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**MEMORANDUM NEIGHBORHOOD RESOURCES - COUNCIL MEMO NO. NR13-012**

**DATE:** APRIL 10, 2013

**TO:** MAYOR AND CITY COUNCIL

**THRU:** RICH DLUGAS, CITY MANAGER *RD*  
JEFF CLARK, FIRE CHIEF *JC*  
JENNIFER MORRISON, NEIGHBORHOOD RESOURCES DIRECTOR *JM*

**FROM:** BARBARA BELLAMY, CDBG SUPERVISOR *BB*

**SUBJECT:** PUBLIC HEARING ON COMMUNITY DEVELOPMENT BLOCK GRANT  
FISCAL YEAR 2013-2014 ANNUAL ACTION PLAN

**BACKGROUND:** The Department of Housing and Urban Development (HUD) requires that all local governments receiving Community Development Block Grant (CDBG) funding submit an Annual Action Plan that will guide HUD-funded housing, homeless and community development activities in the City of Chandler for the period beginning July 1, 2013 through June 30, 2014. Chandler will receive an estimated \$1,170,191 in CDBG funds for Fiscal Year 2013-2014.

To comply with the City of Chandler's Public Participation Plan, the City is holding a public comment period that began Thursday March 28, 2013 and will remain open for 30 days. In addition, a Public Hearing on the Annual Plan was held Wednesday, April 3, 2013 at the Housing and Human Services Commission meeting and is requested to be held at the April 25, 2013 City Council meeting to ensure opportunities for input from the community.

**DISCUSSION:** Non-profit organizations applying for Fiscal Year 2013-2014 CDBG funding submitted applications in November, 2012. A total of 21 applications were received, requesting a total of \$1,870,736. The Housing and Human Services Commission (HHSC) reviewed and evaluated the applications and made initial CDBG funding recommendations to City Council for approval. Initial CDBG funding recommendations were finalized by HHSC on Wednesday, April 3, 2013 and are summarized on page 14 of the Plan. Staff anticipates a five percent (5%) reduction in Fiscal Year 2013-14 CDBG entitlement funds compared to Fiscal Year 2012-2013 due to the federal budget sequestration.

After the close of the 30 day public comment period, the Fiscal Year 2013-2014 Annual Action Plan, including the CDBG funding allocation recommendations, will be brought to the Mayor and Council for approval on May 9, 2013. HUD requires submittal of the Plan by May 15, 2013.

**RECOMMENDATION:** Federal regulations and Chandler Public Participation Plan requires the City Council to hold a public hearing to collect public input regarding Chandler's Fiscal Year 2013-2014 Annual Action Plan which includes the allocation of Fiscal Year 2013-2014 CDBG funds.

**MAYOR'S STATEMENT:** The Public Hearing regarding the Community Development Block Grant FY 2013-2014 Annual Action Plan, which includes the allocation of Fiscal Year 2013-2014 Community Development Block Grant funds is now open for discussion.

Attachments: A – Draft City of Chandler Fiscal Year 2013-2014 Annual Action Plan  
(including the listing of Funding Recommendations on p. 14)  
B – Fiscal Year 2013-2014 CDBG Funded Program Descriptions and Funding Recommendations

# CITY OF CHANDLER

## 2013 - 2014 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

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### 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 15, 2010. The Action Plan provides a brief description of the programs and projects of the City of Chandler in Fiscal Year 2013-2014, as well as funding announcements for the CDBG program. The City of Chandler is also a member of the Maricopa County HOME Consortium. The HOME Consortium is the "lead agency" for consolidated and annual action plans for HUD HOME Investment Partnership Funds. Chandler HOME-funded activities are also included in the County's Consolidated Plan and Annual Action Plan.

The City of Chandler makes funding allocations based on community priorities and input. More information about how this input was obtained is found on page 13.

The funding recommendations in this report will be brought to the City Council for final allocation approval on May 9, 2013. This document will be updated in the event that final allocations are revised.

Annual Action Plan Resources		
CDBG Entitlement Program	2012	2013
Community Development Block Grant (CDBG)	\$ 1,231,780	\$ 1,170,191
CDBG Prior Year Carry Forward Including Program Income	\$ 168,324	\$ 123,567
<b>Total CDBG Allocation Amount</b>	<b>\$ 1,400,104</b>	<b>\$ 1,293,758</b>
HOME Investment Partnership Funds		
HOME (through an agreement with Maricopa County)	\$ 288,088	\$ 273,684
Public Housing Programs		
Section 8 Housing Choice Voucher Program	\$ 5,560,000	\$ 5,460,000
Public Housing Program	\$ 2,153,000	\$ 2,193,000
Public Housing Capital Funds	\$ 850,000	\$ 850,000
Competitive and Stimulus Programs		
Neighborhood Stabilization Program 1	\$ 2,415,100	\$ 0
Neighborhood Stabilization Program 3	\$ 1,332,011	\$ 575,000
Local Resources		2013
HOME Match		\$ 673,368
Acts of Kindness (AOK)		\$ 60,178
Social Service Funds (SSF)		\$ 424,043
Youth Enhancement Program (YEP)		\$ 631,438 **
Veterans Transportation		\$ 10,000

\*as of March 1, 2013

\*\*includes contingency

# CITY OF CHANDLER 2013 - 2014 ANNUAL ACTION PLAN

## EXECUTIVE SUMMARY

### Targeting Resources

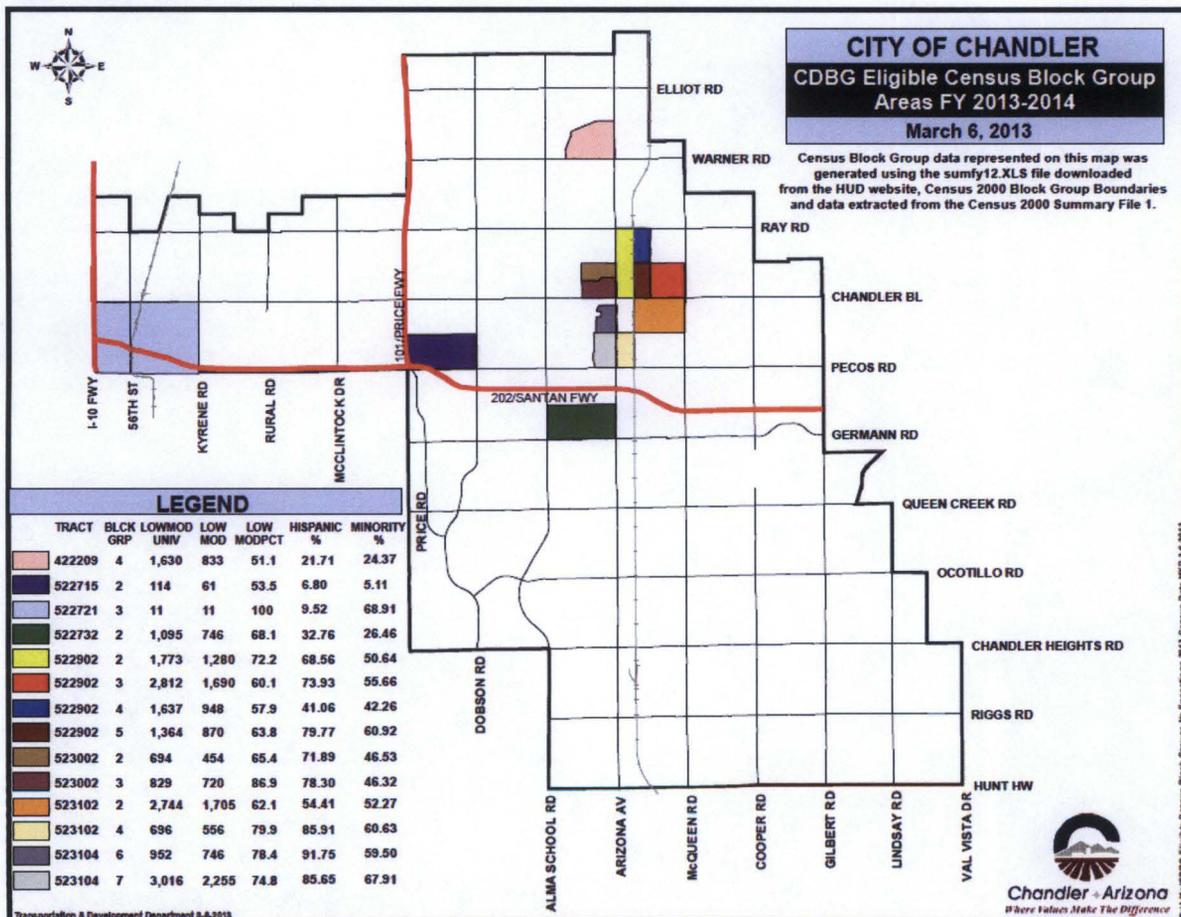
As the City of Chandler reaches build-out, key objectives are neighborhood stabilization and revitalization, especially in areas with a large volume of older and substandard housing stock and concentrations of low-income households. The City allocates much of its CDBG resources to Community Development 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. There are fourteen 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.

