

# CITY OF CHANDLER 2010 – 2011 ANNUAL ACTION PLAN

## Mission

The mission of the City of Chandler Neighborhood Resources Division is to strengthen and enrich the community by providing high quality services and resources through:

- Educational programs
- Neighborhood revitalization
- Resident empowerment
- Promotion and celebration of diversity
- City code enforcement
- Subsidized housing assistance



## What is the Annual Action Plan?

The Annual Action Plan (Action Plan) is submitted to the U.S. Department of Housing and Urban Development (HUD) and serves as the formal application for the use of entitlement funds that are received by the City of Chandler. The City's Neighborhood Resources Division is the HUD "lead agency" for the Consolidated Plan and Annual Action Plan.

The Action Plan defines the one-year activities in relationship to the five-year goals and objectives of the Consolidated Plan covering Fiscal Years 2010-2014, submitted to HUD on May 17, 2010. It provides a brief description of the programs and projects of the City of Chandler in FY10-11, as well as funding announcements for the CDBG program. The Action Plan includes information on leveraged investments including local funds allocated to the Neighborhood Resources Division.

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### Annual Action Plan Resources

| Annual Action Plan Resources                          |             |
|---|-------------|
| Entitlement Programs                                  |             |
| Community Development Block Grant (CDBG)              | \$1,521,811 |
| HOME (through an agreement with Maricopa County)      | \$436,453   |
| Public Housing Programs                               |             |
| Section 8 Housing Choice Voucher Program              | \$5,214,000 |
| Public Housing Capital Funds                          | \$850,000   |
| Competitive and Stimulus Programs                     |             |
| Community Development Block Grant – Recovery (CDBG-R) | \$376,420   |
| Neighborhood Stabilization Program                    | \$2,415,100 |
| Homeless Prevention and Rapid Re-housing Program      | \$575,271   |
| Local Resources                                       |             |
| HOME match  | \$136,420   |
| Program Income  | \$187,132   |
| Acts of Kindness (AOK)                                | \$62,716    |
| Social Service Funds (SSF)                            | \$417,000   |
| Youth Enhancement Program (YEP)                       | \$565,600   |

## Targeting Resources

With a large volume of older and substandard housing stock and concentrations of low-income households, the City allocates most of its CDBG resources to Community Development Target Areas.

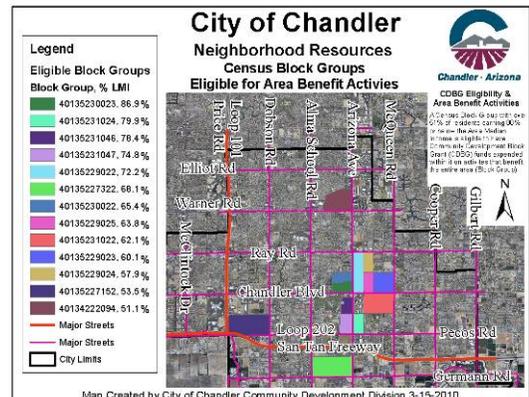
In addition to Community Development Target Areas, the City provides resources for programs that address the needs of low-income households and special populations throughout the City.



## Community Development Target Areas

There are thirteen Community Development Target Areas in Chandler. Community Development Target Areas are Census Tract Block Groups where at least 51% of the population is low or moderate income.

- 18,863 households reside in these target areas.
- 49% of the people are Hispanic or Latino
- 41% of the people are minorities, and may also be Hispanic or Latino
- 68% of households are low- or moderate-income.



## EXECUTIVE SUMMARY

### Leverage and Creative Strategies

While the budget presents hurdles that may seem insurmountable, the City has identified additional ways to increase funding and decrease costs during the coming year.

### Prioritizing Intervention and Prevention

To arrest further economic decline and assist households in crisis, the City will focus human services funding on intervention and prevention strategies that meet the basic needs of Chandler's low and moderate income households:

- Food and clothing.
- Emergency and transitional shelter with services.
- Crisis assistance to move through personal and systemic barriers.
- Credit and housing counseling.
- Job skills development programs.
- Asset-building strategies.
- Assistance navigating social and economic systems.
- Physical and mental health services.
- Eviction and foreclosure prevention programs.
- Rental assistance.

### Seeking Additional Resources

Competitive funding provides an opportunity to use new funds for much needed activities. Staff is keeping a watchful eye on funding opportunities. Of greatest interest are Choice Neighborhoods and Sustainable Communities Initiatives. These initiatives align with the goals of the Consolidated Plan and provide an opportunity for the City to collaborate with nonprofit and other government organizations.

### City Budget Forecast

The current recession has deepened globally, nationally, and regionally. Economic difficulties are being felt around the world, the nation, and on the local level. Arizona is among the states hardest hit by the recession. Many cities in the state have already been hit hard by budget shortfalls, and while Chandler has a history of sound fiscal management, it is not immune from the current crisis. The City took steps in the past year to address a \$7.7 million deficit and is working towards a budget that includes a \$16 million budget deficit during the coming fiscal year.

