disabled. I need the convenience of bathroom shower and this must be considered if I am to move to another building.*



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Sincerely,

Resident Name

Apartment #

Please consider the following improvements and services:

*I think its a great idea!*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

We think it would be a shame to take away the  
sunset viewing patio. Put the Multipurpose room  
at the end of the East wing. With a deep foundation  
to support it you'd be gaining Maintenance storage  
space OR  
Bike Racks? not for assisted living but for other units



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Sincerely,

Resident Name

Apartment #

Please consider the following improvements and services:

Nice to add beauty shop & manicure/pedicure - my mother  
Don't forget transportation  
I know my Mom will need asst living soon &  
to keep her at Christian Care, would be so wonderful!  
I am 100% for this!  
is a diabetic & she can  
not cut her toe nails so  
I take her to get the toe  
nails cut.



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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*Good Idea but I don't think people in Building I  
Should have to move or lose their apartments.*



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Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5104



Phone (928) 634-7571 • Fax (928) 634-7728 • Email [tonl.glenn@christiancare.org](mailto:tonl.glenn@christiancare.org)



**Christian Care Apartments**  
*A Christian Care Company*

April 16, 2012

To Whom It May Concern:

I am a resident of Christian Care Apartments in Cottonwood, Arizona. The owner has made me aware of their intent to pursue funds through the U.S. Department of Housing and Urban Development Assisted Living Conversion Program to create assisted living apartments at Christian Care Cottonwood that will provide the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

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---

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---



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5104



Phone (928) 634-7571 • Fax (928) 634-7728 • Email [toni.glenn@christiancare.org](mailto:toni.glenn@christiancare.org)



**Christian Care Apartments**  
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I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment #

Please consider the following improvements and services:

*I went to the meeting April 16th I like the idea of assisted living I give you my support to all the changes. The improvements & services I hope we get the grant had willing I like the idea of the hair salon*



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Direct Line (928) 641-5104

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Page 1 of 173





**Christian Care Apartments**  
A Christian Care Company

April 16, 2012

To Whom It May Concern:

I am a resident of Christian Care Apartments in Cottonwood, Arizona. The owner has made me aware of their intent to pursue funds through the U.S. Department of Housing and Urban Development Assisted Living Conversion Program to create assisted living apartments at Christian Care Cottonwood that will provide the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

I am writing to you to express my support of the intended application for funds and the proposed improvements and services.

Sincerely,

[Redacted Signature]

Resident Name

Apartment # 5

Please consider the following improvements and services:

I went to the meeting April 16th I like the idea  
of assisting living, I give you my support to all  
the changes, the improvements & services. I hope we  
get the grant, Mod Billing



859 South 12<sup>th</sup> Street • Cottonwood, Arizona 86326  
Direct Line (928) 641-5104



Phone (928) 634-7571 • Fax (928) 634-7728 • Email [toni.glenn@christiancare.org](mailto:toni.glenn@christiancare.org)



**CHRISTIAN CARE MANAGEMENT, INC.**  
RETIREMENT AND HEALTHCARE MINISTRY, EST. 1979

*Certification of Intent to Involve Elders including Minority Elders and  
Persons with Disabilities in the Operations of the Project.*

Christian Housing - Cottonwood, Inc. certifies that it will involve elders including minority elders and persons with disabilities in the Operations of the Project.

A handwritten signature in black ink, appearing to read 'John Norris', is written over a horizontal line.

John Norris, CEO  
Christian Housing - Cottonwood, Inc.

CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

c. Exhibit III - A description of community support for your ALCP project:

(3) A description of your involvement in your community's Consolidated Planning processes including:

(a) An identification of the lead/facilitating agency(ies) that organizes and/or administers the process;

(b) A listing of the Consolidated Plan areas in which you participate; and

(c) The level of your participation in the process, including active involvement with any neighborhood-based organizations, associations, or any committees that support programs and activities that enhance projects or the lives of residents of the projects, such as the one proposed in your application.

**This exhibit addresses these components as presented in this project's Logic Model:**

- *Policy Priority- Capacity Building - Participation in at least two information sharing sessions/seminars with ALF/SEH staff, residents, state/local government or non-profit organizations to address the challenges and/or solutions of serving ALF/SEH residents*
- *Policy Priority- Capacity Building - Number of new strategies discussed and implemented to address service needs and increase local capacity as a result of information sharing or seminars*



- **HUD Priority- Sustainability (2f) Promote coordinated planning, integrating federal resources, and targeting technical assistance at the local, state, and regional levels for sustainable housing and communities**
- **HUD Priority-Job Creation/Employment (1b) - Increasing access to job training, career services, and work, supports through coordination with federal, state, and local entities**
- **HUD Priority-Job Creation/Employment (1c)- Expanding economic and job creation opportunities for low-income residents and creating better transportation access to those jobs and other economic opportunities by partnering with federal and nonprofit agencies, private industry, and planning and economic development organizations and by leveraging federal and private resources**
- **HUD Priority- Capacity Building and Knowledge Sharing (4b) - Strengthen the capacity of state and local partners, including governments and nonprofit organizations, to implement HUD programs, participate in decision making and planning processes, and coordinate on cross-programmatic, place-based approaches through grantmaking and technical assistance**
- **HUD Priority- Capacity Building and Knowledge Sharing (4c)-Support knowledge sharing and innovation by disseminating best practices, encouraging peer learning, publishing data analysis and research, and helping to incubate and test new ideas**
- **Policy Priority- Capacity Building - Participation in, or creation of face-to-face networking meetings with other HUD-funded Service Coordinators and local government aging/disability staff to address the adequacy of supportive services in your jurisdiction**

(a) An identification of the lead/facilitating agency(ies) that organizes and/or administers the process;

The State of Arizona, Department of Housing is the lead/facilitating agency that administers the Arizona Department of Housing Consolidated Plan 2010-2014.

(b) A listing of the Consolidated Plan areas in which you participate;

State of Arizona:

"Arizona Department of Housing's Consolidated Plan 2010-2014", determined the following challenges caused by the lack of affordable housing as follows:

**Senior populations:** As Seniors grow older, senior housing, assisted care, long-term-care housing, and supportive services will be in demand to meet increasing senior needs.

- The ALCP project proposed for Christian Care Cottonwood (CCC) will improve access to housing as well as provide services to promote independence and security to the low and very low income frail elderly and disabled residents at the project.

**Low-Income Households:** Over 42 percent of Arizona residents were low-income in 2009. Households with low incomes, and especially those very low- and extremely low-income households have the most difficult time securing affordable housing in Arizona.

- CCC's FY 2012 ALCP project will develop Assisted Living units which will, in turn, improve the quality and availability of affordable supportive housing for the low and very low frail elders of Cottonwood and Yavapai County. The low income seniors will pay no more than 30% of their adjusted gross income for rent.

**Special Needs Housing:** Many special needs groups, particularly the elderly, persons with disabilities, have difficulty securing adequate and affordable housing in most counties served by Arizona Department of Housing (ADOH).

- CCC is proposing to renovate all of the units and to create new spaces for common space, staff offices, a commercial kitchen, dining room, and

wellness/rehab room in two additions to the building to facilitate the delivery of services in an economic manner to the residents of the building. All renovations and additions will meet or exceed compliance with current applicable handicapped accessibility codes. The unit conversions from tubs to showers and new cabinetry will accommodate changing needs as residents age in place over at least the next ten years. The increase in common spaces and available services in an integrated setting will serve the special needs of the frail elderly by providing safe accessible spaces where they can socialize, exercise, and get assistance with daily activities including meals.

#### City of Cottonwood

The City of Cottonwood General Plan 2003-2013 identifies CCC as a resource organization in the Cottonwood Community with a master plan that includes the development of approximately one hundred (100) units of elderly housing. CCC further participates by addressing the following key issues outlined in the General Plan:

- Provides a Balance of Housing;
- Provides Housing for an Aging Population; and
- Provides Housing for Low Income

The CCC project will successfully utilize the available federal resources provided by the Assisted Living Conversion Program (ALCP) funding to fulfill specific objectives outlined in the Arizona Department of Housing's Consolidated Plan 2010-2014 and the City of Cottonwood General Plan 2003-2013 and the fulfillment of these objectives will, in turn, align with the following core goals of HUD's FY2010-2015 Strategic Plan as follows:

- Goal 2: Meet the Needs for Quality Affordable Rental Homes;
- Goal 3: Utilize Housing as a Platform for Improving Quality of Life; and
- Goal 4: Build Inclusive and Sustainable Communities Free from Discrimination.