- 19,367 households reside in these target areas.
- 64% of the population is Hispanic or Latino
- 51% of the population are minorities, and may also be Hispanic or Latino
- 66% of households are low- or moderate-income

By overlaying resources and programs in these areas, the City realizes a visual impact and provides a comprehensive approach to neighborhood revitalization and stabilization. The Neighborhood Resources Division partners with other city departments and outside agencies to provide residents and neighborhoods with assistance to help stabilize the community and individual homes, and assist families. Neighborhoods may be helped in any number of ways:

- Grants are made to low-income neighborhoods for improvements such as street lighting and installation of speed bumps;
- Resources are provided to community assistance programs such as food banks, transportation assistance, and youth programs; and
- Individual households are referred to housing rehabilitation programs and other funded services.

Neighborhood and community programs are offered in partnership with the Chandler Police Department, which educates neighborhoods and assists with block watch programs. In addition, City Code Enforcement offers training and education on common code violations to avoid and address blighted conditions.



# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### EXECUTIVE SUMMARY

#### Prioritizing Intervention and Prevention

To arrest economic decline and assist households in crisis, the City focuses 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.

#### Leveraging HUD Funding

In addition to CDBG funds, the City of Chandler will make available over \$1 million in General Fund resources to support agencies that address the needs of the City's vulnerable residents. HHSC focus areas for 2013 are:

1. Youth, including educational support, health programs, and prevention/intervention activities.
2. Families in Crisis, including crisis intervention, temporary assistance, basic needs, support services focused on employment assistance and adult education and homeless initiatives.
3. Special Populations, including basic needs, independent living programs, socialization and education services.
4. Transportation Services for low-income veterans.

#### City Dedicates Funding to Neighborhood Resources Division

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

During the coming year, the City will be providing additional administrative funding to support the Division. This funding will provide the City an opportunity to pass-through the limited CDBG, HOME and NSP administrative funds to agencies implementing critical programs. This funding will also provide the Division an opportunity to hire a contract employee to respond to complaints regarding substandard residential units. This new position will provide the City an opportunity to expand its focus on substandard housing, and will be the key point of contact for all calls related to substandard living conditions. This position will also be a liaison with the local Community Action Program Agency to provide temporary relocation assistance should the need for such assistance arise.



#### City of Chandler: At-a-Glance

Chandler's rich history and heritage remains embedded throughout the community. Its roots are clearly visible in places like its historic downtown district, friendly neighborhoods and booming employment corridors. It has been named an All-America City and is a five time honoree as a "100 Best Communities For Young People."

The City of Chandler boasts a strong, high tech employment base that attracts and retains high quality employees, many of whom make Chandler their home. Built upon a foundation of entrepreneurship and inquisitive spirit, the people of Chandler have assembled a thriving community.

With a population of 240,000, the City is approaching build-out, placing focus on the revitalization and stabilization of existing neighborhoods. Community involvement and volunteerism play an essential role in making that happen. The Mayor and City Council host "Listening Tour" meetings five times each year throughout the community, and last year held a virtual town hall through social media platforms – one of the first of its kind.

The Neighborhood Resources Division of the City is tasked with utilizing federal and general funds to assist in the revitalization and stabilization of neighborhoods, provide neighborhood education and programs to encourage community involvement, and provide code enforcement to enforce City Code and assist in sustaining neighborhoods.

# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### EXECUTIVE SUMMARY

#### 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 – from the City of Chandler 5-year Consolidated Plan

- 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.

#### 2013 CITY OF CHANDLER INITIATIVES

##### Affordable Housing

- Utilize CDBG funds to provide emergency Home Repairs for 75 low-income homeowners.
- Utilize HOME funds to:
  - Reconstruct three owner-occupied homes that are not suitable for rehabilitation.
  - Acquire, rehabilitate and resell three homes to low- and moderate-income first-time homebuyers.
- Utilize remaining NSP3 funds to acquire, rehabilitate and resell foreclosed and abandoned properties to middle-income first-time homebuyers.

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

- Utilize CDBG funds to provide:
  - On-the job training and employment services to approximately 88 individuals.
  - Emergency shelter and case management services to 250 individuals and 211 families.
  - Case management and counseling services for 41 families in transitional housing.
  - Intensive targeted intervention and case management services for 10 previously-homeless families participating in the City's tenant based rental assistance program.
  - Homework assistance, arts and crafts and recreation opportunities for 373 youth residing in Public Housing.
  - Legal services to 417 low-income and poverty-level households.
- Provide General Fund resources to 21 programs addressing the needs of families in crisis, 10 programs serving special populations, 10 programs serving youth, and one program providing veterans transportation services.

##### Neighborhood Revitalization and Community Development

- Utilize CDBG funds to:
  - Improve and provide additional accessibility through ADA ramps and routes in low- and moderate-income neighborhoods, serving approximately 1,306 households.
  - Construct additional facilities space to accommodate work stations, add a new classroom ADA restroom and additional storage, and improve safety and visitability to accommodate the addition of the Community Action Program and Senior Nutrition Program at the Chandler Christian Community Center. The Center will serve approximately 15,000 Chandler residents.
  - Upgrade kitchen facilities at the Chandler Senior Center which provides congregate and home-delivered meals, serving approximately 36,000 meals annually.
  - Replace and enhance the playground equipment and play services at three Public Housing locations to meet required safety standards.

##### Coordination and Delivery of Resources

- Review funding priorities and distribution methods to ensure resources are targeted to the most needy populations and neighborhoods.
- Continue to work with For Our City and Live Love to expand their role in mentoring traditional neighborhoods and providing volunteer assets to address exterior housing maintenance needs of elderly and disabled residents
- Meet regularly with For Our City to continue to expand coordination of resources to Chandler's homeless population.

# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### RENTAL AND PUBLIC HOUSING

#### Renter Quick Facts– from the City of Chandler 5-year Consolidated Plan

- 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 Chandler Housing and Redevelopment Division (also known as the PHA) addresses the needs of extremely low income and low to moderate-income families in Chandler. The Public Housing program and the Section 8 program continue to be designated by HUD as “High Performing”. The City’s PHA manages 303 public housing units and 486 Housing Choice Vouchers. In addition, the Housing and Redevelopment Division owns and manages four (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 housing assistance remains high. There are 2,848 families on the Public Housing waiting list and 1,788 on the Section 8 waiting list. Vacancy turnover in Public Housing is approximately 60-80 families per year. Average waiting times for Public Housing varies widely depending on the bedroom size required. On average the wait is approximately 3 years for all bedroom sizes, however, two-bedroom units are in the greatest demand and larger bedroom units have the shortest wait time.