The Neighborhood Resources Division relies on both general fund and external resources to fulfill its mission. General fund supports program administration and human services as well as neighborhood, leadership and diversity programs, including code enforcement, neighborhood grants, graffiti abatement, and community events.

The City has relied on ARRA funding to fill budget deficits and to continue needed services and programs. In addition, staff reductions, reduced administrative funding and the elimination of programs and services that are not considered essential have filled part of the gap. Identifying and applying for additional resources is necessary to continue essential services and attain Consolidated Plan goals.

### Budget Impacts Nonprofits

According to a December 2009 study conducted by the Arizona Alliance of Nonprofits, revenues were down 22% in 2009 while 80% of nonprofits saw increased demand for services. Six out of ten nonprofits reported a loss of revenues in 2009. Of all sources of funding for nonprofits, government funding dropped the most, down by 25%. This is expected to continue in 2010, as state and local governments slash programs and services that are provided through contracts with nonprofits. Other key findings of the report included:

- 64% of organizations reduced their 2010 budgets to respond to cuts;
- One half of nonprofits had to tap reserves in 2009 to maintain operations;
- Only 13% of nonprofits took on debt in 2009;
- 25% of nonprofits experienced late payments on contracts, such as contracts with government agencies;
- 22% of organizations are exploring or considering mergers or joint ventures with other nonprofits.

### Community Assets

- A Healthy Mix of Households
- A Place for Children and Working Adults
- An Educated Community
- Median Income is Higher than The County Median
- A High Homeownership Rate
- Few Substandard Housing Units
- Multi-family, Manufactured Housing and Public Housing Provide Housing Choices for Low-income Renters



## EXECUTIVE SUMMARY

### Our Goals from the 5-year City of Chandler Consolidated Plan

1. Increase homeownership opportunities for low and moderate income households.
2. Rehabilitate and where appropriate redevelop the existing housing stock.
3. Increase the supply of affordable housing for both owners and renters.
4. Promote human and supportive services and facilities for frail elderly, disabled persons, low income households and other needy populations.
5. Participate in a regional Continuum of Care system that will effectively transition persons who are homeless to appropriate permanent housing settings.
6. Revitalize Chandler's neighborhoods.
7. Strengthen the coordination and delivery of resources

### Housing Quick Facts

- More than 2/3 of Chandler households own their home.
- Single-family detached housing represents nearly three quarters of the housing stock
- More than 29,000 households pay more than 30% of their household income for housing.
- 11,000 Housing units are more than 30 years old.
- Renters are more likely to occupy older housing units.
- Growth in the housing market has slowed with the economic downturn.
- One in ten units is vacant
- Chandler is approaching build-out and more creative strategies are necessary to ensure a long-term supply of housing for households at various income levels.

### 2010 HIGHLIGHTED INITIATIVES

#### Affordable Housing

- Provide Housing Rehabilitation Assistance, including Emergency Home Repairs and Handicap Accessibility Improvements to 115 low-income homeowners.
- Acquire, rehabilitate and resell up to 11 foreclosed and abandoned properties to middle-income first-time homebuyers.
- Acquire and rehabilitate at least four foreclosed or abandoned units for occupancy by low-income households.

#### Human Services, Homeless and Special Needs Populations

- For the coming fiscal year, Chandler received 27 applications for public services funding from 22 organizations totaling \$1,212,911. Public Services Funding Recommendations will go before the City Council on May 13, 2010. When final allocations are approved, a list of projects and funding amounts will be incorporated into this Plan.

#### Neighborhood Revitalization and Community Development

- Target housing rehabilitation assistance to Chandler's oldest neighborhoods.
- Explore methods of incorporating new affordable housing units into the downtown redevelopment area.
- For the coming fiscal year, Chandler received 11 applications for public facilities, infrastructure and housing funding from 8 organizations totaling \$1,981,507 plus administrative funding. Public Services Funding Recommendations will go before the City Council on May 13, 2010. When final allocations are approved, a list of projects and funding amounts will be incorporated into this Plan.

#### Coordination and Delivery of Resources

- Review funding priorities and distribution methods to ensure resources are targeted to the most needy populations and neighborhoods.
- Expand the neighborhood leadership program to traditional neighborhoods, incorporating community development planning into the process.



## RENTAL AND PUBLIC HOUSING

### Renter Quick Facts

- Nearly 1,300 rental units are needed for extremely low income renters.
- 1,600 renters live in overcrowded conditions.
- More than 4,000 renters occupy housing that is more than 30 years old.
- Two-thirds of the public housing stock is 40 years old.
- Four of ten renters pay more than 30% of their income for housing.
- Renting is the primary housing choice for single moms.
- Rental assistance is essential for the lowest income households.

### Public Housing

The PHA addresses the needs of extremely low income, low income and moderate-income families in Chandler. The Public Housing program and Section 8 program have been designated by HUD as “High Performing”. The City’s PHA manages 303 public housing units and 480 Housing Choice Vouchers. In addition, the Housing and Redevelopment Division operates 4 scattered site senior homes in gated designated adult communities as a non-federal affordable housing venture.