(c) The level of your participation in the process, including active involvement with any neighborhood-based organizations, associations, or any committees that support programs and activities that enhance projects or the lives of residents of the projects, such as the one proposed in your application.

CCC is an active participant in the planning process and in assisting both the State of Arizona and the City of Cottonwood to address the goals and objectives identified in both the Consolidated Plan and General Plan. CCC is also identified as a resource organization for the City of Cottonwood as a provider of approximately one hundred (100) units of elderly housing.

As detailed in various sections of this application, CCC is actively involved with a multitude of neighborhood based organizations, such as: Verde Valley Senior Center, Angels Care Home Health, Verde Valley Guidance Center, Cottonwood Area Transit Services, Northern Arizona Council of Governments, Northern Arizona Veterans Affairs Health Care System, Central Arizona Food Bank, Methodist Church, Cottonwood Chamber of Commerce, Verde Valley Caregiver's Coalition and committees that support programs and activities that enhance projects such as the one proposed.

Please see attached letter from Andrew Rael, Assistant Deputy Director of Programs for the State of Arizona Department of Housing wherein it states "The State of Arizona's Department of Housing recognizes that housing low income seniors and providing appropriate supportive services is critical and therefore supports the application of Christian Housing-Cottonwood, Inc."

In support of this exhibit, please find attached appropriate pages from Arizona Department of Housing's Consolidated Plan 2010-2014

Also attached are letters of support from some of the many community organizations CCC participates with. Please also refer to the full set of support letters included in Exhibits 3(1) and 3(4).

CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

**JANICE K. BREWER**  
Governor



**MICHAEL TRAILOR**  
Director

**STATE OF ARIZONA  
DEPARTMENT OF HOUSING**

1110 WEST WASHINGTON, SUITE 310  
PHOENIX, ARIZONA 85007

(602) 771-1000 WWW.AZHOUSING.GOV  
FAX: (602) 771-1002

April 3, 2012

Mr. John Norris, CEO  
Christian Care Companies  
2002 W. Sunnyside Drive  
Phoenix, AZ 85029

Re: Christian Housing-Cottonwood, Inc.  
859 South 12th Street, Cottonwood, AZ

Dear Mr. Norris:

Please allow this letter to serve as support of your FY2012 Assisted Living Conversion Program (ALCP) application for funding to convert Christian Care Cottonwood located in Cottonwood, AZ to an affordable assisted living facility which will be licensed to accommodate twenty-one (21) frail elderly persons and people with disabilities who need certain support services.

It is our understanding that this site is a 20 unit apartment complex for very low-income elderly that was financed through the HUD Section 202 program. As part of the ALCP construction, the unit configuration and related common and service space will be consistent with HUD or the state's statute/regulations (whichever is more stringent), including compliance with all accessibility laws.

The State of Arizona's Department of Housing recognizes that housing low income seniors and providing appropriate supportive services is critical and therefore supports the application of Christian Housing-Cottonwood, Inc.

Sincerely,

A handwritten signature in black ink, appearing to read "ARael", written over a horizontal line.

Andrew Rael  
Assistant Deputy Director, Programs

## EXECUTIVE SUMMARY

### THE STATE OF THE STATE

On February 14, 2012, Arizona will celebrate 100 years as the 48th state in the Union, and as such is still a relatively new, undeveloped state in many respects. Today, Arizona produces a majority of the country's copper and become known for the manufacturing of electrical, aeronautical, and communications-based products. Much of the state also relies heavily on tourism as an industry. In the past decade or more, Arizona has experienced significant growth in residential construction to accommodate a growing population. As a result of the reliance on tourism and the building industry, the economic recession experienced nationwide has been especially felt in Arizona.

The State of Arizona experienced substantial changes in its population and economic conditions over this past decade, including:

- The State's population of 6,683,129 in 2009 was an increase of 30 percent since 2000. Population is expected to continue to grow, but not at the higher rates projected just a few years ago due to the economic downturn.
- Over two-thirds of the people live in urban areas. Five million people reside in the Phoenix and Tucson areas.
- Some areas are growing much faster than others. Pinal County's population grew by 98 percent since 2000, while Greenlee County grew by less than two percent.
- Youth age 19 and under made up 29 percent of the population, as of 2008.
- Seniors (age 65 and over) were 13 percent of the state's population in 2008. Of those over 60, the fastest growing age group is persons over 85 years. The senior group is projected to represent up to 14.3 percent of the population by 2014 – the last year of this Consolidated Plan, and as much as 20 percent by 2020.
- The recession has heavily impacted the state's primary job generation industries: tourism and construction. Unemployment in late 2009 rose to 9.1 percent and Arizona fell to 49<sup>th</sup> in job growth compared to other states.
- Unemployment in rural counties was higher than in urban areas, with some counties seeing rates in the high teens at the end of 2009.
- Arizona is racially and ethnically diverse. Hispanics/Latinos comprised in 2008 almost 30 percent of the state population, and a much higher percentage in some southern counties. Native Americans represented 4.1 percent of the population statewide, and up to 27 percent in the Northern Arizona Council of Governments region.

### SUMMARY OF PRIMARY HOUSING NEEDS

**Homeownership Affordability** – The Community Needs Assessment provides data indicating that even with housing prices falling by up to 50 percent between 2006 and 2009, opportunities to purchase a home in Arizona remain out of reach for a significant percentage of low-income households, especially for very low-income households. In Arizona, more than half of low-income homeowners experienced some form of housing problem. While they represent a significant portion of Arizona's workforce, less than 30 percent of low-income households are homeowners.

## EXECUTIVE SUMMARY

**Foreclosures** – As of early 2010, Arizona was second in the nation in home foreclosure levels. There were 120,855 area foreclosures as of January 2010 and 1 in every 126 housing units had received a foreclosure filing. The economic recession and housing crisis has severely impacted Arizonans, especially low-income households.

**Rental Housing Affordability** – The situation in 2010 for low-income renters is somewhat better than for owners. While over 54 percent of renters have problems with affording housing, the state has adequate rental housing and it is generally affordable to low-income households and above. However, Arizona generally lacks rental housing that is affordable to very low-income households. Securing safe, decent, and affordable rental housing for several special needs groups remains a challenge.

**Seniors and Youth** – As the state's middle-aged and senior populations grow older, senior housing, assisted care, long-term-care housing, and supportive services will be in demand to meet increasing senior needs. Similarly, as the state's youth population increases and ages, jobs at livable income and affordable starter homes will be needed.

**Female-Headed Households** – Roughly 40 percent of female-headed families with children live in poverty, a total of about 173,000 households. Single-parent households, including female-headed households, have special needs for housing and related support services, including day care, education, parenting help, recreation activities, and public transportation in close proximity to jobs and affordable housing.

**Low-Income Households** – Over 42 percent of Arizona residents were low-income in 2009. Households with low incomes, and especially those very low- and extremely low-income households have the most difficult time securing affordable housing in Arizona. Even considering the recent sharp decline in housing prices, homeownership is not affordable to many low-income households in the state. Some of reasons are lack of sufficient income, high rates of unemployment, insufficient credit, and lack of funds for down payments.

**Special Needs Housing** – Many special needs groups, particularly the elderly, persons with disabilities, and large families, have difficulty securing adequate and affordable housing in most counties served by ADOH. These populations also need additional social services, especially in rural areas. Other non-homeless special needs groups include persons with HIV/AIDS, persons with severe mental illness and persons suffering from substance abuse.

**Homeless Persons** – There remains a substantial need for a range of housing options and support services for people who are homeless and at risk of becoming homeless. The January 2009 statewide homeless count recorded over 14,000 homeless persons, over 6,000 of them unsheltered. The economic recession is placing an additional burden on the state's resources to provide housing and support services. Homeless persons and at risk homeless persons have a significant need for prevention services, emergency shelter, transitional housing, and permanent supportive housing.

**Age of Housing Stock** – Over a third of the existing housing stock in Arizona (more than half a million residential structures) is over thirty years old. A significant portion of those units suffer from deferred maintenance and upkeep and are in need of repair and rehabilitation in order to preserve and extend their useful life.

**Lead-Based Paint Hazards** – Lead-based paint in residential units can pose severe health risks to children. Arizona requires public health agencies to identify children at risk of lead poisoning and mandates that all children up to six years of age be evaluated. An estimated 111,000 low-income owner-occupied housing units and 121,000 low-income rental units may contain lead-based paint hazards.

