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MEMORANDUM COMMUNITY & NEIGHBORHOOD SERVICES DEPARTMENT CNS15-097

DATE: **APRIL 15, 2015**

TO: **MAYOR AND COUNCIL**

THRU: **RICH DLUGAS, CITY MANAGER**
NACHIE MARQUEZ, ASSISTANT CITY MANAGER
JENNIFER MORRISON, COMMUNITY AND NEIGHBORHOOD SERVICES DIRECTOR

FROM: **BARBARA BELLAMY, CDBG SUPERVISOR**

SUBJECT: **RESOLUTION NO. 4852 OF THE CITY COUNCIL OF THE CITY OF CHANDLER APPROVING AND AUTHORIZING THE CITY MANAGER OR HIS DESIGNEE TO EXECUTE AND SUBMIT THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FIVE YEAR CONSOLIDATED PLAN AND THE 2015-2016 ANNUAL ACTION PLAN TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) AND EXECUTE ALL SUBRECIPIENT CONTRACTS**

HHSC AND STAFF RECOMMENDATION: Mayor and City Council are requested to approve Resolution No. 4852 approving and authorizing the City Manager or his designee to execute and submit the Community Development Block Grant (CDBG) Five Year Consolidated Plan and the 2015-2016 Annual Action Plan to the United States Department of Housing and Urban Development (HUD) and execute all subrecipient contracts.

BACKGROUND: Every five years, the City of Chandler is required to prepare and adopt a Five Year Consolidated Plan for submittal to the U.S. Department of Housing and Urban Development (HUD). The plan is utilized as a guide in establishing priorities for future funding decisions that will best meet the needs of Chandler's low and moderate income residents. The proposed Five-Year Plan is for the period beginning July 1, 2015 through June 30, 2019. In addition, the City is required to 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, 2015 through June 30, 2016. Chandler will receive $1,227,635 in CDBG funds for Fiscal Year 2015-2016.

DISCUSSION: As noted, the City is required to develop and submit to HUD a Consolidated Plan which outlines the needs and goals for the City's Community Development Program. Staff has been working with a consultant since the fall of 2014 in the development of the plan. Attachment A is an Executive Summary of the Consolidated Plan and Attachment B is the complete draft of the Five Year Consolidated Plan. Key findings in the Plan indicate that Chandler has a healthy mix of households, including children and working adults. It also shows that Chandler residents are well educated with relatively high median incomes and that the City has a high homeownership rate and few substandard housing units. Additional information reveals that the homeownership rate in Chandler declined during the Great Recession and that there are over 20,000 low and moderate income households in Chandler. The highest rate of low to moderate income households include at least one person age 62 or older or at least one child less than six years. These households are shown to have a higher incidence of a single income source.

Key Five-Year Plan Goals include:

1. Increase homeownership opportunities for low and moderate income households.
2. Rehabilitate the existing housing stock.
3. Increase the supply of affordable housing.
4. Support services and facilities for homeless people, people with special needs, low income and other needy populations.
5. Participate in a regional Continuum of Care system to effectively transition persons who are homeless to appropriate permanent housing settings.
6. Revitalize Chandler's neighborhoods.
7. Strengthen the coordination and delivery of resources.

The Annual Action Plan (included here as Attachment C) defines the one-year activities in relationship to the five year goals and objectives set forth in the Consolidated Plan. It provides a brief description of the programs and projects of the City of Chandler in Fiscal Year 2015-2016, as well as funding decisions for the City's CDBG program.

Non-profit organizations and City Departments applying for Fiscal Year 2015-2016 CDBG funding submitted applications in November, 2014. A total of 17 applications were received, requesting a total of $1,642,904. The Housing and Human Services Commission (HHSC) reviewed and evaluated the applications and made recommendations for funding, which can be found on page 13 of the Annual Action Plan. A description of each program is included as Attachment D.

To comply with the City of Chandler's Public Participation Plan, the City held two public hearings on the Five Year Consolidated Plan and the Annual Action Plan. One Hearing was held on Wednesday, March 25, 2015 at the Housing and Human Services Commission meeting and a second Public Hearing was held at the City Council meeting on April 16, 2015. HUD requires submittal of both Plans by May 15, 2015.

FINANCIAL IMPLICATIONS: Funding for the CDBG program is provided from HUD and does not require repayment.

RECOMMENDATION: Mayor and City Council are requested to approve Resolution No. 4852 approving and authorizing the City Manager or his designee to execute and submit the Community Development Block Grant (CDBG) Five Year Consolidated Plan and the 2015-2016 Annual Action Plan to the United States Department of Housing and Urban Development (HUD) and execute all subrecipient contracts.

Attachments:

	Resolution No. 4852
"A"	Draft 2015-2019 Five-Year Consolidated Plan Executive Summary
"B"	Draft 2015-2019 Five-Year Consolidated Plan
"C"	Draft 2015-2016 Annual Action Plan
"D"	FY 2015-2016 Proposed CDBG Funded Program Descriptions and Funding Recommendations

RESOLUTION NO. 4852

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHANDLER APPROVING AND AUTHORIZING THE CITY MANAGER OR HIS DESIGNEE TO EXECUTE AND SUBMIT THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) 2015-2019 FIVE YEAR CONSOLIDATED PLAN AND THE 2015-2016 ANNUAL ACTION PLAN TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) AND EXECUTE ALL SUBRECIPIENT CONTRACTS

WHEREAS, as a prerequisite for receiving Community Development Block Grant (CDBG) funding, the City of Chandler is required every five (5) years, to prepare and adopt a Five Year Consolidated Plan to the United States Department of Housing and Urban Development (HUD) to establish priorities for future funding decisions; and

WHEREAS, as a prerequisite for receiving Community Development Block Grant (CDBG) funding the City of Chandler is required to submit a 2015-2016 Annual Action Plan to HUD; and

WHEREAS, the City of Chandler has, in coordination with the City's Housing and Human Services Commission, assessed needs, held public hearings and presented the draft 2015-2019 Five Year Consolidated Plan and 2015-2016 Annual Action Plan for the public's consideration;

WHEREAS, the draft 2015-2019 Five Year Consolidated Plan and 2015-2016 Annual Action Plan has been available for public comment for the HUD required 30-day Citizen participation review and comment period; and

WHEREAS, this Council has determined by reviewing all pertinent information that it is necessary and in the best interest of the City of Chandler to approve and authorize the submittal to HUD of the 2015-2019 Five Year Consolidated Plan and the 2015-2016 Annual Action Plan;

NOW, THEREFORE, BE IT RESOLVED that the Mayor or City Manager, subject to requirements of the City Code, or their designee(s) are authorized to execute and submit the aforesaid 2015-2019 Five Year Consolidated Plan and the 2015-2016 Annual Action Plan with all documents and materials as may be required to the United States Department of Housing and Urban Development.

FURTHER, that the Fiscal Year 2015-2016 Annual Action Plan prepared pursuant to the Community Development Block Grant (CDBG) program, a copy of which, in substantial form, is on file in the office of the Director of Neighborhood Resources and is incorporated herein by reference, is hereby approved.

FURTHER, the City Manager or designee shall have authority to provide required policy and administrative assurances including civil rights, equal opportunity, citizen participation, relocation and property acquisition policy, environmental assurances, labor standards, and others as may be specified;

FURTHER, that the City Manager or designee be and is hereby authorized to take those actions necessary and prudent to implement the program outlined by the City Council including the signing of contracts, expenditure of funds, the hiring of personnel and/or contractors, the scheduling of activities, the establishment of procedures for monitoring and evaluation of program activities and other steps necessary to insure that the program can be carried out in a timely and effective manner.

PASSED AND ADOPTED by the City Council of the City of Chandler, Arizona, this ____ day of _____ 2015.

ATTEST:

_____ _____

CITY CLERK MAYOR

CERTIFICATION

I HEREBY CERTIFY that the above and foregoing Resolution No. 4852 was duly passed and adopted by the City Council of Chandler, Arizona, at a regular meeting held on the _____ day of _____ 2015.

_____

CITY CLERK

APPROVED AS TO FORM:

_____

CITY ATTORNEY (KB)

Attachment A

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FY2015-2019 HUD Consolidated Plan Executive Summary

FY2015 – 2019 HUD CONSOLIDATED PLAN EXECUTIVE SUMMARY

City of Chandler Community and Neighborhood Services Department

The City of Chandler's Community and Neighborhood Services Department is the lead agency for the Consolidated Plan. The goals of the Department are to strengthen and enrich the community by providing high quality services and resources through:

- Neighborhood revitalization;
- Diverse, innovative and affordable leisure and recreational opportunities;
- High quality parks, sports fields and green space;
- Resident empowerment;
- Promotion and celebration of diversity;
- Code enforcement; and
- Quality housing assistance.

Five-Year Consolidated Plan Goals

1. Increase homeownership opportunities for low and moderate income households.
2. Rehabilitate the existing housing stock.
3. Increase the supply of affordable housing.
4. Support services and facilities for homeless people, people with special needs, low income and other needy populations.
5. Participate in a regional Continuum of Care system to effectively transition persons who are homeless to appropriate permanent housing settings.
6. Revitalize Chandler's neighborhoods.
7. Strengthen the coordination and delivery of resources.

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What is the Consolidated Plan?

The Consolidated Plan provides a framework for housing, homeless, community development and economic development activities over the Five-Year period that begins July 1, 2015.

This Executive Summary captures conditions and strategies on demographics, economics, housing, homelessness, special needs populations, human services and community development. It describes how the City is working to address the needs of its most vulnerable residents and neighborhoods.

Geography

The City of Chandler consists of approximately 71 square miles and shares boundaries with the Town of Gilbert, Cities of Mesa, Phoenix and Tempe, and the Gila River Indian Community. Chandler has reached its physical limits with the exception of a few remaining county islands. The City is planning for and focusing on revitalization.

Most of the City developed during the past twenty years, yet the central city and many neighborhoods north of the San Tan Freeway (202) are long-established and have higher concentrations of low-income and minority households. There are nine Census Block Groups where at least 51% of the population is low and moderate income and 32 where at least 34.57% of the population is low and moderate income.

CDBG and HOME funding have declined during the past three years and vary annually.

Estimated Annual Consolidated Plan Resources	
Entitlement Resources	
Community Development Block Grant (CDBG)	$1,227,635
HOME (through agreement with Maricopa County)	$273,223
Public Housing	
Section 8 Housing Choice Voucher Program	$5,600,000
Public Housing Program	$2,325,000
Public Housing Capital Funds	$850,000
Local Resources	
HOME match	TBD
Program Income	$117,886
Acts of Kindness (AOK)	$56,666
Social Service Funds (SSF)	$421,465
Youth Enhancement Program (YEP)	$629,491
Veterans Transportation	$10,000

DEMOGRAPHICS

Chandler: A Place of Many Assets

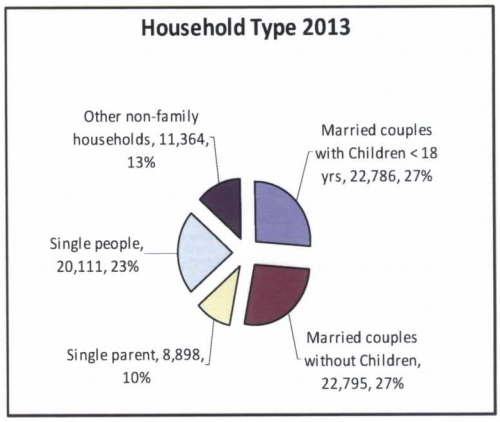
- A healthy mix of households, including children and working adults
- An educated workforce
- A relatively high median income
- High homeownership rate
- Few substandard housing units

Population

Chandler has reached its physical limits; opportunities for physical growth are focused on revitalization and preservation and continuing positive economic development. Natural growth – about 1.5% annually is anticipated through 2020; population and households will grow 14.4% to about 262,433 people living in 97,201 households, based on average household size of 2.7 people.

One-third of Households a Single Person or Single Parent

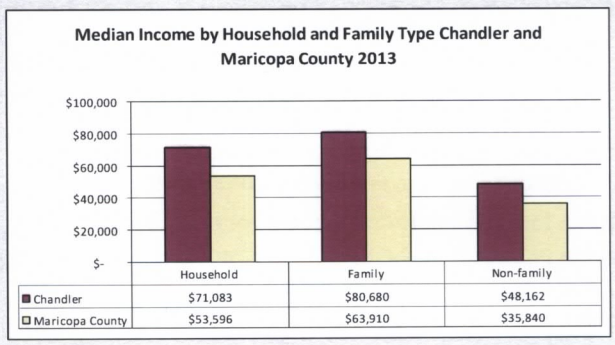
In 2013, there were 20,111 single person and 8,898 single-parent households in Chandler. About one quarter of single-person households, were single people age 65 or older. Single person and single-parent households generally have a single income source, resulting in unique housing needs.



Chandler Households Enjoy a Higher Median Income

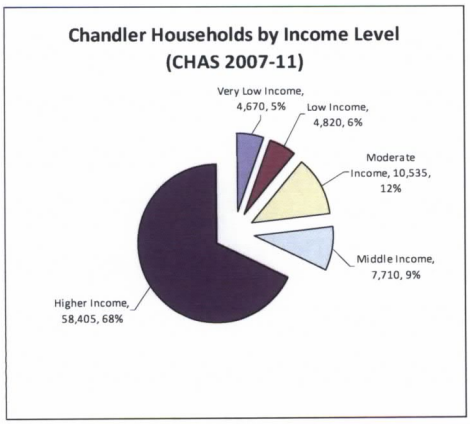
With a large proportion of dual earner households and an educated workforce, household income is relatively high. Chandler's 2013 median household income of $71,083 was 33% higher than the Maricopa County median.

Median income is the measure used by the housing and community development industry to identify low and moderate income households that are eligible for assistance. The Maricopa County median income is used to determine eligibility for HUD programs.



Families with People Age 62+ or Young Children More Likely to Be Low and Moderate Income

There are 20,025 low and moderate income households in Chandler. The rate of low-mod family households is highest among households that include at least one person age 62 or older or at least one child less than 6 years. These households are more likely to have a single income source.



Housing Quick Facts from the Five-Year Plan

- Seven of ten units are single-family detached units with 3 or more bedrooms
- 10,290 units are 35 years old or older. Pre-1980 units are more likely to need repairs or rehabilitation.
- 2,100 families with young children occupy pre-1980 units; these children are at risk of lead-paint poisoning.
- 15,995, low and moderate income households pay more than 30% of their income for housing.
- Eight of ten low-income households pay more than 30% of their income for housing.
- Revitalization strategies are essential to ensuring a long-term supply of housing for a range of households

HOUSING

Owner Housing Facts from the Five-Year Plan

- 66% of Chandler households own their home. The homeownership rate dropped during the Great Recession.
- 6,483 owners occupy units built before 1980, including 1,020 families with young children.
- 360 owners live in overcrowded conditions.
- 6,025 low and moderate income owners pay more than 30% of their income for housing, 2,000 include at least one person age 62 or older.
- Median sales prices have been relatively stable for the past few years.
- Owning may be as or more affordable than renting, yet assistance is necessary for low and moderate income renters to become homeowners.

Renter Housing Facts from the Five-Year Plan

- 34% of Chandler households rent their home.
- 3,807 renters occupy units built before 1980, including 1,080 families with young children.
- 730 renters live in overcrowded conditions.
- 9,245 low and moderate income renters pay more than 30% of their income for housing; 1,400 include at least one person age 62 or older.
- * units with monthly rent (including utilities) equal to or less than $399 are needed for extremely-low income renters now paying 50% or more of their income for housing.
- There are over 1,600 families on the combined Public Housing and Section 8 waiting list.

Five-Year Housing Goals and Strategies

1. Improve neighborhood conditions and living conditions for homeowners through housing rehabilitation and emergency repairs.
2. Increase the homeownership rate through: acquisition, rehabilitation and resale of units, and down-payment assistance to first-time homebuyers.
3. Improve neighborhood conditions and eliminate blight through development of infill housing units for home buyers
4. Improve neighborhood conditions through revitalization of affordable rental housing units, including public housing units.
5. Increase affordable rental unit availability through development of affordable rental units in revitalization areas.
6. Continue to remediate lead hazards in rehabilitation projects and provide lead paint hazard information to program participants and the general public.

Public Housing

The Housing and Redevelopment Division (PHA) operates Low Rent Public Housing, Section 8 Housing Choice Vouchers, the Family Self-Sufficiency program, the Housing Youth program, the HOME funded affordable rental program and two non-federal affordable housing programs; in which one is designated for seniors.

Public housing residents and Section 8 participants typically have larger families; 20% are elderly. The average income of public housing residents is $14,892 and of Section 8 participants is $12,676.

The PHA manages 486 Section 8 Housing Choice Vouchers, and 303 public housing units. Of the 103 scattered-site single-family homes in the inventory most were built in the late 1970's to mid 1980's, with 25 homes built in 1996. The scattered-site homes are well maintained, have limited maintenance issues and are comparable if not superior to the housing stock in the surrounding neighborhoods.

The 200 single story apartment style units were constructed in 1972. The units are small and have a very modest level of amenities compared to market units. They are clean and in good repair, but have higher plumbing-related maintenance calls; water and wastewater systems are deteriorating and will require replacement in the near future. While significant improvements have been made to enhance livability, redevelopment is one alternative.

REVITALIZING CHANDLER'S NEIGHBORHOODS

Comprehensive Revitalization

The City's central long-term community development goal is to focus resources on community needs, particularly the comprehensive revitalization of neighborhoods. Assisting low-mod households throughout the City is a key community goal intended to ensure that neighborhoods not currently in distress do not become so.

Previously focused on growth, the City is now focused on sustainability, reserving land for economic development, and urbanizing, re-using and revitalizing.

Housing Rehabilitation: Improving Neighborhoods and Quality of Life

The City's Moderate Rehabilitation Program offers up to $50,000 in loan assistance to eligible homeowners to complete extensive rehabilitation for single-family homes. Work items may include replacement of major systems, energy efficiency improvements, mitigation/ abatement of lead-based paint hazards, and removal and/or repair of any code violations.

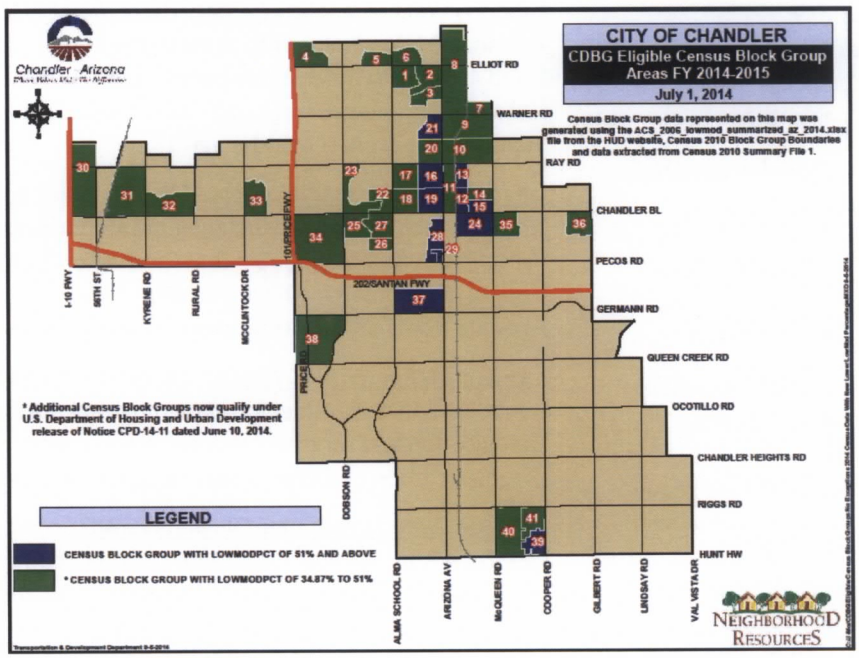
The City secures its investment with a lien (Deed of Trust) equal to the value of the loan, which is repaid in monthly installments over the loan term, or paid in full upon sale, transfer or alienation of the property. Loan payments are determined based on financial circumstances of the borrower.

The City's Exterior Improvement Loan (EIL) Program is designed to provide low and moderate income homeowners with the assistance to make necessary improvements to the exterior of their homes including but not limited to replacement of windows and exterior doors, roofs, exterior painting, front yard landscaping, etc. The EIL is a five year forgivable loan program with a maximum funding amount of $20,000.

CDBG Geographic Priority Area – North of the San Tan Freeway (202)

Community Development Target Areas are a HUD term for areas where at least 51% of the population in a Census Block Group is low-mod. However, Chandler is an "exception" community and at least 34.57% of the population in a Census Block Group must be low-mod for the area to be considered. The City's geographic priority area includes all eligible Census Block Groups north of the San Tan Freeway.

The nine Census Block groups shaded blue meet the 51% low-mod definition. There are 14,450 households in these Census Block Groups – 71% are low-mod, 62% are Hispanic, and 43% are minorities. The 32 Census Block groups shaded green meet the exception (34.57%) definition.



Neighborhood Revitalization Strategies

1. Demolish vacant and uninhabitable housing units and other blighting influences.
2. Undertake proactive code enforcement coupled with referrals for housing rehabilitation assistance.
3. Adaptive reuse of vacant commercial structures to promote a mix of economic and housing opportunities in selected areas.
4. Continued neighborhood leadership training for Homeowner's Associations and traditional neighborhoods.
5. Improve aging infrastructure and facilities and offer opportunities for social and civic engagement.
6. Enhance parks and recreation facilities and services.

HOMELESS PEOPLE AND PEOPLE WITH SPECIAL NEEDS

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 independent living and 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 their own housing without the services.

Who provides supportive services?
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 have special needs are in need of both housing and supportive services, yet many have housing problems and would benefit from supportive housing, more affordable housing units, and accessibility and other home improvements.

How is Supportive Housing Different from Shelter?
Emergency shelter and transitional housing include services that support households to become self-sufficient, yet these are not permanent housing solutions. Emergency shelter is usually limited to not more than 3 months and transitional housing for up to 2 years.

Services and Housing Critical for Homeless and Special Populations

Homeless people and people with special needs have layered, complex needs that demand broad strategies and resources to be effectively addressed. The City uses CDBG and general funds to support nonprofit agencies that provide services to vulnerable people.

Homeless People. The Chandler 2014 point-in-time count revealed 18 unsheltered and 9 sheltered individuals, while the Chandler Unified School District reported 400 homeless children in their district. The final 2015 point-in-time count numbers are pending at this time. Homeless people in Chandler reflect the diversity, complex characteristics, and special needs of all homeless people in the United States. Some homeless people need limited assistance in order to regain permanent housing and self-sufficiency. Others, especially people who also have special needs, require extensive and long-term support.

Elderly and Frail Elderly People. There are 10,910 Chandler households with at least one person age 62-74 and 4,743 with at least one person age 75+ (frail elderly); most are homeowners. 1,385 Chandler grandparents are raising grandchildren under age 18.

People with Disabilities. 7.6% of the Chandler population has a disability. The unemployment rate for people with disabilities is nearly double that for the non-disabled population and many have unrealized potential that results from inadequate economic and social supports.

Persons Living With HIV/AIDS. The 2014 Arizona Statewide Needs Assessment for People Living with HIV/AIDS identified outpatient ambulatory care as the top ranked need, followed by medication and nutrition assistance and support groups. The top ranked gaps in services were transportation and housing assistance. 70% of people living with HIV/AIDS are Medicaid eligible.