While the City’s PHA has done much to address the needs of low-income households in Chandler, demand for assistance remains high. There are 2,608 families on the Public Housing waiting list and 1,023 on the Section 8 waiting list. Vacancy turnover in Public Housing is approximately 80 families per year. Average waiting times for Public Housing vary widely depending on the bedroom size required. On average the wait is approximately 2 years for all bedroom sizes, however, two-bedroom units are in the greatest demand and large bedroom units have the shortest wait time.

While the overall management and capital improvements of the 200 apartments that are more than 40 years old have been well implemented over the years, the cost to make the remaining structural and design changes to the units is invasive, requires relocation, and is economically unwise. Redevelopment is the primary alternative and the most likely to provide an appropriate return on investment.

### 2010 Affordable Rental Housing Strategies

- Partner with the Affordable Rental Movement (ARM) of the Save the Family Foundation to purchase at least four foreclosed units for occupancy by enters with incomes below 50% of the AMI.
- Explore resources to redevelop obsolete public housing units.
- Examine resources to acquire foreclosed and vacant multi-family units or land zoned for multi-family housing for future development.

### The Chandler Public Housing Authority: Providing Opportunities for Chandler’s Lowest-income Households

Assisting low-income households to be self-sufficient is one of HUD’s goals for Public Housing Programs. The Chandler PHA works to assist housing residents that need assistance by matching resources to promote tenant education and self-sufficiency. Our principle mission is “affordable decent, safe, and sanitary housing” and we support this mission through social service and educational programs, including the Family Investment Center, Youth Recreation Program, the Capital Improvement Program and Social Service partnerships with other social service providers.

Chandler has expanded the housing programs stock through the creation of housing location maps, landlord outreach and by consistently monitoring the payment standard for the Section 8 Housing Choice Voucher program. The PHA also assists first-time homebuyers. A few years ago, Chandler developed a seven home infill subdivision that provided affordable homeownership opportunities to seven homebuyers. Two of the new homebuyers came from Public Housing. The Housing Authority is also implementing its Section 8 (HOME) Homeownership Program. The Section 8 homeownership program continues to offer qualified residents the opportunity to become homeowners.



## HOMEOWNERSHIP & HOUSING

### Owner Quick Facts

- Owners occupy the newest housing stock.
- More than 700 owners live in overcrowded conditions.
- Three of ten existing owners pay more than 30% of their income for housing.
- The home purchasing power of median income households has decreased, even with decreases in home prices.
- Foreclosed units represent 30% of the resale single family housing market.
- Foreclosure risk remains high.

### Foreclosure Prevention Taskforce

The City participates with the Arizona Foreclosure Prevention Taskforce (Taskforce), the goal of which is to provide homeowners with solutions to guide them in making effective and positive decisions to solve foreclosure problems. The Taskforce is a volunteer-driven organization and is supported by local, state and federal government, agencies and institutions. The Taskforce provides and facilitates free workshops and counseling to homeowners behind on their mortgage payments or at risk of having their home foreclosed on by their lender.



### The Neighborhood Stabilization Program: Helping First-time Homebuyers

In late 2008, the City received \$2,415,100 from HUD through the Neighborhood Stabilization Program (NSP). NSP funds are part of the American Recovery and Reinvestment Act of 2009. The primary purpose of NSP is to stabilize neighborhoods hardest hit by foreclosed and abandoned homes. The City of Chandler Zip Code 85225 was identified by HUD as one such area, and the City has elected to undertake two programs to assist first-time homebuyers while stabilizing the area.

**Assistance to Homebuyers (\$50,000).** NSP funds will be used to assist qualified potential homebuyers with down payment assistance of abandoned or foreclosed homes. Five families with income levels between 81% and 120% AMI will be assisted to purchase their first home. Home prices have long been out of reach of many families, and foreclosed units provide a new opportunity. Despite increased availability of more affordable units, many families are still challenged to make the required down payment.

Funds to homebuyers will be secured with a 10-year forgivable lien on the purchased property. The homes must remain owner-occupied and cannot become rental property. Families will receive housing counseling and education to assist them in understanding the responsibilities of homeownership and will only be allowed to acquire a traditional 30-year, fixed rate loan. Down payment assistance is secured through a Deed of Trust and a 10-year forgivable lien on the purchased property. If the family sells the home, funds can then be recaptured and used to assist another first-time homebuyer.

**Chandler Community Land Trust (\$1,468,500).** The Chandler Community Land Trust will be created and managed by Newtown Community Development Corporation and Land Trust. In this program, the City and Newtown will purchase up to 17 vacant, foreclosed properties in the NSP target area and sell only the structure to income-qualified homebuyers; the Land Trust will own the land. With this program, the cost of the purchase is reduced as the owner is purchasing only the structure. The owner shares the equity in the home with the Land Trust, yet the home remains affordable indefinitely as it may only be sold to another income-qualified buyer.