With professional management and continued capital improvements, the affordable housing stock has been sustained over the last 40 years. To survive and thrive into the future, changes need to occur. The costs to make the required structural and design changes to modernize the apartment sites and dwelling units to become marketable in the future will be invasive and economically difficult task. Redevelopment or a large infusion of capital improvements through a leveraged capital loan program are two of the primary alternatives and the most likely to provide a sustainable Public Housing/Affordable Housing program into the future.

#### 2013 Affordable Rental Housing Strategies

Continue to provide rental assistance for five homeless individuals and families with incomes below 50% of the area median income, including assistance with rental payments, security deposits and utility reimbursements. Provide additional targeted services to participants through the Homeless Navigator Program.

#### 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 public housing residents that need assistance by matching resources to promote tenant education and self-sufficiency. The mission of the PHA is to work together with community partners to ensure affordable and diverse housing opportunities within our community. This mission is supported through social service and educational programs provided in conjunction with the Family Investment Center, Youth Recreation Program and the Capital Improvement Program. The Housing Division works closely with other community social service providers.

The Chandler PHA has expanded the housing programs network through the creation of our affordable housing website. This resource allows households and business partners to link to other websites like [GoSection8.com](http://GoSection8.com) to monitor market conditions and the payment standard for the Section 8 Housing Choice Voucher program. The PHA also assists first-time homebuyers when the opportunity arises through the Section 8 Homeownership Program and nonprofit housing providers like Newtown. 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 Section 8 Homeownership Program continues to offer qualified participants the opportunity to become homeowners.



# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### HOMEOWNERSHIP & HOUSING

#### Home Prices Are Increasing

While the price of foreclosures declined for the sixth straight year, overall home prices are increasing. Sales prices peaked in 2006 and 2007 and declined from 2007 through 2011. The median sales price of a home in 2012 was \$193,400 up 17% from \$165,100 in 2011.

- **New Homes.** The median price of a new single family home increased 17% to \$359,900 in 2012 from \$306,740 in 2011. The median price of a new condominium increased 62% from \$132,190 in 2011 to \$213,800 in 2012.
- **Resale Homes.** The median price of a resale home increased 32% to \$218,400 in 2012 from \$165,100 in 2011. The median sales price of a condominium / townhouse increased 31% from \$70,000 in 2011 to \$91,900 in 2012.

#### The Foreclosure Market

Since Arizona State University Realty Studies began tracking sales of foreclosed units in 2007, the median price of single-family foreclosed homes has decreased 39% from \$259,165 to \$159,000. Median sales prices of foreclosed townhome / condominium units decreased 50% from \$145,235 to \$72,900. Foreclosed units were 21% of units sold in 2012, down from 33% of units sold in 2011.

#### Home Purchasing Power of Median Income Households Increasing

According to the US Census Bureau, the median household income in Chandler increased to \$79,200 in 2013. With sales prices also increasing, assistance is still needed to help low and moderate income households become homeowners. Assisting households with incomes at 80% of the median currently requires a subsidy of approximately \$16,000 compared to \$145,500 at the market peak in 2006. Still, purchasing a home remains out of the reach of Chandler households earning less than 50% of the median income.

#### Small Decline in Sales Volume

Overall sales volume declined 13% from 2011 to 2012, largely due to the decreasing number of foreclosure sales, which declined 38%. New home sales increased 35% from 495 units in 2011 to 669 units in 2012, with condominium sales nearly doubling. Resale home sales declined 7% from 4,385 units in 2011 to 4,060 units in 2012. While sales of single-family homes declined 15%, sales of condominiums increased 6%.

#### 2013 Homeownership Activities

- In partnership with Habitat for Humanity, reconstruct three homes not suitable for rehabilitation.
- In partnership with Newtown Community Development Corporation, acquire, rehabilitate and resell three homes to low- and moderate-income first-time homebuyers.

#### HOME Recapture and Resale Provisions

The Federal HOME program requires that housing remain affordable to low-income households for a period of time ranging from five to fifteen years, depending on the amount of HOME funds invested. As a member of the Maricopa County HOME Consortium, the City of Chandler has two options for controlling the resale of a HOME-assisted homebuyer property during the affordability period. These are the recapture option and the resale option. The City selects which option it will use prior to providing assistance to the homebuyer.

Under the recapture option, when a home is sold, HOME funds are returned to the HOME Program. This option allows the seller to sell to any willing buyer at any price. Once the HOME funds are repaid, the property is no longer subject to any HOME restrictions. The recaptured funds must be used for another HOME-eligible activity.

Under the resale option, if a buyer chooses to sell their home during the affordability period, they must sell it to another income-eligible homebuyer at an affordable price. An affordable price is defined as a price that results in a monthly payment not more than 30% of the gross income of a household with income equal to 80% of the median income. The seller is allowed a fair return, which is defined as the homeowner's original investment, plus any capital improvements, not to exceed the assessed value at the time of sale, plus 60% of the appraised increase in value from the date of purchase. For leasehold properties, fair return is defined as the lessee's purchase price, plus 25% of the lessee's share of increase in value at the time of resale, based on a leasehold valuation performed by a licensed appraiser.

The methods used to secure the HOME investment depend upon the type of program that is implemented. The City utilizes a variety of methods to secure the HOME investment, including deeds of trust, promissory notes, and declarations or restrictions.



# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### NEIGHBORHOOD ENHANCEMENT AND COMMUNITY DEVELOPMENT

#### Housing Quality Quick Facts– from the City of Chandler 5-year Consolidated Plan

- 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.

#### Moderate Housing Rehabilitation and Exterior Improvement Loan Programs: Improving Quality of Life in Low-income Neighborhoods

The City offers two loan programs to improve living conditions and elevate neighborhood standards – The Moderate Housing Rehabilitation Program and the Exterior Improvement Program. Up to \$50,000 is available for moderate rehabilitation and \$20,000 for exterior improvements. Loan assistance is available for income-eligible owners of single-family homes, with priority to physically disabled and elderly homeowners age 60 or older residing in the target area. Repairs and improvements must be completed by a City-approved, bonded and licensed contractor, selected by the homeowner.

Loan payments are determined based on the financial circumstances of the borrower, and may be partially or entirely forgiven. 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.

#### 2013 Neighborhood Enhancement and Community Development Strategies

1. Proactive code enforcement coupled with referrals for housing rehabilitation assistance;
2. Continue to provide neighborhood leadership training to both traditional neighborhoods and HOA neighborhoods;
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.

#### Voluntary Demolition Program Eliminates Blight

In addition to being an eyesore to residents of the surrounding neighborhood, vacant buildings can pose a threat to public safety and be an attraction for crime and other undesirable activities. To address these concerns, the City's code enforcement unit, working in cooperation with other City departments has implemented the Voluntary Demolition Program.

The Voluntary Demolition Program utilizes CDBG resources to demolish structures that contribute to slum and blight. Once the property is demolished and the debris removed, a layer of gravel is placed on the property. The owner is encouraged to fence the vacant lot to discourage illegal dumping or use of the lot as a pass-through for pedestrian and vehicle traffic.

Through the program, staff notify owners of the opportunity and request that the structures be secured to promote neighborhood safety. Some owners take advantage of this opportunity, while others elect to independently demolish properties or to restore structures to a habitable condition.

#### Traditional Neighborhoods

The Traditional Neighborhood Academy provides neighborhoods with assistance to become more sustainable in the current tough economic times. The Academy provides educational resources and tools for residents of neighborhoods with no Homeowners Association, and helps to develop neighborhood community leadership.