## EXECUTIVE SUMMARY

### SUMMARY OF 2010-2014 ARIZONA STRATEGIC PLAN PRIORITIES

For the 2010-2014 Consolidated Plan period, ADOH determined several priorities, listed below, to guide funding decisions. Each of the priorities is equally important to ensuring quality of life for low-income households over the next five years.

#### HOUSING PRIORITIES

**Priority 1:** Expand the supply of affordable rental housing for very low-income and extremely low-income households. Emphasize projects that assist families, seniors, and persons with disabilities.

**Priority 2:** Preserve and improve the long-term life of existing affordable rental and owner-occupied housing stock.

**Priority 3:** Expand homeownership opportunities for low-income homebuyers in areas of the state where median home prices are beyond the reach of low-income households.

**Priority 4:** Ensure that all households in the state have adequate access to fair housing resources.

#### HOMELESS PRIORITIES

**Priority 5:** Encourage a range of services to help people move from homelessness to permanent housing and maintain independent living.

**Priority 6:** Increase the number of transitional and permanent supportive housing units for the homeless.

**Priority 7:** Offer services and funding to help prevent people from becoming homeless.

#### SPECIAL NEEDS PRIORITIES

**Priority 8:** Increase and preserve the supply of affordable housing available to the elderly, disabled, and large families.

**Priority 9:** Improve housing accessibility and safety (existing and new).

#### COMMUNITY DEVELOPMENT PRIORITIES

**Priority 10:** Improve infrastructure and physical environments to promote sustainable and accessible communities.

**Priority 11:** Ensure a variety of public facilities are available to meet the recreational, human development, and service needs of low-income households and priority populations.

**Priority 12:** Encourage job training and employment opportunities.



CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1792880170-8498



## Northern Arizona Council of Governments

119 EAST ASPEN AVENUE • FLAGSTAFF, ARIZONA 86001-5222  
(928) 774-1895 • FAX (928) 773-1135 • E-MAIL: [nacog@nacog.org](mailto:nacog@nacog.org)

CHRIS FETZER  
EXECUTIVE DIRECTOR

May 4, 2012

John S. Norris, CEO  
Christian Care Management, Inc.  
PO Box 83210  
Phoenix, AZ 85071

Dear Mr. Norris,

We at the Area Agency on Aging, Region III are pleased to convey our support for Christian Housing- Cottonwood, Inc. project to develop assisted living in Cottonwood, AZ for low-income seniors. Through our work serving older adults in Yavapai County, we recognize the critical need for affordable housing and services for the elderly. We strongly support Christian Care's plans to develop this type of housing.

We look forward to collaborating with Christian Care in serving older adults in Yavapai County. responding to the FY12/13 Attendant Care and In-Home Respite Request for Proposal.

Sincerely,

Mary Beals-Luedtka  
Director, NACOG - AAA



2345 E. Thomas Rd., Suite 290

Phoenix, AZ 85016

602/322-0100

Fax 602/322-0118

www.azalfa.org

April 24, 2012

Mr. John S. Norris, CEO  
Christian Care Companies  
2002 W. Sunnyside Drive  
Phoenix, AZ 85029

Dear Mr. Norris:

As Executive Director of the Arizona Assisted Living Federation Agency ("Arizona ALFA") I want to express our agency's enthusiastic support for Christian Housing Cottonwood, Inc.'s plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In our experience working with the elders of our community, we recognize on a daily basis that a critical need exists for affordable elderly housing and services. We are pleased to support a project addressing this housing need.

We are very supportive of the idea to create this type of housing in Cottonwood and believe that Christian Care's experience developing supportive elderly housing and providing services to elders will insure its success.

Arizona ALFA has enjoyed a long-standing collaborative relationship with the Christian Care entities and we appreciate the opportunity to be able to provide our input on this project. We look forward to continuing the effective partnership that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders throughout Arizona and the residents of this proposed project.

We are pleased to work in coordination with Christian Care and other area organizations to develop a comprehensive and holistic approach to providing affordable assisted living housing and supportive services to Arizona's senior adults and we heartily endorse Christian Care in its efforts.

Sincerely,

Karen Bano  
Executive Director



## HOSPICE of the SOUTHWEST

*Caring for each other*

Ms. Aretha Williams  
U.S. Department of Housing & Urban Development  
451 7<sup>th</sup> Street, SW  
Washington, DC 20410-0500

Dear Ms. Williams:

This letter is being submitted in support of Christian Housing-Cottonwood, Inc. and their grant endeavor through the Assisted Living Conversion Program, to convert existing housing units in efforts to address the growing needs of frail and elderly residents. Given that our own mission is to provide exceptional care as it relates to end of life care for patients and their families, a program like this one, which aims to assist elders to further age in place with independence and dignity, is in absolute synergy with our organization.

Our organizations believes that if Christian-Housing-Cottonwood receives the grant award, the needs of the Cottonwood-Verde Valley community will greatly benefit and have a higher sense of community and continuity of care between healthcare providers, social services and those who chose to live independently.

We genuinely look forward to continuing our "patient-centered" relationship with Christian Care in this community.

Sincerely,

Todd E. Leach  
Managing Partner  
Hospice of the Southwest



William Hayes  
Vice-President and CFO  
Verde Valley Community Hospice

Verde Valley Community Hospice  
859 Cove Pkwy, #103  
Cottonwood, AZ 86326  
Phone (928) 634-1073

450 N. Dobson  
Ste. 108  
Mesa, AZ 85201

PHONE (480) 456-9300  
FAX (480) 456-9696  
WEB SITE [www.hospiceofthesouthwest.com](http://www.hospiceofthesouthwest.com)



647017390000  
332880170-8498

# Verde Valley Senior Citizens' Association, Inc.

April 27, 2012

Ms. Toni Glenn, Property Manager  
Christian Care Apartments  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326

Dear Ms. Glenn:

As Executive Director of the Verde Valley Senior Citizens' Association, Inc. I wish to express enthusiastic support for Christian Care's plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In my many years of experience working with the elders of our community, I recognize that a critical need exists for affordable housing for the elderly accompanied by hands-on services. I am pleased to support a project addressing this housing need.

The Verde Valley Senior Center has enjoyed a long-standing relationship with Christian Care Apartments in Cottonwood and we appreciate the opportunity to continue to offer hot nutritious meals, transportation services and social events to the residents. We look forward to continuing the positive relationship that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project.

We heartily endorse the addition of assisted living services to benefit low-income elderly residents in the Verde Valley.

Sincerely,

Elaine Bremner  
Executive Director

Location 500 E. Cherry Street ♦ Mailing Address P.O. Box 681 ♦ Cottonwood, AZ 86326  
Phone 928.634.5450 ♦ Fax 928.649.0520 ♦ E-Mail [seniorcenter@verdenet.com](mailto:seniorcenter@verdenet.com)  
Web Site [verdevalleyseniorcenter.org](http://verdevalleyseniorcenter.org)

April 25, 2012

Ms. Toni Glenn  
Christian Care Organization  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326

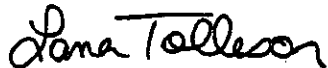
Dear Ms. Glenn:

I am writing to support the HUD Assisted Living Conversion Program (ALCP) grant application being submitted by Christian Care Organization doing business as Christian Care Apartments.

It is my understanding this proposal will enable the modification and adaptation of apartments at Christian Care Manor 1, which is almost 15 years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in Cottonwood, Arizona providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me. There is a serious need for affordable assisted living in our community and this ALCP project will continue to help meet that need. I fully endorse Cottonwood Christian Care's efforts to bring affordable assisted living to the seniors of the Cottonwood and Verde Valley area.

Sincerely,



Lana Tolleson,  
President/CEO  
Cottonwood Chamber of Commerce



*Mountain View United Methodist Church*  
901 SOUTH 12th STREET  
COTTONWOOD, ARIZONA 86326  
Telephone (928) 634-8857

April 25, 2012

Ms. Toni Glenn  
Christian Care Organization  
859 S. 12th Street  
Cottonwood, AZ 86326

Dear Ms. Glenn:

I am writing to support the HUD Assisted Living Conversion Program (ALCP) grant application being submitted by Christian Care Organization doing business as Christian Care Apartments.

It is my understanding this proposal will enable the modification and adaptation of apartments at Christian Care Manor 1, which is almost 15 years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in Cottonwood, Arizona providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me. There is a serious need for affordable assisted living in our community and this ALCP project will continue to help meet that need. I fully endorse Cottonwood Christian Care's efforts to bring affordable assisted living to the seniors of the Cottonwood and Verde Valley area.