### 2010 Homeownership Activities

- Provide Housing Rehabilitation Assistance, including Emergency Home Repairs and Handicap Accessibility Improvements to 115 low-income homeowners.
- Acquire, rehabilitate and resell up to 11 foreclosed and abandoned properties to middle-income first-time homebuyers.

## NEIGHBORHOOD ENHANCEMENT AND COMMUNITY DEVELOPMENT

### Housing Quality Quick Facts

- 11,000 housing units are more than 30 years old
- More than 4,000 renters occupy housing units that are more than 30 years old, as do more than 6,000 owners.
- Since 2005, 140 housing units have been rehabilitated with CDBG, HOME and other resources

### Lead-based Paint

Childhood lead poisoning is a serious pediatric health problem. Children ages six years old and younger are particularly susceptible to lead poisoning. Research indicates that even a low level of lead in a child's blood can have harmful effects on physical and developmental health. The most common source of exposure is deteriorating lead-based paint and lead-contaminated dust found in the home, but other sources include pottery, jewelry, candy and makeup. The use of lead-based paint became illegal in 1978.

To reduce the risk of lead poisoning, information is distributed to participants in City housing programs. The City follows strict HUD guidelines for testing and abatement of lead-based paint and other hazardous substances, and requires compliance from its contractors and subcontractors. Any structure built before 1978 that is proposed for rehabilitation under federal programs, is tested for lead-based paint. Notices and requirements regarding testing and removal of lead-based paint are provided to program participants, contractors and project sponsors.

### Housing Rehabilitation: Improving Quality of Life in Low-income Neighborhoods

The City's Housing Rehabilitation Program offers loan assistance to eligible homeowners to complete extensive rehabilitation for single-family homes.

The City provides up to \$50,000 in deferred loan assistance for repairs. The loan may be partially or entirely forgiven based on the applicants' income eligibility. Loan payments are determined based on financial circumstances of the borrower for a length of time determined by the amount of the rehabilitation loan. The City secures its investment with a lien (Deed of Trust) equal to the value of the loan, which is repaid in monthly installments by the homeowner over the period of approved loan terms, or paid in full upon sale, transfer or alienation of the property.

The City's Housing Rehabilitation Program is implemented in targeted areas. While all low and moderate income residents are eligible to apply for housing rehabilitation assistance, priority is granted to physically disabled and elderly homeowners age 60 or older residing in the target area.

### 2010 Neighborhood Enhancement and Community Development Strategies

1. Proactive code enforcement coupled with referrals for housing rehabilitation assistance;
2. Expand neighborhood leadership training to traditional neighborhoods (leadership training is currently available only for HOAs);
3. Establish affordable housing unit goals in redeveloping areas;
4. Provide for higher densities to accomplish housing affordability for a broad range of households;
5. Work with neighborhood leaders to develop neighborhood plans that coordinate with broader area redevelopment plans;
6. Integrate community development planning into neighborhood leadership training to better plan for the use of local, state and federal resources.

### Addressing the Complex Issues of Community Development and Revitalization

In preparation for residential build-out, Chandler is ready to address the complex issues of community redevelopment and revitalization. Organization and progressive leadership will continue to be hallmarks of the City's redevelopment planning efforts. Anchored by a strong economic and employment base and enhanced by citizen-based, grassroots neighborhood efforts, Chandler is well-positioned to address the challenges of renewing deteriorating areas of the City.

Chandler takes pride in being a well-maintained City. The City has a vested interest in remediating deteriorated building and property conditions. When unabated, these conditions tend to spread to adjoining properties and neighborhoods. Deteriorated and blighted conditions are a threat to public safety and are an attraction for crime and other undesirable activities. As build-out proceeds, increased housing demands will fuel the construction of new housing units to replace substandard dwellings, especially in the older, central area.

Attention must be given to the infrastructure systems that serve areas showing signs of deterioration. Strategic improvements to supporting facilities will enhance redevelopment projects and overall efforts. Completing infrastructure systems is important in maximizing efficiency and returns on public investments. System enhancements need to coincide with areas targeted for development intensification such as transit corridors and the downtown area. Employment expansion, investment in redevelopment areas and commercial development can be guided by infrastructure availability.

## HOUSING THE HOMELESS AND SPECIAL POPULATIONS

### What is supportive housing?

Supportive housing is linked with services that make it possible for a person to live in his or her home. Supportive services include such things as independent living skills training, vocational skills training, personal care and home health services, transportation, and development of social skills.

### Who needs supportive housing?

A person who would probably not be able to live in his or her own housing without the services.

### Who provides supportive services?

Providers include home health aides, social workers, employment counselors, mental health workers and others.

### How Many People with Special Needs Have Housing Needs?

Not all people who are part of a special population need housing or supportive services. Still, an estimated 3,304 Chandler residents have housing problems and would benefit from assistance, including supportive housing, more affordable housing units, and accessibility and other home improvements, including:

- 627 elderly homeowners;
- 770 elderly renters;
- 729 owners with disabilities;
- 848 renters with disabilities;
- 330 victims of domestic violence.