Persons with Severe Mental Illness (SMI). According to the Arizona Department of Health Services FY 2014 Annual Report, 19,272 Maricopa County individuals with SMI are enrolled in public health care. The majority of enrolled SMI individuals receive case management, rehabilitation, medical and pharmacy services. About 1/3 of enrolled SMI individuals receive supported employment and living skills training. Many SMI individuals are not employed and receive SSI or SSDI. Individuals with SMI are particularly vulnerable to homelessness.

People with Alcohol/Other Drug Addictions. The abuse of and/or addiction to alcohol or other substances interferes with the ability to function on a day-to-day basis. Alcohol and drug addictions often result in challenges maintaining employment and healthy social and family interactions. According to the Arizona Department of Health Services FY 2013 Report on Substance Abuse Treatment Programs, 33,370 Maricopa County individuals enrolled in public health care received substance abuse treatment services.

Victims of Domestic Violence. In 2014, 603 Order of Protection petitions were reported in Chandler. In January 2006, the Chandler Police and Fire Departments implemented changes to their crisis response programs to provide crime victims with a continuum of support from the crisis period through the investigative and judicial processes.

Youth. Many respondents to the City's Consolidated Plan survey identified youth as a population in need of services, citing the fact that youth with nothing to do and nowhere safe to do it often end up in trouble. The Human Services needs assessment identified many needs among Chandler youth, including targeted services for low-income and special needs youth, transportation for evening and weekend activities, and workshops on topics useful to youth.

MEETING THE NEEDS OF HOMELESS PEOPLE, PEOPLE WITH SPECIAL NEEDS AND REDUCING THE INCIDENCE OF 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 people who are poor, are elderly or have disabilities, all residents can benefit from human services programs and systems such as:

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

Five-Year Strategies to Address Homelessness, Assist People with Special Needs, and Reduce the Incidence of Poverty

1. Fund agencies that will:
   - Provide emergency lodging for homeless individuals.
   - Prevent homelessness through financial and social services.
   - Meet the basic needs of low and moderate income individuals and alleviate the effects of crisis through safe housing, food and clothing, and necessary medical care combined with case management.
   - Provide case management services to currently and previously homeless individuals to improve the likelihood of self-sufficiency.
   - Provide transportation services to Veterans, people with special needs and other low and moderate income individuals so they can access necessary services and supports.
2. Provide tenant based rental assistance for homeless individuals and families, coupled with intensive case management.
3. Support employment and self-sufficiency by funding agencies that will provide:
   - Job training, employment preparation, access to education, and job leads to unemployed and underemployed residents and people with special needs.
   - Other financial and social supports necessary to continued employment.
4. Improve and/or expand the Senior Center.

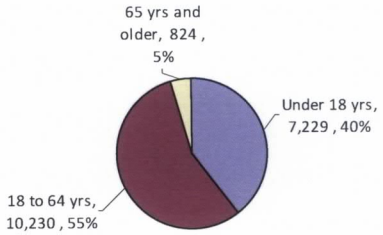
Nearly 18,300 people in Chandler live in Poverty

Families and individuals living in poverty are particularly vulnerable to a host of housing, social and economic problems. Poverty-level households experience crisis on an on-going basis. Yet intervention alone is not adequate to address the problems that are inherent in poverty. Continuing intervention must be coupled with strong supports that provide opportunities for improvement and enrichment.

Of people living in poverty, 40% are children, 5% are seniors and 55% are working-age adults. Many working age adults in poverty have young children or disabilities that limit their earning potential. The highest rate of poverty is among single-parent female headed households.

Of adults living in poverty, more than half worked at least part-time in the last year, and 10% worked full-time year-round.

Persons in Poverty by Age (ACS 2007-11)



Supporting Workforce Skill Development

Supporting businesses so they can provide job opportunities is an important element of addressing poverty and creating a thriving community. One of the greatest needs of businesses is a skilled workforce with a strong work ethic.

Among the adult workforce, needs include matching services to the worker and the employer, helping individuals identify barriers to success in gaining and retaining employment, developing individual solutions and appropriate supports, and providing employers with ready access to information and referrals for potential and incumbent workers.

Overcoming Barriers to Employment

Besides specific skill training, barriers faced by the adult workforce include: housing, childcare, drug and alcohol treatment, remedial and basic skills, technology literacy, transportation, medical care, workplace protocol skills, clothing, tools, and support during the trial service employment period.

COMMUNITY DEVELOPMENT & CITIZEN PARTICIPATION

Community Development Needs

The need for revitalization is evident in Chandler's geographic priority area. Affordable housing is especially needed for low-mod households, including families in crisis and unskilled workers. Adding housing units, loft and studio space to encourage young professionals to relocate, and a range of housing options close to employment centers are important revitalization strategies. Conveniently located near jobs, shopping and other activities, these neighborhoods also bring savings in transportation costs and commuting time.

Chandler's oldest neighborhoods would also benefit from targeted maintenance or replacement of sidewalks and other infrastructure, demolition of uninhabitable structures, and the introduction of retrofitted amenities, such as parks or paths. Code enforcement and cooperation with schools, law enforcement, social service agencies and others are other important strategies. The City's Capital Improvements Program prioritizes non-housing community development activities; CDBG can leverage other funding for facilities and infrastructure in geographic priority areas.

Eliminating blight in unsuccessful commercial centers can also improve quality of life. Older commercial centers and buildings may have significant re-use potential. Some underutilized business properties are of sufficient size to support mixed-use office, retail, job training and service enterprises as well as housing. The revitalization and modernization of the City's downtown will also create potential for new and relocating businesses.

Community Development Goals and Strategies

Community development goals and strategies may be focused in the City's geographic priority area or citywide. Community Development strategies in the City's geographic priority are to:

1. Improve individual health and wellness, access to quality recreation, and the appearance of neighborhoods through parks improvements.
2. Replace aging and broken water lines and streets.
3. Install enhanced street lighting to improve neighborhood safety.

Citywide Community Development strategies are to:

1. Implement Section 3 and Davis-Bacon regulations to promote employment opportunities for low-income Chandler residents and ensure compliance with federal requirements.
2. Encourage the involvement of Minority and Women-owned Business Enterprises in funded activities.
3. Continue fair housing activities to better serve the citizens of Chandler.

Community Survey and Stakeholder / Citizen Discussions

In developing the Five-Year Consolidated Plan and the 2015 Annual Action Plan, the City conducted two public meetings and an online survey. Public access to the survey was available at the City website and notices were e-mailed directly to stakeholders and neighborhood associations. The survey provided stakeholders and residents an opportunity to prioritize populations and activities. Consultation with stakeholders and citizens and survey results were collated to identify priorities in six areas. As specific projects and activities are implemented, additional public outreach is planned.

Public Hearings

The public was invited to comment on the Draft Consolidated Plan at two public hearings. The final plan includes public comments and the responses from the City.

Where to View the Full Consolidated Plan and Annual Action Plan

The Five-Year Consolidated Plan and FY2015 Annual Action plan are available online at www.chandleraz.gov.

ORGANIZATIONAL STRUCTURE AND STRATEGIES TO IMPROVE THE SYSTEM

The Community and Neighborhood Services Department

The Community and Neighborhood Services Department includes eight key areas. The divisions work together as a team to keep neighborhoods well maintained and provide for the basic needs of Chandler residents. The eight divisions are:

1. Parks Development and Operations
2. Housing and Redevelopment
3. Recreation
4. Community Development
5. Code Enforcement
6. Neighborhood Programs
7. Diversity Office
8. Aquatics

Housing and Human Services Commission (HHSC)

The HHSC is an 11-member advisory body appointed by the Mayor and approved by City Council.

Justin Lisonbee	Rick Becker
Jeff Riggs	Louise Moskowitz, Chair
Joseph Curbelo	Jadine Bowens
Kris Kyllo	Judy Carroll
Dylan Raymond	Bill Wallace

Tammy Clow-Kennedy, Vice Chair

HHSC plays an important role in Consolidated Planning activities. The powers and duties of the HHSC are to:

- Advise the PHA Commission on the administration, operation and management of federal public housing and Section 8 tenant-based rental assistance programs;
- Advise City Council regarding the: administration, operation and management of federal public housing, rental assistance or low cost housing programs; development of City housing projects; and welfare of low and moderate income citizens;
- Assess human service needs, determine any gaps in service and utilize this information to develop priorities for general funds and other social service funds that may become available; and
- Recommend the annual allocation of CDBG and local human services funds to the City Council.

Strengthening the Delivery System through Institutional Structure Strategies

During the past five years, the duties and responsibilities of the Housing and Human Services Commission expanded to include meeting with various stakeholders, determining current service levels, assessing gaps in service, and developing priorities for funding to ensure resources are targeted to the most needy populations and neighborhoods.

The City accomplished its goals to strengthen partnerships with neighborhoods, providing additional opportunities for traditional neighborhoods to develop leadership and plan for their future in cooperation with the City.

Overall the system efficiently and effectively delivers services to the most vulnerable City residents and within the funding that is available. The City may update its 2007 human services needs assessment to capture changes in service needs.

The high cost of permanent housing and insufficient supportive housing for special populations are challenges that the City is working to address. Efforts to reduce the cost of housing or develop permanent affordable housing will be implemented, including tenant-based rental assistance, permanent affordable owner housing through the City's Community Land Trust program, and examination of regulatory barriers to encourage additional affordable housing. Other solutions will be regional.

Chandler City Council

Front row L-R:
Jack Sellers,
Jay Tibshraeny, Mayor,
Rick Heumann

Back Row L-R:
Nora Ellen,
Kevin Hartke, Vice Mayor,
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Attachment B

Chandler • Arizona

FY2015-2019 Five-Year HUD Consolidated Plan

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INTRODUCTION AND RESOURCES

A Framework for Strategic Implementation

The Five-Year Consolidated Plan provides the framework for implementation of the City mission and goals utilizing HUD funding. It is designed to guide HUD-funded housing, homeless and community development policies and programs over the five-year period beginning July 1, 2015 and ending June 30, 2020. The plan provides a comprehensive overview of federal, state and local programs that address identified needs.

The Annual Action Plan describes City allocations during the coming year. These allocations fund activities to address goals for each of the Consolidated Plan areas: Affordable Housing, Homelessness, Community Development, Special Needs and Citizen Participation.

Federal and Local Resources

The City of Chandler's Community and Neighborhood Services Department (CNSD) manages funding numerous nonprofit organizations and may fund other City departments. The nonprofit organizations and City departments that undertake activities are selected annually through a competitive request for proposals process.

Consolidated Plan goals are implemented with the following U.S. Department of Housing and Urban Development (HUD) fund and City general funds. HUD, Community Development Block Grant (CDBG), and Housing Investment Partnership Program (HOME) funding have remained fairly level over the past three years.

Expected Annual Resources	
HUD Entitlement Programs	
Community Development Block Grant (CDBG)	$ 1,227,635
HOME (through Maricopa Consortium Agreement)	$ 273,223
HUD Public Housing Programs	
Section 8 Housing Choice Vouchers	$ 5,600,000
Public Housing	$ 2,325,000
Public Housing Capital Funds	$ 850,000
Local Funds	
Acts of Kindness	$ 56,666
Social Services Funding	$ 421,465
Youth Enhancement Program	$ 629,491
Veteran's Transportation	$ 10,000

HUD, CDBG and HOME Funds

The City receives two allocations of HUD funding. The Community Development Block Grant program is provided through the federal Office of Community Planning and Development within the U.S. Department of Housing and Urban Development Department. Due to its size and composition, the City of Chandler is classified as an 'entitlement community' under the CDBG program. This means that Chandler does not apply for the CDBG program, but is awarded the grant at a funding level based on a HUD formula involving population and demographics. In order to receive CDBG funds, the City must complete a Consolidated Plan every five years and an Annual Action Plan that annually details the uses of funds.

The City also receives HOME funding as a member of the Maricopa County HOME Consortium. The Consortium is a legal entity created through an intergovernmental agreement between Maricopa County, the Cities of Avondale, Chandler, Glendale, Peoria, Scottsdale, Surprise, Tempe and the Town of Gilbert for the purpose of receiving HOME Investment Partnerships Program (HOME) funds from HUD. Each Consortium member receives a pro rata share of funds and uses them to meet the needs of their community. The County's Five-Year Consolidated Plan and Annual Action Plans also include the housing needs and activities of Chandler.

Local Funds

Numerous local resources leverage HUD funding to address the needs of Chandler residents.

- *Social Service Fund*. The City dedicates general funds to meeting the needs of low-mod households and special populations, including homeless individuals and families.
- *Acts of Kindness Program*. The Acts of Kindness (AOK) donation program was developed in July 2000 to give residents an opportunity to voluntarily contribute with their utility payment each month. AOK supports human service programs that provide basic needs such as food, shelter, clothing, medical services and transportation to low income Chandler residents.
- *Youth Enhancement Program*. The City dedicates general funds to youth activities, with a focus on low-mod and at-risk youth.
- *Veteran's Transportation*. The Veteran's Transportation Program funds agencies that provide transportation for low-income Veterans to services centers and other locales.

The City of Chandler Community and Neighborhood Services Department is the lead agency for the Consolidated Plan. In September 2014 and in recognition of Chandler's shift from build-out and new construction to preservation, renovation and sustainability, the City created the Community and Neighborhood Services Department to strengthen service and administrative efficiencies. The department develops and implements comprehensive strategies to address neighborhood capital needs as well as social and recreational needs. The goals of CNSD are to strengthen and enrich the community by providing high quality services and resources through: neighborhood revitalization; diverse, innovative and affordable leisure and recreational opportunities; high quality parks, sports fields and green space; resident empowerment; promotion and celebration of diversity; code enforcement; and quality housing assistance. CNSD includes:

Housing and Redevelopment Division. This Division oversees, manages and facilitates affordable housing programs, and operates and links to other supportive services for those living in affordable and federally subsidized housing. The primary focus is to provide affordable rental housing, yet developing, operating and linking to homeownership activities for families that earn less than 80% of the area median income is also a Division activity. HUD provides funding for the core of the City's Public Housing operating budget, modernization program, youth after school programs, family self-sufficiency opportunities, Section 8 Housing Choice Voucher program, and other federally funded supportive housing programs. The Division is the clearinghouse for tax credit proposals to the Arizona State Department of Housing and serves as the City's liaison to the Industrial Development Authority on projects pertaining to affordable housing. Through these and other resources, this predominantly grant- funded division provides affordable/subsidized housing opportunities and supportive services for low and moderate-income families in Chandler. The Division's two primary programs are:

- *Section 8 Housing Choice Voucher Program*. Under this program, a family's rent is subsidized based on their monthly-adjusted income level. Participants in this program pay 30 percent of their monthly-adjusted income toward rent in participating, private market rental units, while HUD, through the city, pays the balance of the rent amount.
- *Public Housing Program*. Under this program, a family's rent is subsidized based on their monthly adjusted income level. Participants in this program pay 30 percent of their monthly income toward rent. The rental units in this program are owned and operated by the City of Chandler for the benefit of HUD.

Community Development. The Community Development Division administers funds and programs that promote the improvement of quality of life for low- to moderate-income families and assist in the stabilization of Chandler neighborhoods. The Division implements affordable housing programs by partnering with non-profit and faith-based agencies and City departments to address basic and critical human needs. Programs include:

- *Housing Rehabilitation* to provide low- and moderate-income homeowners with assistance necessary to improve their living conditions and elevate neighborhoods.
- *Volunteer Income Tax Assistance (VITA) Program*. In conjunction with local nonprofit organizations, the VITA program is possible because of community volunteers who offer free tax preparation services to low and moderate income taxpayers, and the elderly and people with disabilities.
- *Fair Housing Program*. The goal of Fair Housing is to ensure that residents are informed of their rights to Fair Housing and provided a resource when they feel their rights have be violated. In addition to specific Fair Housing activities, the City provides links to information and hotlines on its website.

Code Enforcement keeps neighborhoods and commercial properties free from unsightly or hazardous conditions that are blighting and lead to further deterioration. In addition to enforcing neighborhood standards, special events, land use and zoning and sign codes, code enforcement works with other city departments, county and state agencies, and neighborhood groups to resolve problems.

Neighborhood Programs encourage partnerships to strengthen Chandler's neighborhoods and build strong community relationships. It delivers the HOA and Traditional Neighborhood Academies to build successful and sustainable HOAs and neighborhoods, and works with registered neighborhoods to ensure residents have opportunities for engagement and access to City information and periodic grant funding.

The City's Diversity Office works closely with the Chandler Human Relations Commission to develop diversity programs and events. Their mission is to promote mutual respect and inclusion in Chandler, working towards the elimination of prejudice and discrimination; and promoting amicable relations among all racial, cultural, religious, age, gender, disabled, socio-economic, and national groups within the community.

By the end of 2018, Chandler will have 52 neighborhood Parks in addition to 11 community parks and one regional park. The mission of having one neighborhood park per square mile of residential land in Chandler will be complete, making play easily accessible for the entire community. Chandler also has several specialty facilities including four dog parks, three spray pads, one bike park, one skate park, two disc golf courses, two urban fishing lakes, a Desert Tortoise habitat and more than 44 walking and biking trails.

Recreation opportunities are a reality for each member of the community through safe and affordable programming. Socialization and preschool programs for toddlers, tennis lessons for the entire family, free community events, environmentally friendly programs or classes for adults and seniors Chandler Recreation are just some of the programs provided to residents.

Aquatics facility amenities vary by location, but include: zero depth pools, slides, diving boards and lazy rivers. In addition to providing the community with a safe place to beat the heat, Aquatics offers extensive programs including: swim teams, year-round swim lessons in heated water, adult group practice, lap swim and aqua fit classes.

The CNSD works with multiple commissions. The Housing and Human Services Commission (HHSC), an eleven member advisory body appointed by the Mayor and approved by City Council, plays an important role in Consolidated Planning activities. The powers and duties of the HHSC are to:

- Advise the PHA Commission on the administration, operation and management of federal public housing and Section 8 tenant-based rental assistance programs;
- Advise City Council regarding the: administration, operation and management of federal public housing, rental assistance or low cost housing programs; development of City housing projects as defined in A.R.S. Section 36-1401; and welfare of 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 for social service funding, youth enhancement funds, acts of kindness funds and any other grant or social service funds that may become available;
- Recommend the annual allocation of CDBG funds and local human services funds to the City Council; and
- Assume such other powers and/or duties as may from time to time be approved by the City Council.

The City works closely with For Our City Chandler, a network of nonprofit and faith-based organizations, local government, business groups and Chandler residents. The goal of For Our City Chandler is to foster partnerships between local government and community volunteers to increase the effectiveness of people helping people. The City is also a member of the MAG Continuum of Care and participates in an annual street count of homeless people, working with neighboring jurisdictions to assess the needs of homeless people and target resources to effectively reduce homelessness.

NEEDED SERVICES ARE SUCCESSFULLY DELIVERED

The Institutional Structure and Delivery System delivers homeless prevention, street outreach and supportive services to a range of populations, including homeless people and people with special needs. The City's relationships with For Our City Chandler, the MAG Continuum of Care, and the Interfaith Homeless Emergency Lodging Program (I-HELP) ensure that resources effectively reach people in need, including homeless people. There are no services directly targeted to persons with HIV/AIDS; however, regional services are available for this population. Mobile clinic services are not available for homeless persons; however, For Our City Chandler and I-HELP offer periodic services.

I-HELP partners with local churches in Chandler and Gilbert to provide a safe place to sleep at night and a warm meal to eat. Individuals and families engaging with I-HELP are offered HOME tenant-based rental assistance coupled with case management services. The local Community Action Program provides eviction and foreclosure prevention assistance and utility and security deposits to assist households to maintain housing. The City also supports numerous regional emergency and transitional housing facilities that provide short-term and long-term shelter combined with case management services.

During the past five years, the duties and responsibilities of the Housing and Human Services Commission (HHSC) expanded to include meeting with various stakeholders, determining current service levels, assessing gaps in service, and developing priorities for funding to ensure resources are targeted to the most needy populations and neighborhoods.

The City also accomplished its goals to strengthen partnerships with neighborhoods and neighborhood organizations, providing additional opportunities for traditional neighborhoods to develop leadership and plan for their future in cooperation with the City and integrating community development planning into neighborhood leadership training.

The system is efficient and effective in delivering resources to address priority human services needs and the needs of homeless people and people with special needs. The City may however, update its human services needs assessment to capture changes since as economic recovery continues.

HUD Table 1 - Homeless Services Summary			
Homelessness Prevention Services	**Available in the Community**	**Targeted to Homeless**	**Targeted to People with HIV**
Homelessness Prevention Services			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance	X	X	
Rental Assistance	X	X	
Utilities Assistance	X	X	
Street Outreach Services			
Law Enforcement	X		
Mobile Clinics			
Other Street Outreach Services	X	X	X
Supportive Services			
Alcohol & Drug Abuse	X	X	X
Child Care	X	X	X
Education	X	X	X
Employment/Employment Training	X	X	
Healthcare	X	X	
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	
Other			
Other			

Strategy to Address Gaps in Institutional Structure and Delivery System

The system is challenged by the high cost of permanent housing and insufficient supportive housing for special populations. The City is working with nonprofit organizations to identify methods of ensuring supportive housing is available for special populations; this housing may be regional. Efforts to reduce the cost of housing or develop permanent affordable housing will be implemented, including tenant-based rental assistance, permanent affordable owner housing through the City's Community Land Trust program, and examination of possible incentives to encourage additional affordable housing.

CONSOLIDATED PLAN DEVELOPMENT

In developing the Five-Year Consolidated Plan and the 2015 Annual Action Plan, the City conducted two public meetings and an online survey. Public access to the survey was available at the City website and notices were e-mailed directly to stakeholders and neighborhood associations. The survey provided stakeholders and residents an opportunity to prioritize populations and activities.

Stakeholder and Citizen Priorities

Consultation and citizen participation comments and surveys were collated to identify priorities in six areas.

Priorities Identified through Consultation and Citizen Participation	
Populations	1. Domestic violence victims 2. Frail elderly 3. Youth, including neglected/abused children 4. Veterans
Services	1. Employment opportunities/job training (including for special populations) 2. Meeting basic needs 3. Case management 4. Health care 5. Transportation
Homelessness	1. Prevention (emergency rent and mortgage assistance, job training/employment opportunities) 2. Facilities and services for families 3. Permanent affordable housing
Facilities	1. Youth, including neglected/abused children 2. Basic needs (food/clothing)
Housing	1. Housing rehabilitation and emergency repairs including energy efficiency improvements for both owner- and renter-occupied units 2. Rentals for disabled/senior populations 3. Public housing expansion/improvements 4. Affordable homeownership opportunities
Neighborhoods	1. Public safety 2. Demolition of unsafe/vacant structures 3. Code enforcement

Documents Reviewed

A variety of documents were reviewed and incorporated into the Consolidated Plan. These documents include:

- City of Chandler General Plan;
- Maricopa Association of Governments 2014 Continuum of Care application;
- City of Chandler Public Housing Authority Annual Plan;
- City of Chandler Human Services Plan;
- FY 15/16 Human Services and CDBG/HOME Funding Manuals;
- City of Chandler Capital Improvements Program.