Sincerely,

*Paula Anna O'Neil*

Mountain View United Methodist Church

April 27, 2012

Ms. Toni Glenn  
Christian Care Apartments  
859 S. 12<sup>th</sup> Street  
Cottonwood AZ 86326

Dear Ms. Glenn:

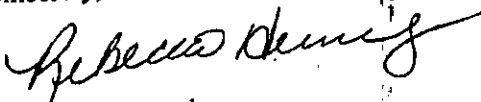
I've been a local resident of Cottonwood, AZ since 1976; I am also a customer service representative of Country Bank. I am very active in our community and very excited to hear about a possibility of an assistant living program in our area.

I have elderly parents and in-laws that live in this community as well. I know first hand how difficult it is to find the right agencies to help with care. In my experience, our families had to drive to the next town for care. This is not only expensive, but it takes time away from being close by to our loved ones in order to meet their needs.

I support your agency on a proposal to create an assistant living facility. It is very important to our families of Verde Valley to have options available for their loved ones. These types of facilities are helpful for our elders, and it also helps our community by creating jobs.

I look forward to attending your local meetings and becoming informed of the progress. Our elderly citizens and their families are very deserving of these types of facilities available for use. Good luck with your project, I wish you great success.

Sincerely,



Rebecca Hernandez  
Customer Service Representative  
Country Bank  
597 St. Rt. 89A  
Cottonwood, AZ 86326.  
(928) 639-0020

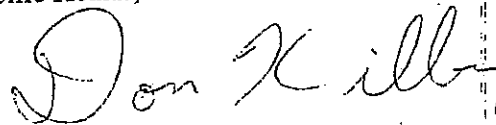
4/26/2012

Concerning Christian Care Senior Apartments  
12<sup>th</sup> Street, Cottonwood, Arizona, 86326

To whom it may concern:

My name is Don Kilby and I work for Angels Care Home Health. We are an in-home skilled nursing and Therapy Company located in Cottonwood Ariz. I have had the pleasure of working with Arlene and Toni while educating residents on Health care issues and have found them always to be helpful and very professional at all times. The Verde Valley is very abundant in seniors who require and are searching for both Independent living and Assisted Care Homes. There is a shortage of both. I would be thrilled to see a portion of Christian Care Apartments converted to Assisted Care Units. Angels Care looks forward to assisting all your residents in staying healthy and away from emergency rooms and skilled nursing facilities.

Sincerely, Don Kilby  
Account Executive  
Angels Care Home Health, Phone: 928-649-8890



**Angels**  
Care Home Health  
[www.angmarholdings.com](http://www.angmarholdings.com)

**Don Kilby**  
Account Executive

Cottonwood • Prescott Valley & Surrounding Areas

301 S. Willard Street • Cottonwood, AZ 86326  
P: (928) 649-8890 • F: (928) 649-8891  
[dkilby@angmarholdings.com](mailto:dkilby@angmarholdings.com)



April 23, 2012

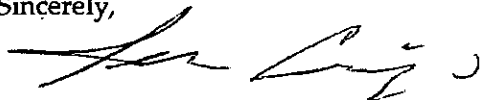
To Whom It May Concern:

I am writing to support the HUD Assisted Living Conversion Program grant application being submitted by Christian Care Organization for the Cottonwood location.

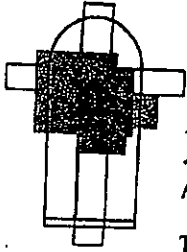
It is my understanding this proposal will enable the modification and adaptation of apartments of building one, which is almost fifteen years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in building one providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me, as my mother is a resident of Christian Care in building one, and I am a technician at ALL-Med Equipment servicing many residents of this Senior Housing in my profession. There is a serious need for affordable assisted living in our community and I believe Cottonwood Christian Care, ALCP project will continue to help meet that need. I fully endorse this proposal of bringing affordable assisted living to the seniors to our Verde Valley Community

Sincerely,



John Cickavage,  
ALL-Med Field Technician



## National Church Residences

Affordable Housing Management & Services | [info@ncr.org](mailto:info@ncr.org) | [www.ncr.org](http://www.ncr.org) | TDD 800.925.8689

Tuzigoot Village | 1600 E. Skyline Dr. | Cottonwood, AZ 86326 | 928.634.3669 | Fax 928.639.0116 | [0950@ncr.org](mailto:0950@ncr.org)

National Church Residences

Bristol Village

Heritage

InCare

Traditions

NCR University

April 24, 2012

Attention: Toni Glenn, Resident Manager

RE: Christian Care Manor 1 Plan

Dear Ms. Glenn

I want to express my enthusiasm and support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing in Cottonwood, Arizona, for the low-income elderly. Within our community we recognize that a serious need exists for affordable elderly housing and services. We are pleased to support a project addressing this for the Cottonwood and Verde Valley area.

I believe that Christian Care has the experience to develop this Assisted Living Center for low income seniors and I endorse it and the efforts of Christian Care for the necessity of our community.

Respectfully,

Lori Talley  
Property Manager, Tuzigoot Village





## Mountain View Villa Apartment Homes

25 April, 2012

To whom it may concern:

As Property Manager of Mountain View Villa Apartment Homes I want to express our community's enthusiastic support for Christian Care Apartments plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In my experience working with the elders of our community, I recognize on a daily basis that a critical need exists for affordable elderly housing and services. I am pleased to support a project addressing this housing need.

I, along with my staff are very supportive of the idea to create this type of housing in our community and believe that Christian Care's experience developing supportive elderly housing options will insure its success.

I have enjoyed a long-standing collaborative relationship with Christian Care Apartments and appreciate the opportunity to be able to provide our input on this project. I look forward to continuing the effective partnership that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project.

I look forward to further information provided on this venture and certainly support the need for this expansion of services.

Sincerely,

Cari J. Wells  
Property Manager



\*Fire Extinguishers\*Emergency and Exit Lighting\*Sprinkler systems\*

Christian Care Apartments  
801 S. 12<sup>th</sup> St.  
Cottonwood, Az. 86325

To whom it may concern:

I want to express our support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing. This is a needed service in the Cottonwood area and would be a great benefit to the community. We are pleased to support a project addressing this.

We are in the fire protection business, and have been involved in the fire protection aspect of the Christian Care Apartments. Our company wishes to support the building projects that we service. Abreeze Fire Protection has enjoyed a long-standing relationship with Christian Care Cottonwood and we appreciate the opportunity to be able to provide our input on this development. We look forward to continuing the effective partnership that exists between us, allowing us to achieve mutual goals of providing supportive services in our community and safety to the residents of this proposed project.

Date 4-27-12

Coy Baumgaertel Jr.  
Vice President  
ABREEZE FIRE PROTECTION  
ROC234174

4-27-12

Letter of support for Christian Care,

As a citizen of the City that Christian Care resides in, I offer my support for the organization and the assisted living service it provides. As I get to the point in my life where my parents may require the service, it is good to know that these folks will be there.

Having recently been elected to the City Council I know that our community has very few assisted living facilities to serve an aging retiree population. We should do all we can to assure our seniors a place where they can age in peace and still be cherished members of the community that can still impart the wisdom that many years of life can provide.

Once again I appreciate and support the work that Christian Care is doing to make the City a better place for all of its citizens, both young and old.

Jesse Dowling  
654 Silver Springs Circle  
Cottonwood, AZ 86326



CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498



April 24, 2012

To Whom It May Concern:

I am writing in support of the assisted living facility that Christian Care Apartments is trying to create in their wonderful complex on 12<sup>th</sup> Street in Cottonwood, Arizona.

Numerous older friends of mine have been or are housed here. It is convenient to groceries, doctors, hospitals and physical therapy centers making it ideal for our older population. The one thing missing is assistance as they get older and incapable of doing some things for themselves that they are used to doing. Losing these abilities is extremely hard. Add to that the necessity of moving out of the complex to new surroundings and it is terribly overwhelming.

I encourage you to allow this effective complex for our older citizens to remodel a portion of the complex to house those needing extra assistance as they age.

Thank you for your consideration,

Darlene Boddy  
1462 E Bart Circle  
Cottonwood, AZ 86326  
928-300-9851

**Arlene Railey  
P.O. Box 201  
Cottonwood, AZ 86326  
928-202-9260**

April 24, 2012

Attention: Toni Glenn, Resident Manager

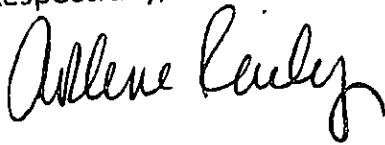
RE: Christian Care Manor 1 Plan

Dear Ms. Glenn

I would like to express my passion and support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing in Cottonwood, Arizona, for the low-income elderly. This is a needed housing center in our area that will benefit our residents her to age in place and within our community we recognize that a serious need exists for affordable elderly housing and services. I am pleased to support a project addressing this for the Cottonwood and Verde Valley area.