### Homeless Prevention and Rapid Re-Housing Program (HPRP)

In 2009, the City of Chandler received \$575,271 in Homeless Prevention and Rapid Re-Housing Program funds (HPRP) from HUD. The purpose of HPRP is to prevent homelessness among individuals and families:

- Currently in housing and needing temporary assistance to prevent them from becoming homeless; and
- Experiencing homelessness and needing temporary assistance to obtain and retain housing.

Assistance may be provided to a family or individual for as long as 18 months and minimum intermittent case management is required. Funds may be used for various forms of financial assistance; housing relocation and stabilization services; data collection and evaluation; and for administrative costs.

The City approaches HPRP as an opportunity to collaborate and selected eight nonprofit organizations to administer the program, which began October 1, 2009. HPRP funds are part of the American Recovery and Reinvestment Act of 2009 and the short term program is expected to continue through 2011.

### 2010 Homeless and Special Populations Strategies

1. Participate in the regional Continuum of Care;
2. Provide resources for handicap accessibility improvements for elderly and disabled households;
3. Allocate up to 15% of CDBG resources to organizations addressing the needs of priority populations.
4. Allocate resources for the prevention of homelessness;
5. Provide operating support for transitional housing;
6. Provide technical and financial assistance to nonprofits to better compete for limited federal supportive housing operating and rental assistance funding;
7. Fund agencies that meet the basic needs of homeless households and alleviate the effects of crisis through safe housing, food and clothing, and necessary medical care combined with case management.



## FAIR HOUSING & REGULATORY BARRIERS

### Diversity in Chandler

Since 1990, the race and ethnicity of the population in Chandler has gradually changed and become more diverse. While a larger percentage of the population is white, 16,000 additional people also consider themselves Hispanic, representing a 4% increase from 2000 to 2008. During that same period, the Asian population doubled and the African American and Native American population grew by 50%.

### Areas of Minority Concentration

Areas of minority concentration are those in which the proportion of minorities is 10% or more than the proportion of minorities as a whole. According to the 2000 Census, seven Census Tract Block Groups in Chandler have a disproportionate concentration of minorities. Five of the seven Block Groups are also Community Development Target Areas.

### Taking Action to Address Fair Housing Impediments

In March 2008, Chandler completed and submitted to HUD an updated Analysis of Impediments to Fair Housing (AI) detailing conditions affecting housing opportunities and defining strategies to create greater housing choice.

To address the identified impediments, the City will:

- Provide links to information and hotlines on its website.
- Distribute at least 2,000 copies of the various pamphlets and other literature with the intent of informing and acquainting residents about fair housing rights, and how to detect and report unlawful housing discrimination.
- For all program recipients, provide a copy of the “Fair Housing and Equal Opportunity for All” pamphlet, and a complaint form that may be used to file a complaint with the City.
- Distribute at least 200 copies each year of the “Ten Most Common Fair Housing Mistakes” to housing providers and real estate companies.
- Distribute the resolution adopted by Council in April of each year to at least 300 real estate companies, housing providers, nonprofit organizations and other community organizations.
- During national fair housing month in April, coordinate a fair housing seminar inviting landlords and tenants to learn about fair housing.
- Through a partnership with Community Legal Services, provide educational meetings and events for Chandler landlords, tenants and potential tenants.
- Continue to regularly publish the phone number of the Fair Housing Hotline in water bills.
- Provide all program information in both English and Spanish.

### Overcoming Regulatory Barriers

As new construction permitting slows, the City has an opportunity to more closely examine how to reduce regulatory barriers to affordable housing development. One important strategy is to identify methods for incorporating affordable housing into downtown and area redevelopment plans.

The City has established a goal of 1,000 new housing units in the downtown through the South Arizona Corridor study. The goal is to bring a mix of households to the downtown and create a vibrant urban-living environment. The area is currently plagued by substandard residential and commercial buildings and is not considered safe by many visitors or existing residents.

Balancing the need to redevelop the area with the existing neighborhoods is an opportunity to examine regulatory barriers and build new strategies for mixed-income and mixed-use development. Some of the strategies the City will consider include:

- Incorporating affordable housing into planned high-density zones through dedicated funding or developer incentives.
- Focusing housing rehabilitation on existing substandard housing adjacent to planned redevelopment sites.
- Acquiring vacant land for future development.
- Developing moderate-density units for mixed-income occupancy as a buffer between planned high-density development and existing neighborhoods.
- Developing live-work space as a buffer between planned commercial uses and existing neighborhoods.



## ECONOMIC DEVELOPMENT

### Economic Development and Community Sustainability

After an extended period of rapid growth that transformed Chandler from a small town into a vibrant City, the focus is shifting from growth to long-term stability. To achieve this stability, the Chandler General Plan is encouraging a variety of businesses that will enhance the existing local economy.