Citizen Participation Plan and Public Comments

The City's goal for citizen participation is to ensure broad participation of both residents and service providers in planning and program development. The City followed their published Citizen Participation Plan (CPP) in consulting with the public and stakeholders. The draft Consolidated Plan was widely distributed in print and on-line. Public comment will be solicited at two public hearings during the public comment period. The public hearings will be held March 25, 2015 and April 16, 2015.

Written Comments and City Responses

Written comments received during the public comment period and the City's response to each will be included in the final Consolidated Plan submission to HUD.

COMMUNITY HISTORY AND SOCIO-ECONOMIC PROFILE

In 1891, Dr. Alexander John Chandler, the first veterinary surgeon in the Arizona Territory, settled on a ranch south of Mesa, studying irrigation engineering. By 1900, he had acquired 18,000 acres of land and began drawing up plans for a townsite on what was then known as the Chandler Ranch. The townsite office opened on May 17, 1912. By 1913, a town center had been established featuring the luxurious Hotel San Marcos, the first golf resort in the state.

Most of Chandler's economy was successfully sustained during the Great Depression, but the cotton crash a few years later had a deep impact on the city's residents. In 1941, the founding of Williams Air Force Base led to a small surge in population, but Chandler still only held 3,800 people by 1950. By 1980, it had grown to 30,000, and it has since paced the Phoenix metropolitan area's high rate of growth, with vast suburban residential areas swallowing former agricultural plots. Some of this growth was fueled by the establishment of manufacturing plants for communications and computing firms such as Microchip, Motorola and Intel. Despite the inclusion of these and other large businesses, Chandler is still often considered a bedroom community for the greater Phoenix metropolitan area.

The City of Chandler consists of approximately 71 square miles and shares boundaries with the Town of Gilbert, Cities of Mesa, Phoenix and Tempe and the Gila River Indian Community.

Introduction

Consolidated Plan priorities and strategies are based on demographic and economic conditions, as well as trends and projections. Key demographics are population, and family and household types. Key economic conditions are income and employment.

Definitions and Acronyms

In the context of the housing market, households are the primary measure of housing demand - the US Census defines a household as "all the people who occupy a housing unit", including both related and unrelated people.

Family households are people who share the same housing unit and are related by birth, marriage or adoption to the householder. A family household may contain people not related to the householder who are counted as part of the household but not as part of the family. Non-family households are people living alone and groups of unrelated people sharing a housing unit.

Other definitions and acronyms used frequently in the Consolidated Plan are:

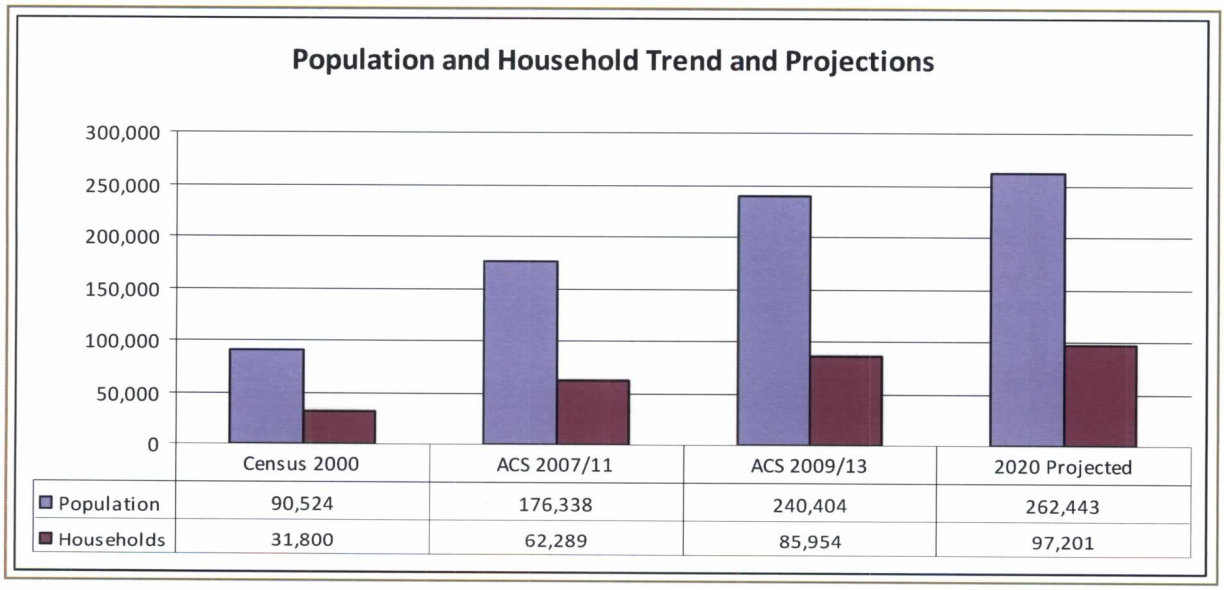
- AMI – Area Median Income as defined by HUD for the County
- Low-moderate income – a household with income less than 80% AMI
- Very low-income – a household with income less than 50% AMI
- Extremely low-income – a household with income less than 30% AMI
- Low-mod – households with incomes less than 80% AMI
- Cost burden – paying more than 30% of gross household income for housing
- Severe cost burden – paying more than 50% of gross household income for housing
- Housing problem – cost burden, severe cost burden, overcrowding or substandard housing

HUD DATA

The City's Consolidated Plan submission to HUD must use US Census 2011 American Community Survey (ACS) and 2011 Comprehensive Housing Affordability (CHAS) data. More current data is also available from the US Census Bureau for 2013. Throughout this document, both HUD data (2011) and 2013 ACS data are presented. When HUD data does not vary significantly from 2013 data, only HUD data is presented.

Population and Households

Chandler has reached its physical limits; opportunities for physical growth are focused on revitalization and preservation and continuing positive economic development. Natural growth – about 1.5% annually is anticipated through 2020; population and households will grow 14.4% to about 262,433 people living in 97,201 households, based on average household size of 2.7 people.

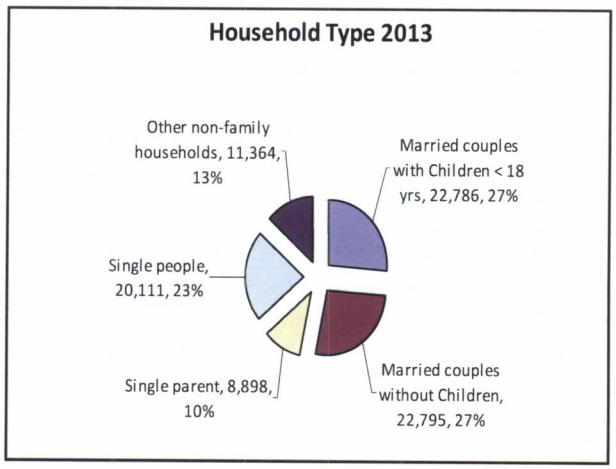


	Census 2000	ACS 2007/11	ACS 2009/13	2020 Projected
Population	90,524	176,338	240,404	262,443
Households	31,800	62,289	85,954	97,201

One-third of Households a Single Person or Single Parent

In 2013, there were 20,111 single person and 8,898 single-parent households in Chandler. Of single-person households, 22% (4,494) were single people age 65 or older. Single person and single-parent households generally have a single income source, resulting in unique housing needs.

The number of single-person households is increasing. In 2011, there were 19,708 single-person households, including 4,175 with at least one person age 65+.



Growing Racial and Ethnic Diversity

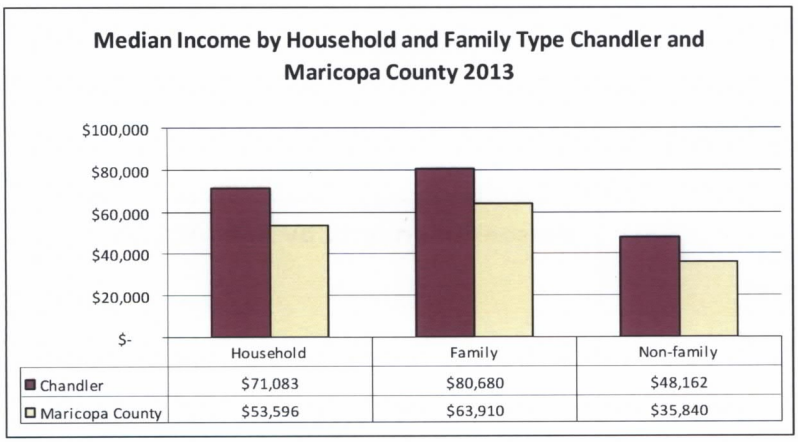
While a large percentage of the population identifies as White, since 2008 increased diversity is seen among Black/ African American (up 59%) and Asian (up 742%) individuals.

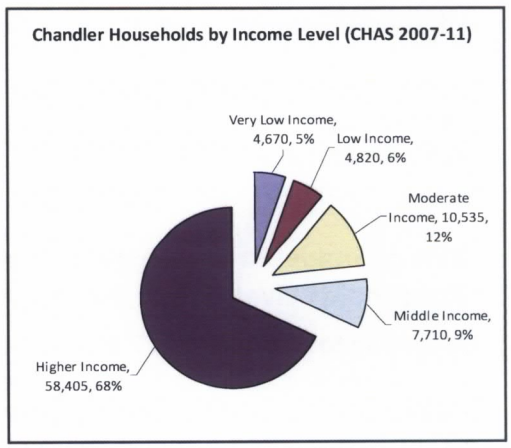
Trend in Race/Ethnicity (2008 – 2013)	ACS 2006/08	ACS 2009/13
White	81.0%	82.0%
Black or African American	4.1%	6.5%
Amer. Indian / Alaska Native	6.3%	2.3%
Asian	1.2%	10.1%
Other Race	10.4%	3.8%
Hispanic or Latino (of any race)	21.3%	22.3%

Chandler Median Income Higher than Maricopa County

Median income is the measure by which the housing and community development industry defines low and moderate income (low-mod) households and then targets resources. Median income includes income from employment and income from other sources such as investments, retirement and public assistance. When identifying households eligible for assistance from HUD programs, the Maricopa County median income is used.

In 2013, Chandler's median income for all household and family types was higher than Maricopa County. Chandler's median household income of $71,083 was 33% higher than the Maricopa County median. As a result of higher incomes in Chandler, fewer households will be eligible for assistance from HUD programs.





20,025 Low-Mod Households

In 2011, there were 20,025 Low-Mod Households, including 4,670 with incomes less than 30% AMI, 4,820 with incomes 30-50% AMI and 10,535 with incomes 50-80% AMI.

Families with People Age 62+ or Young Children More Likely to Be Low and Moderate Income

The rate of low-mod family households is highest among households that include at least one person age 62 or older or at least one child less than 6 years. These households are more likely to have a single income source.

HUD Data Table - Total Households by Income Level (2007-11 CHAS)

AMI	0-30%	>30-50%	>50-80%	>80-100%	>100%	< 80% (Low-Mod)	
Small Family	1,725	2,010	4,020	3,290	32,370	7,755	18%
Large Family	589	340	880	830	5,345	1,809	23%
At least 1 person 62-74 yrs	580	945	1,840	1,170	6,500	3,365	30%
At least 1 person age 75 +	390	650	945	590	2,139	1,985	42%
At least 1 child <=6 yrs old	1,263	1,115	2,335	1,495	10,620	4,713	28%
Total Households	4,670	4,820	10,535	7,710	58,405	20,025	23%
% of Total Households	5.4%	5.6%	12.2%	9.0%	67.8%		
% of Low-Mod Households	23%	24%	53%				

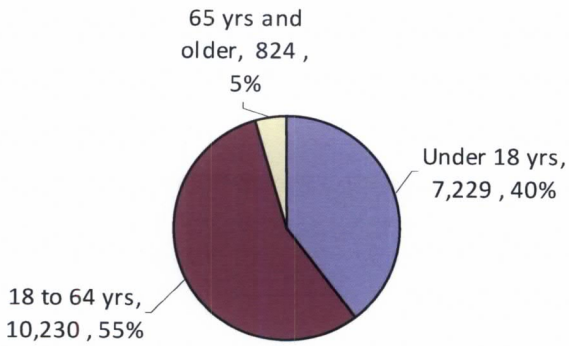
Higher Homeowner Median Income

The median income of renters is $49,544, while the median income of owners is $87,268. Higher income households are generally able to save for a down payment, meet lender credit requirements, and take advantage of the tax benefits of homeownership.

21% of Single-Parent Female-Headed Households Lives below Poverty Level

According to ACS 2007/11, 7.9% of Chandler's population lives below the poverty level, with the highest rate (21%) among single-parent female householders. Of those in poverty, 40% are children, 5% are seniors and the remaining 55% are working-age adults. Many working age adults in poverty are those with young children and those with disabilities whose earning potential is limited. Of the 10,230 adults living in poverty, more than half (5,882) worked at least part-time in the last year, and 1,120 worked full-time year-round.

Persons in Poverty by Age (ACS 2007-11)

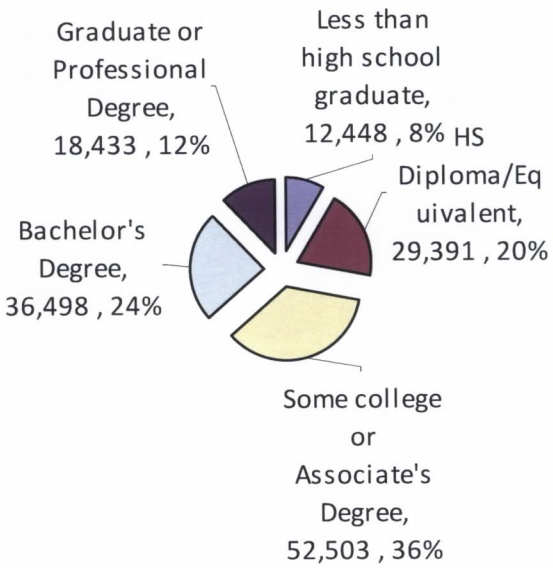


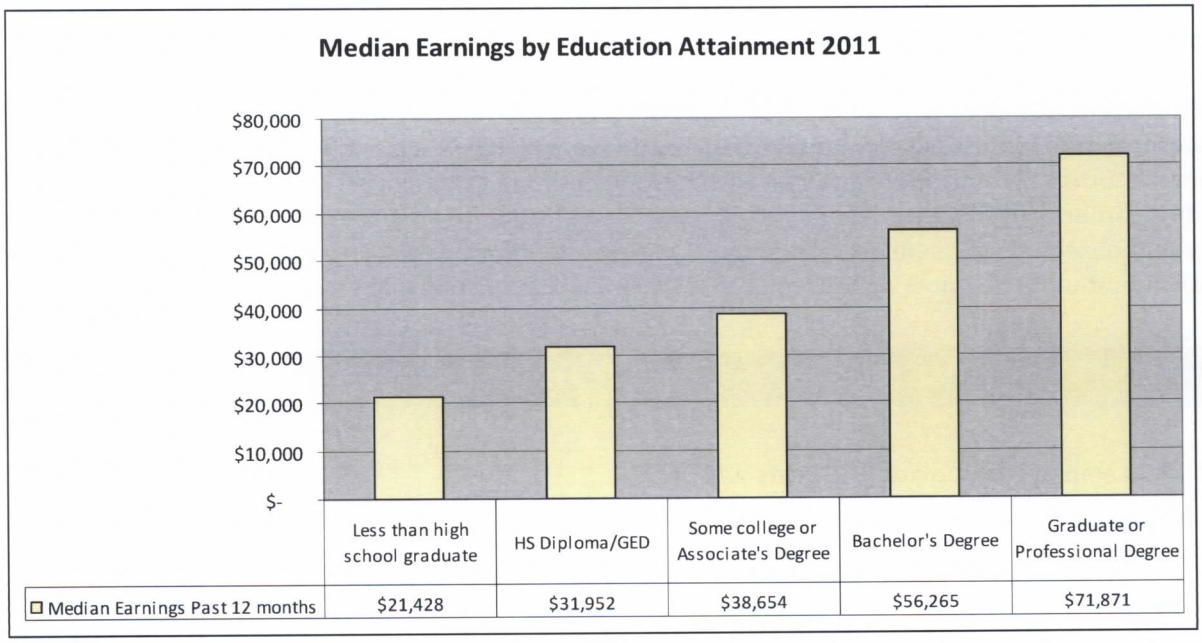
An Educated Workforce

Higher education is directly related to earnings potential and 36% of Chandler residents hold a Bachelor's degree or Graduate degree and another third have some college, including an Associate's degree. Adults with no high school diploma or equivalent earn 38% of an adult with a Bachelor's degree and 29% of an adult with a Graduate or Professional degree.

8% of Chandler's working-age population does not have a HS diploma or equivalent. The majority of adults without a HS diploma or equivalent are age 65 or older (30%) or age 18 to 24 (27%). Many of the younger adults may still be in high school.

Educational Attainment 2011

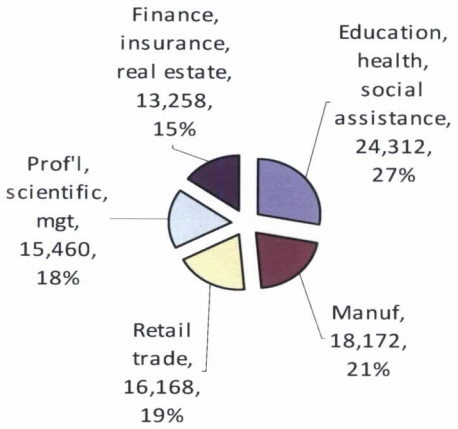




Increasing Employment

With a relatively well educated workforce and manufacturing and technology employment centers in Chandler, nearly half (47%) of the workforce is employed in education, health care and social assistance and manufacturing. While overall employment decreased by 8,862 or 6.7% from 2008 to 2013, employment is increasing with 1,066 more Chandler residents employed in 2013 than in 2011.

2013 Employment by Industry



2008 to 2013 Industry Employment Trend	2006/08 ACS	2007/11 ACS	2009/13 ACS
All Industries	132,025	122,097	123,163
Education, Health, Social Assistance	24,312	24,732	26,085
Manufacturing	18,172	15,427	15,560
Retail Trade	16,168	14,786	14,963
Professional, Scientific, Management	15,460	14,187	14,807
Finance, Insurance, Real Estate	13,258	12,049	12,025

HUD Employment Data

The unemployment rate in Chandler is 7%. Among the employed, 43% work in management, business, science and arts occupations, and 28% work in sales and office occupations. 15% of the workforce is employed in lower-paying service occupations. One of five employed Chandler residents works in the educational services, and health care and social services industry. Other high-employment industries are manufacturing (13%), retail trade (12%), professional/scientific/management (12%), and finance, insurance and real estate (10%).

According to ACS 2007/11, one-third of employed Chandler residents work in Chandler. More than three quarters (78%) of the Chandler workforce drives to work alone. Assuming that the average workforce member drives 10,000 miles each year to and from work and that the cost of driving is 50 cents per mile, a dual earner household will spend $10,000/year or $833/month on work-related travel costs; a single-earner household will spend $417/month on work-related travel costs. Low income families often cite transportation as the most significant barrier in finding and maintaining employment.

HUD Data Table Employment by Occupation (ACS 2007/11)	No.	%
Civilian employed population 16 years and over	122,097	
Management, business, science, and arts	52,519	43%
Service	18,867	15%
Sales and office	33,784	28%
Natural resources, construction, and maintenance	7,652	6%
Production, transportation, and material moving	9,275	8%

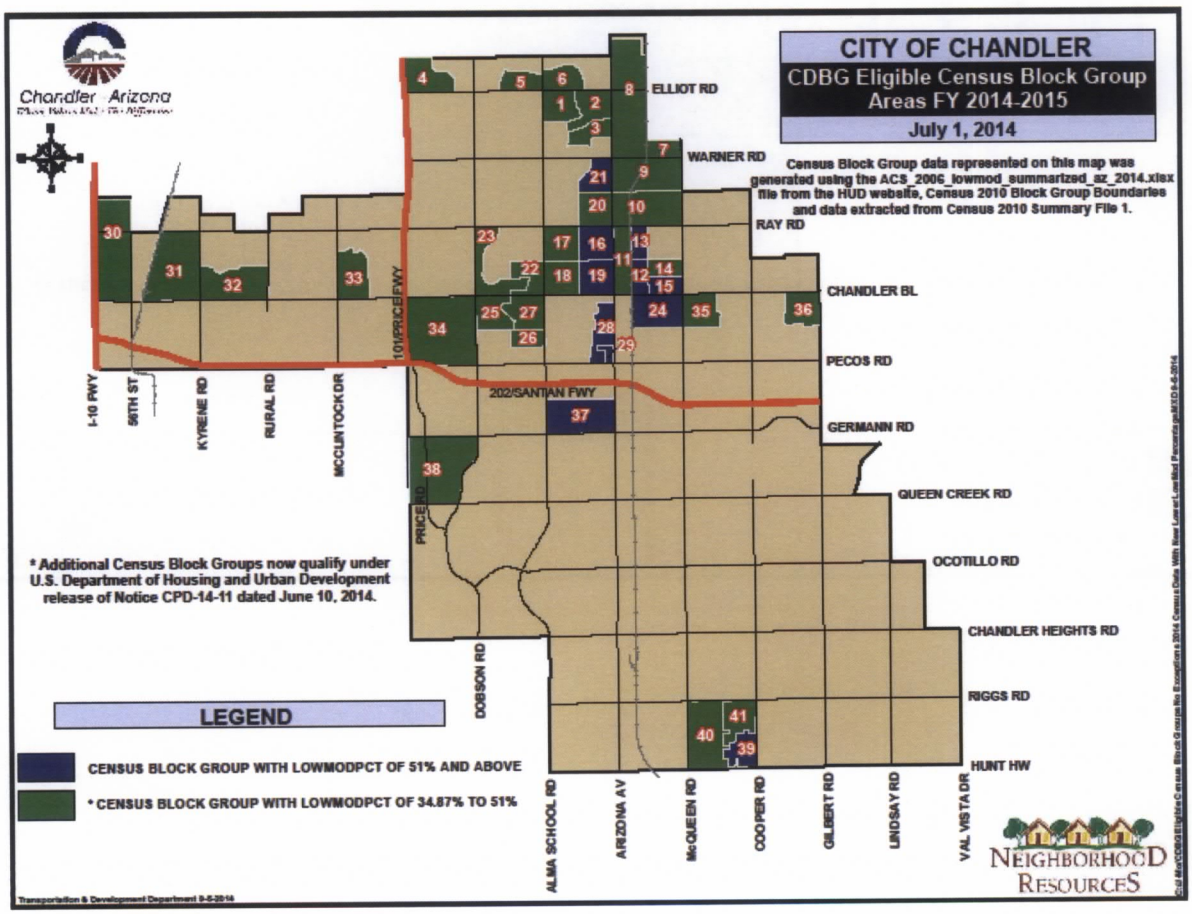
NEIGHBORHOODS AND GEOGRAPHIC TARGETING

Geographic Priority Area – North of the San Tan Freeway

Chandler's central city includes many long-established neighborhoods, and many of these neighborhoods are also home to low-income and minority populations. Community Development Target Areas are a HUD term for areas where at least 51% of the population in a Census Block Group is low-mod. However, Chandler is an "exception" community and at least 34.57% of the population in a Census Block Group must be low-mod for the area to be considered for CDBG funding.