I believe that Christian Care has the involvement and expertise to develop this Assisted Living Center for low income seniors and I highly recommend it and the efforts of Christian Care for the necessity of our community.

Respectfully,



Arlene Railey,  
Resident Service Coordinator

CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498



c. Exhibit III - A description of community support for your ALCP project:

(4) A description of how the assisted living facility or SEH will implement measures that will result in assisting residents to age in place with an improved living environment.

**This exhibit addresses these components as presented in this project's Logic Model:**

- *HUD Goal- Utilize Housing as a Platform for Improving Quality of Life (3B)  
Utilize HUD assistance to improve health outcomes*
- *HUD Goal- Utilize Housing as a Platform for Improving Quality of Life (3D)  
Utilize HUD assistance to improve housing stability through supportive services for vulnerable populations including the elderly, people with disabilities, homeless people, and those individuals and families at risk of becoming homeless*
- *Policy Priority- Housing as a Platform- Number of outreach activities per year to increase the awareness and access to public benefits*
- *Case Management- Avoidance of placement into long-term care facility*
- *Case Management- Frail elderly persons obtaining accessible assisted living housing or service enriched housing*
- *Case Management-Residents aware of benefits and services offered by the facility*

Christian Care Companies is a recognized leader in providing assisted living housing and services for low-income elderly in the state of Arizona. Christian Care Cottonwood (CCC) has forged numerous, significant relationships with agencies advocating for and delivering services to the elderly population of the City of Cottonwood. Their relationships with these agencies have been critical in developing and implementing practical solutions to assist residents in achieving independent living and improved living conditions through the provision of a higher level of needed assisted living services. The following is a list of community organizations with whom CCC has direct ties in delivering services:

1. Arizona Healthcare Cost Containment System (AHCCCS)/ Arizona Long Term Care System (ALTCS) – assessments for program acceptance
2. Adult Protective Services (APS) – protective services to residents
3. Cottonwood Area Transit Services (CATS)/ADA – transportation to medical appointments, shopping and other activities.
4. Verde Valley Guidance Center – counseling services.
5. Northern Arizona Council of Governments – area services ranging from home health care to cleaning services.
6. DES Food Stamps – PRN for registration
7. VVMC Senior Lifestyles (BHU) – behavior health issues
8. Verde Valley Senior Center – meals and clinics
9. RES Care – area agency that helps with in-home care ranging from grooming to cleaning; visiting nurses
10. Angels Care Home Health – in-home care and nursing services
11. Northern Arizona Veterans Affairs Health Care System – provides transportation to disabled veterans
12. Austin House – area adult day care and assisted living
13. Catholic Charities – area agency that helps with displacement of Seniors
14. Meals on Wheels (Cottonwood Senior Center)

15. Old Town Mission – provides clothing, food, helps with free vision checks and glasses
16. Postal – U.S. Postal Office, UPS
17. Central Arizona Food Bank – provides food boxes, bread, pastries, etc.
18. Cottonwood Chamber of Commerce – area resources of Verde Valley
19. Verde Valley Hospice – hospice care
20. Preferred Homecare – oxygen providers, medical supplies
21. ALL MED – medical equipment, oxygen and supplies
22. Tender Hearts Home Health – meal preparation, errands, light housekeeping
23. CJ's Need a Lift – transportation services.
24. Lion's Club – vision and hearing services
25. Nurses Network – nursing services
26. Methodist Church – food baskets every other Wednesday
27. Verde Valley Caregiver's Coalition – Adopt a resident at Christmas; free light cleaning and handyman services.
28. Avon lady – provides reduced cost product and hand massage services
29. Clarence – mechanic services for resident vehicles.

Finally, CCC works closely with the City of Cottonwood to ensure that residents receive the benefit of programs offered by community based organizations such as "CAT (Cottonwood Area Transport)" – a low cost transportation program that picks up CCC residents daily and takes them shopping, the Senior Center and the Public Library.

**These cooperative relationships have been critical in developing and implementing programs and procedures to assist residents in achieving independent living and improved living conditions.**

Additionally, many opportunities for learning and community involvement currently exist for all residents at CCC. The activities, volunteer program, computer lab and wellness programs that are offered encourage socialization and friendship as well as learning and growth opportunities.

Furthermore, the use of Assisted Living Conversion Program funds to make units more accessible, especially in kitchen and bathroom areas, will also significantly enhance residents' independence and living conditions. Under this program, CCC will continue to explore new supportive service options and the streamlining of their service delivery system, which will result in ever increasing opportunities for their residents to be able to successfully age in place with independence and dignity.

#### **Performance Goals with Performance Indicators**

The Long-Term Performance Goals associated with this assisted living conversion project are to:

- Maintain a level of management sufficient to keep occupancy at or above 95% and to achieve REAC scores no lower than 90.
- Provide needed assisted living and other supportive services to allow residents to age in place as long as possible by maintaining length of stay statistics.

The long-term Performance Indicators that will ensure that the above goals are being met are:

- Occupancy levels (95%) and REAC scores (90) are quantitative in nature and will be used to determine success. If goals are not achieved, owner and management agent will collaborate on changes needed to raise scores to acceptable levels.
- Service coordinator will annually poll project's supportive service providers to determine if, on average, frail elders needing assistance with Activities of Daily Living (ADLs) in this project are able to age in place here longer than comparable residents of other elder housing projects in the area.

**Included in this exhibit are numerous letters from government officials and organizations attesting to the expertise of CCC and affirming their support of this Assisted Living Conversion Project.**

4-26-2012

To Cottonwood Christian Care Administration,

I was astounded, delighted and hopeful when I heard that there is the possibility that we might become in part an Assisted Care Facility.

Surely we are a prime location for Assisted Care. Having eight buildings and over 100 residents plus the adequate space to accommodate our residents in this manner, we would be serving the community well.

I am told there are only **two** facilities available in our town with *only* ten beds per facility available. How dreadful. Or there is the in-home availability which can cause a senior to surrender, to give up their prized possessions and even have to share space. What an insult to one who has lived long and wants to still be a person. What great unkindness and insulting circumstances to hand a senior.

To "Age in Place" is a great gift and one I am sure you want to create for our residents. To have food available and the needed care can give hope to those in need.

I for one have moved too many times. I am exhausted from thirty-nine moves and the thought of having to move again is definitely overwhelming. Most were caused because of job availability etc. Still it is too much to ask a senior to move when they are compromised because of health or disability.

I believe that all of our residents would be most grateful and appreciative of the opportunity to be able to continue to live in this clear air, beautiful setting with competent management knowing we were cared for and about. For some it is their only hope.

May the powers that be recognize this outstanding opportunity to serve the community and the seniors with defiantly a 'win win' situation.

I know many would be grateful.

I implore you to give every consideration to this possibility for the seniors at Cottonwood Christian Care to be treated with dignity, assistance and joy with an availability of Assisted Care Unit.

Resident, Carroll Dianne Evangeline, building One, unit 107.

Thank you for your kind consideration.

In hopes of hearing a resounding **YES!**



CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

**JANICE K. BREWER**  
Governor



**MICHAEL TRAILOR**  
Director

**STATE OF ARIZONA  
DEPARTMENT OF HOUSING**  
1110 WEST WASHINGTON, SUITE 310  
PHOENIX, ARIZONA 85007  
(602) 771-1000 WWW.AZHOUSING.GOV  
FAX: (602) 771-1002

April 3, 2012

Mr. John Norris, CEO  
Christian Care Companies  
2002 W. Sunnyside Drive  
Phoenix, AZ 85029

Re: Christian Housing-Cottonwood, Inc.  
859 South 12th Street, Cottonwood, AZ

Dear Mr. Norris:

Please allow this letter to serve as support of your FY2012 Assisted Living Conversion Program (ALCP) application for funding to convert Christian Care Cottonwood located in Cottonwood, AZ to an affordable assisted living facility which will be licensed to accommodate twenty-one (21) frail elderly persons and people with disabilities who need certain support services.

It is our understanding that this site is a 20 unit apartment complex for very low-income elderly that was financed through the HUD Section 202 program. As part of the ALCP construction, the unit configuration and related common and service space will be consistent with HUD or the state's statute/regulations (whichever is more stringent), including compliance with all accessibility laws.