Grants for neighborhood signs help to enhance the character of neighborhoods and foster a sense of pride and belonging for residents who live in traditional neighborhoods. Many of the Academy participants spearhead applications for neighborhood signs, which are designed with neighborhood input.

# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### 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.

#### 2013 Homeless and Special Populations Strategies

1. Participate in the regional Continuum of Care;
2. Utilize CDBG funding to provide operating support to eight programs operated by seven nonprofits providing emergency and transitional housing for homeless individuals and families.
3. Provide over \$1.1 million in General Fund resources to support families in crisis, services and assistance to special populations, and youth services including:
  - Programs that provide for basic needs including health-related and transportation programs;
  - Independent living programs that allow seniors to safely age in place, and persons with disabilities to live independently, including caregiver respite and support, home-delivered and congregate meals and nutrition programs, and supportive programs for grandparents raising grandchildren;
  - Socialization, recreation and education opportunities to seniors or children and adults with disabilities to combat depression, maintain or improve functional living skills, aid in workforce readiness, improve physical health or enhance quality of life;
  - Programs that provide transportation for veterans to veterans' service centers or other locales for low-income veterans.

#### Expanding the Continuum of Services in Chandler

In FY 2012-2013, the City allocated HOME funding for tenant based rental assistance to five Chandler households experiencing homelessness. This funding spurred several new initiatives – the Homeless Navigator and the Interfaith Homeless Emergency Lodging Program (I-HELP).

In 2013-2014, the Homeless Navigator will couple additional Intensive, targeted intervention services with tenant-based rental assistance to maintain housing for the City's most chronic and medically vulnerable homeless individuals and families. The Homeless Navigator will locate and establish relationships with homeless individuals and families to facilitate their voluntary acceptance of housing and provide the support and advocacy needed to help them stay housed. The Navigator will work with local faith-based organizations, the City and other non-profits to identify locations of the Chandler street homeless populations. An assessment tool, the 'Vulnerability Index' a matrix developed by the Arizona Coalition to End Homelessness, will be used to determine those most in need. This program will be funded with CDBG resources.

Interfaith Homeless Emergency Lodging Program (I-HELP) is a unique model for addressing emergency shelter needs of homeless adults in Chandler. I-HELP is a program based on faith organizations opening their facilities one night a week or month to provide a safe place to sleep for homeless individuals or those temporarily without shelter. Men and women who are homeless will arrive at Chandler Christian Community Center (CCCC) at a designated time each afternoon. Following an intake/screening process, selected individuals will be transported to a host site. Partnering organizations will provide an evening meal, social activities, and a morning meal or sack lunch. Guests will then be transported back to CCCC each morning, where they may access case management and housing assistance. Individuals will be able to return for shelter as often as needed. The idea to begin I-HELP in Chandler came through the For Our City subcommittee focused on homeless advocacy. The program has been successfully operating in neighboring east valley communities for several years. \$30,000 in General Fund resources are recommended for this program.

# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### FAIR HOUSING AND REGULATORY BARRIERS

#### Taking Action to Address Fair Housing Impediments

In March 2011, Chandler completed and submitted to HUD an Analysis of Impediments to Fair Housing (AI) detailing conditions affecting housing opportunities and defining strategies to create greater housing choice.

During the coming year, the City will take the following actions to address identified impediments and promote fair housing choice:

- Distribute at least 2,000 copies of the Fair Housing Brochure and Fair Housing Resolution adopted by City Council to the public and to and through Realtors, nonprofit organizations, housing providers, Senior Centers, City Boards and Commissions, and other community organizations.
- For all program recipients, provide a copy of the "Fair Housing, It's Your Right" pamphlet, a form that may be used to file a complaint with the City, and a phone list that includes the Fair Housing Hotline number.
- Distribute at least 200 copies each year of the "Ten Most Common Fair Housing Mistakes" to housing providers and real estate companies.
- Advertise Fair Housing Month in the City Newsletter and on the City's Cable Channel.
- Dedicate a bi-lingual (English/Spanish) staff person to follow up to Fair Housing calls and provide assistance making contact with the Arizona Attorney General's Office or a Fair Housing Organization.
- Conduct a quarterly survey of agencies and organizations for status of fair housing complaints and concerns.
- Twice annually assess fair housing complaint data.
- 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. Ensure the City's Fair Housing Hotline includes a Spanish-language option.
- Continue to provide builders with information regarding ADA requirements; post the requirements on the City website.
- Through the Mayor's Committee for People with Disabilities conduct a review of ADA accessible housing units to determine the actual supply of ADA accessible housing.
- Convene representatives of the City's Section 8 program and other groups that address Fair Housing issues to develop a fair housing education program for tenants and landlords.

#### 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.

Through the South Arizona Corridor Study, the City has established a goal of 1,000 new housing units in the downtown area. 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 residents.

Balancing the need to redevelop the area with 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.



# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### 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.

One of the City Council's priorities for the next year is to address large retail vacancies. Vacant storefronts, shifting traffic patterns, new trends in retail, and aging infrastructure and neighborhoods are just a few of the issues Chandler has faced in the lingering wake of the sluggish economy.

At the direction of Mayor Tibshraeny, staff from several City departments examined vacancy rates and uses along three retail corridors - Dobson Road, Alma School Road and Arizona Avenue. The City then formed a blue ribbon panel of community members to review these areas in depth and find innovative solutions for redevelopment or re-use. The panel sought creative alternatives to the areas of heavy retail that can no longer support so many businesses.

The panel made 10 recommendations that will serve as the basis for further conversation and City action regarding redevelopment and revitalization. These recommendations include creating a staff team to support developers and property owners; examination of code requirements including parking ratios, housing density, landscape requirements, signage; continuation of infill incentives and careful review of building improvements and new construction; blight removal mechanisms; periodic development and distribution of property information; and marketing.

#### **2013 Economic Development Strategies**

The City's Economic Development Division will continue employing and refining successful strategies from previous years to:

1. Attract high-end development projects that will strengthen Chandler's economy and quality of life.
2. Add industries to diversify Chandler's employment base and place them into strategic geographic locations.
3. Communicate Chandler's strengths of a strong business climate with great retail and industrial business development opportunities.
4. Position Chandler as a destination for local, national, and international visitors.
5. Revitalize and restore the Downtown to create a unique and exciting destination for both visitors and investors.

#### **Downtown Redevelopment**

The City began a comprehensive strategy to redevelop the downtown area through direct investment and partnerships with private firms. In a relatively short period of time, it has created a huge transformation. The restoration of historic building facades and the reintroduction of the original colonnades have created a welcoming atmosphere where people feel comfortable. The recently completed Arizona Avenue improvements expand the walkability of Downtown and bring a much-needed balance between vehicles, pedestrians and bicycles. With the recent completion of the innovative City Hall, the stage is set for the expansion of Downtown beyond the Historic Square with new architectural forms and mixed-use developments.

In the next five years, the focus of redevelopment efforts will be on completing development on the City-owned sites, increasing the number of arts, cultural and entertainment facilities, and marketing the area south of the Historic Square to attract additional development to the expanded Downtown area.

#### **On The Job Training and Employment Services**

During the coming year, two agencies will provide services to Chandler residents to help them attain job skills, further their educations, and find employment. One program is the Cup O' Karma program provided by the National Advocacy and Training Network. The program provides on-the-job training and workplace experience to residents of the Network's transitional housing. The program assists women with a history of domestic violence, sexual assault, and substance abuse. The Network also assists women referred by other agencies that work with victims of domestic violence and other specialty populations.

Women participating in the Cup O' Karma program learn all aspects of running a small business including operations, food preparation, marketing, and customer service. In addition, the Network provides workforce development services and external on-the-job training partnerships that compliment the program and offer numerous opportunities to explore other career paths.

# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### HUMAN AND PUBLIC SERVICES: KEYS 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.

#### 2013 Leverage Funding Priorities – Families in Crisis

For 2013, the Housing and Human Services Commission established the following priorities for the use of local resources targeted to families in crisis. These services promote strengthening the capacity of low-to-moderate income individuals and families to move toward self-sufficiency.

- **Emergency Intervention:** programs that support families and children in crisis due to child abuse, domestic violence, and/or behavioral health issues such as substance abuse and mental health issues.
- **Temporary Assistance:** programs that provide temporary financial assistance (utilities, rent, mortgage) and support for individuals in accessing additional community resources.
- **Basic Needs:** programs that provide access to food and other basic needs, including clothing and hygiene, to ensure basic physical health needs are met.
- **Support Services:** programs that provide employment assistance and/or adult education including basic education, literacy, English as a Second Language, financial literacy, workforce skills training and job search skills support.
- Programs that help families avert a crisis through supportive services including affordable child care and transportation.

#### 2013 Leverage Funding Priorities – Youth Services

For 2013, the Housing and Human Services Commission established the following priorities for the use of local resources targeted to youth services:

- **Educational Support,** including programs that focus on academic achievement and support such as technology learning, tutoring, mentoring, and student leadership.
- **Health:** programs that provide basic health and nutrition services that support physical, behavioral and mental health, and prevent childhood obesity.
- **Prevention/Intervention:** programs that support healthy social development through the prevention of violence and gang activity, substance abuse, teen pregnancy, and other risk behaviors.

#### 2013 Public Services Strategies

- Support Community Legal Services in removing barriers to justice for low income households.
- Provide over \$1.1 million in General Fund resources to support families in crisis, services and assistance to special populations, and youth services.
- Provide CDBG funds for:
  - On-the job training and employment services to approximately 88 individuals.
  - Emergency shelter services to 250 individuals and 211 families.
  - Case management and counseling services for 41 families in transitional housing.
  - Intensive targeted services for 10 families participating in the City's tenant based rental assistance program.
  - Homework assistance, arts and crafts and recreation opportunities for 373 youth residing in Public Housing.

#### Poverty Impacts Nearly 6,500 Chandler Residents

While Chandler's household income is relatively high, 9% of families (6,472) lived in poverty in 2010 and more than half (56%) of all poverty-level families were single mothers with dependent children. Comparatively, 5% of married couples with children and 4% of single fathers lived 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 Continues

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

For the coming fiscal year, sixty-nine applications were received for General Fund resources from 34 agencies providing for the needs of Chandler's vulnerable families and individuals. The applications totaled over \$2.2 million and included requests for a variety of services:

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

# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### DEVELOPING SUSTAINABLE PROGRAMS

#### Monitoring

The goal of monitoring is to improve the delivery of services to low and moderate income residents by ensuring that funded activities are carried out in accordance with administrative, financial and programmatic requirements. Monitoring begins with a formal application process and pre-contract training. Ongoing monitoring includes review of monthly performance reports and annual fiscal audits, desk audits and agency risk assessments, and formal site visits.

As part of the application process, non-City agencies are required to submit information on fiscal and program capability, non-profit status, disability accessibility, and other requirements. Prior to contracting, the City conducts training sessions to explain program laws, regulations and requirements and City monitoring standards and procedures. To determine whether the agency can meet requirements for undertaking a federally-funded activity, the City also conducts pre-contract site visits.

Written agreements are entered into with both City and non-City agencies. Written agreements with non-City agencies include measurable objectives, monthly reporting requirements and reimbursement processes. City staff reviews reports and source documents for accuracy, cost allowability and cost reasonableness prior to reimbursement.

Risk assessments are based on a desk audit utilizing a Program Performance Monitoring Checklist. The Monitoring Checklist includes:

1. Program Outcomes, including progress towards stated objectives.
2. Accessibility for disabled persons.
3. Fiscal Management, including Fiscal Audit Reports and Audit Management Letters.
4. Procurement, including procurement procedures and documentation.
5. Program/Client Records, including target population served, and verification of compliance with national low/moderate income objective.
6. Board Operations, including Board membership lists, and Board member backgrounds.

After completing the risk assessment and identifying areas for review, staff coordinates the site visit with the Executive Director of the Agency and mails a confirmation letter. At the formal site visit, staff conducts an entrance discussion with key agency staff, including the nature and purpose of the monitoring and a discussion of general program issues. Following the entrance discussion, City staff reviews:

- Disability accessibility compliance, including the agency's self-evaluation, disability accessibility policy and program documents. City staff also inspects the facilities for compliance.
- Fiscal records, including transactions, procedures, internal controls, agency wide financial statements showing budget variances, and regular review of financial statements by the agency governing board.
- Procurement policies and practices, including MBE/WBE outreach, bidding processes, and cost reasonableness and allowability testing.
- Board meeting minutes to verify the Board's involvement in governance and knowledge of CDBG regulations.

Following review, City staff conducts an exit conference to discuss preliminary findings and concerns. Within 45 days of the site visit, City staff prepares and delivers to the agency a formal monitoring letter, which includes concerns, corrective actions and the timeline for agency response. The City then follows up to ensure that any corrective actions have been addressed.

#### Arizona Nonprofits More Optimistic

For the past four years, the Arizona Alliance of Nonprofits has conducted a survey of Arizona nonprofits. The results of the January 2012 survey indicate that Arizona nonprofits have been tapping reserves, running deficits, and stressing their workforces in an effort to meet growing demand for their services.

The Alliance's 2012 report entitled "Borderline: Hope and Concern for Arizona nonprofits" included four significant findings:

- Revenues losses are moderating- the mean decrease in revenues was 16%, compared to 18% in 2010 and 22% in 2009. At the same time, major sources of revenue continue to decline including government support and individual contributions.
- Strains on nonprofit staff are slightly less severe than in prior years. Less than 10% of nonprofits will cut services, yet less than 10% have restored staff positions lost in the past three years.
- Demand for services continues to grow – three-quarters of nonprofits saw demand increasing as the recession continued to impact families and individuals.
- Financial sustainability is questionable – one-half of nonprofits continue to tap their financial reserves to maintain operations and a majority have less than four months of operating reserves. Nearly one-third of nonprofits were operating at a deficit.



# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### DEVELOPING SUSTAINABLE PROGRAMS

#### The 2013 Annual Action Plan and Community Input

The City of Chandler recognizes that sustainable programs are based on community input and strives to provide multiple opportunities for residents to participate in community development actions. The City continues to identify needs, priorities, specific objectives, and strategies to provide decent housing, a suitable living environment, and expand economic opportunities for low and moderate income residents. The City encourages participation from the community through surveys and outreach programs.

Ongoing communication regarding community needs is also obtained through monthly meetings with For Our City. The For Our City initiative, established by Chandler City Councilmember Kevin Hartke 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." Recent successes of For Our City include establishing the I-HELP program which provides churches as overnight lodging for Chandler's homeless population and Let's Pull Together, an initiative throughout the month of May to provide manpower to elderly and disabled individuals who need assistance with spring lawn maintenance.

In addition to holding Annual Plan public hearings to obtain input into community development needs and priorities, the City utilized the Chandler Nonprofit Coalition to obtain feedback. 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.

#### 2013 Community Survey

Community surveys are widely recognized as an effective method for gathering citizen input. Surveys complement and support other efforts, such as public hearings, meetings with agencies, and public events held throughout the year. For 2013, the City surveyed 203 neighborhood leaders representing 21 low-to-moderate income neighborhoods in Chandler. The City also surveyed area nonprofit organizations. Results of the survey are reflected in CDBG, HOME and General Fund priorities and include:

- The need for housing rehabilitation, code enforcement and the presence of blight and deteriorating conditions were key concerns.
- Respondents chose their homes primarily because of affordability.
- Elderly persons, followed by persons with disabilities and homeless persons, were identified as the group with the most unmet housing and supportive service needs.
- Two respondents indicated they had experienced housing discrimination.