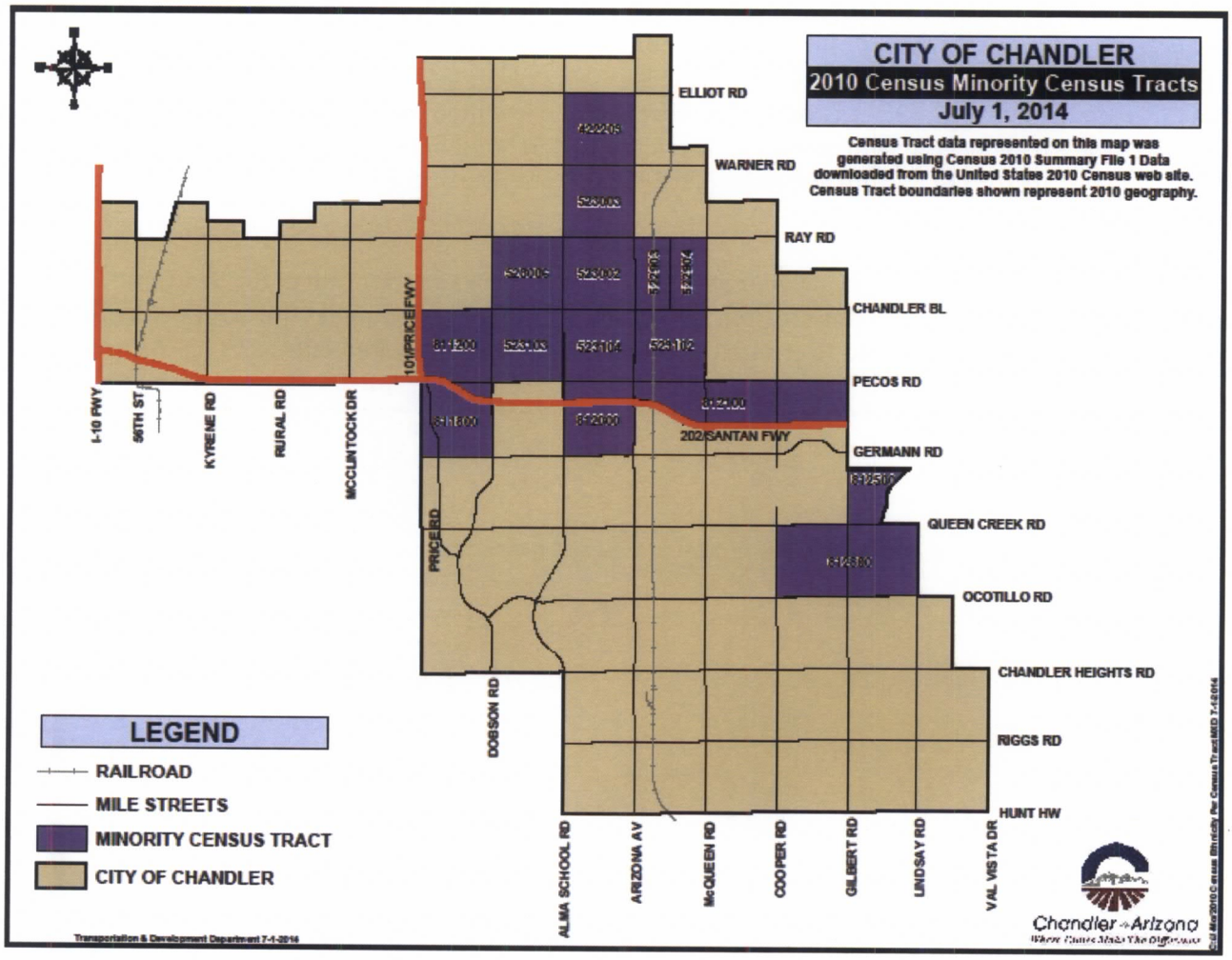
The City identified 9 Census Block Groups that meet the 51% low-mod definition and an additional 32 that meet the exception (34.57%) definition. There are 14,450 households in the 51% low-mod Census Block Groups – 10,205 (70.6%) are low-mod, 8,961 (62.0%) are Hispanic, and 6,238 (43.2%) are minorities.

The City's geographic priority area includes all eligible Census Block Groups north of the San Tan Freeway. In the event that activities are proposed in any area that does not meet the exception criteria, a special survey will be conducted to ensure the activity meets CDBG requirements.



AREAS OF MINORITY CONCENTRATION

HUD also requires the City to identify areas where the minority population exceeds the overall minority population by 10% or more. The City identified 13 Census Tracts with a higher proportion of minorities.



OTHER IMPORTANT AREAS IN THE CITY OF CHANDLER

1. Commercial Historic District. In 2000, the City's Commercial Historic District was listed on the National Register. The northern portion of the City's Arizona Avenue Corridor from Chandler Boulevard to Boston Street encompasses the original historic Downtown that today includes the City government center, the San Marcos Hotel, A.J. Chandler Park and a variety of historic buildings surrounding the park.

2. Arizona Avenue Corridor Improvement Plan Area. This area encompasses the commercial historic district and several areas of low-income concentration. The southern portion of the Corridor is comprised of strip commercial uses and freestanding buildings situated on small lots. A new City Hall was recently constructed to anchor revitalization in the area while preserving Chandler's historic resources. Key strategies in this plan include
    - Development of high density residential along selected corridors.
    - A more pedestrian-friendly environment.
    - A cultural and commercial entertainment environment linked to the historic downtown square.
    - Preservation and enhancement of residential neighborhoods through infill and renovation.
    - Attracting new businesses, employers, offices and housing to the downtown area.

3. Four Corners. Traffic and shopping patterns shifted as the result of new freeways, leaving challenges at several intersections in the City. In 2012, the Mayor's Four-Corner Retail Committee developed specific recommendations for strategies to help struggling retail centers overcome the challenges of a poor economy, shifting traffic patterns and aging commercial areas. Recommendations included:
    - Creating a team to support developers;
    - Examining parking ratios in revitalization areas;
    - Reviewing the code related to housing density;
    - Reviewing landscape requirements;
    - Examining the sign code;
    - Managing visibility to shopping centers;
    - Continuing to use the Commercial Reinvestment Program as a tool;
    - Evaluating mechanisms for dealing with abandoned and blighted buildings;
    - Creating a list of properties and owners to engage in redevelopment; and
    - Aggressively marketing vacant space for retail users or redevelopment.

HOUSING MARKET ANALYSIS

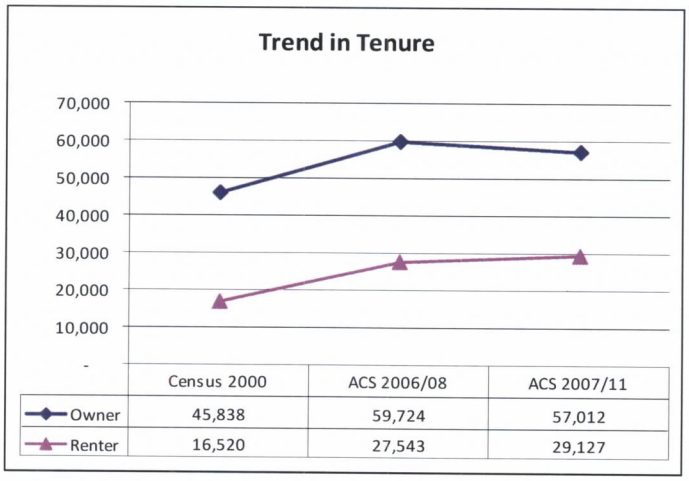
The housing market consists of housing units (supply) and the households who occupy them (demand). While the housing market is an economic market, complex variables beyond supply and demand have influence including: household composition, age of household members, access to employment and education opportunities, cost of goods and services, and preferences of residents. The three primary elements of the housing market are:

1. Variety - the types of available housing.
2. Quality – unit age and condition.
3. Affordability – household income relative to the cost of available housing.

Tenure and median income by tenure are both important to understanding the housing market and structuring appropriate strategies to address needs.

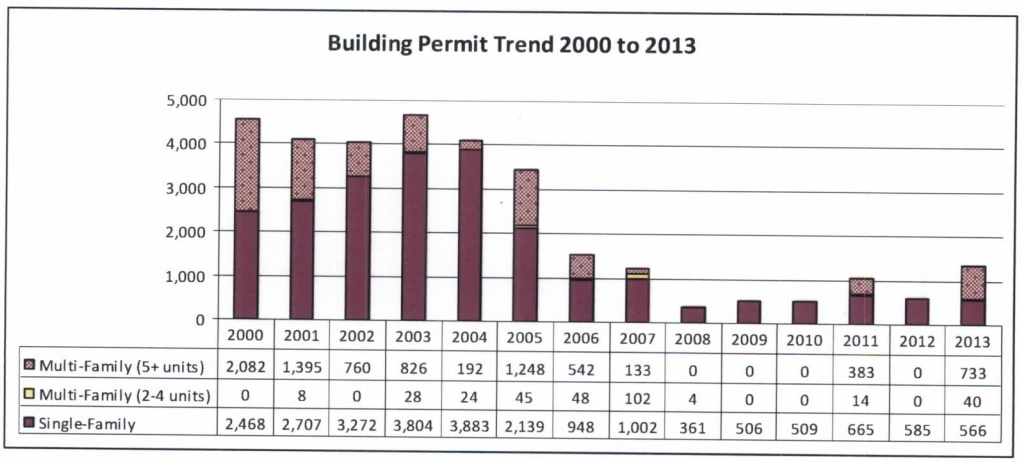
Increasing Proportion of Renters

Tenure is important to structuring appropriate strategies. Two-thirds (66%) of Chandler households are owners, yet the homeownership rate dropped 10% from 2000 to 2011, with one third of the decline occurring from 2008 to 2011. The increase in renters can be partially attributed to the high number of foreclosures in Chandler, many of which were among units built during the 2003 to 2006 housing boom.



Building Permit Trend Demonstrates Market Cycle

In general, the housing market moves roughly in line with the overall economy over the long term. A boom-bust cycle, where the housing economy is growing and strong and then stagnates or declines is common in Arizona. This market cycle was exaggerated during the recent Great Recession. The long-term trend in building permits clearly demonstrates the housing boom, housing crisis and beginning of market recovery in Chandler. Recent development reflects the demand for rental housing and the strategies employed by Chandler to provide for increased density in some areas of the City.



	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Multi-Family (5+ units)	2,082	1,395	760	826	192	1,248	542	133	0	0	0	383	0	733
Multi-Family (2-4 units)	0	8	0	28	24	45	48	102	4	0	0	14	0	40
Single-Family	2,468	2,707	3,272	3,804	3,883	2,139	948	1,002	361	506	509	665	585	566

Minority Households More Likely to Have Housing Problems

HUD requires the City to identify the housing needs of minority households and whether those needs are disproportionately greater than housing needs of non-minority households. Citywide 24% of households have one or more housing problems. Comparatively, 37% of Hispanic, 31% of Native American and 29% of Black/African American households have one or more housing problems. Hispanic households with income <50% AMI are three times more likely to have housing problems than non-Hispanic households. Severe housing problems, including severe cost burden and severe overcrowding are more likely to be experienced by Black/African American, Hispanic and Native American households.

In general, renters and larger families, regardless of race and ethnicity, have more housing problems. Housing problems of Hispanic households may be partially attributed to larger household size and higher rates of renting among minority households. Average household sizes are: White - 2.59 people; Black/African American – 2.71 people; Native American – 3.21 people; and Hispanic – 3.42 people. Rates of renting are: White – 35%; Black/African American – 63%; Native American – 49%; and Hispanic – 46%.

Housing Variety and Number of Units

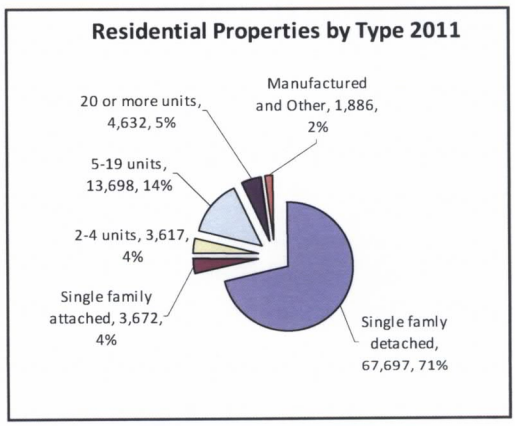
A variety of housing types is necessary to meet the diverse housing needs and desires of both owners and renters. Housing variety is driven by many factors - primarily demand for certain types of housing and amenities by households who can afford the desired type and amenities. Other factors that influence housing variety include public policy such as zoning and building requirements, the availability and cost of infrastructure, and the cost of land and construction.

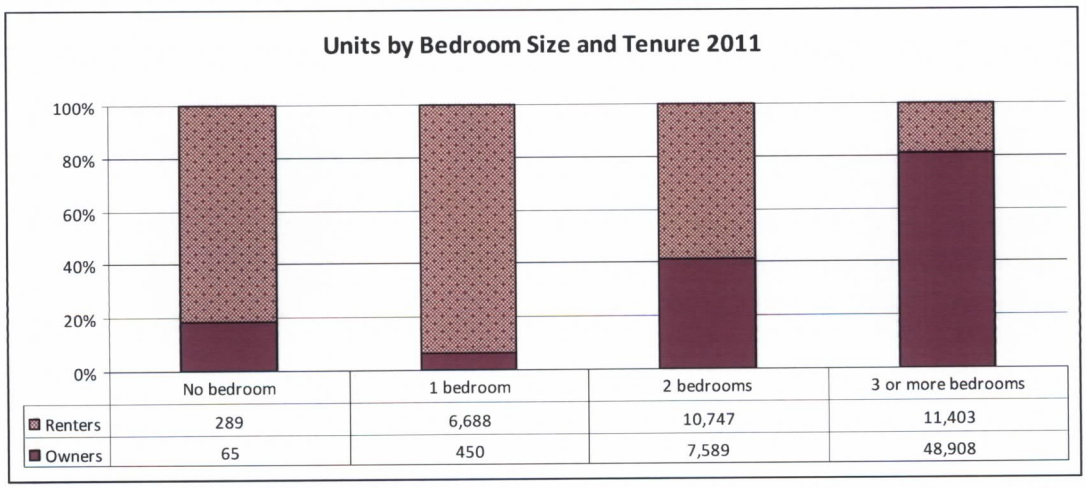
Single-family 3-bedroom Detached Housing Predominates

Seven of ten (71%) Chandler residential properties are single-family detached, and 70% consist of 3 or more bedrooms. An additional 21% consist of 2 bedrooms.

Most (83%) single-family units are owner occupied, as are the majority (86%) of units with 3 or more bedrooms.

In general, higher-density structures are renter occupied while lower-density structures, including manufactured units are owner occupied. Renters are more likely to occupy smaller units; however 39% occupy 3-bedroom and larger units.





HOUSING QUALITY

Housing quality encompasses a range of issues that are central to quality of life including safety, design and appearance, maintenance and energy efficiency, and occupant and community health. The quality of the existing housing stock reflects economic prosperity and pride of community. Housing quality is often the first impression that signals the community well-being that attracts and retains employers and economic investment.

The age of the housing stock is one indicator of housing quality. While many older housing units have been well-maintained, other older housing units may have been built to outdated building codes using materials and construction techniques that are no longer considered safe or sustainable. Older units are more likely to require rehabilitation or replacement, and occupants often have higher utility costs. Some materials such as lead paint (in units built prior to 1978) may represent health hazards.

Definitions of Standard Condition and Substandard Condition but Suitable for Rehabilitation

HUD requires the City to define standard condition and substandard condition but suitable for rehabilitation. These definitions are used in determining the eligibility of a housing unit for rehabilitation.

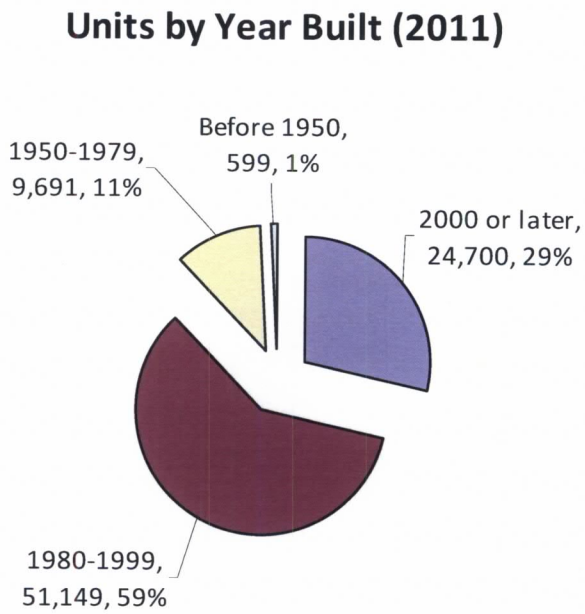
Standard. Meets or exceeds HUD Housing Quality Standards (HQS); does not have any critical or major structural defects; has adequate plumbing and heating/cooling facilities; and its appearance does not create a blighting influence.

Substandard Condition but Suitable for Rehabilitation. Does not meet HUD HQS; has one or more major and/or critical structural defects that can be repaired for a reasonable amount. The degree of substandard is either moderate or severe according to the number of defects and the degree of deficiency.

- Moderately Substandard –less than three major defects and can be restored to a standard condition for a reasonable cost.
- Severely Substandard –three or more major defects or at least one critical defect and can be restored to a standard condition for a reasonable cost.

10,290 Units Built Before 1980

The housing stock in Chandler is relatively new, with 89% of Chandler's built after 1980 and 29% built in 2000 or later. Of the 10,290 units built before 1980; 63% are occupied by owners and 37% by renters.



2,100 Households with Young Children at Risk of Lead-based Paint Poisoning

According to HUD 2007-11 CHAS data, 2,100 structures built before 1979 are occupied by children less than 6 years of age, including 1,020 by owners and 1,080 by renters.

Built Before 1979 and Occupied by Children Under 6 years	
Owner	1,020
Renter	1,080

In June 2014 the Arizona Department of Health Services (ADHS) released its updated Targeted Lead Poisoning Screening Plan. Acknowledging that many lead sources have been eliminated or reduced in the last few decades, the plan indicated that lead poisoning continues to affect children in Arizona, primarily from paint, imported goods, food, medicines, and spices, leaded crystal and pewter, lead in dust, soil, and mining, drinking water, and occupation and hobbies. Because of ongoing surveillance and analysis, public health professionals are able to target surveillance and intervention efforts on the children most at risk.

Based on recommendations and guidance from the CDC, Arizona has moved from universal lead screening to targeted screening. The State's 3-year goal is to increase the utility of the targeted screening plan by 1) increasing screening rates to 85% in targeted zip codes, 2) assessing the indicators used to develop the targeted high-risk zip codes, and 3) reducing the number of targeted high-risk zip codes. There are two high risk zip codes in Chandler – 85225 and 85226.

Reducing Lead-based Paint Hazards

The City has taken action to educate and inform the public regarding lead hazards. In addition, the City follows a multi-pronged approach to reduce lead hazards:

1. Rehabilitation Projects. 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. The Consortium has licensed contractors who are available to perform appropriate abatement and/or removal procedures if lead-based paint is present.
2. Section 8 Housing Choice Vouchers. The PHA inspects prospective dwellings constructed prior to 1978 that will have a child under the age of six residing therein, for compliance with EPA and HUD Lead Based Paint rules and regulations. The inspection includes visual inspections for chipped, peeling, chalking and deteriorated interior and exterior paint. Clearance testing may be performed after remediation by the property owner, to assure a lead-safe environment.
3. Public Education. Lead hazard information is distributed to participants in homeownership and rental programs.

HOUSING AFFORDABILITY

Government programs define housing affordability as paying less than 30% of gross household income for total housing cost (rent plus utilities or mortgage). Households paying more than 30% of household income for housing are considered cost burdened, while households paying more than 50% of household income for housing are considered severely cost burdened. However, the definition of cost burden is more appropriate to moderate income households than to lower income households. Simply stated, housing cost burdened lower-income households may have little remaining to pay for the essentials such as clothing, food, transportation and child care, while higher income households may choose to pay more for housing and still have plenty remaining for the essentials. Cost burdened households at all income levels impact local businesses, particularly businesses such as restaurants and recreation services that rely on discretionary spending.

Housing Cost Burden Impacts 29,100 Households – 16,000 Are Low-Mod

According to HUD CHAS data, there are 29,100 Chandler households paying more than 30% of household income for housing costs, including 15,995 low-mod households. Both owners and renters may choose to occupy housing that is disproportionately costly for any number of reasons – location, availability, public transportation and access to services or employment, anticipated income increases, and housing quality are just some of the complex factors that impact housing choice.

Nine of Ten Lowest Income Households are Housing Cost Burdened

As income increases the rate of cost burden decreases. Housing cost burden impacts 87% of households with income < 30% AMI and 85% of households with income 30-50% AMI. Half of households with incomes 80-100% AMI are cost burdened, as are 16% with incomes > 100%.

Cost Burdened Households by Income Level (2007-11 CHAS)

Income Level	Households	Cost Burdened	
Zero Income	440	440	100%
< 30% AMI	4,230	3,690	87%
30 – 50% AMI	4,825	4,110	85%
50 – 80% AMI	10,535	7,755	74%
80 – 100% AMI	7,710	3,750	49%
> 100% AMI	58,400	9,355	16%
All Households	86,140	29,100	34%

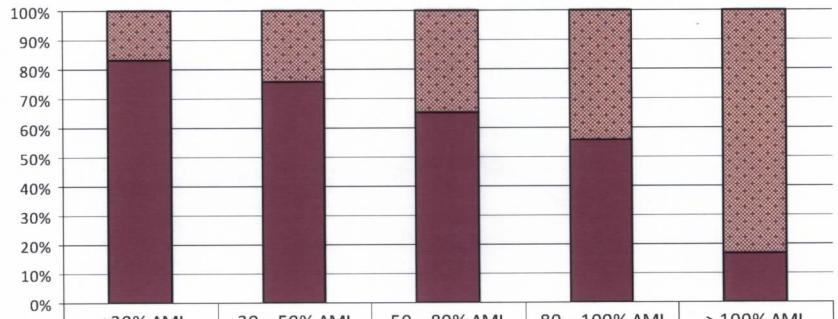
THE HOMEOWNERSHIP MARKET

HUD programs can be used to help existing homeowners to rehabilitate their homes and first-time homebuyers to enter homeownership. Housing problems of existing owners and the cost of housing are primary considerations in structuring appropriate strategies. Two thirds of Chandler households are owners and the homeownership rate is highest among married couple families and lowest among single-parent families.

6,025 Low-Mod Owners Cost Burdened

While owners at all income levels experience cost burden, the rate of cost burden is highest among the lowest income households – 71% of low-mod compared to 21% of middle and higher income owners. 6,025 low-mod owners are cost burdened, including 83% (1,395) with income < 30% AMI, 76% (1,465) with income 30-50% AMI and 65% (3,165) with income 50-80% AMI.

Cost Burdened Owners by HUD Income Level (CHAS 2007-11)



	< 30% AMI	30 – 50% AMI	50 – 80% AMI	80 – 100% AMI	> 100% AMI
No Cost Burden	280	470	1,670	1,810	36,960
Cost Burden	1,395	1,465	3,165	2,285	7,515

Overcrowding and Substandard Owner Housing

Overcrowding and substandard housing are the two other HUD measures of housing problems. Overcrowding can lead to health and safety concerns, higher utility costs, and increased maintenance. According to the HUD CHAS data, 360 owners live in overcrowded conditions, including 85 extremely overcrowded. Overcrowding is most prevalent among owners with incomes less than 30% AMI and renters with incomes 50-80% AMI. Severe overcrowding is most prevalent among owners with incomes 30-50% AMI and renters with incomes 30-50% AMI.