The State of Arizona's Department of Housing recognizes that housing low income seniors and providing appropriate supportive services is critical and therefore supports the application of Christian Housing-Cottonwood, Inc.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew Rael", written over a horizontal line.

Andrew Rael  
Assistant Deputy Director, Programs



## Northern Arizona Council of Governments

119 EAST ASPEN AVENUE • FLAGSTAFF, ARIZONA 86001-5222  
(928) 774-1895 • FAX (928) 773-1135 • E-MAIL: [nacog@nacog.org](mailto:nacog@nacog.org)

CHRIS FETZER  
EXECUTIVE DIRECTOR

May 4, 2012

John S. Norris, CEO  
Christian Care Management, Inc.  
PO Box 83210  
Phoenix, AZ 85071

Dear Mr. Norris,

We at the Area Agency on Aging, Region III are pleased to convey our support for Christian Housing- Cottonwood, Inc. project to develop assisted living in Cottonwood, AZ for low-income seniors. Through our work serving older adults in Yavapai County, we recognize the critical need for affordable housing and services for the elderly. We strongly support Christian Care's plans to develop this type of housing.

We look forward to collaborating with Christian Care in serving older adults in Yavapai County. responding to the FY12/13 Attendant Care and In-Home Respite Request for Proposal.

Sincerely,

Mary Beals-Luedtka  
Director, NACOG - AAA



2345 E. Thomas Rd., Suite 290  
Phoenix, AZ 85016  
602/322-0100  
Fax 602/322-0118  
www.azalfa.org

April 24, 2012

Mr. John S. Norris, CEO  
Christian Care Companies  
2002 W. Sunnyside Drive  
Phoenix, AZ 85029

Dear Mr. Norris:

As Executive Director of the Arizona Assisted Living Federation Agency ("Arizona ALFA") I want to express our agency's enthusiastic support for Christian Housing Cottonwood, Inc.'s plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In our experience working with the elders of our community, we recognize on a daily basis that a critical need exists for affordable elderly housing and services. We are pleased to support a project addressing this housing need.

We are very supportive of the idea to create this type of housing in Cottonwood and believe that Christian Care's experience developing supportive elderly housing and providing services to elders will insure its success.

Arizona ALFA has enjoyed a long-standing collaborative relationship with the Christian Care entities and we appreciate the opportunity to be able to provide our input on this project. We look forward to continuing the effective partnership that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders throughout Arizona and the residents of this proposed project.

We are pleased to work in coordination with Christian Care and other area organizations to develop a comprehensive and holistic approach to providing affordable assisted living housing and supportive services to Arizona's senior adults and we heartily endorse Christian Care in its efforts.

Sincerely,

A handwritten signature in black ink, appearing to read "Karen Banno".

Karen Banno  
Executive Director





## HOSPICE of the SOUTHWEST

*Caring for each other.*

Ms. Aretha Williams  
U.S. Department of Housing & Urban Development  
451 7<sup>th</sup> Street, SW  
Washington, DC 20410-0500

Dear Ms. Williams:

This letter is being submitted in support of Christian Housing-Cottonwood, Inc. and their grant endeavor through the Assisted Living Conversion Program, to convert existing housing units in efforts to address the growing needs of frail and elderly residents. Given that our own mission is to provide exceptional care as it relates to end of life care for patients and their families, a program like this one, which aims to assist elders to further age in place with independence and dignity, is in absolute synergy with our organization.

Our organizations believes that if Christian-Housing-Cottonwood receives the grant award, the needs of the Cottonwood-Verde Valley community will greatly benefit and have a higher sense of community and continuity of care between healthcare providers, social services and those who chose to live independently.

We genuinely look forward to continuing our "patient-centered" relationship with Christian Care in this community.

Sincerely,

Todd E. Leach  
Managing Partner  
Hospice of the Southwest



William Hayes  
Vice-President and CFO  
Verde Valley Community Hospice

Verde Valley Community Hospice  
859 Cove Pkwy, #103  
Cottonwood, AZ 86326  
Phone (928) 634-1073

450 N. Dobson  
Ste. 108  
Mesa, AZ 85201

PHONE (480) 456-9300  
FAX (480) 456-9696  
WEB SITE [www.hospiceofthesouthwest.com](http://www.hospiceofthesouthwest.com)



647017390000  
332880170-8498

# Verde Valley Senior Citizens' Association, Inc.

April 27, 2012

Ms. Toni Glenn, Property Manager  
Christian Care Apartments  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326

Dear Ms. Glenn:

As Executive Director of the Verde Valley Senior Citizens' Association, Inc. I wish to express enthusiastic support for Christian Care's plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In my many years of experience working with the elders of our community, I recognize that a critical need exists for affordable housing for the elderly accompanied by hands-on services. I am pleased to support a project addressing this housing need.

The Verde Valley Senior Center has enjoyed a long-standing relationship with Christian Care Apartments in Cottonwood and we appreciate the opportunity to continue to offer hot nutritious meals, transportation services and social events to the residents. We look forward to continuing the positive relationship that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project.

We heartily endorse the addition of assisted living services to benefit low-income elderly residents in the Verde Valley.

Sincerely,

Elaine Bremner  
Executive Director

Location 500 E. Cherry Street ♦ Mailing Address P.O. Box 681 ♦ Cottonwood, AZ 86326  
Phone 928.634.5450 ♦ Fax 928.649.0520 ♦ E-Mail [seniorcenter@verdenet.com](mailto:seniorcenter@verdenet.com)  
Web Site [verdevalleyseniorcenter.org](http://verdevalleyseniorcenter.org)

April 25, 2012

Ms. Toni Glenn  
Christian Care Organization  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326

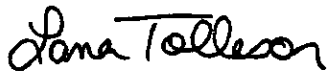
Dear Ms. Glenn:

I am writing to support the HUD Assisted Living Conversion Program (ALCP) grant application being submitted by Christian Care Organization doing business as Christian Care Apartments.

It is my understanding this proposal will enable the modification and adaptation of apartments at Christian Care Manor 1, which is almost 15 years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in Cottonwood, Arizona providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me. There is a serious need for affordable assisted living in our community and this ALCP project will continue to help meet that need. I fully endorse Cottonwood Christian Care's efforts to bring affordable assisted living to the seniors of the Cottonwood and Verde Valley area.

Sincerely,



Lana Tolleson,  
President/CEO  
Cottonwood Chamber of Commerce



Catholic Charities  
Community Services

*Providing Help. Creating Hope. Serving All.*

April 26, 2012

Toni Glenn  
Resident Manager  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326

Dear Ms. Glenn:

As Programs Director of the Catholic Charities Community Services I want to express our agency's enthusiastic support for Christian Care's plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In our experience working with the elders of our community, we recognize on a daily basis that a critical need exists for affordable elderly housing and services. We are pleased to support a project addressing this housing need.

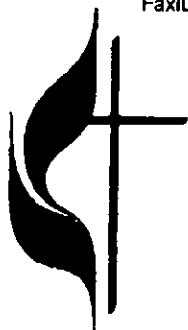
We are very supportive of the idea to create this type of housing in our community and believe that Christian Care's experience developing supportive elderly housing *and providing services to our community elders while collaborating with other community organizations* will insure their success.

Catholic Charities Community Services has enjoyed a long-standing collaborative relationship with Christian Care and we appreciate the opportunity to be able to provide our input on this project. We look forward to continuing the effective partnership that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project. Catholic Charities Community Services enthusiastically supports increasing low-income assisted living housing for the elders of our community and hopes that our contribution will further the success of this project.

Catholic Charities Community Services looks forward to the informational meetings planned by Christian Care. We are pleased to work in coordination with Christian Care and other area organizations to develop a comprehensive and holistic approach to providing affordable assisted living housing and supportive services to the community's elders and we heartily endorse Christian Care in its efforts.

Sincerely,

Carol Quasula, MSW  
Programs Director



*Mountain View United Methodist Church*

901 SOUTH 12th STREET  
COTTONWOOD, ARIZONA 86326  
Telephone (928) 634-8857

April 25, 2012

Ms. Toni Glenn  
Christian Care Organization  
859 S. 12th Street  
Cottonwood, AZ 86326

Dear Ms. Glenn:

I am writing to support the HUD Assisted Living Conversion Program (ALCP) grant application being submitted by Christian Care Organization doing business as Christian Care Apartments.