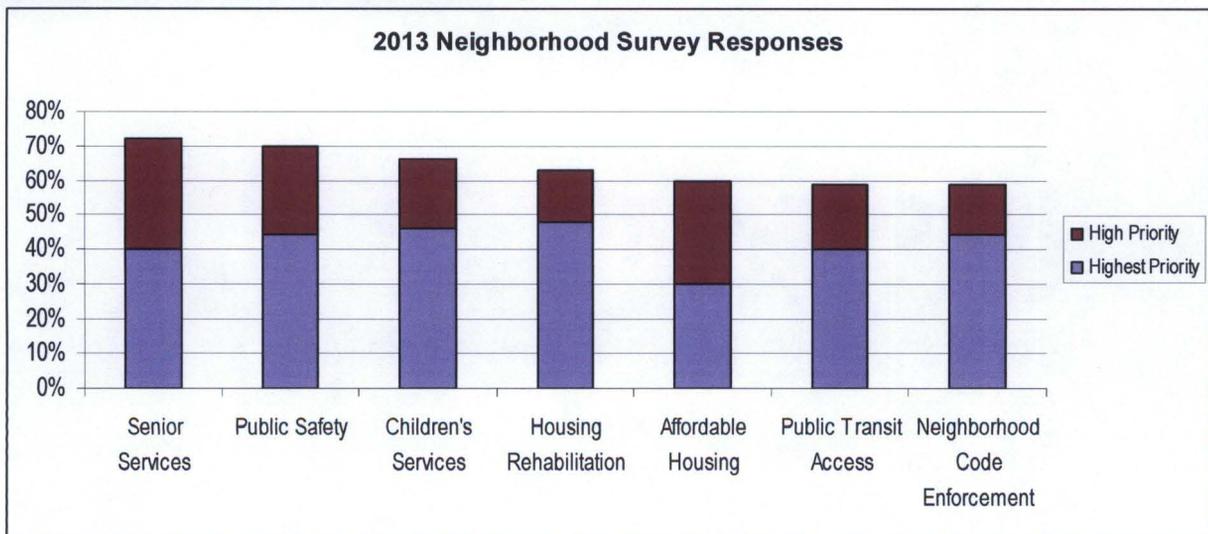
#### 2013 Public Hearings and Comments

The City will hold two public hearings on the Annual Action Plan:

1. Wednesday April 3, 2013 – HHSC Committee Meeting
2. Thursday April 25, 2013 – City Council Meeting

The public comment period will be open from March 28, 2013 to April 26, 2013. The draft Annual Action Plan will be posted on the City's website beginning March 28, 2013.

Comments received during the public comment period will be incorporated into the final Annual Action Plan and submitted to HUD.



**CITY OF CHANDLER**  
2013 - 2014 ANNUAL ACTION PLAN

**FY 2013 CDBG AND HOME ALLOCATIONS**  
**TOTAL CDBG ALLOCATION: \$1,293,758 (1)**  
**TOTAL HOME ALLOCATION: \$273,684 (1)**

FEDERAL FUNDING	Received FY 12/13	Requested FY 13/14	Proposed Funding
<b>CDBG PUBLIC SERVICE</b>			
About Care, Inc. - Transportation Program	N/A	\$44,500	\$5,020
A New Leaf - East Valley Men's Center	\$30,000	\$40,000	\$20,081
A New Leaf - La Mesita Shelter	\$10,000	\$17,500	\$8,027
COC Housing - Public Housing Youth Program	\$31,000	\$37,000	\$30,122
Community Bridges - Homeless Navigator	N/A	\$60,640	\$40,163
Community Legal Services - Removing Barriers to Justice/Fair Housing	\$6,000	\$10,000	\$6,021
House of Refuge - Employment & Social Services	N/A	\$25,000	\$15,061
Labor's Community Service Agency - Transitional Housing	\$10,000	\$12,250	\$10,041
National Advocacy & Training Network - The SEEDs Program	N/A	\$40,000	\$15,061
Save the Family - Homeless Case Management	\$40,000	\$51,420	\$20,081
<b>Public Service Total</b>			<b>\$ 169,678</b>
<b>CDBG PUBLIC FACILITIES / CAPITAL / HOUSING REHAB</b>			
Chandler Christian Community Center - Building Improvements	N/A	\$ 400,000	\$ 400,000
COC Code Enforcement - Residential Landscape Improvements	N/A	\$ 17,000	\$ 17,000
COC Housing - Public Housing Recreation Equipment	N/A	\$ 180,000	\$ 112,858
COC Recreation Division - Community Center Kitchen Upgrades	N/A	\$ 21,886	\$ 21,886
COC T&D Streets Division - ADA Ramps & Routes	\$ 250,000	\$ 450,000	\$ 250,000
Habitat for Humanity - Emergency Home Repairs	\$ 265,000	\$ 265,000	\$ 100,000
<b>Public Facilities / Capital Funding Total</b>			<b>\$ 901,744</b>
<b>CITY OF CHANDLER CDBG PROGRAM ADMIN</b>			
<b>Total Community Development Administration</b>			<b>\$222,336</b>
<b>HOME INVESTMENT PARTNERSHIP PROGRAM</b>			
Habitat for Humanity - Housing Reconstruct	\$ 150,000	\$ 150,000	\$ 71,138
Newtown CDC - Community Land Trust Acq / Housing Rehab	\$ 241,522	\$ 425,000	\$ 185,441
<b>Total HOME Funds</b>			<b>\$ 256,579</b>
<b>HOME ADMIN</b>			
<b>Total HOME Administration</b>			<b>\$ 17,105</b>

\*Sequestration deduction included.

# CITY OF CHANDLER

## 2013 - 2014 ANNUAL ACTION PLAN

### CITY OF CHANDLER NEIGHBORHOOD RESOURCES DIVISION

#### Housing and Human Services Commission (HHSC)

Justin Lisonbee, Chairperson  
 Kris Kylo, Vice Chairperson  
 Tammy Clow-Kennedy  
 Brigita Fody-Landstrom  
 Raleigh Grady  
 Rick Becker  
 Louise Moskowitz  
 Scott Powell  
 Jeff Riggs  
 Sharon Rosner

The HHSC is 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 and plays an important role in assessing community needs and making funding recommendations to Council. Some of the duties of the HHSC are to:

- Recommend the annual allocation of Community Development Block Grant funds to the City Council;
- Advise the City Council on matters relating to the welfare of the City's low and moderate income citizens;
- Assess the human service needs of the community, determine any gaps in service and utilize this information in developing the priorities funding;
- To serve as the annual allocations panel for and make final recommendations to the City Council on the allocation of human service funds.

#### Neighborhood Resources Division

235 S. Arizona Ave.  
 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

##### Mayor Jay Tibshraeny

Jack Sellers, Vice Mayor

Trinity Donovan

Nora Ellen

Kevin Hartke

Rick Heumann

Jeff Weninger



#### City Manager

Rich Dlugas

#### City of Chandler Neighborhood Resources Division

Jennifer Morrison, Director

#### Community Development - Staff Contacts

Leah Powell, Community Resources & Diversity Manager

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Barbara Bellamy, CDBG Program Supervisor

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Holly McGaughey, Rehab Specialist

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Jeanne Vega, Community Dev. Coordinator

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Jeanne Bosarge, Community Resource Assistant

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**ATTACHMENT B**

**CITY OF CHANDLER  
FISCAL YEAR 2013-2014 CDBG FUNDED PROGRAM DESCRIPTIONS  
AND FUNDING RECOMMENDATIONS**

**PUBLIC SERVICE**

**1. About Care – Transportation Program**

Funding Request: \$44,500  
Recommendation: \$5,020  
Number to be Served: 22 individuals

About Care requests funds to provide escorted transportation services for seniors and disabled Chandler residents with the use of volunteers. The program provides transportation for Chandler elderly and disabled persons to medical and social service appointments and shopping. The agency coordinates these services free of charge by using trained volunteers. Volunteers are recruited from the community at large. Agency staff including a licensed nurse and social worker will screen referrals, conduct home visits, enroll new clients and schedule the transportation requests.