A substandard housing unit is defined by HUD as lacking complete plumbing or kitchen facilities. According to HUD CHAS data, 110 low-mod owners occupy substandard housing in Chandler.

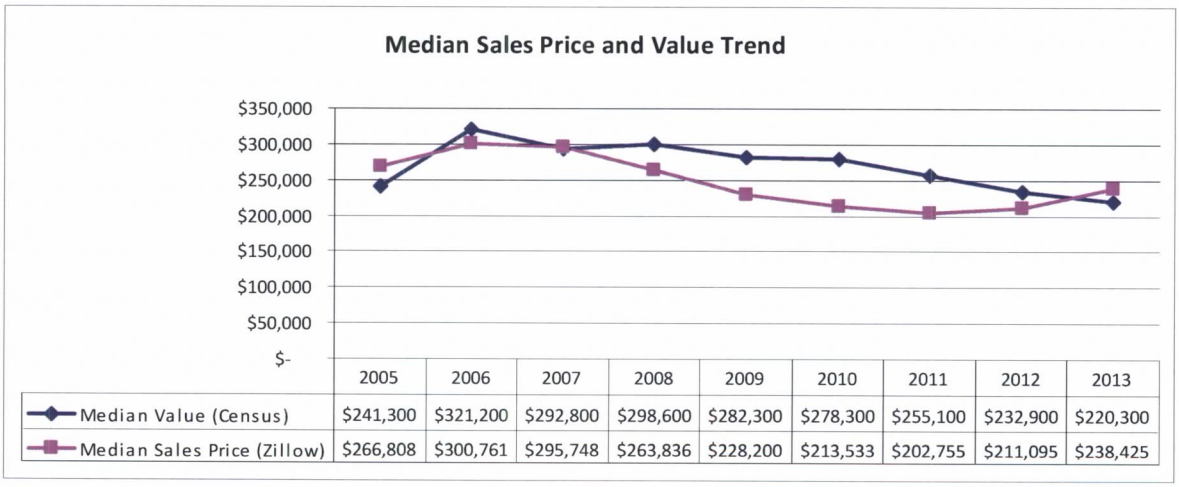
HUD Data Table – Overcrowded and Substandard Owner Housing (CHAS 2007-11)					
	0-30%	30- 50%	50-80%	80-100%	Total
Substandard	45	45	20	0	110
Severely Overcrowded	15	35	20	15	85
Overcrowded	140	20	75	40	275

Home Prices Stabilizing

Housing values directly impact the amount of funds that a buyer can borrow as well as the amount of taxes paid. Lenders provide financing up to a percentage of the value of a housing unit and this is one factor in determining whether a buyer is able to purchase a unit. While median home values increased 63% from 2000 to 2013, it is important to acknowledge the long market cycle.

Change in Median Home Value	
Census 2000 Median Value	$ 135,500
ACS 2009/13 Median Value	$ 220,300
Change in Median Value 2000 to 2011	$ 84,800
% Change in Median Value	63%

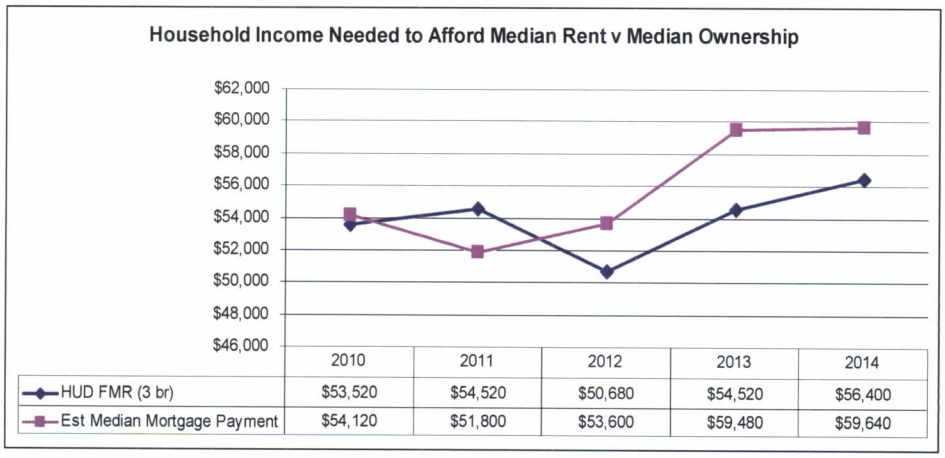
Values are generally reflected in prices but during a time of high demand, prices can exceed values and during a time of low demand, values can exceed sales prices. According to Zillow median sales price history, sales prices at the height of the market were about 10% higher than values, while prices at the bottom of the market were about 20% lower than values. In 2013 and 2014, sales prices were stable.



	2005	2006	2007	2008	2009	2010	2011	2012	2013
Median Value (Census)	$241,300	$321,200	$292,800	$298,600	$282,300	$278,300	$255,100	$232,900	$220,300
Median Sales Price (Zillow)	$266,808	$300,761	$295,748	$263,836	$228,200	$213,533	$202,755	$211,095	$238,425

Renting and Owning Costs Similar

The income needed to afford a mortgage on a median-price home and to pay fair market rent for a 3 bedroom unit is very close; both required an income well over $50,000 in 2014. While rents and values fluctuate with market cycles, owning a home can be as or more affordable than renting for Chandler renters who are prepared for homeownership.



	2010	2011	2012	2013	2014
HUD FMR (3 br)	$53,520	$54,520	$50,680	$54,520	$56,400
Est Median Mortgage Payment	$54,120	$51,800	$53,600	$59,480	$59,640

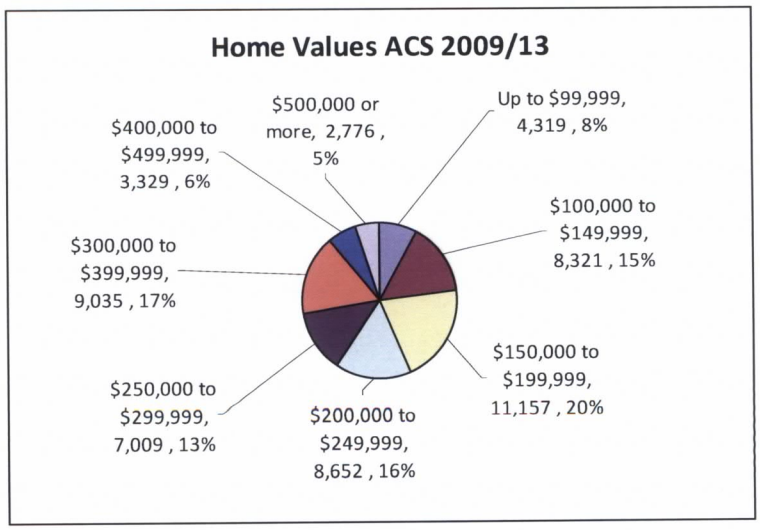
Assisting First-time and Returning Homeowners

The national goal of increasing homeownership resulted in a federal focus on assisting first-time homebuyers with the goals of family and community stability and the possibility of asset building. The foreclosure crisis and Great Recession resulted in lower rates of homeownership, unstable local and State revenues, and the loss of individual wealth. For many years strict underwriting criteria made it difficult for first-time homebuyers to purchase a home despite low home prices. Arizona's Industrial Development Authorities responded with funds to assist homebuyers, including equity contributions and mortgage revenue bonds. The secondary market (FHA, Fannie Mae, Freddie Mac) are also beginning to offer lower down payment mortgage options that will make it easier to save for homeownership; however, the high cost of mortgage insurance reduces the purchasing power of households unable to make at least a 20% down payment.

A Chandler renter with the median renter income of $49,544 could afford to purchase a home valued at $222,075. This assumes a 30-year fixed rate 5% mortgage and that a household has total other debt equal to 10% of gross household income, with a 43% total debt to income qualifying ratio. There are approximately 25,000 Chandler units that, if for sale, would be affordable to the renter with median renter income. To purchase a median priced home, a median income renter would need $16,350 of assistance.

Assisting Chandler First-time Homebuyers	
2013 Median Renter Income	$ 49,544
Maximum Purchase Price	$ 222,075
2013 Median Value	$ 220,300
2013 Median Sales Price	$ 238,425
Purchase Gap – Census Median Value	$ 0
Purchase Gap – Zillow Median Sales Price	$ 16,350

Using HUD assistance to help first-time and returning homeowners is an important strategy for neighborhood stability and revitalization. However, because incomes are higher in Chandler and HUD assistance uses Maricopa County median income guidelines to determine eligibility for assistance, creative approaches are essential to assisting low-mod renters to become owners.



THE RENTAL MARKET

Renting provides opportunities for households to learn more about a neighborhood or community before making a homeownership investment and provides for mobility among the workforce. From a household perspective, renting is chosen over homeownership for a variety of reasons including:

- Renting may be less expensive than owning, especially during the first five years;
- Rental units are maintained and repaired by their owners;
- Less time spent on maintenance and repairs equals more free time;
- Renting carries less financial risk, especially in volatile markets.

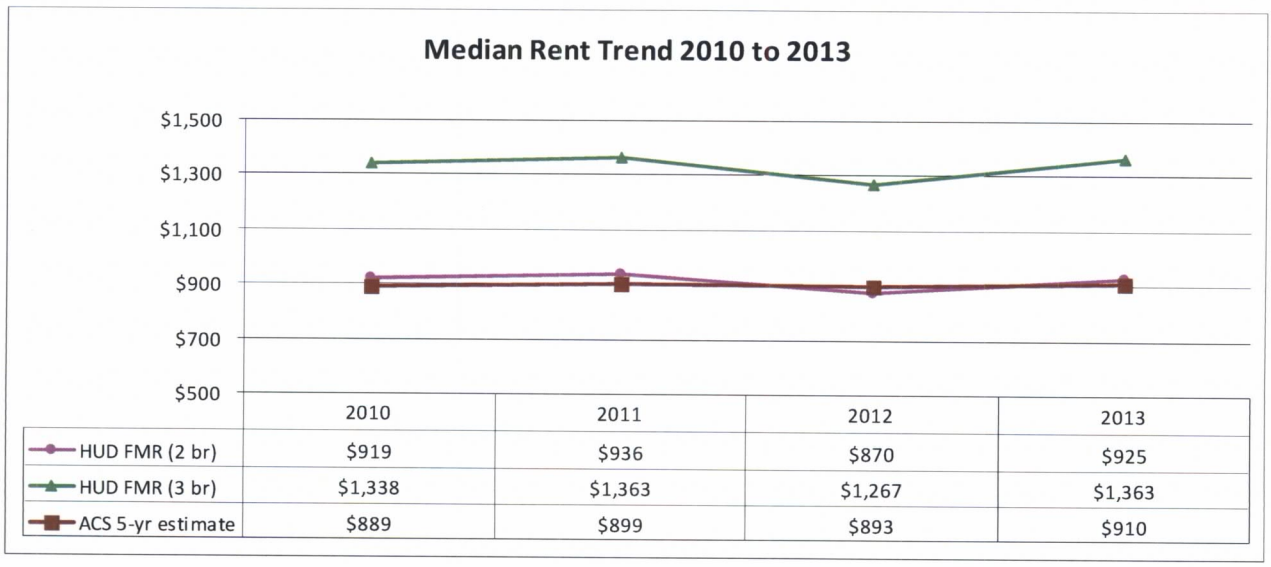
Median Rent Increased

From 2000 to 2011, the median rent increased $104/month or 13%.

HUD Change in Median Rent	
Census 2000 Median Rent	$ 795
ACS 2007/11 Median Rent	$ 899
Change in Median Rent	$104
% Change in Median Rent	13%

Median Rents Reflect HUD 2 Bedroom Fair Market Rent

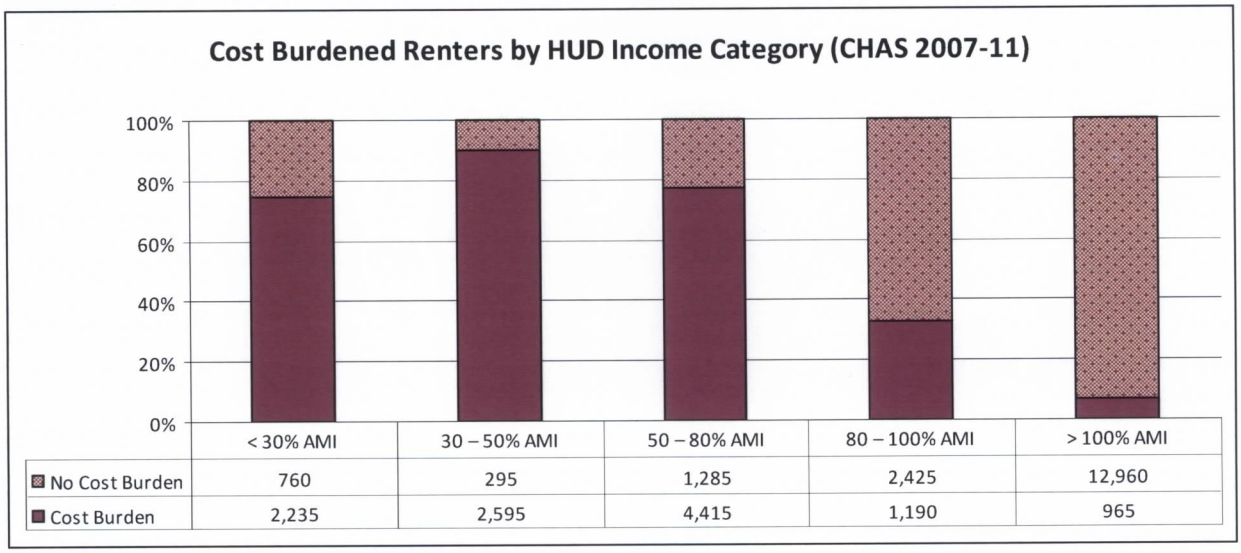
While Census median rents reflect a small increase, other data suggests that the ACS 2007/11 median rent reflects 2-bedroom units, yet 39% of renters occupy 3 bedroom or larger units.



	2010	2011	2012	2013
HUD FMR (2 br)	$919	$936	$870	$925
HUD FMR (3 br)	$1,338	$1,363	$1,267	$1,363
ACS 5-yr estimate	$889	$899	$893	$910

9,245 Low-Mod Renters are Cost Burdened

Renters at all income levels experience cost burden, yet the rate of cost burden is highest among the lowest income households – 80% of low-mod renters compared to 12% of middle and higher income renters. 9,245 low-mod renters are cost burdened, including 75% (2,235) with income < 30% AMI, 90% (2,595) with income 30-50% AMI and 77% (4,415) with income 50-80% AMI.



Overcrowding and Substandard Renter Housing

Overcrowding and substandard housing are the two other HUD measures of housing problems. Overcrowding can lead to health and safety concerns, higher utility costs, and increased maintenance. According to the HUD CHAS data, 730 low-mod renters live in overcrowded conditions, and 130 are extremely overcrowded. Overcrowding is most prevalent among owners renters with income 50-80% AMI. Severe overcrowding is most prevalent among owners with renters with income 30-50% AMI.

A substandard housing unit is defined by HUD as lacking complete plumbing or kitchen facilities. According to HUD CHAS data, 220 low-mod renters occupy substandard housing in Chandler.

HUD Data Table – Overcrowded and Substandard Renter Housing

	0-30%	>30-50%	>50-80%	>80-100%	Total
Substandard	75	105	40	0	220
Severely Overcrowded	0	80	50	35	165
Overcrowded	225	145	230	185	785

Data Source: 2007-11 CHAS

Subsidized Rental Units

There are 5 Low Income Housing Tax Credit (LIHTC) projects in Chandler containing 481 subsidized units. There are 262 3- and 4- bedroom units that meet the needs of Chandler's large family renters. In addition, there are five locally-funded HOME projects.

Subsidized rental housing projects have use or affordability periods that last five years or more and preserving affordable units can be a priority. Beginning in 1990, the Arizona Department of Housing required 30-year extended use agreements for all LIHTC projects; no LIHTC projects in Chandler will expire during the next 10 years.

Chandler Low-Income Housing Tax Credit Projects

Project Name	Units	Low-Income Units	0 br	1 br	2 br	3 br	4 br	Year Expires
Colonia Del Rey	60	60	0	0	24	36	0	2026
Palm Terrace	180	180	0	0	120	60	0	2026
Chandler Gardens	80	79	0	0	20	32	28	2031
Maricopa Revitalization Partnership	35	35	0	0	6	27	2	2033
Chandler Village Apartments	127	127	0	21	29	54	23	2034
Total	**482**	**481**	**0**	**21**	**199**	**209**	**53**	

Source: US Department of Housing and Urban Development

Subsidized Rental Projects with Expiring Affordability

There are two State-funded HOME projects that have expiring periods of affordability between 2015 and 2019

State-Funded HOME Projects Expiring 2015 - 2019

Project Name	Expires
Erie Street Apartments	8/13/2016
Arroyo Terrace	4/28/2019

Source: Arizona Department of Housing

Nearly 300 Rental Units Needed for Extremely Low Income Renters

There is insufficient rental housing to meet the needs of Chandler's lowest income renters and $14.7 million would be needed to fill the need assuming a $50,000/unit.

Affordable Rental Units Needed for Extremely Low-income Cost Burdened Renters

Monthly Rent	Existing Units	Affordable to Household with Income up to	% County AMI	Severely Cost Burdened Renters	Unit Gap
<=$399 (incl. no rent)	1,741	$ 16,000	29%	2,035	294

Rental Assistance Important to Low-Mod Renter Stability

Rental assistance is one method of assisting lower-income renters to afford quality units. Most rental assistance programs provide assistance that reduces the monthly rent outlay to 30% of household income for households earning less than 50% AMI. In 2013, households with income 50% AMI required assistance of $21/month to afford the median rent unit, while households with income 30% AMI required $377.

Trend in Median Gross Rent, Income and Subsidy Needed to Afford median Rent

	Census 2000	ACS 2006/08	ACS 2007/11	ACS 2009/13
Median Rent	$ 795	$ 1,068	$ 899	$ 910
Median Income	$ 58,416	$ 70,294	$ 71,343	$ 71,083
Rental Gap (30% AMI)	$ 357	$ 541	$ 364	$ 377
Rental Gap (50% AMI)	$ 65	$ 189	$ 7	$ 21

PUBLIC HOUSING

The Housing and Redevelopment Division (PHA) operates Low Rent Public Housing, Section 8 Housing Choice Vouchers, the Family Self-Sufficiency program, the Housing Youth program, the Section 8 Homeownership Program and a non-federal designated scattered-site senior affordable housing program. The PHA manages 485 Section 8 Housing Choice Vouchers, and 303 public housing units, including 103 scattered site homes, 200 apartment style units and 4 scattered site senior homes in gated adult communities.

Of the 103 scattered-site single-family homes in the inventory most were built in the late 1970's to mid 1980's, with 25 homes built in 1996. The scattered-site homes are well maintained, have limited maintenance issues and are comparable if not superior to the housing stock in the surrounding neighborhoods.

200 Aging Public Housing Units

The 200 single story apartment style units were constructed in 1972. The units are small and have a very modest level of amenities compared to market units. They are clean and in good repair, but have higher plumbing-related maintenance calls; water and wastewater systems are deteriorating and will require replacement in the near future. While significant improvements have been made to enhance livability, redevelopment is one alternative.

1,600 on Combined Waiting List

There are over 1,600 families on the combined public housing and Section 8 waiting lists. Because the PHA serves very-low and low-income tenants, a combination of factors including lack of affordable housing and other socio-economic conditions such as divorce, domestic violence, a low-level of education and sometimes substance/alcohol abuse and physical and/or developmental challenges result in highly variable needs. Most prospective tenants are not specific in accommodation or needs requests; typical requests are for accommodations for intellectual and physiological therapies that require policy or procedure exceptions, waivers or modifications.

Overall, public housing residents and Section 8 Housing Choice Voucher participants typically have larger families and very low incomes. Twenty percent of public housing residents and Section 8 participants are elderly. The race and ethnicity of both public housing residents and Section 8 participants is more diverse than Chandler's population as a whole.

Public Housing Residents and Section 8 Housing Choice Voucher Participants			
	Avg. Annual Income	**Avg. Length of Residency/Assistance**	**Avg. Household Size**
Public Housing	$14,892	4.8 years	3.5 people
Section 8 Vouchers	$12,676	9 years	3 people

High Performing PHA

The Chandler Public Housing program and Section 8 program have been designated by HUD as "High Performing". The PHA will encourage public housing residents to become more involved in management and participate in homeownership in the following ways:

- Circulate newsletters and e-mail blasts and periodically schedule staff-participant meetings. Quarterly newsletters will include information regarding new programs, new requirements, and resident services. Additional mailings will include meeting invitations, Resident Advisory Board recruitment, and other announcements.
- Partner with Chandler Public Library's Adult Education Program and faith-based organizations to provide financial literacy classes, and with Newtown Community Land Trust to provide homeownership classes.
- Afford FSS clients an additional 3:1 down payment assistance match to their down payment made from a partner IDA program. FSS staff will work with clients interested in homeownership to make them aware of other resources available in community, including the HOME program, Federal Home Loan Bank, sponsors of Individual Development Accounts, and products sponsored by the Maricopa County Industrial Development Authority, such as mortgage revenue bonds, mortgage credit certificates and down-payment assistance.

REMOVING BARRIERS TO AFFORDABLE HOUSING DEVELOPMENT

Affordable housing barriers are regulatory or financial systems that make it harder for developers to create affordable housing. Barriers to affordable housing development can occur at many levels – local, state and federal government, as well as in related industries, such as the real estate, insurance and finance industries. In recent years, Chandler has taken steps to encourage the development of affordable housing by updating its zoning ordinance and map and other land use controls.

HUD defines a regulatory barrier as "a public regulatory requirement, payment, or process that significantly impedes the development or availability of affordable housing without providing a commensurate health and/or safety benefit." Based on HUD's checklist, numerous opportunities can be considered to encourage affordable housing development:

1. Adoption of specific housing rehabilitation building code language that encourages rehabilitation through gradated regulatory requirements as different levels of work are performed in existing buildings.

2. Convening commissions or meetings or funding a study to review the impact of rules, regulations, development standards, and processes on the supply of affordable housing.
3. Providing density bonuses sufficient to offset the cost of building below market units as an incentive for market rate residential development that includes a portion of affordable housing.
4. Expediting approvals.
5. Allowing accessory dwelling units.
6. Adjusting or waiving parking.
7. Reducing and/or waiving development fees and/or paying in impact fees.

Strategy to Address Barriers to Affordable Housing Development

During the next year the City will be updating its General Plan, including its Housing Element. The planning process is an opportunity to examine land uses and other methods that will retain the City's current economic and social climate while expanding housing choice for households at all income levels.

Homelessness in Chandler

The Maricopa Association of Governments (MAG) Continuum of Care Regional Committee on Homelessness is a planning entity made up of local stakeholders convened for the purpose of ensuring that homeless planning is coordinated across municipalities and agencies. The City's experience is that the homeless population is either newly homeless or chronically homeless and not engaging with offered services. The Chandler 2014 point-in-time count revealed 18 unsheltered and 9 sheltered individuals; the Chandler Unified School District reported 400 homeless children in their district. The final 2015 point-in-time count numbers are pending at this time.