It is my understanding this proposal will enable the modification and adaptation of apartments at Christian Care Manor 1, which is almost 15 years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in Cottonwood, Arizona providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me. There is a serious need for affordable assisted living in our community and this ALCP project will continue to help meet that need. I fully endorse Cottonwood Christian Care's efforts to bring affordable assisted living to the seniors of the Cottonwood and Verde Valley area.

Sincerely,

*Paula Jane O'Neil*

Mountain View United Methodist Church

April 27, 2012

Ms. Toni Glenn  
Christian Care Apartments  
859 S. 12<sup>th</sup> Street  
Cottonwood AZ 86326

Dear Ms. Glenn:

I've been a local resident of Cottonwood, AZ since 1976; I am also a customer service representative of Country Bank. I am very active in our community and very excited to hear about a possibility of an assistant living program in our area.

I have elderly parents and in-laws that live in this community as well. I know first hand how difficult it is to find the right agencies to help with care. In my experience, our families had to drive to the next town for care. This is not only expensive, but it takes time away from being close by to our loved ones in order to meet their needs.

I support your agency on a proposal to create an assistant living facility. It is very important to our families of Verde Valley to have options available for their loved ones. These types of facilities are helpful for our elders, and it also helps our community by creating jobs.

I look forward to attending your local meetings and becoming informed of the progress. Our elderly citizens and there families are very deserving of these types of facilities available for use. Good luck with your project, I wish you great success.

Sincerely,



Rebecca Hernandez  
Customer Service Representative  
Country Bank  
597 St. Rt. 89A  
Cottonwood, AZ 86326.  
(928) 639-0020

4/26/2012

Concerning Christian Care Senior Apartments  
12<sup>th</sup> Street, Cottonwood, Arizona, 86326

To whom it may concern:

My name is Don Kilby and I work for Angels Care Home Health. We are an in-home skilled nursing and Therapy Company located in Cottonwood Ariz. I have had the pleasure of working with Arlene and Toni while educating residents on Health care issues and have found them always to be helpful and very professional at all times. The Verde Valley is very abundant in seniors who require and are searching for both Independent living and Assisted Care Homes. There is a shortage of both. I would be thrilled to see a portion of Christian Care Apartments converted to Assisted Care Units. Angels Care looks forward to assisting all your residents in staying healthy and away from emergency rooms and skilled nursing facilities.

Sincerely, Don Kilby  
Account Executive  
Angels Care Home Health, Phone: 928-649-8890



**Angels**  
Care Home Health  
[www.angmarholdings.com](http://www.angmarholdings.com)

**Don Kilby**  
Account Executive

Cottonwood • Prescott Valley & Surrounding Areas

301 S. Willard Street • Cottonwood, AZ 86326  
P: (928) 649-8890 • F: (928) 649-8891  
[dkilby@angmarholdings.com](mailto:dkilby@angmarholdings.com)

April 23, 2012

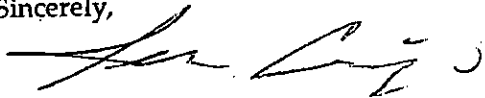
To Whom It May Concern:

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It is my understanding this proposal will enable the modification and adaptation of apartments of building one, which is almost fifteen years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in building one providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

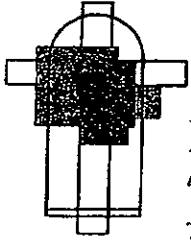
Meeting the needs of the elderly is a top priority for me, as my mother is a resident of Christian Care in building one, and I am a technician at ALL-Med Equipment servicing many residents of this Senior Housing in my profession. There is a serious need for affordable assisted living in our community and I believe Cottonwood Christian Care, ALCP project will continue to help meet that need. I fully endorse this proposal of bringing affordable assisted living to the seniors to our Verde Valley Community

Sincerely,



John Chickavage,  
ALL-Med Field Technician





## National Church Residences

Affordable Housing Management & Services | info@ncr.org | www.ncr.org | TDD 800.925.8689

Tuzigoot Village | 1600 E. Skyline Dr. | Cottonwood, AZ 86326 | 928.634.3669 | Fax 928.639.0116 | 0950@ncr.org

National Church Residences

Bristol Village

Heritage

InCare

Traditions

NCR University

April 24, 2012

Attention: Toni Glenn, Resident Manager

RE: Christian Care Manor 1 Plan

Dear Ms. Glenn

I want to express my enthusiasm and support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing in Cottonwood, Arizona, for the low-income elderly. Within our community we recognize that a serious need exists for affordable elderly housing and services. We are pleased to support a project addressing this for the Cottonwood and Verde Valley area.

I believe that Christian Care has the experience to develop this Assisted Living Center for low income seniors and I endorse it and the efforts of Christian Care for the necessity of our community.

Respectfully,

Lori Talley  
Property Manager, Tuzigoot Village



Since 1961 combining compassion with professionalism in our ministry of housing and supportive services to families and older adults.



DUNS: 9647017390000  
**Mountain View Villa Apartment Homes**

25 April, 2012

To whom it may concern;

As Property Manager of Mountain View Villa Apartment Homes I want to express our community's enthusiastic support for Christian Care Apartments plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In my experience working with the elders of our community, I recognize on a daily basis that a critical need exists for affordable elderly housing and services. I am pleased to support a project addressing this housing need.

I, along with my staff are very supportive of the idea to create this type of housing in our community and believe that Christian Care's experience developing supportive elderly housing options will insure its success.

I have enjoyed a long-standing collaborative relationship with Christian Care Apartments and appreciate the opportunity to be able to provide our input on this project. I look forward to continuing the effective partnership that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project.

I look forward to further information provided on this venture and certainly support the need for this expansion of services.

Sincerely,

Cari J. Wells  
Property Manager



ROC234174  
(928) 634-8761  
11398 E Circle Dr.  
Cornville Az. 86325

\*Fire Extinguishers\*Emergency and Exit Lighting\*Sprinkler systems\*

Christian Care Apartments  
801 S. 12<sup>th</sup> St.  
Cottonwood, Az. 86325

To whom it may concern:

I want to express our support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing. This is a needed service in the Cottonwood area and would be a great benefit to the community. We are pleased to support a project addressing this.

We are in the fire protection business, and have been involved in the fire protection aspect of the Christian Care Apartments. Our company wishes to support the building projects that we service. Abreeze Fire Protection has enjoyed a long-standing relationship with Christian Care Cottonwood and we appreciate the opportunity to be able to provide our input on this development. We look forward to continuing the effective partnership that exists between us, allowing us to achieve mutual goals of providing supportive services in our community and safety to the residents of this proposed project.

Date 4-27-12

A handwritten signature in black ink, appearing to read "Coy B. Jr.", is written over a horizontal line.

Coy Baumgaertel Jr.  
Vice President  
ABREEZE FIRE PROTECTION  
ROC234174

4-27-12

Letter of support for Christian Care,

As a citizen of the City that Christian Care resides in, I offer my support for the organization and the assisted living service it provides. As I get to the point in my life where my parents may require the service, it is good to know that these folks will be there.

Having recently been elected to the City Council I know that our community has very few assisted living facilities to serve an aging retiree population. We should do all we can to assure our seniors a place where they can age in peace and still be cherished members of the community that can still impart the wisdom that many years of life can provide.

Once again I appreciate and support the work that Christian Care is doing to make the City a better place for all of its citizens both young and old.

Jesse Dowling  
654 Silver Springs Circle  
Cottonwood, AZ 86326



CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498



April 24, 2012

To Whom It May Concern:

I am writing in support of the assisted living facility that Christian Care Apartments is trying to create in their wonderful complex on 12<sup>th</sup> Street in Cottonwood, Arizona.

Numerous older friends of mine have been or are housed here. It is convenient to groceries, doctors, hospitals and physical therapy centers making it ideal for our older population. The one thing missing is assistance as they get older and incapable of doing some things for themselves that they are used to doing. Losing these abilities is extremely hard. Add to that the necessity of moving out of the complex to new surroundings and it is terribly overwhelming.

I encourage you to allow this effective complex for our older citizens to remodel a portion of the complex to house those needing extra assistance as they age.

Thank you for your consideration,

Darlene Boddy  
1462 E Bart Circle  
Cottonwood, AZ 86326  
928-300-9851

**Arlene Railey  
P.O. Box 201  
Cottonwood, AZ 86326  
928-202-9260**

April 24, 2012

Attention: Toni Glenn, Resident Manager

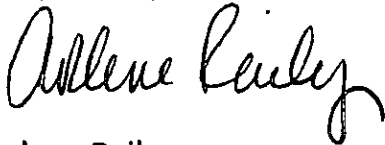
RE: Christian Care Manor 1 Plan

Dear Ms. Glenn

I would like to express my passion and support for Christian Care Cottonwood Manor 1 plan to develop assisted living housing in Cottonwood, Arizona, for the low-income elderly. This is a needed housing center in our area that will benefit our residents her to age in place and within our community we recognize that a serious need exists for affordable elderly housing and services. I am pleased to support a project addressing this for the Cottonwood and Verde Valley area.