**2. A New Leaf, Inc. - East Valley Men’s Center**

Funding Request: \$40,000  
Recommendation: \$20,081  
Number to be Served: 175 individuals

A New Leaf requests funds to provide services at the only regional emergency shelter program for homeless adult men 18 years and older in the East Valley. The shelter serves male residents with emergency shelter services including: case management, life skills, legal aid, behavioral health care, AA support groups, GED preparation and adult literacy. Eligibility requirements include: 18 years or older, homeless, resident of the East Valley, drug and alcohol free, willing and able to work and willing to save 85% of their income for expenses associated with obtaining more permanent housing. All residents receive an orientation, intake assessment and meet with a case manager to develop an individual service plan that sets goals to obtain employment and economic self-sufficiency.

**3. A New Leaf, Inc. – La Mesita Shelter**

Funding Request: \$17,500  
Recommendation: \$8,027  
Number to be Served: 225 individuals

A New Leaf requests funds to provide comprehensive services for homeless families by providing a safe environment where they can develop the skills and resources needed to become self-sufficient. La Mesita is the only emergency shelter in the East Valley offering services to families with children. La Mesita provides the basic physiological needs of food, shelter and clothing. In addition, La Mesita provides transportation, case management, financial literacy counseling, parenting education and support, job training and a host of other services. The shelter is located in Mesa but serves families referred by the Community Action Agencies from Maricopa County. The

agency is building a new shelter on the site of the existing shelter. During construction, from October 2012 through November 2013, residents of La Mesita have been temporarily relocated to an apartment complex in Chandler.

**4. Central Arizona Shelter Services (CASS) – Single Adult Shelter**

Funding Request: \$25,000

Recommendation: \$0

Number to be Served:

Central Arizona Shelter Services requests funds for their regional shelter for homeless adults at the Human Services Campus in downtown Phoenix. Clients are referred to CASS from street outreach teams, other homeless providers, police and public safety personnel, and area hospitals and jails. When a client first arrives they are immediately provided shelter, food, clothing and hygiene. Once basic needs are met, the client meets with a Case Manager to help them identify a strategy and case plan to end their homelessness. Case plans usually include securing income through benefits or employment and securing housing.

**5. City of Chandler Public Housing – Public Housing Youth Program**

Funding Request: \$37,000

Recommendation: \$30,122

Number to be Served: 373 individuals

The City's Public Housing youth program requests funds to serve youth ages 6-18 who reside in Chandler's four Public Housing family sites. The program is available after-school and during school breaks. The after-school program component is available Monday – Friday at each of the four sites for 3.75 hours each day. The program is aided by a Recreation Leader. The after school program offers assistance with home-work, arts and crafts and recreational activities. During the summer months, the programming is offered in the morning for the younger children, afternoon for all ages and evening activities for teens. Holy Trinity Lutheran Church, located at 739 W. Erie St. has partnered with the applicant on this program for years and allows use of its gym during school breaks and one afternoon a week. Van transportation is provided to and from activities and specialized events.

**6. City of Chandler Recreation Division – Accessible Transportation**

Funding Request: \$22,140

Recommendation: \$0

Number to be Served:

The City's Recreation Division requests funds to expand their accessible transportation service for disabled youth, adults and seniors who want to attend recreation programs offered by the Recreation Division. The transportation services would be made available to the City's Therapeutic Recreation program and other activities offered at the City's Senior Center. The services will be delivered through the use of a leased van using CDBG funds. The van would exclusively be used to transport participants to activities or events as needed. Program participants would request wheelchair accessible transportation at the time they register for a program offered through the City of Chandler Therapeutic Recreation Program and/or the Senior Center. The van will be equipped with a wheelchair lift, hand rails and minor steps to provide

physical assistance and confidence to program participants with various types of impairments.

**7. Community Bridges Inc. (CBI) - Homeless Navigator**

Funding Request: \$60,640  
Recommendation: \$40,163  
Number to be Served: 10-15 individuals

Community Bridges requests funds to provide intensive, targeted intervention services to the most chronic and medically vulnerable individuals or families living on the streets of Chandler and provide housing services for the Chandler Tenant Based Rental Assistance (TBRA) program. The Homeless Navigator locates and establishes relationships with the homeless to facilitate their voluntary acceptance of housing and provide the support and advocacy needed to help them stay housed. The Navigator will work with local faith-based organizations, the City and other non-profits to identify locations of Chandler's street population. An assessment tool, the 'Vulnerability Index' will be used to determine those most in need.

**8. Community Legal Services – Removing Barriers to Justice / Fair Housing**

Funding Request: \$10,000  
Recommendation: \$ 6,021  
Number to be Served: 417 individuals

Community Legal Services requests funds to provide legal services and direct representation in court to low-income Chandler residents with legal problems in family law, domestic violence, housing, consumer, health care and government benefits. Legal services provided include: intake screening, staffing cases, legal consultation, case work and court representation. Fair Housing services provided will include: development of educational presentation and materials. Referrals for services come from police, Chandler city staff and service providers. Fair Housing Presentations will be promoted within Chandler and be offered at a City facility or another appropriate site in Chandler.

**9. House of Refuge – Employment & Social Services**

Funding Request: \$25,000  
Recommendation: \$15,061  
Number to be Served: 75 individuals

House of Refuge requests funds to provide an employment and social services program to help homeless individuals and families. The agency will conduct an assessment of each resident and develop an action plan that outlines the steps to reach employment or educational goals. Program participants will be offered classes to help them with job searches, resume writing, interview preparation and applying for financial aid to attend college. Residents are referred to the program throughout Arizona from shelters, churches and metro-cities action networks. The program services will be delivered at two locations, the House of Refuge campus main office and the Resource Center located on the grounds of the former Williams Air Force Base in Mesa.

**10. Labor's Community Service Agency (LCSA) – Transitional Housing**

Funding Request: \$12,250  
Recommendation: \$10,041  
Number to be Served: 19 individuals

Labor’s Community Service Agency requests funds to operate a transitional housing program that offers comprehensive case management services which is essential for families to overcome complex barriers which have rendered them homeless. LCSA operates and owns three single family homes located in Chandler that can accommodate both small and large families. CDBG funds will be directed to services for the families residing in these homes. The agency works with the school liaisons, emergency/domestic violence family shelters, Community Information and Referral and the local CAP office. LCSA provides immediate housing to homeless families, and conducts all case management services in the home. Case plans are individualized to meet the needs of each family. Families save 10% of all income to successfully prepare for departure into permanent housing to prevent future homelessness.

**11. National Advocacy & Training Network – The Support, Education, Empowerment & DirectionS (SEEDs) Program**

Funding Request: \$40,000  
Recommendation: \$15,061  
Number to be Served: 13 individuals

National Advocacy & Training Network requests funds to deliver housing, food, clothing and supportive services for women and children from Chandler. The supportive services will include case management, counseling for domestic violence and sexual assault, substance abuse advocacy and education, legal advocacy, mentoring job training and career development. One full time case manager will screen, establish goal planning, manage the client’s case and carry out all supportive services. The goal of the project to provide a safe, supportive and empowering living environment for Chandler domestic violence victims. The program will provide a supportive living environment at a SEEDs home, provide supportive services and on the job training at the ‘Cup O Karma’ coffee shop located at 1710 W. Southern Ave in Mesa.