Homeless individuals and families in Chandler reflect the diversity, complex characteristics and special needs of all homeless people in the United States. Some homeless people require limited assistance to regain permanent housing and self-sufficiency. Others, especially people with physical or mental disabilities, require extensive and long-term support.

Almost all homeless people are extremely poor; a lack of resources for basic needs - housing, food, clothing, health care, and transportation - is common. Individuals and families with limited income and earnings potential often struggle to obtain childcare, medical care, food, and housing. In addition to people who are already homeless, and many low-income individuals and families are in imminent danger of becoming homeless. Those earning the minimum wage, especially if they have children, cannot afford rental deposits and fees. Others have poor credit or a criminal record and cannot access housing due to credit or crime-free housing policies. While many save money in emergency shelter or transitional housing, the cost of housing leaves little for the basic necessities; many continue to live paycheck to paycheck and one crisis can lead to repeat homelessness.

Homeless Facilities and Services

The City uses CDBG, HOME and general funds to support regional organizations that serve homeless individuals and families. The majority of homeless families are doubled up and many are re-housed through the local Community Action Program office. To address homelessness in Chandler, the Interfaith Homeless Emergency Lodging Program (I-HELP) was implemented in 2013 and has since served 192 unduplicated individuals. The majority of I-HELP participants are either new to the area or experiencing short-term homelessness. For several years, the City has also offered Tenant Based Rental Assistance (TBRA) with intensive case management for chronically homeless individuals and families. Most of the City's chronically homeless individuals have been assisted by this program; those on the waiting list for TBRA are working with I-HELP. A list of organizations and assistance provided to homeless individuals and families is included in Appendix 1.

NON-HOMELESS SPECIAL POPULATIONS

Special Populations as defined by HUD include:

1. Elderly and Frail Elderly
2. Persons with Severe Mental Illness
3. Developmentally Disabled
4. Physically Disabled
5. Alcohol/Other Drug Addicted
6. Persons with HIV/AIDS & their families
7. Public Housing Residents

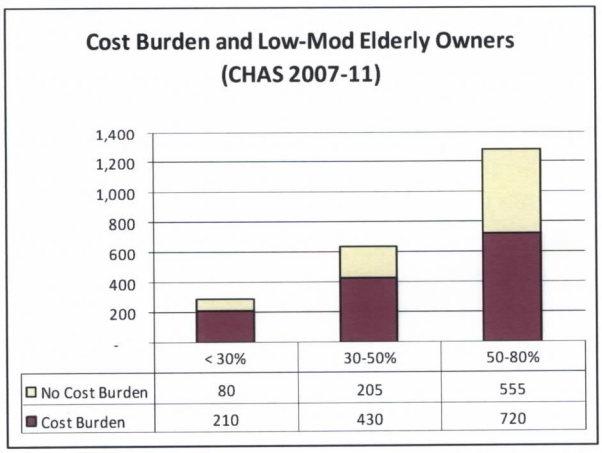
Elderly

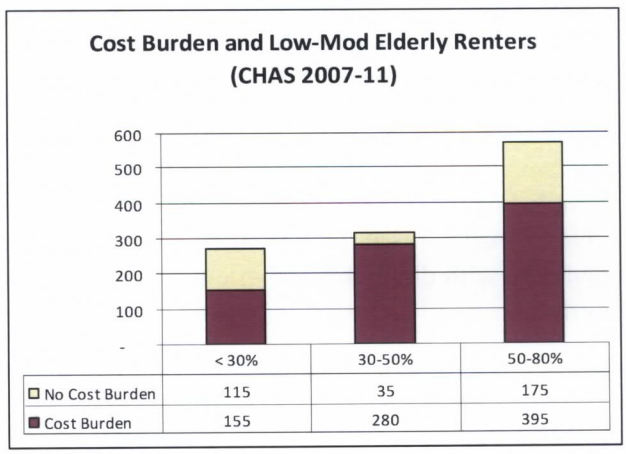
Older individuals are a valuable community resource. They can utilize their time and expertise to help others and many volunteer and/or participate in the workforce. Home repairs, including maintenance and adaptations are essential foundations for other services often needed by both elderly and people with disabilities. Many elderly and people with disabilities need daily living assistance, assistance with advocacy, transportation, and opportunities for socialization to avoid the isolation that often occurs. Grandparents raising grandchildren are a growing segment of the senior population with unique housing and related service needs.

1,360 Low-Mod Elderly Owners and 830 Low-Mod Elderly Renters are Cost Burdened

There are 10,910 Chandler households with at least one person age 62-74 and most (81%) are homeowners. 30% of elderly households are low-mod and 66% are homeowners. Six of ten low-mod elderly households is cost burdened, including 72% (210) with income < 30% AMI.

The rate of cost burden is higher among elderly renters – 72% are cost burdened, including 89% (280) with income 30-50% AMI. Higher rates of cost burden among higher income renters reflects investment by HUD and other public sources in housing with supportive services for the lowest-income renters.





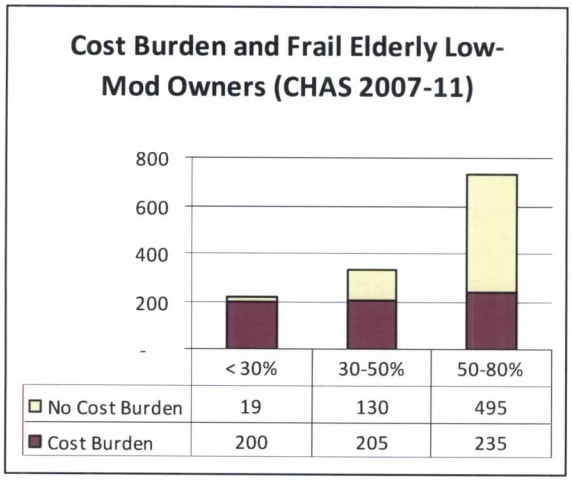
Frail Elderly – Age 75+

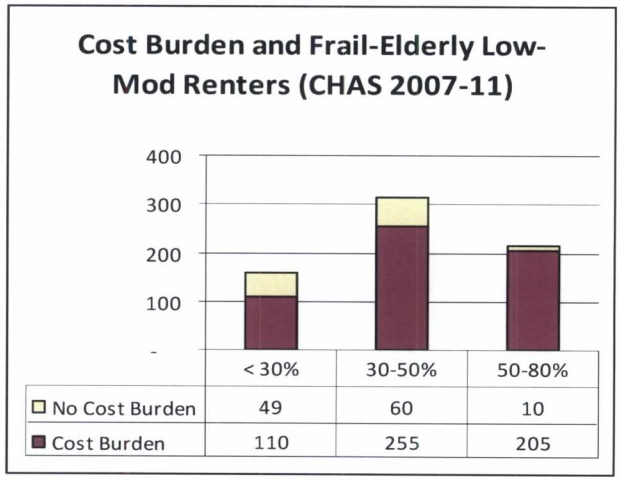
There are 4,743 Chandler households with at least one person age 75+ and 65% are homeowners. According to agencies that serve the elderly, the fastest growing segment of the aging population is individuals over 85. These are the most vulnerable older adults who tend to need long-term care and

whose numbers are expected to double by 2020. Although functional loss and disability are not necessary consequences of the aging process, both tend to increase with age due to underlying chronic disease. Fifty percent of the age 85+ population have one or more chronic conditions that require assistance with Activities of Daily Living (ADL) such as bathing, toileting, and grooming, and according to the US Census Bureau (ACS 2007/11) 53% are considered disabled.

640 Low-Mod Frail Elderly Owners and 570 Low-Mod Frail Elderly Renters are Cost Burdened

Four of ten frail elderly households is low-mod. More than half (53%) of low-mod elderly owners are cost burdened, including 91% (200) with income < 30% AMI. The rate of cost burden is higher among frail elderly renters – 83% are cost burdened, including 95% (205) with income 50-80% AMI.





Grandparents Raising Grandchildren Increasing

According to the ACS 2007/11, 1,385 Chandler grandparents are raising grandchildren under age 18, up from 374 in 2008. This growing segment of the population can experience significant challenges when caring for younger children – insufficient financial resources, inadequate housing, legal challenges, physical and health concerns for themselves, and communication barriers.

7.6% of the Population has a Disability

According to ACS 2007/11, 7.6% of the Chandler population has a disability. People with disabilities and their families have layered, complex needs that demand broad strategies and resources. The unemployment rate for people with disabilities is nearly double that for the non-disabled population and many have unrealized potential that results from inadequate economic and social supports. Individuals with disabilities experience many of the same social, economic and housing challenges as the elderly.

People with Alcohol/Other Drug Addictions

According to the Arizona Department of Health Services (ADHS) FY 2013 Report on Substance Abuse Treatment Programs, 33,370 Maricopa County individuals enrolled in public health care received substance abuse treatment services. Co-occurring mental health issues such as depression, anxiety and psychotic disorders are commonly noted with substance abuse, and ADHS reports 24% of substance abuse clients had a co-occurring General Mental Health Disorder and another 24% had a Serious Mental Illness (SMI).

People with HIV/Aids and their Families

According to the 2014 Arizona Statewide Needs Assessment for People Living with HIV/AIDS, the Central Region is the most populated and has more access to services. Issues for the Central Region including: a large out-of-care population; refugee settlement and the added burden of languages, cultures and distrust of authority; stress of resource allocation between men and women; and a large Hispanic population. The survey conducted for the report identified outpatient ambulatory care as the top ranked need, followed by medication and nutrition assistance and support groups. The top ranked gaps in services were transportation and housing assistance. More than half (53%) of survey respondents reported renting, 19% lived with family or friends and 9% reported being homeless. 37% of survey respondents were single and 34% lived in 2-person households. Seven of ten individuals have incomes that qualify as Medicaid eligible.

Persons with Severe Mental Illness

According to the Arizona Department of Health Services FY 2014 Annual Report, 19,272 Maricopa County individuals with serious mental illness (SMI), as defined by a qualifying diagnosis and disability, are enrolled in public health care. About 1/3 of SMI individuals enrolled in the public health care system also have substance abuse issues.

The majority of enrolled SMI individuals receive case management, rehabilitation, medical and pharmacy services. About 1/3 of enrolled SMI individuals receive supported employment and living skills training. Many SMI individuals are not employed and receive SSI, which in 2014 is $721/month; individuals with a qualifying disability may receive SSDI and the 2104 average payment is $1,148/month. Individuals with serious mental illness are particularly vulnerable to homelessness as there are insufficient permanent supportive housing units available. For some individuals with an SMI diagnosis who are seeking housing, significant barriers exist due to crime and drug-free housing policies.

Victims of Domestic Violence

In 2014, 603 Order of Protection petitions and were reported in Chandler. In January 2006, the Chandler Police and Fire Departments implemented changes to their crisis response programs to provide crime victims with a continuum of support from the crisis period through the investigative and judicial processes. The Victim Services Program uses specially-trained volunteers to provide services to crime victims.

Public Housing Residents

The needs of public housing residents are described in the public housing narrative.

A VARIETY OF SERVICES AVAILABLE FOR VULNERABLE POPULATIONS

There are multiple nonprofit organizations that serve Chandler's most vulnerable residents, providing a broad range of services.

Elderly and Frail Elderly. General funds support a variety of programs that provide assistance with basic needs, including food, clothing and transportation. Chandler Alzheimer's Program offers support services through a 24/7 Helpline, Family Care Consultation Services, educational workshops, and support groups. Chandler Christian Community Center offers a Senior Nutrition Program that serves low-income seniors, disabled seniors, and the homebound frail elderly by offering hot, nutritional meals in a

dining room setting or through home delivery. The EMPACT Suicide Prevention Center offers the Senior Peer Counseling Program to address loneliness, depression and increase coping skills at the Chandler Senior Center. The City operates a Senior Center to serve its residents. Services provided range from daily meals, computer classes, social activities, including trips, etc. About Care and Neighborhoods Who Care also provide elderly homebound, disabled, and/or frail resident's safety net services to maintain independent living.

People with Physical, Mental and Developmental Disabilities. General funds and CDBG support a variety of programs for youth and adults with physical, mental and developmental disabilities. The Chandler/Gilbert ARC Independent Living and Development program provides support services to Chandler adults with any type of disability (i.e., physical, mental, or intellectual), including financial subsidies for basic needs, case management, referral services, and other services including consultation on personal living skills, use of community resources, and advocacy. Homeowners with disabilities can apply for the City's Housing Rehabilitation Program to make ADA modifications to improve accessibility. Recreation and Athletics for the Disabled (RAD) assists Chandler disabled residents pay registration fees to participate in therapeutic activities offered by the City's Parks & Recreation Department, which include softball, basketball, track & field, cheer competition, flag football, swimming, golf bowling and other sports. The American Service Animal Society offers a program for disabled veterans by matching service dogs with veterans who have a service connected physical or mental disability. Resurrection Street Ministry offers a transportation program and other supportive services for disabled and low-income veterans. Best Buddies Arizona offers a program that brings middle and high school students with intellectual and developmental disabilities together to participate in social and recreation activities with non-disabled peers.

People with Alcohol/Other Drug Addictions. The increasing number of homeless individuals with substance abuse disorders suggests gaps in services and facilities for people with alcohol and other drug addictions. The Arizona Department of Health Services is the primary provider of services to low-mod individuals with alcohol and other drug addictions. Reductions in mental health services have created gaps in services and care. The Chandler Christian Community Center offers a 12-step recovery groups for addicts and Community Bridges provides mobile community outreach and crisis stabilization services to Chandler residents with substance abuse and behavioral health-related issues. The City has expanded its programs for the homeless through the coordination of faith-based, non-profit and private and public sector service providers. I-HELP partners with faith-based organizations and community agencies to provide a safe place to sleep, a warm meal, and case management services to homeless individuals who are struggling with alcohol and drug addiction. The National Advocacy & Training Network delivers housing, food, clothing and supportive housing services to women and children and also address substance abuse issues through case management services. Community Bridges provides extensive intervention services to Chandler's homeless population including transportation to detox facilities. Some clients receiving supportive services are referred to the City's Tenant Based Rental Assistance Program.

Persons with HIV/AIDS and their Families. Most persons with HIV/AIDS are Medicaid eligible and receive health care and related services through Arizona's Health Care Cost Containment System Long Term Care Services. Chandler provides general funding for five programs that offer family consultations, educational workshops, support groups, emergency shelter, meals, social activities, case management and housing assistance to persons with HIV/AIDS and their families. The agencies are Catholic Charities,

National Advocacy and Training Network, Chandler Christian Community Center, Community Bridges, and the Alzheimer's Association.

Persons with Severe Mental Illness. The Arizona Department of Health Services is the primary provider of services to persons with severe mental illness. Reductions in mental health services have created gaps in services and care across the state. Additional supportive housing is needed for this segment of the population. For persons with severe mental illness who are also homeless, Community Bridges provides intervention services including transportation to behavioral health facilities and detox centers.

Victims of Domestic Violence. National Advocacy & Training Network delivers housing, food, clothing, counseling and supportive services to women and children who are victims of domestic violence and sexual assault. They provide legal advocacy, mentoring and on the job training at the 'Cup Ó Karma' coffee shop located in Chandler's Downtown Library. The Society of St. Vincent de Paul provides food boxes, rent and utility assistance, clothing, and assistance with basic household items to DV victims and their families. My Sister's Place is a residential shelter for Chandler women and children fleeing domestic violence; their services include case management, advocacy, basic needs assistance, financial education, safety planning, counseling, legal advocacy, and other related services to women and their minor children. Child Crisis Center's Family Resource Center provides Chandler families with education and intervention to minimize family stressors that can lead to domestic violence and or child abuse. The agency offers out of home care for children who are abused and neglected and provides resources and stability until the family's issues are resolved and the child returns home or is adopted.

Public Housing Residents services are described in the public housing narrative.

NON-HOUSING COMMUNITY DEVELOPMENT NEEDS

This non-housing community development needs assessment includes:

1. Human /Public Services - services to people and economic development.
2. Neighborhoods - public facilities and infrastructure.

Human/Public Services

Low-mod households and families and individuals living in poverty are particularly vulnerable to a host of housing, social and economic problems. Poverty-level and low-mod households can experience crisis on an on-going basis and significant community resources are targeted to crisis intervention. Policies that promote a sustainable income yet recognize the earning-potential limitations of special populations are essential to household and community stability.

In December 2007, the City completed a human services needs assessment to identify priority populations for HUD and City funding. The 2007 needs assessment sought input from a targeted sample of the Chandler human services community consisting of human services stakeholders and providers, human services recipients, human services advocates and concerned citizens. The needs assessment provided the framework for the community to come together to examine human service needs and to consider ways to better serve Chandler residents. The assessment is updated annually through public and stakeholder outreach for the Annual Action Plan.

The 2007 needs assessment identified six distinct population groups, ranked in order from the group with the greatest need for additional services to the group with the least need:

1. Families in crisis.
2. Homeless.
3. Elderly.
4. Low-mod individuals and families.
5. Citizens with special needs.
6. Youth.

In 2014, public outreach for the Consolidated Plan and Annual Action Plan identified families in crisis – neglected/abused children, domestic violence victims and human trafficking victims – as the highest priority population. Youth, people experiencing homelessness, Veterans and people with disabilities were the other high-priority groups.

The 2007 needs assessment identified the most serious gap in services as assistance for homeless individuals and families. This population remains a high priority. Moderate gaps identified in the 2007 needs assessment for all needy populations included: affordable and 24-hour child care; health care services; public transportation; assistance to residents with special needs; assistance to families in crisis (including elder abuse and victims of domestic violence); affordable care for seniors (long-term, day and respite); and employment services for un- and under-employed individuals. In 2014, public outreach for the Consolidated Plan and Annual Action Plan identified health care, food and clothing, job training and employment readiness, and transportation as the highest priorities.

Economic Development

Chandler's Economic Development Division promotes the City as the preferred location for new and expanding businesses; their primary purpose is to enhance employment opportunities and improve Chandler's tax base by focusing on industrial, office, retail, revitalization and tourism development.

Chandler is home to some of the most notable names in manufacturing, technology, financial and business services and prides itself on having a progressive vision for success and creating a platform for possibility. The city has planned for balance by focusing on the creation of distinct employment corridors, investing in infrastructure and building quality neighborhoods.

Workers Drawn from Region

Proximity to four major freeways allows employers to easily draw workers from all over the Greater Phoenix area. According to data provided by HUD, Chandler draws a large number of workers for its education and health care services and arts, entertainment and accommodations jobs from outside the City.

HUD Businesses by Sector – Economic Development Activity

	Workers		Jobs		Jobs Less Workers
	No	%	No	%	%
Agriculture, Mining, Oil & Gas Extraction	503	1%	217	0%	-1%
Arts, Entertainment, Accommodations	1,046	3%	8,717	18%	15%
Construction	4,559	11%	4,907	10%	-1%
Education and Health Care Services	1,444	4%	9,486	19%	16%
Finance, Insurance, and Real Estate	9,372	23%	8,310	17%	-6%
Information	2,099	5%	2,180	4%	-1%
Manufacturing	1,290	3%	2,130	4%	1%
Other Services	2,971	7%	2,304	5%	-2%
Professional, Scientific, Management Services	7,965	19%	4,516	9%	-10%
Public Administration	0	0%	0	0%	0%
Retail Trade	1,158	3%	1,160	2%	0%
Transportation & Warehousing	3,382	8%	768	2%	-7%
Wholesale Trade	5,334	13%	3,975	8%	-5%
Total	**41,123**		**48,670**		

Strong relationships with the Small Business Development Center, state universities and Chandler-Gilbert Community College help provide opportunities for innovators and entrepreneurs to access education and mentoring. Chandler also supports early stage companies by maintaining a City-funded "Innovations Science & Technology Incubator" that offers modern, turnkey facilities with wet and dry lab space. The City has partnered with Gangplank, a collaborative workspace, in order to provide free co-working space and opportunities for networking, professional development and mentoring.

Five public school districts and several private and charter schools serve Chandler's youth. These schools are among Arizona's highest rated schools and standardized test scores are well above the state and national averages.

Higher Education Means Lower Unemployment

Individuals with a Bachelors Degree or higher are more likely to participate in the labor force and to be employed. Lower rates of labor force participation and unemployment among individuals without a high school diploma or equivalent can be partially attributed to age.

HUD Educational Attainment, Unemployment and Labor Force Data 2011

	In Labor Force	Unemployed		Not in Labor Force	
Educational Attainment		No.	%	No.	%
Less than high school graduate	5,689	666	12%	2,838	50%
High school graduate (includes equivalency)	15,801	1,451	9%	4,655	29%
Some college or Associates degree	35,250	2,640	7%	7,106	20%
Bachelors degree or higher	45,382	1,659	4%	6,587	15%

Maricopa Workforce Connections Assists Employees

While the City works to expand opportunities for businesses, Maricopa Workforce Connections analyzes labor market information to ensure that education and training opportunities meet the needs of business. The Maricopa Workforce Connections (MWC) Board approves target industries based on economic data and established that at least 80% of Adult and Dislocated Worker training funds must be expended in targeted high-growth industry clusters: Information Technology; Biosciences; Healthcare; Solar (including Manufacturing and Construction); Green Technologies; Advanced Manufacturing (including Aerospace and Defense); and Transportation, Warehousing and Logistics.

The programs overseen by the MWC are designed for the purpose of developing a competitive workforce and reducing the number of public assistance recipients. Many services are available to all individuals with no eligibility criteria, yet the MWC focuses many of their efforts on the most vulnerable populations: low-income, disabled, homeless, mature workers, youth, and Veterans. The solar, green technologies, transportation/ warehousing/ logistics sectors represent the greatest opportunities for low-mod individuals as less training and education are needed.

Maricopa County has two comprehensive One-Stop Centers – one located in the Town of Gilbert adjacent to Chandler – that features a large public computer access area, workshop rooms and classrooms, generous space for business services and recruiting/employment events, skills assessments,

youth and adult education space, and office space for One-Stop partners. MWC has partnered with DES Vocational Rehabilitation Services to create computer labs equipped with state of the art assistive technology to allow ease of access to computer-based services for individuals with disabilities. Bilingual staff is available to serve individuals with language barriers.

In addition to training, support services are provided to enable customers to successfully participate in employment and training activities. Support services may include transportation services, gas cards, child care, one-time housing assistance, certifications/licensing/testing, tools, uniforms, clothing, eye care, utilities, relocation assistance, and needs-related payments. Referrals may also be made to community based organizations that provide the identified support service.

The City's Anti-Poverty Strategy

The City's economic development initiatives described in the non-housing community development section serve to reduce the incidence of poverty. The City will also fund services that support employment including job training and employment preparation, education opportunities, transportation and child care.

While the focus of an anti-poverty strategy is to reduce the incidence of poverty, the City recognizes that stabilization of people in crisis situations is a forerunner to their movement out of poverty and crisis. Consequently, the City's anti-poverty strategy also focuses on creating a stable family and community environment. Public services that provide services to LMI, homeless persons and families are critical. These services include fresh food and hygiene items not provided through other services, support for non-traditional families and special needs populations, specialized transportation services, and activities for youth.