I believe that Christian Care has the involvement and expertise to develop this Assisted Living Center for low income seniors and I highly recommend it and the efforts of Christian Care for the necessity of our community.

Respectfully,



Arlene Railey,  
Resident Service Coordinator

CottonwoodALCP2012  
Exhibit 3  
DUNS: 9647017390000  
FaxID: 1332880170-8498

c. Exhibit III - A description of community support for your ALCP project:

(5) Policy Priority: HUD has selected the policy priority: "Capacity Building and Knowledge Sharing" for this NOFA. To receive (1) point for this policy priority, refer to Section V.A.1. and Rating Factor 1.

**This exhibit addresses these components as presented in this project's Logic Model:**

- *HUD Priority- Capacity Building and Knowledge Sharing (4b) - Strengthen the capacity of state and local partners, including governments and nonprofit organizations, to implement HUD programs, participate in decision making and planning processes, and coordinate on cross-programmatic, place-based approaches through grantmaking and technical assistance*
- *HUD Priority- Capacity Building and Knowledge Sharing (4c)-Support knowledge sharing and innovation by disseminating best practices, encouraging peer learning, publishing data analysis and research, and helping to incubate and test new ideas*
- *Policy Priority- Capacity Building - Participation in, or creation of face-to-face networking meetings with other HUD-funded Service Coordinators and local government aging/disability staff to address the adequacy of supportive services in your jurisdiction*

Cottonwood I is committed to being a good neighbor and will invest the anticipated ALCP grant money responsibly to build and preserve sustainable Assisted Living units that will create value and deliver results that matter not only to the residents of Cottonwood I, but to the Cottonwood, AZ community as a whole.



Cottonwood I collaborates with numerous community partners which all serve as stakeholders invested in the care and success of the Housing and Services Program at Cottonwood I. This includes longstanding relationships with the following community partners:

1. Arizona Healthcare Cost Containment System (AHCCCS)/ Arizona Long Term Care System (ALTCS) – assessments for program acceptance
2. Adult Protective Services (APS) – protective services to residents
3. Cottonwood Area Transit Services (CATS)/ADA – transportation to medical appointments, shopping and other activities.
4. Verde Valley Guidance Center – counseling services.
5. Northern Arizona Council of Governments – area services ranging from home health care to cleaning services.
6. DES Food Stamps – PRN for registration
7. VVMC Senior Lifestyles (BHU) – behavior health issues
8. Verde Valley Senior Center – meals and clinics
9. RES Care – area agency that helps with in-home care ranging from grooming to cleaning; visiting nurses
10. Angels Care Home Health – in-home care and nursing services
11. Northern Arizona Veterans Affairs Health Care System – provides transportation to disabled veterans
12. Austin House – area adult day care and assisted living
13. Catholic Charities – area agency that helps with displacement of Seniors
14. Meals on Wheels (Cottonwood Senior Center)
15. Old Town Mission – provides clothing, food, helps with free vision checks and glasses
16. Postal – U.S. Postal Office, UPS
17. Central Arizona Food Bank – provides food boxes, bread, pastries, etc.
18. Cottonwood Chamber of Commerce – area resources of Verde Valley

April 25, 2012

Ms. Toni Glenn  
Christian Care Organization  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326

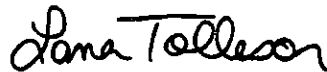
Dear Ms. Glenn:

I am writing to support the HUD Assisted Living Conversion Program (ALCP) grant application being submitted by Christian Care Organization doing business as Christian Care Apartments.

It is my understanding this proposal will enable the modification and adaptation of apartments at Christian Care Manor 1, which is almost 15 years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in Cottonwood, Arizona providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me. There is a serious need for affordable assisted living in our community and this ALCP project will continue to help meet that need. I fully endorse Cottonwood Christian Care's efforts to bring affordable assisted living to the seniors of the Cottonwood and Verde Valley area.

Sincerely,



Lana Tolleson,  
President/CEO  
Cottonwood Chamber of Commerce



Catholic Charities  
Community Services

*Providing Help. Creating Hope. Serving All.*

April 26, 2012

Toni Glenn  
Resident Manager  
859 S. 12<sup>th</sup> Street  
Cottonwood, AZ 86326

Dear Ms. Glenn:


As Programs Director of the Catholic Charities Community Services I want to express our agency's enthusiastic support for Christian Care's plan to develop assisted living housing in Cottonwood, Arizona for very low-income elderly. In our experience working with the elders of our community, we recognize on a daily basis that a critical need exists for affordable elderly housing and services. We are pleased to support a project addressing this housing need.

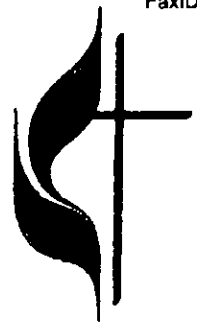
We are very supportive of the idea to create this type of housing in our community and believe that Christian Care's experience developing supportive elderly housing and providing services to our community elders while collaborating with other community organizations will insure their success.

Catholic Charities Community Services has enjoyed a long-standing collaborative relationship with Christian Care and we appreciate the opportunity to be able to provide our input on this project. We look forward to continuing the effective partnership that exists between our agencies, allowing us to achieve our mutual goal of providing supportive services to elders in our community and the residents of this proposed project. Catholic Charities Community Services enthusiastically supports increasing low-income assisted living housing for the elders of our community and hopes that our contribution will further the success of this project.

Catholic Charities Community Services looks forward to the informational meetings planned by Christian Care. We are pleased to work in coordination with Christian Care and other area organizations to develop a comprehensive and holistic approach to providing affordable assisted living housing and supportive services to the community's elders and we heartily endorse Christian Care in its efforts.

Sincerely,

  
Carol Quasula, MSW  
Programs Director



*Mountain View United Methodist Church*  
901 SOUTH 12th STREET  
COTTONWOOD, ARIZONA 86326  
Telephone (928) 634-8857

April 25, 2012

Ms. Toni Glenn  
Christian Care Organization  
859 S. 12th Street  
Cottonwood, AZ 86326

Dear Ms. Glenn:

I am writing to support the HUD Assisted Living Conversion Program (ALCP) grant application being submitted by Christian Care Organization doing business as Christian Care Apartments.

It is my understanding this proposal will enable the modification and adaptation of apartments at Christian Care Manor 1, which is almost 15 years old, to meet the needs of current and future residents. The proposed project will create assisted living apartments in Cottonwood, Arizona providing the accessible features necessary to meet the special needs of residents who need assisted living services, allowing them to age in place.

Meeting the needs of the elderly is a top priority for me. There is a serious need for affordable assisted living in our community and this ALCP project will continue to help meet that need. I fully endorse Cottonwood Christian Care's efforts to bring affordable assisted living to the seniors of the Cottonwood and Verde Valley area.

Sincerely,

Mountain View United Methodist Church

April 27, 2012

Ms. Toni Glenn  
Christian Care Apartments  
859 S. 12<sup>th</sup> Street  
Cottonwood AZ 86326

Dear Ms. Glenn:

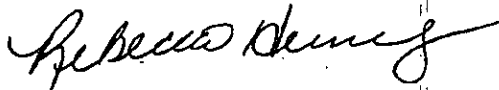
I've been a local resident of Cottonwood, AZ since 1976; I am also a customer service representative of Country Bank. I am very active in our community and very excited to hear about a possibility of an assistant living program in our area.

I have elderly parents and in-laws that live in this community as well. I know first hand how difficult it is to find the right agencies to help with care. In my experience, our families had to drive to the next town for care. This is not only expensive, but it takes time away from being close by to our loved ones in order to meet their needs.

I support your agency on a proposal to create an assistant living facility. It is very important to our families of Verde Valley to have options available for their loved ones. These types of facilities are helpful for our elders, and it also helps our community by creating jobs.

I look forward to attending your local meetings and becoming informed of the progress. Our elderly citizens and there families are very deserving of these types of facilities available for use. Good luck with your project, I wish you great success.

Sincerely,



Rebecca Hernandez  
Customer Service Representative  
Country Bank  
597 St. Rt. 89A  
Cottonwood, AZ 86326.  
(928) 639-0020