The primary goals of economic development are to ensure that a variety of well-paying employment opportunities are available and that revenue generation is consistent. This requires a mix of small, medium and large businesses in multiple sectors. One objective is to foster corporate headquarters and other large office employers; these employers generally provide both entry-level and professional and technical employment opportunities. Of particular interest are knowledge-intensive industries that will employ Chandler's well-educated residents including, high-technology, bio-medical, software, renewable energy research and development and advanced business services.

Ensuring that appropriately-zoned land is available is an essential element of this strategy and promoting areas where research and industry can intersect and benefit from being in close proximity to each other is one such tool. Mixing uses and encouraging transportation connectivity are methods that are receiving strong support.

One of the City Council's priorities for the next few years is to address large retail space vacancies. Economic Development staff has drafted a plan that outlines objectives and implementation strategies focusing on the recruitment of major retailers and the promotion of a new Infill Incentive Plan approved by City Council earlier this year.

The Infill Incentive Plan is directed at property owners who undertake the complete redevelopment of an existing commercial center in order to introduce a new mix of uses, such as residential and/or office components. Particularly, it focuses on assisting developers with the demolition of existing commercial space in the 18 square miles of the redevelopment area. Retail centers at these locations have experienced a significant decline in activity.

The new incentive program correctly recognizes that some of the City's existing commercial sites may no longer represent the highest and best use of the property, and that redevelopment of these sites may have significant positive impacts on the community.

### Maricopa Workforce Connections

While the City works to expand opportunities for businesses, Maricopa Workforce Connections regularly analyzes labor market information to ensure that education and training opportunities meet the changing needs of business. The Maricopa Workforce Connections Board approves target industries based on economic data. The MWC Board has established that at least 80% of Adult and Dislocated Worker training funds must be expended on training in industry clusters that the Board has targeted as high growth and critical to the local economy. The targeted industry clusters are:

- Information Technology
- Biosciences
- Healthcare
- Construction
- Advanced Manufacturing
- Automotive

### 2010 Economic Development Strategies

In 2010, the City will explore the use of CDBG resources for a Microbusiness Loan and Technical Assistance Program. A Microbusiness is defined as a commercial enterprise that has five or fewer employees, one or more of whom owns the enterprise. HUD's Community Development Block Grant Program provides the City an opportunity to assist microbusinesses with:

- Grants, loans, loan guarantees and other forms of financial support, for the establishment, stabilization, and expansion of microbusinesses;
- Technical assistance, advice, and business services; and
- General support, including child care, transportation, counseling and peer support groups.



## HUMAN SERVICES: KEY TO ADDRESSING POVERTY

### What are Human Services?

Human services are the benefits and facilities that improve the life and living conditions of people. While usually directed to the poor, disabled, and elderly, all members of a community benefit from human services such as:

- Education and recreation programs.
- Job skills development programs.
- Assistance finding employment.
- Assistance navigating social and economic systems.
- Physical and mental health services.
- Shelter and rental assistance.
- Food and clothing.
- Transportation services.

### Acts of Kindness

The Acts of Kindness program is funded through a voluntary \$1.00 contribution on monthly utility bills. No funds are retained for administrative costs, so every donated dollar is put right back into the community to help individuals and families in need. Non-profit agencies that provide essential services such as food, shelter, clothing, medical services and transportation to Chandler low-income citizens are eligible to apply for funding from the Acts of Kindness program.

In fiscal year 2008 – 2009, the City granted \$68,000 to four non-profits who provide vital services to low-income residents:

- Catholic Charities East Valley My Sister's Place Domestic Violence Shelter \$10,000
- Labor's Community Service Agency Transitional housing for homeless families \$5,000
- Neighbors Who Care Transportation/Dinner Delivery to Elderly \$15,000
- Save the Family Homeless family shelter \$28,000
- Save the Family Homeless intervention services \$10,000

### Poverty Impacts Nearly 6,500 Chandler Residents

While Chandler's household income is relatively high, 9% of families (6,472) live in poverty and more than half (56%) of all poverty level families are single mothers with dependent children. Comparatively, 5% of married couples with children and 4% of single fathers with children live in poverty. To make their way out of poverty, families require a combination of basic services, including child care, job training and transportation.

### Demand for human services is increasing

The economic recession has placed families in a position of need; many of whom never imagined they would need assistance. At the same time, many families are already struggling and continue to need services. Funding human services is essential for both the newly-needy and those who have been working to make ends meet for some time.

For the coming fiscal year, seventy-two applications were received from 41 agencies providing for the needs of Chandler's vulnerable families and individuals. The applications totaled over \$2.4 million and included requests for a variety of services:

- Youth programs;
- Services for seniors and the disabled;
- Supportive services for homeless individuals and families;
- Child care;
- Transportation;
- Food and clothing.

### 2010 Human Services Strategies

- For the coming fiscal year, Chandler received 11 applications for CDBG public services funding from 9 organizations totaling \$282,917. However, only \$220,663 is available to fund CDBG public service activities. CDBG public services funding is leveraged with \$1,045,316 in General Fund human resources funding. All funding recommendations will go before the City Council on May 13, 2010. When final allocations are approved, a list of activities will be incorporated into this Plan.