Anti-poverty strategies complement multiple housing activities, providing services to individuals and families receiving tenant based rental assistance, living in public housing and residing in homeless facilities. Improvements to LMI housing units reduce maintenance costs, and improvements in LMI neighborhoods increase public safety and encourage economic integration, providing models for poverty-level households.

Neighborhoods - Public Facilities and Infrastructure

The City's 2014-2023 Capital Improvement Program (CIP) is a multi-year planning instrument to identify needs and financing sources for public infrastructure improvements; it informs City residents how the City plans to address significant capital needs over the next ten years. While the majority of funding for public infrastructure improvements is from bond sales and impact fees, CDBG funds may be used in geographic priority areas to augment other available funding.

The City plans to limit planned capital expansion until it is assured that it can support both the capital funding and any resultant increases in operating costs. Capital funding from bond sales and impact fees will be a challenge as property values continue to drop and State legislation has restricted the collection

and use of impact fees. Four years of continuous decline in property values reduced debt service capacity, and the City opted not to add new General Obligation debt until there is tangible evidence of positive growth in secondary assessed values. Built environment needs include:

1. Community Parks and Recreation Centers
2. Water System Improvements
3. Street Improvements
4. Street Lighting
5. Transit
6. Senior Center Improvements/Expansion

Community parks are an investment in the future well-being of Chandler residents and neighborhoods. Each year residents make requests for improvements in many of the City's existing community and neighborhood parks. Community and Neighborhood Services Department CIP include funding for Parks, Recreation and Aquatics facilities. CIP funding allows CNSD the ability to provide the public an equitable distribution of neighborhood park improvements. Opportunities for coordination of park renovation and other revitalization efforts are prioritized. Coordination and cooperation with public- and privately-funded projects is an important opportunity to maximize resources and property target facility design. CDBG may be strategically used for parks and park improvements.

Although satellite recreation centers have helped meet indoor recreation demands, population increases and program growth have escalated the demand for additional centers. Reductions in school funding have caused schools to look for alternative financial resources such as the development of sports camps and community school programs. These changes as well as growth in the volume of recreation programs and uses have limited the availability of school gymnasium space for public recreation use.

As it relates to possible CDBG funding, the City's Senior Center programs have expanded to the point where additional space is necessary to accommodate the increased demand. As Chandler's population ages, it is anticipated that increasing number of Chandler seniors will continue to pursue recreation, education and social activities at the Center.

The Water CIP is used to build, upgrade, and refurbish facilities used by the City's water system. Included are programs for new and replacement water mains, water treatment plants and plant expansions, and other related capital projects. Water mains in various areas of the City are old and deteriorating, resulting in water main breaks and interrupted water service. The City has prioritized several aging areas served by pipe 30 years of age or older. These areas will be evaluated for possible replacement. Needed upgrades and repairs to the water distribution system are coordinated with street overlay, reconstruction and intersection improvements.

Every three years the Streets Division inventories all streets within the City and evaluates the condition of the pavement. This data is entered into a computerized preventative maintenance tracking system to identify which streets are in need of maintenance or rehabilitation. Currently, the City system has about 2,001 lane miles of streets, and approximately 11.6%, or 232 lane miles, need repaving. The specific streets to be repaved will be evaluated each year based on known construction projects in the area (i.e., avoid repaving just prior to major residential/commercial construction) and cost effectiveness (grouping streets in a neighborhood into one larger project). As a side product, the City will recycle the asphalt millings to use on other street and alley projects.

Installation of additional street lights on arterial, collector, and local streets is proposed to increase lighting levels to meet City standards. The City receives several calls per year about inadequate lighting on local streets in residential areas. These requests are evaluated on a case-by-case basis. Existing poles also need to be replaced.

Chandler is investing cooperatively with the Cities of Mesa and Gilbert to fund a Valley Metro study that will result in the selection of the Locally Preferred Alternative for High Capacity Transit in Chandler. Valley Metro is the regional transit system in the metropolitan area and includes bus services, light rail, neighborhood circulators, and dial-a-ride and vanpool services. As Chandler moves towards improved transit connectivity, additional opportunities for transit-oriented development will emerge.

FIVE-YEAR STRATEGIC PLAN

The Consolidated Plan regulations (24 CFR 91.215) guide the development of the City's Strategic Plan related to affordable housing, homelessness, other special needs populations, barriers to affordable housing, lead based paint hazards, poverty-level households, institutional structure and coordination, and non-housing community development.

Overview

The City's central long-term community development goal is to focus resources on community needs, particularly the comprehensive revitalization of distressed neighborhoods. Assisting low-mod households throughout the City is a key community goal intended to ensure that neighborhoods not currently in distress do not become so.

The City's General Plan supports a framework of local policies that can significantly and positively impact housing needs of low-mod residents and neighborhoods. Previously focused on growth, the City is now focused on sustainability, reserving land for economic development, and urbanizing, re-using and revitalizing.

Chandler is known for residential quality through well-planned neighborhoods and exceptional community services. Affordable housing is a crucial ingredient in achieving the vision of a balanced, maturing community. Growth has been both job-driven and housing-driven. Housing-related goals of the general plan include:

- Promoting a balance of land uses, which could include mixed-use plans on larger acreage sites to discourage long distance commuting.
- Matching uses and intensities with assured accessibility and infrastructure.
- Maintaining design excellence without sacrificing land use compatibility and intensity.
- Encouraging the use of shade and environmentally-sensitive design.
- Permitting increased density and encouraging greater building heights in select locations.

Recognizing a need to reinvest in older shopping centers/retail buildings, the Chandler City Council approved a Commercial Reinvestment Program (CRP) in 2001 to encourage private reinvestment in existing centers to upgrade their appearance and lower vacancy rates. In February 2009, the City Council approved a new Infill Incentive Plan that shifts the focus of the program to projects that redevelop all or a significant portion of an existing commercial center in order to introduce new and/or additional uses such as residential and/or office components. This program rebates 50% of the impact fees for new construction that meets Energy Star standards and 100% of the impact fees for new construction that meets LEED standards.

The Arizona Avenue Corridor Improvement program is used to enhance Downtown properties and amenities to create a vibrant City Center and employment corridor. During the past five years, Chandler has invested in revitalizing its downtown, building new City facilities to anchor pedestrian-oriented amenities and services. A deterrent to revitalization could be the perception of the area as a low to moderate income area that is not attractive and therefore deters pedestrian-oriented activity. Poor property maintenance, numerous obsolete buildings and a lack of onsite parking contribute to this perception. However, significant development is now occurring in the area includes new housing and commercial development.

The City created a Traditional Neighborhood Academy and has been working with a variety of neighborhoods including low-mod neighborhoods to create a strong sense of identity and pride that will serve as the impetus for residential-area revitalization. Preserving historic and cultural assets and providing opportunities for low-mod residents are residential-area revitalization goals. Specific strategies include housing rehabilitation, addressing obsolete housing, demolishing vacant uninhabitable structures, single-family infill development, intensive code enforcement and possibly re-platting of some areas to achieve lot sizes and shapes more attractive to new single-family development.

Geographic Priorities

As Chandler matures, the need for revitalization grows, particularly in neighborhoods north of the SanTan Freeway. Affordable housing is especially needed for low-mod households, including families in crisis and unskilled workers. Adding housing units, loft and studio space to encourage young professionals to relocate, and a range of housing options close to employment centers are important revitalization strategies. Relatively small upgrades and aesthetic improvements to housing units could also result in an affordable housing alternative for many families. Conveniently located near jobs, shopping and other activities, these neighborhoods also bring savings in transportation costs and commuting time.

Chandler's oldest neighborhoods would also benefit from targeted maintenance or replacement of sidewalks and other infrastructure, demolition of uninhabitable structures, and the introduction of retrofitted amenities, such as parks or paths. Code enforcement and cooperation with schools, law enforcement, social service agencies and others are other important strategies.

Before

Eliminating blight in unsuccessful commercial centers can also improve quality of life. Older commercial centers and buildings may have significant re-use potential. Some underutilized business properties are of sufficient size to support mixed-use office, retail, job training and service enterprises as well as residential clusters. The continued revitalization of the City's downtown will also create potential for in-town enterprises and microenterprises. The City is currently developing adaptive re-use processes and tools to assist in reuse of vacant commercial structures. The goals of the re-use tool are to preserve community character, optimize existing infrastructure, and restore properties to productive use.

After

In addition to targeting resources to the geographic priority area, resources are also targeted through housing rehabilitation and neighborhood enhancement programs. Chandler's growth will be more strategic in the coming decades. Housing construction is expected to slow in comparison with business development, which will be critical to Chandler's sustainability. Designating priority locations for employment and commerce will be essential to attracting well-paying jobs. Encouraging mixed use development with shopping, job training, and workforce housing options convenient to employment centers is one strategy that will improve sustainability. Infill and revitalization in priority areas will provide new options for low-mod residents.

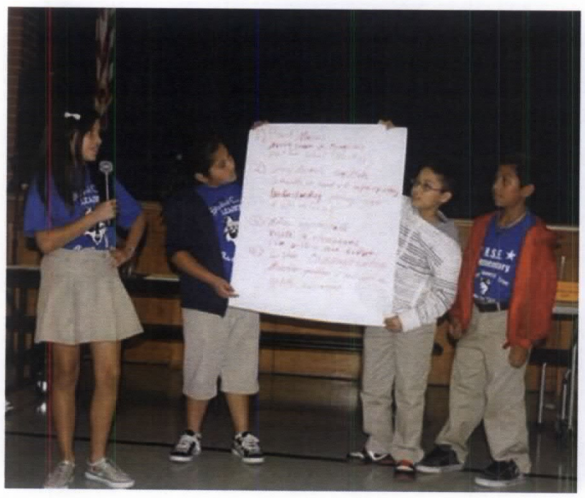
Priority Needs and Activities to Address Priority Needs

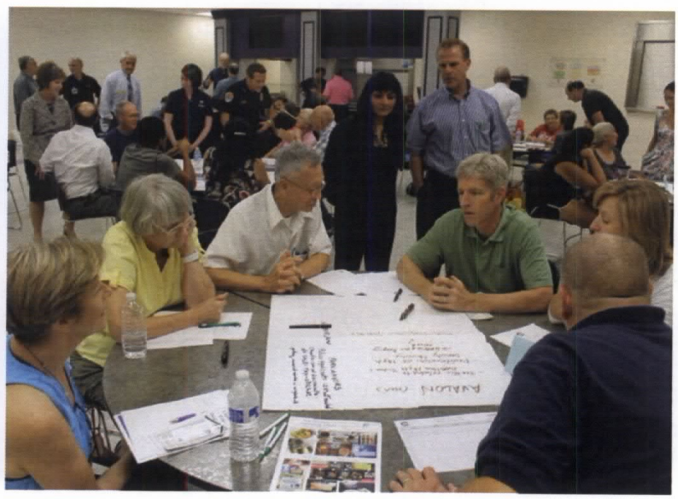
Public and stakeholder input, records of past funding, and the needs assessment and market analysis are used to determine the relative priority of activities and the populations who will be served. Assignment of priority does not reflect a lack of need for any particular population or activity; it merely identifies those conditions that are most likely to be addressed with limited funding. High priority activities are likely to be funded during the next five years; low priority activities may be funded as opportunities to address needs occur.

The City's Consolidated Plan Strategic Plan includes 20 needs and related goals to address each. Needs that may be addressed with HOME funds and activities that address homelessness are incorporated into the Maricopa County Consolidated Plan in the e-con planning suite system. Goals have been established in the following Consolidated Plan areas:

1. Owner Housing
2. Rental Housing
3. Homelessness Reduction, Human Services and Economic Opportunities
4. Neighborhood Revitalization

In addition to establishing goals related to priority Consolidated Plan needs, the City has established strategies to address lead-based paint hazards (page 20), barriers to affordable housing development (page 34), and the institutional structure / delivery system (page 5).





OWNER HOUSING GOALS

Need	Owner-Occupied Housing Rehabilitation for Low-Mod Households and Special Needs Populations
Goal 1	*Improve neighborhood conditions and living conditions for low and moderate income homeowners through rehabilitation of 50 housing units*
Goal 2	*Improve living conditions for low and moderate income homeowners through emergency repairs to 250 housing units*
Priority	High
Target Area	North of San Tan Freeway (202)
Resource(s)	CDBG, HOME
Rationale	• Families with People Age 62+ or Young Children More Likely to Be Low-Mod. • 10,290 Units Built Before 1980; 63% owner occupied. • 6,025 Low-Mod Owners Cost Burdened - 83% (1,395) with income < 30% AMI • 10,910 Chandler households with at least one person age 62-74; 81% are homeowners. • 4,743 Chandler households with at least one person age 75+; 65% are homeowners. • Stakeholder Consultation and Public Input. • 2,100 Low-Mod Households with Young Children at Risk of Lead Paint Poisoning.

Need	Home Purchase Assistance for Low-Mod Households
Goal 1	*Increase the homeownership rate and improve neighborhoods through acquisition, rehabilitation and resale of 15 units in need of rehabilitation*
Goal 2	*Increase the homeownership rate through direct assistance to 10 homebuyers*
Priority	High
Target Area	Citywide
Resource(s)	CDBG, HOME
Rationale	• Renting and Owning Costs Similar. • Home Prices Stabilizing. • Stakeholder Consultation and Public Input.

Need	Owner Housing Development for Low-Mod Households
Goal	*Improve neighborhood conditions and eliminate blight through development of 5 infill housing units for homeowners*
Priority	Low
Target Area	North of San Tan Freeway (202)
Resource(s)	HOME, Other
Rationale	• Renting and Owning Costs Similar. • Home Prices Stabilizing. • Stakeholder Consultation and Public Input. • Infill Opportunities.

RENTAL HOUSING GOALS

Need	Rental Housing Rehabilitation for Extremely Low and Low-Income Households, Special Needs Populations, and Public Housing Residents
Goal 1	*Improve 10 affordable rental housing units*
Goal 2	*Revitalize 300 public housing units*
Priority	Low
Target Area	Citywide
Resource(s)	HOME, Other
Rationale	• 10,290 Units Built Before 1980 - 37% occupied by renters. • 200 aging public housing units. • Stakeholder Consultation and Public Input. • 2,100 Households with Young Children at Risk of Lead Paint Poisoning.

Need	Rental Housing Development for Extremely Low and Low-Income Households and Special Needs Populations
Goal	*Develop 20 units of affordable rental housing*
Priority	Low
Target Area	North of San Tan Freeway (202)
Resource(s)	HOME, Other
Rationale	• Over 1,600 families on the combined public housing and Section 8 waiting lists. • Nearly 300 Rental Units Needed for Extremely Low Income Renters. • 90% (2,595) of renters with income 30-50% AMI cost burdened. • Stakeholder Consultation and Public Input. • Infill Opportunities.

HOMELESSNESS REDUCTION AND HUMAN SERVICES GOALS

Need	Emergency Lodging for Homeless Individuals and Families
Goal	*Fund agencies that will provide emergency lodging for 1,250 homeless individuals.*
Priority	High
Target Area	Citywide
Resource(s)	CDBG, Other
Rationale	• 2014 point-in-time count -18 unsheltered and 9 sheltered individuals; Chandler Unified School District reported 400 homeless children. • Interfaith Homeless Emergency Lodging Program served 192 unduplicated individuals since 2013. • Majority of I-HELP participants new to the area or experiencing short-term homelessness. • Majority of homeless families are doubled up. • Stakeholder Consultation and Public Input

Need	Tenant Based Rental Assistance for Homeless Populations
Goal	*Encourage self-sufficiency through Tenant Based Rental Assistance for 40 households*
Priority	High
Target Area	Citywide
Resource(s)	HOME, SSF, AOK, YEP
Rationale	• Over 1,600 families on the combined public housing and Section 8 waiting lists. • Nearly 300 Rental Units Needed for Extremely Low Income Renters. • 90% (2,595) of renters with income 30-50% AMI cost burdened. • Majority of homeless families are doubled up.

Need	Emergency Rent and Mortgage Assistance for Low-Mod Households at Risk of Homelessness
Goal	*Prevent Homelessness for 5,000 Persons*
Priority	High
Target Area	Citywide
Resource(s)	SSF, AOK
Rationale	• Nearly 300 Rental Units Needed for Extremely Low Income Renters. • 90% (2,595) of renters with income 30-50% AMI cost burdened. • Families with People Age 62+ or Young Children More Likely to Be Low-Mod. • 21% of Single-Parent Female-Headed Households below Poverty Level. • Those earning the minimum wage, especially if they have children, cannot afford deposits & fees. • 83% (1,395) of owners with income < 30% AMI cost burdened. • Stakeholder Consultation and Public Input.

FY2015-2019 FIVE-YEAR HUD CONSOLIDATED PLAN

Need	Basic Needs of Low-Mod Households, Special Needs Populations and Homeless Individuals and Families
Goal	*Fund agencies that meet the basic needs of 10,000 low and moderate income individuals and alleviate the effects of crisis through safe housing, food and clothing, and necessary medical care combined with case management.*
Priority	High
Target Area	Citywide
Resource(s)	CDBG, SSF, AOK
Rationale	• Lack of resources for basic needs - housing, food, clothing, health care - is common. • Cost of housing leaves little for the basic necessities; one crisis can lead to repeat homelessness. • Some homeless people require limited assistance. • Stakeholder Consultation and Public Input.

Need	Case Management for Homeless Individuals and Families
Goal	*Fund agencies that will provide case management services to 1,250 homeless and previously homeless individuals to improve the likelihood of self-sufficiency*
Priority	High
Target Area	Citywide
Resource(s)	CDBG, SSF, AOK
Rationale	• 2014 point-in-time count -18 unsheltered and 9 sheltered individuals; Chandler Unified School District reported 400 homeless children. • Stakeholder Consultation and Public Input

Need	Job Training / Employment Preparation for Low-Mod Individuals
Goal	*Fund agencies to provide job training, employment preparation, access to education, and job leads to 2,000 unemployed and underemployed residents and special needs individuals*
Priority	High
Target Area	Citywide
Resource(s)	CDBG, SSF, AOK
Rationale	• The unemployment rate for people with disabilities is nearly double that for the non-disabled population. • 21% of Single-Parent Female-Headed Households below Poverty Level. • Those earning the minimum wage, especially if they have children, cannot afford rental deposits and fees. • Stakeholder Consultation and Public Input

Need	Employment Support for Low-Mod and At-Risk Individuals
Goal	*Fund agencies that provide supports to promote continued employment for 1,500 persons*
Priority	High
Target Area	Citywide
Resource(s)	CDBG, SSF, AOK
Rationale	The unemployment rate for people with disabilities is nearly double that for the non-disabled population. 21% of Single-Parent Female-Headed Households below Poverty Level. Those earning the minimum wage, especially if they have children, cannot afford rental deposits and fees. Stakeholder Consultation and Public Input

Need	Transportation for Low-Mod Individuals, Special Needs Populations and Veterans
Goal	*Fund agencies that provide transportation services to 500 low mod, special needs individuals and Veterans so they can access necessary services and supports*
Priority	High
Target Area	Citywide
Resource(s)	CDBG, SSF, AOK, Veteran's Transportation
Rationale	Stakeholder Consultation and Public Input

NEIGHBORHOOD REVITALIZATION AND PUBLIC FACILITIES AND INFRASTRUCTURE GOALS

Need	Community Parks and Facilities in Low-Mod Neighborhoods
Goal	*Improve individual health and wellness, access to quality recreation, and the appearance of neighborhoods through Parks improvements serving 10,000 people*
Priority	High
Target Area	North of San Tan Freeway (202)
Resource(s)	CDBG, Other
Rationale	• Capital Improvements Plan • Resident calls

Need	Water System in Low-Mod Neighborhoods
Goal	*Replace aging and broken water lines serving 5,000 people*
Priority	High
Target Area	North of San Tan Freeway (202)
Resource(s)	CDBG, Other
Rationale	• Capital Improvements Plan • Aging systems

Need	Streets in Low-Mod Neighborhoods
Goal	*Replace damaged and unsafe streets serving 5,000 people*
Priority	High
Target Area	North of San Tan Freeway (202)
Resource(s)	CDBG
Rationale	• Capital Improvements Plan

Need	Street Lighting in Low-Mod Neighborhoods
Goal	*Install enhanced street lighting to improve neighborhood safety for 2,000 people*
Priority	High
Target Area	North of San Tan Freeway (202)
Resource(s)	CDBG
Rationale	• Capital Improvements Plan

Need	Senior Center and Related Services and Supports for Elderly and Special Needs Populations
Goal	*Improve access to services and supports, including healthy meals for 5,000 people*
Priority	High
Target Area	Citywide
Resource(s)	CDBG
Rationale	• Center is at capacity • Aging population

Need	Code Enforcement in Low-Mod Neighborhoods
Goal	*Improve living conditions through blight elimination and referral of needy households to appropriate service, serving 2,400 households*
Priority	High
Target Area	North of San Tan Freeway (202)
Resource(s)	CDBG, Other
Rationale	• One-half of the City's low-mod households live in 9 Census Block Groups in the oldest areas of Chandler. • Stakeholder Consultation and Public Input • 10,290 Units Built Before 1980.

Need	Demolition of unsafe/vacant structures
Goal	*Eliminate neighborhood blight and improve neighborhood safety through demolition of 5 unsafe vacant structures*
Priority	Low
Target Area	North of San Tan Freeway (202)
HUD Indicators	Sustainability / Suitable Living Environment
Rationale	• Stakeholder Consultation and Public Input

PROGRAM MONITORING

Program monitoring for CDBG regulatory compliance will occur on a continual basis during FY 2015 - 2019. The City regularly conducts internal audits of its departments to ensure that funds are being properly utilized and accounted for. The goal of monitoring is to improve the delivery of services by ensuring that activities are carried out in accordance with administrative, financial and program requirements. Monitoring begins with the application process and pre-contract training. During the year, the City performs ongoing monitoring including fiscal audits, desk audits, 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. 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 included measurable objectives, monthly reporting requirements and reimbursement processes. City staff reviews reports and source documents for accuracy, and cost allowability and reasonableness prior to reimbursement.

Risk assessments are based on a desk audit utilizing a Program Performance Monitoring Checklist that 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 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 site visits. At the site visits, staff conducts an entrance discussion with key agency staff and review:

- 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 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 and/or HOME regulations.

Following review, City staff conducts exit conferences to discuss preliminary findings and concerns and later prepares and delivers formal monitoring letters. The City then follows up to ensure that corrective actions are addressed.

The City requires grantees to include a performance measurement strategy in funding proposals to demonstrate that proposed services will enhance the lives of City residents. The strategy quantifies long- and short-term goals, activities, outputs and outcomes. It includes client demographics, projections of

the number of individuals and households that will be served, and annual unit-of-service projections. Grantees provide quarterly reports that quantify the number of clients/households served and units of service to demonstrate progress toward their goals and objectives. The quarterly reports allow the City to continuously monitor and evaluate progress and provide technical assistance to mitigate any unforeseen barriers or challenges. Program monitoring for HOME occurs in accordance with the above procedures and the Maricopa County Consortium agreement.