**12. Save the Family - Homeless Case Management**

Funding Request: \$51,420  
Recommendation: \$20,081  
Number to be Served: 9 individuals

Save the Family requests funds to provide a transitional housing program that offers intake assessments, transitional housing, and case management based on the Critical Time Intervention (CTI) case management model. Chandler clients to be served by this program are homeless families residing or referred by the City and housed in one of the agency’s 62 transitional housing units located in Mesa, Gilbert, Tempe, Scottsdale and Chandler. All clients to be served are families in crisis who are homeless and have extremely low income, earning less than 50% of the Area Median Income. Clients will be referred to the program by Chandler social service agencies and must be Chandler residents. Families are interviewed to verify the accuracy of the information provided and each will complete a housing Vulnerability Index (VI) assessment.

**13. Save the Family – FACES**

Funding Request: \$16,500  
Recommendation: \$0  
Number to be Served:

Save the Family requests funds to provide supportive services to increase self-sufficiency to help clients obtain permanent housing and income to support permanent housing. Clients' will receive targeted services including employment-skills training; intervention/prevention education instruction, child supervision, early-childhood developmental assessments and a host of other services. Chandler clients to be served by this program are homeless families residing or referred by the City and housed in one of the agency's 62 transitional housing units located in Mesa, Gilbert, Tempe, Scottsdale and Chandler. All clients to be served are families in crisis and homeless and have extremely low income, earning less than 50% of the Area Median Income. Clients will be referred to the program by Chandler social service agencies and must be Chandler residents. Families are interviewed to verify the accuracy of the information provided and each will complete a housing Vulnerability Index (VI) assessment.

**CDBG CAPITAL/PUBLIC FACILITIES**

**1. Central Arizona Shelter Services (CASS) – Adult Shelter Improvements**

Funding Request: \$50,000  
Recommendation: \$0  
Number to be Served:

Central Arizona Shelter Services requests funds to complete Phase II of a facility and systems upgrade to improve the adult shelter located on the Human Services Campus in downtown Phoenix. Phase II construction includes: 1) changing the proprietary mechanical system to an open architectural system; 2) duct-work enhancement; 3) upgrading hot water system to tank-less system; 4) installing sky lights in common areas; and 5) installing solar panels. The property is leased from Maricopa County which allows CASS and other homeless providers to offer on-site programs. Each partner agency is responsible for maintaining their agency's campus facilities.

**2. Chandler Christian Community Center – Building Improvements**

Funding Request: \$400,000  
Recommendation: \$400,000  
Number to be Served: 10,000 individuals

Chandler Christian Community Center (CCCC) requests funds to construct 1,300 sq. ft. of additional space to accommodate up to 10 new workstations for core agency staff. The project will also include: improvements to the existing lobby area, a new classroom and ADA restroom, driveway expansion, new perimeter walkway, new storage area doors and additional storage. The new workstations will provide much needed space for CCCC's eligibility specialists, accounting staff and program managers. CDBG funds will enable the agency to increase the array of services and operational efficiency of the programs offered by CCCC.

**3. City of Chandler Code Enforcement – Residential Landscape Improvements**

Funding Request: \$17,000  
Recommendation: \$17,000  
Number to be Served: 8-10 households

The City's Code Enforcement Section requests funds to implement a landscaping improvement

pilot program focused on improving front yards that are characterized by bare dirt, uncontrolled landscape growth and/or dead vegetation. The program will be offered to income eligible owner-occupants residing in single family homes. Properties identified for the program will be located in a targeted pilot area in a low and moderate income census tract and will have identified blighted landscape conditions. CDBG funds will be used to cover the contracted cost for removing dead vegetation, installing new rock and new landscape materials and pre and post emergent treatment. The work will be limited to front yards only and in right of way areas adjacent to front yards that the City codes require the property owner to maintain.

**4. City of Chandler Public Housing - Public Housing Recreation Equipment**

Funding Request: \$180,000  
Recommendation: \$112,858  
Number to be Served: 83 families

The City's Public Housing program funds to replace and enhance playground equipment and play surfaces at three Public Housing sites. The project plans to replace existing play structures with new equipment, in addition to updating and enhancing others. All components and installation of equipment will be certified to meet current safety standards. Updated landing surfaces will be included and shade structures will also be added to allow for year-around access for programs and activities.

**5. City of Chandler Recreation Division - Community Center Kitchen Upgrades**

Funding Request: \$21,886  
Recommendation: \$21,886  
Number to be Served: 550 individuals

The City's Recreation Division requests funds to purchase a commercial refrigerator, freezer and shelving for the Community Center kitchen. The equipment is needed for meal preparation and food storage for the congregate and home delivered meals provided daily by the Chandler Senior Center. Currently all meals are prepared offsite and brought to the center for distribution. The Recreation Division anticipates that the Town of Gilbert kitchen which now serves as the preparation site for Chandler meals may not be available to serve this purpose in the future. This is a one-time purchase to enable the Community Center to become a full-service kitchen. The Maricopa County Health Department suggested upgrades which the Recreation Division has completed. This equipment is now the last purchase needed to become fully operational and meet County requirements.

**6. City of Chandler Transportation and Development-Streets Division – American with Disabilities Act (ADA) Ramps and Routes**

Funding Request: \$450,000  
Recommendation: \$250,000  
Number to be Served: 731 households

The City's Transportation and Development-Streets Division requests funds to complete infrastructure improvements for Phase II of the ADA Ramps and Routes Project. Improvements include: ADA curb ramps, driveways, and sidewalks located within two City low to moderate income Census Tracts. This is the next phase of a project funded by CDBG in FY 2012-2013

which includes the same type of ADA improvements in the area bounded by Erie Street on the north, Chandler Blvd. on the south, Hartford St. on the west, and Nebraska St. on the east. Phase II is expected to include neighborhoods from Ivanhoe St. to the north, Chandler Blvd. on the south, Nebraska St. to the west and Hamilton St. to the east.

The majority of the Phase II work involves replacement of existing curb ramps and driveways and only a small amount of new sidewalk will be needed. All of the improvements are located in the City of Chandler jurisdiction and no property acquisition is needed.

**7. City of Chandler Transportation and Development-Traffic Engineering Division – LED Streetlight Upgrades**

Funding Request: \$65,000  
Recommendation: \$0  
Number to be Served:

The City’s Transportation and Development-Traffic Engineering Division requests funds to purchase and install additional LED streetlights on arterial streets bordering the neighborhoods where lights were funded with CDBG funds in 2012. The project includes the purchase and installation of an additional 110 LED lights.

**8. Habitat for Humanity – Emergency Home Repairs**

Funding Request: \$265,000  
Recommendation: \$100,000  
Number to be Served: 28 households

Habit for Humanity requests funds to continue operating the City of Chandler’s Emergency Home Repair Services (EHRS) Program. Habitat provides a 24-hour emergency hotline for residents to call and leave a message. Residents are contacted within 24 hours of initial contact. Each household is screened for income eligibility, and homes are inspected by Habitat’s staff. A scope of work is created which is approved by City staff. The program is available to eligible low to moderate-income homeowners residing within the Chandler city limits. Repairs costs are capped at \$5,000 and must be defined as an emergency relating to the health, safety, sanitation or security of the home and its occupants. Proposed funding recommendation for FY 2013-2014 is significantly lower than FY 2012-2013 award due to a substantial amount of unspent FY 2012-2013 CDBG funds available for expenditure in FY 2013-2014