## DEVELOPING SUSTAINABLE PROGRAMS

### Monitoring

The City of Chandler regularly conducts internal audits of its departments to ensure that funds are being properly utilized and accounted for. In addition, outside agencies are regularly monitored for compliance utilizing a standard monitoring tool.

The following items are included in contract monitoring:

- Organizational Summary
- Prior Monitoring Results Summary
- Contract Compliance
- Affirmative Marketing
- Non-Discrimination and Equal Access
- Section 504 of the Rehabilitation Act of 1973
- Drug Free Workplace
- Records Retention
- Citizen Participation
- Employee Verification
- Financial Audits and Reports
- Match
- Program Income
- CHDO Proceeds
- Environmental Review
- Procurement
- Section 3
- Federal Labor Standards
- Lead Based Paint Hazards
- Relocation
- Affordability
- Recapture vs. Resale
- Program Beneficiaries
- HPRP Supplement
- Program Beneficiary Sheet

An on-site monitoring visit is then made to each agency. The purpose of the visit is to verify that the Statement of Work for each contract is carried out according to the contract's provisions. The verification includes interviews with appropriate fiscal and programmatic agency staff, review of case records, and inspection of other relevant agency documents. Technical assistance is provided in regard to any findings from the monitoring

A written report is made for each monitoring. The report includes applicable findings of compliance and non-compliance with contract requirements. If non-compliance is found, each incident is identified as a "Corrective Action" in the report. A Corrective Action must be rectified within a specified time frame. The report also identifies recommendations for improving procedures, policies, or activities related to administering or providing the contracted services.

### The Consolidated Plan and Community Input

For 2010, the City elected to conduct a community survey and meet with local networks of agencies that directly serve Chandler's most vulnerable populations and neighborhoods.

The community survey was distributed to 900 neighborhood associations, 60 nonprofit organizations, 55 faith-based organizations, 5 educational institutions and 22 citizen and service clubs. Public access was available at the City of Chandler website. The survey included questions regarding human services, housing needs and community needs.

The City met with two local nonprofit networks – For Our City and the Chandler Nonprofit Coalition. For Our City is a local network of 100 faith and community-based organizations and leaders whose mission is to "build a bridge for municipal and faith leaders to dialogue for solutions, by promoting passion for people. The Chandler Nonprofit Coalition is a local network of organizations whose mission is to improve the performance of Chandler nonprofit organizations by promoting social responsibility and community action through awareness building, collaboration, and advocacy.

### Staying Connected with Neighborhoods

The City of Chandler's Neighborhood Advisory Committee (NAC) is a seven member Mayor and Council appointed committee. In 2010 and as part of the committee's commitment to the community, the NAC will be holding a series of Public Outreach meetings to listen to residents speak out on the various challenges facing their neighborhoods and community.

### Recommending Funding

The Housing and Human Services Commission is an eleven-member body appointed by the Mayor and approved by City Council. The HHSC serves as an advisory body to the City Council and Public Housing Authority Commission. The HHSC plays an important role in assessing community needs and making funding recommendations to Council. Some of the duties of the HHSC related to Consolidated Planning are:

- To recommend the annual allocation of community development block grant funds to the City Council;
- To advise the City Council on matters relating to the welfare of the City's low and moderate income citizens;
- To assess the human service needs of the community, determine any gaps in service and utilize this information in developing the priorities for social service funding, youth enhancement funds, acts of kindness funds and any other grant or social service funds that may become available to the city;
- To serve as the annual allocations panel for and make final recommendations to the City Council on the allocation of human service funds.

**CITY OF CHANDLER  
2010 – 2011 ANNUAL ACTION PLAN**

**CDBG RECOMMENDED FUNDING ALLOCATIONS**  
**CDBG PROGRAM ALLOCATION FOR 2010 - 2011: \$ 1,521,811**  
**PROGRAM INCOME: \$187,132**  
**PRIOR YEAR FUNDING AVAILABLE FOR ALLOCATION: \$51,146**  
**TOTAL AVAILABLE FOR ALLOCATION: \$1,760,089**

▪ **Public Services Funding**

- ✓ Maximum Public Services Allowed (15%): \$228,272
- ✓ **Public Services Recommended (14.5%): \$220,663**

*Specific funding recommendations are not yet finalized. The City Council must review and approve. This document will be revised after funding recommendations are finalized by the Housing and Human Services Commission on April 14, 2010, and made final when allocations are approved by City Council on May 13, 2010.*

| Agency                           | Program  | HHSC Initial Funding Recommendation (04/07/10) | HUD Outcome    |
|----------------------------------|--|--|----------------|
| A New Leaf                       | East Valley Men's Shelter                                      | \$42,500                                       | DH3            |
| A New Leaf                       | La Mesita Homeless Shelter                                     | \$16,500                                       | DH3            |
| Central Arizona Shelter Services | Emergency Shelter  | \$25,000                                       | DH3            |
| City of Chandler Housing         | Youth Program  | \$45,000                                       | SL1            |
| Community Bridges                | Substance Use Crisis Services                                  | \$12,000                                       | SL3            |
| Community Legal Services         | Removing Barriers to Justice for Low-income Chandler Residents | \$7,500  | SL1            |
| Labor's Community Service Agency | Transitional Housing Case Management                           | \$7,350  | DH3            |
| Save the Family                  | Homeless Families Intervention                                 | \$14,813                                       | DH3            |
| Save the Family                  | Transitional Shelter Case Management                           | \$40,000                                       | DH3            |
| UMOM New Day Centers, Inc.       | Emergency Shelter  | \$10,000                                       | DH3            |
| HUD Outcome Code Key             | Availability / Accessibility                                   | Affordability                                  | Sustainability |
| Decent Housing                   | DH1  | DH2  | DH3            |
| Suitable Living Environment      | SL1  | SL2  | SL3            |
| Economic Opportunity             | EO1  | EO2  | EO3            |

# CITY OF CHANDLER 2010 – 2011 ANNUAL ACTION PLAN

- **Administrative Funding**
  - ✓ Maximum Administrative Funding Allowed (20%): \$ 304,362
  - ✓ **Administrative Funding Recommended (19%): \$ 289,144**
  
- **Capital Funding for Public Facilities and Housing**
  - ✓ **Capital Funding for Public Facilities and Housing Funding Recommended: \$1,127,500**

Specific funding recommendations are not yet finalized. The City Council must review and approve. This document will be revised after the Housing and Human Services Commission finalize funding recommendations on April 14, 2010, and made final when allocations are approved by City Council on May 13, 2010.

| Agency  | Program                                | HHSC Initial Funding Recommendation<br>(04/07/10) | HUD Outcome    |
|---|--|---|----------------|
| A New Leaf  | East Valley Men's Shelter Improvements | \$ 87,500   | DH3            |
| City of Chandler Housing                            | Interior and Exterior Improvements     | \$ 200,000  | DH3            |
| City of Chandler Housing                            | HVAC Replacement                       | \$190,000   | DH3            |
| City of Chandler Comm. Development                  | Exterior Improvement Loan Program      | \$ 250,000  | DH3            |
| City of Chandler Comm. Development                  | Home Modifications for the Disabled    | \$ 100,000  | DH1            |
| Community Services of Arizona                       | Emergency Home Repair                  | \$ 300,000  | DH3            |
| <b>Total Public Facilities/ Housing Recommended</b> |  | <b>\$ 1,127,500</b>                               |                |
| HUD Outcome Code Key                                | Availability / Accessibility           | Affordability                                     | Sustainability |
| Decent Housing                                      | DH1                                    | DH2   | DH3            |
| Suitable Living Environment                         | SL1                                    | SL2   | SL3            |
| Economic Opportunity                                | EO1                                    | EO2   | EO3            |



**CITY OF CHANDLER NEIGHBORHOOD RESOURCES DIVISION**

**Division Planning & Administration  
Highlighted Initiatives**

During the next year the Housing and Human Services Commission is planning to review funding priorities and distribution methods to ensure resources are targeted to the most needy populations and neighborhoods.

The HHSC has voted to allocate \$35,000 of CDBG Administrative funds to pay for a consultant to help develop a process for collecting and utilizing data in the funding allocation process and update the requirements of the various funding sources. This process is expected to be completed for the FY 11/12 or FY 12/13 funding allocation process.

**Housing and Human Services  
Commission**

- Kelly Vickrey, Chairperson
- David Soletski, Vice-Chairperson
- Joe Diaz
- Francisco Heredia
- Jenny Holsman
- Natalie Krebs
- Timothy Lewis
- Scott Powell
- Sharon Rosner
- Ann Stephani
- Steve Trang

**Neighborhood Resources Division**

55 N Arizona Place, Suite 310  
Chandler, AZ 85225

Mailing Address:  
Mail Stop 600  
PO Box 4008  
Chandler, AZ 85244-4008

Phone: 480-782-4320  
[www.chandleraz.gov](http://www.chandleraz.gov)

The Neighborhood Resources Division is comprised of five divisions. The divisions work together as a team to keep neighborhoods well maintained and provide for the basic needs of low income and homeless individuals and families. The five divisions are:

- Code Enforcement
- Community Development
- Neighborhood Programs
- Chandler's Diversity Office
- Housing and Redevelopment



The Community Development Division administers the funds and programs that are used to address the goals and strategies of the Consolidated Plan. These resources promote the improvement of quality of life for low- to moderate-income families and assist in the stabilization of Chandler neighborhoods through affordable housing programs and partnerships with non-profit and faith-based agencies as well as other City departments.

**City of Chandler Council**

Boyd Dunn, Mayor

Bob Cacammo, Vice Mayor  
Rick Heumann  
Jack Sellers

Trinity Donovan  
Matt Orlando  
Jeff Weninger

**City Manager**

W. Mark Pentz

**City of Chandler Neighborhood Resources Division**

Jennifer Morrison, Director

**Community Development - Staff Contacts**

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