CHANDLER MAYOR AND CITY COUNCIL

Front row L-R: Jack Sellers, Jay Tibshraeny, Mayor, Rick Heumann
Back Row L-R: Nora Ellen, Kevin Hartke, Vice Mayor, Terry Roe & Renè Lopez

APPENDIX 1 – HOMELESS SERVICES LOCATED IN AND/OR FUNDED BY THE CITY OF CHANDLER

Homeless services located in and/or funded by The City of Chandler		
Organization	**Type of Assistance**	**Population Served**
Chrysalis	Emergency Shelter	DV Victims (with/without Children)
A New Leaf – La Mesita Homeless Shelter	Emergency Shelter (Up to 4 Months)	Homeless Families With Children
A New Leaf – East Valley Men's Shelter	Emergency Shelter	Homeless Adult Men
Central Arizona Shelter Services	Emergency Shelter	Homeless Single Adult Men and Women (No Children)
Chandler Christian Community Center	Emergency Shelter	Homeless Single Adult Men and Women (No Children)
Catholic Charities – My Sister's Place	Emergency Shelter	Domestic Violence Victims
Community Bridges, Inc.	Transitional Housing and Case Management	Homeless Individuals and Families
National Advocacy and Training Network	Transitional Housing	Adult Women With History of Substance Abuse
Labor's Community Service Agency	Transitional Housing	Homeless Families With Children
House of Refuge	Transitional Housing	Homeless Families With Children
Save the Family	Transitional and Permanent Housing	Homeless Families With Children
UMOM New Day Centers	Emergency Shelter, Transitional Shelter, Permanent Housing	Homeless Individuals and Families
Chandler Christian Community Center	Supportive Services (Case Management)	Homeless Individuals and Families
Fans Across America	Supportive Services	Homeless Families With Children

Attachment C

Chandler • Arizona

FY2015-2016 Annual Action Plan

FY2015 – 2016 ANNUAL ACTION PLAN

The Community and Neighborhood Services Department (CNSD)

CNSD is the lead agency for the Consolidated Plan and Annual Action Plan. The goals of CNSD are to strengthen and enrich the community by providing high quality services and resources through:

- Neighborhood revitalization;
- Diverse, innovative and affordable leisure and recreational opportunities;
- High quality parks, sports fields and green space;
- Resident empowerment;
- Promotion and celebration of diversity;
- Code enforcement; and
- Quality 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 HUD entitlement funds that are received by the City of Chandler. HUD entitlement funds are also referred to as Consolidated Plan Resources.

This Action Plan defines the one-year activities in relationship to the Five-Year goals and objectives of the Consolidated Plan covering Fiscal Years 2015-2019, submitted to HUD on May 15, 2015. The Action Plan provides a brief description of the programs and projects of the City of Chandler in Fiscal Year 2015-2016, and funding announcements for the CDBG program. The City is also a member of the Maricopa County Consortium. The Consortium is the "lead agency" for HUD HOME Investment Partnership Program (HOME) Funds. Chandler HOME-funded activities are also included in Maricopa County's Consolidated Plan and Annual Action Plan.

The City 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 plan will be brought to the City Council for final approval on April 30, 2015. CDBG and HOME funding have remained fairly level during the past three years. Local funds vary annually, particularly HOME match and program income.

FY2015-2016 Annual Action Plan Resources

CDBG Entitlement Program	**2015**
Community Development Block Grant (CDBG)	$ 1,227,635
CDBG Prior Year Carry Forward	$ 351,502
Total CDBG Funds Available for Allocation	$ 1,579,137
HOME Investment Partnership Funds	
HOME (through an agreement with Maricopa County)	$ 273,223
HOME Prior Year Carry Forward	$ 235,000
Total HOME Funds Available for Allocation	$ 508,223
Public Housing Programs	
Section 8 Housing Choice Voucher Program	$ 5,600,000
Public Housing Program	$ 2,325,000
Public Housing Capital Funds	$ 850,000
Local Resources	**2015**
HOME Match	TBD
Acts of Kindness (AOK)	$ 56,666
Social Service Funds (SSF)	$ 421,465
Youth Enhancement Program (YEP)	$ 629,491
Veterans Transportation	$ 10,000

EXECUTIVE SUMMARY

Investing in Geographic Priority Areas

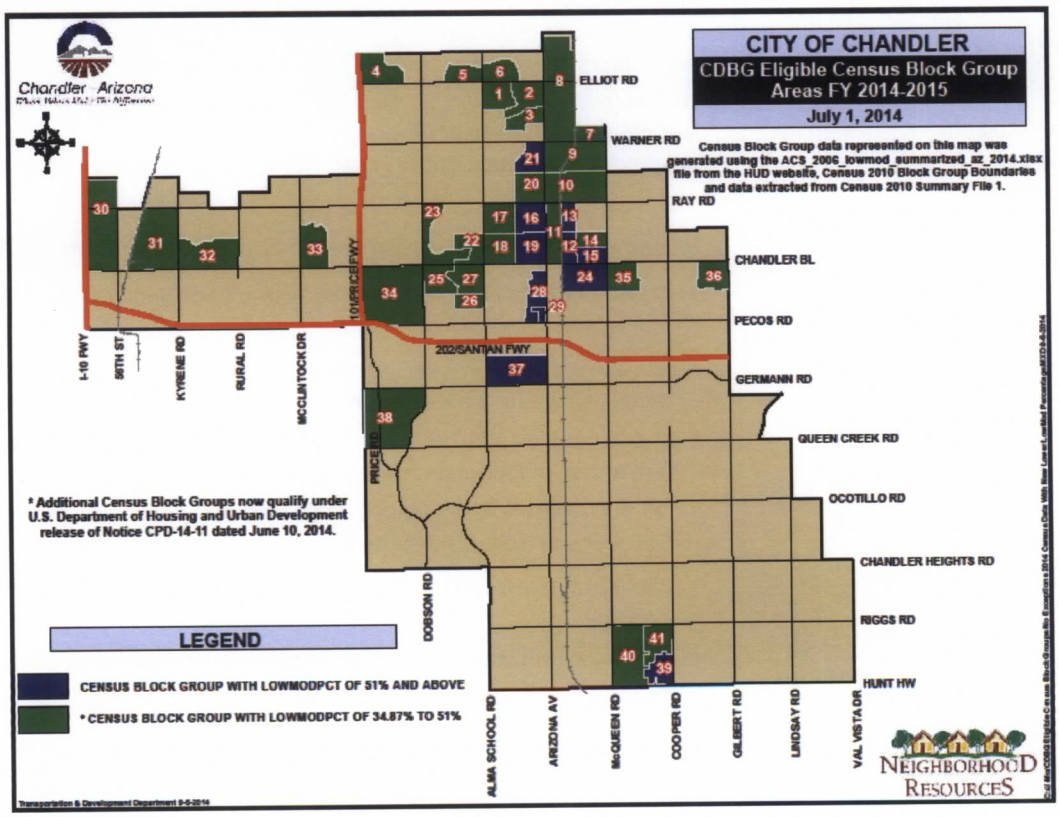
The City of Chandler consists of approximately 71 square miles and shares boundaries with the Town of Gilbert, Cities of Mesa, Phoenix and Tempe, and the Gila River Indian Community. Chandler has reached its physical limits with the exception of a few remaining county islands.

Most of the City has developed during the past twenty years, yet the central city and several neighborhoods north of the San Tan Freeway (202) are long-established and have higher concentrations of low-income and minority households. There are 9 Census Block Groups where at least 51% of the population is low and moderate income and 32 where at least 34.57% of the population is low and moderate income. These are CDBG-eligible areas. CNSD has elected to target funds to areas north of the San Tan Freeway (202).

By overlaying resources and programs in geographic priority areas, the City realizes a visual impact and provides a comprehensive approach to neighborhood revitalization and stabilization. The Community and Neighborhood Services Department partners with other City departments and nonprofit agencies to provide residents and neighborhoods with assistance to help stabilize the community and individual families. Neighborhoods may be helped in any number of ways:

- Resources are invested for neighborhood improvements, such as parks, streets, water system upgrades and street lighting;
- Resources are provided to community assistance programs such as food banks, transportation assistance, and youth programs; and
- Codes are enforced and individual households are referred to housing rehabilitation programs and other 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.



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 $1.1 million in General Fund resources to support agencies that address the needs of the City's vulnerable residents. HHSC focus areas for 2015 are:

1. Youth, including educational support, health programs, and prevention / intervention activities.
2. Families in Crisis, including crisis intervention, temporary assistance, basic needs, and support services focused on employment assistance and adult education.
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 and Community Services

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 246,000 plus in 2015 and limited remaining developable land, the City is focusing on the revitalization and stabilization of existing neighborhoods.

The Neighborhood and Community Services Department 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.

Housing Quick Facts – from the Chandler 5-year Consolidated Plan

- 71% of units are single-family detached units and 70% have 3 or more bedrooms
- 10,290 units are 35 years old or older. Pre-1980 units are more likely to need repairs or rehabilitation.
- 2,100 families with young children occupy pre-1980 units; these children are at risk of lead-paint poisoning.
- 29,100 households pay more than 30% of their income for housing – 16,000 are low and moderate income.
- Eight of ten low-income households pay more than 30% of their income for housing.
- Revitalization strategies are essential to ensuring a long-term supply of housing for a range of households.

EXECUTIVE SUMMARY

FY 2015-2016 CITY OF CHANDLER INITIATIVES

Affordable Housing

Provide CDBG funds to nonprofit and City agencies that will:

- Provide emergency Home Repairs for 47 low-income homeowners.
- Rehabilitate up to 10 homes owned by low- moderate-income households.
- Make disability accessibility improvements for 8 households.

Provide HOME funds to nonprofit and City agencies that will:

- Acquire, rehabilitate and resell 2 homes to low- and moderate-income first-time homebuyers.
- Provide tenant-based rental assistance to 25 formerly-homeless individuals and families.
- Reconstruct 1 home that is not suitable for rehabilitation.

Human Services, Homeless and Special Needs Populations

Allocate CDBG funds to nonprofit and City agencies that will provide:

- Emergency shelter for 264 homeless individuals.
- Case management and counseling services for 80 individuals living in transitional housing.
- Intensive targeted intervention and case management services for 15 previously-homeless families participating in the City's Tenant Based Rental Assistance program.
- Homework assistance, arts and crafts and recreation opportunities for 454 youth residing in Public Housing.
- Shade structures at four public housing complex playgrounds benefiting 574 people residing in Public Housing.
- Housing Education and Counseling for 85 potential homebuyers to improve the likelihood of sustainable homeownership.
- Legal assistance to 179 low-income households experiencing a crisis.

Provide General Fund resources to:

- Transportation services for 75 low-income Veterans.
- 21 programs addressing the needs of families in crisis.
- 12 programs serving special populations.
- 17 programs serving youth.

Neighborhood Revitalization and Community Development

- Utilize CDBG funds to eliminate blight in neighborhoods through proactive code enforcement coupled with referrals for housing rehabilitation assistance, benefitting 650 households.
- Improve two parks and recreation facilities in CDBG-eligible areas, benefitting 5,143 people. Improvements will include lighting, fence and bathroom replacement.

Coordination and Delivery of Resources

- Monitor funding priorities and distribution methods to ensure targeting to the most needy populations and neighborhoods.
- Continue to work with For Our City and Live Love to coordinate resources to Chandler's homeless population and expand their role in volunteer efforts.

Goals from the 5-year City of Chandler Consolidated Plan

1. Increase homeownership opportunities for low and moderate income households.
2. Rehabilitate the existing housing stock.
3. Increase the supply of affordable housing.
4. Support services and facilities for homeless people, people with special needs, low income and other needy populations.
5. Participate in a regional Continuum of Care system to effectively transition persons who are homeless to appropriate permanent housing settings.
6. Revitalize Chandler's neighborhoods.
7. Strengthen the coordination and delivery of resources.

RENTAL AND PUBLIC HOUSING ACTIVITIES

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

- 34% of Chandler households rent their home.
- 3,807 renters occupy units built before 1980, including 1,080 families with young children.
- 730 renters live in overcrowded conditions.
- 9,245 low and moderate income renters pay more than 30% of their income for housing; 1,400 include at least one person age 62 or older.
- 294 rental units with monthly rent (including utilities) equal to or less than $399 are needed for extremely-low income renters who are severely cost burdened.
- There are over 1,600 families on the combined Public Housing and Section 8 waiting list.

Public Housing Authority: Providing Opportunities for Chandler's Lowest-income Households

The mission of the Chandler PHA is to work together with community partners to ensure affordable and diverse housing opportunities in the 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 PHA works closely with other community social service providers and has two Family Self-sufficiency specialists on staff to serve the Public Housing and Housing Choice Voucher programs. During the coming year, the PHA will encourage public housing residents to become more involved in management and participate in homeownership in the following ways:

- Circulate newsletters and e-mail blasts and periodically schedule staff-participant meetings. Quarterly newsletters will include information about new programs and requirements, and resident services. Additional mailings will include meeting invitations, Resident Advisory Board recruitment, and other announcements.
- Partner with Chandler Public Library's Adult Education Program and faith-based organizations to provide financial literacy classes, and with Newtown Community Land Trust to provide homeownership classes.
- Afford FSS clients an additional 3:1 down payment assistance match to their down payment made from a partner IDA program. FSS staff will work with clients interested in homeownership to make them aware of other resources available in community.

2015 Affordable Rental Housing Strategies

- Continue to provide rental assistance for 25 formerly homeless low-income individuals and families, including assistance with rental payments, security deposits and utility reimbursements. Provide additional targeted services to participants through the Homeless Navigator Program.

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. The Public Housing program and the Section 8 Housing Choice Voucher program continue to be designated by HUD as "High Performing".

The Housing and Redevelopment Division (PHA) operates Low Rent Public Housing, Section 8 Housing Choice Vouchers (Section 8), the Family Self-Sufficiency program, the Housing Youth program, the Section 8 Homeownership Program and a non-federal designated scattered-site senior affordable housing program.

Public housing residents and Section 8 participants typically have larger families and very low incomes; 20% of participants are elderly.

The PHA manages 480 Section 8 Housing Choice Vouchers, and 303 public housing units. Of the 103 scattered-site single-family homes in the inventory most were built in the late 1970's to mid 1980's, with 25 homes built in 1996. The scattered-site homes are well maintained, have limited maintenance issues and are comparable if not superior to the housing stock in the surrounding neighborhoods.

The 200 single story apartment style units were constructed in 1972. The units are small and have a very modest level of amenities compared to market units. They are clean and in good repair, but have higher plumbing-related maintenance calls; water and wastewater systems are deteriorating and will require replacement in the near future. While significant improvements have been made to enhance livability, redevelopment is one alternative.

HOMEOWNERSHIP HOUSING ACTIVITIES

2015 Homeownership Activities

- In partnership with Arizona Bridge to Independent Living provide accessibility home modifications to eight low-income homeowners, and renters.
- Through the City's Housing Rehabilitation program, rehabilitate up to 10 owner-occupied housing units.
- In partnership with Newtown Community Development Corporation, acquire, rehabilitate and resell 2 homes to low- and moderate-income first-time homebuyers.
- In partnership with Habitat for Humanity, replace one home that is not suitable for rehabilitation and make emergency repairs to 47 homes.

Owner Housing Quick Facts

- 66% of Chandler households own their home. The homeownership rate dropped during the Great Recession.
- 6,483 owners occupy units built before 1980, including 1,020 families with young children.
- 360 owners live in overcrowded conditions.
- 6,025 low and moderate income owners pay more than 30% of their income for housing, 2,000 include at least one person age 62 or older.
- Owning may be as affordable as renting, yet assistance is necessary for low and moderate income renters to become homeowners.

HOME Recapture and Resale Provisions

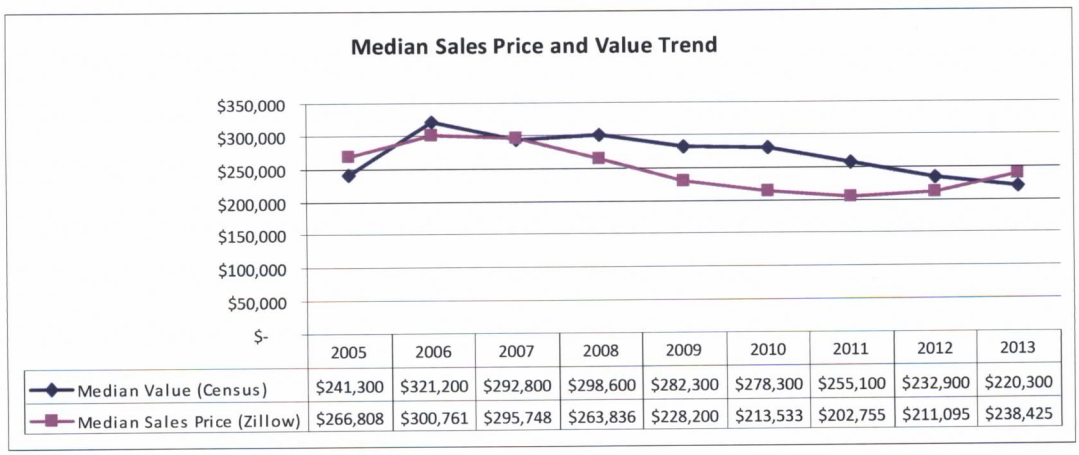
The Federal HOME program requires that housing remain affordable to low-income households for a period of time ranging from five to fifteen years, depending on the amount of HOME funds invested. As a member of the Maricopa County HOME Consortium, the City of Chandler has two options for ensuring affordability requirements are met - 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 lessees 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.

Median sales prices have been relatively stable for the past few years.



	2005	2006	2007	2008	2009	2010	2011	2012	2013
Median Value (Census)	$241,300	$321,200	$292,800	$298,600	$282,300	$278,300	$255,100	$232,900	$220,300
Median Sales Price (Zillow)	$266,808	$300,761	$295,748	$263,836	$228,200	$213,533	$202,755	$211,095	$238,425

NEIGHBORHOOD ENHANCEMENT AND COMMUNITY DEVELOPMENT

Focus on Sustainability

The City's central long-term community development goal is to focus resources on community needs, particularly the comprehensive revitalization of distressed neighborhoods. Assisting low-mod households throughout the City is a key community goal intended to ensure that neighborhoods not currently in distress do not become so.

Previously focused on growth, the City is now focused on sustainability, reserving land for economic development, and urbanizing, re-using and revitalizing.

Community Development Goals and Strategies from the 5-year Consolidated Plan

Community development goals and strategies may be focused in the City's geographic priority area or citywide. Community Development strategies in the City's geographic priority are to:

1. Improve individual health and wellness, access to quality recreation, and the appearance of neighborhoods through parks improvements.
2. Replace aging and broken water lines.
3. Replace damaged streets.
4. Install enhanced street lighting to improve neighborhood safety.

Other Community Development strategies are to:

1. Implement Section 3 and Davis-Bacon regulations to promote employment opportunities for low-income Chandler residents and ensure compliance with federal requirements.
2. Encourage the involvement of Minority and Women-owned Business Enterprises in funded activities.
3. Continue fair housing activities to better serve the citizens of Chandler.

2015 Neighborhood Enhancement and Community Development Strategies

1. Undertake proactive code enforcement to reduce blight and refer households for housing rehabilitation assistance, benefitting 650 people.
2. Improve aging infrastructure and facilities, improvements at two parks, including lighting, fence and restroom replacement, benefitting 5,143 people.
3. Continue to implement Section 3 and Davis-Bacon regulations.
4. Continue neighborhood leadership training for Homeowner's Associations and traditional neighborhoods.

Reducing the Risk of Lead-based Paint Poisoning

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 was banned 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 Neighborhoods and Quality of Life

The City's Moderate Rehabilitation Program offers up to $50,000 in loan assistance to eligible homeowners to complete extensive rehabilitation for single-family homes. Work items may include replacement and/or repair of: windows/doors, plumbing/ electrical /HVAC systems, roofs, structural repair, mitigation/ abatement of lead-based paint hazards, and removal and/or repair of any code violations.

The City's Exterior Improvement Loan (EIL) Program is designed to provide low and moderate income homeowners with the assistance to make necessary improvements to the exterior of their homes The EIL is a five year forgivable loan program with a maximum funding amount of $20,000.

ASSISTING HOMELESS PEOPLE AND PEOPLE WITH SPECIAL NEEDS

Arizona Bridge to Independent Living (ABIL)

ABIL's Home Modification Program assists people with disabilities to modify their homes and improve accessibility and safety. The program can assist with a wide variety of modifications to increase independence. Typical modifications include ramps, grab bars, widening of doors, sinks and toilets, and relocating electrical switches.

Services for Veterans

Resurrection Street Ministries provides transportation and other services to low and moderate income Veterans with disabilities. The American Service Animal Society: Dogs4Vets Programs matches service dogs rescued from shelters with Veterans who have a service-related disability. Both organizations are supported with City General Funds.

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.

2015 Strategies to Assist Homeless People and People with Special Needs

1. Participate in the regional Continuum of Care;
2. Utilize CDBG funding to provide operating support to 4 programs operated by 3 nonprofits providing emergency and transitional housing for 264 homeless individuals.
3. Provide over $1.1 million in General Fund resources to support services and assistance to special populations, including:
   - Programs that provide for basic needs including health 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.

5-year Strategies for HUD Consolidated Plan Resources to Address Homelessness, Assist People with Special Needs, and Reduce the Incidence of Poverty

1. Fund agencies that will:
   - Provide emergency lodging for homeless individuals.
   - Alleviate the effects of crisis for low and moderate income individuals, including homeless people and people with special needs. Services may include safe housing, food and clothing, necessary medical care, job training and employment supports, and case management services
   - Provide tenant based rental assistance for homeless individuals and families, coupled with intensive case management.
2. Improve and/or expand the Senior Center.

ENCOURAGING AFFORDABLE HOUSING AND ECONOMIC INVESTMENT

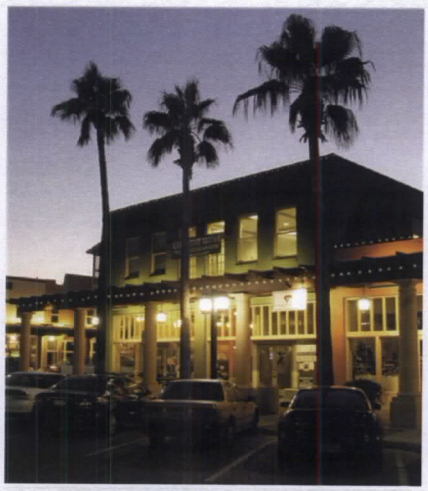
Encouraging Economic Investment

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.

Downtown Revitalization

The City began a comprehensive strategy to revitalize 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 revitalization 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 investment in the Downtown area.

Improving the Regulatory Environment

During the next year the City will be updating its General Plan, including its Housing Element. The planning process is an opportunity to examine land uses and other methods that will retain the City's current economic and social climate while expanding housing choice for households at all income levels.

Tools for Adaptive Reuse

Eliminating blight in unsuccessful commercial centers can improve quality of life. Older commercial centers and buildings may have significant re-use potential and some underutilized business properties are of sufficient size to support mixed-use office, retail, job training and service enterprises as well as residential clusters.

The City is currently developing adaptive re-use processes and tools to assist in reuse of vacant commercial structures.
The goals of the re-use tool are to preserve community character, optimize existing infrastructure, and restore properties to productive use.

Labor's Community Service Agency (LCSA)

Labor's Community Service Agency (LCSA) transitional housing program offers comprehensive case management services for small and large families. LCSA receives referrals from school liaisons, emergency and domestic violence family shelters, Community Information and Referral and the local Community Action Program office. Families participating in the program must save 10% of their income to successfully prepare for transition into permanent housing and prevent future homelessness.

HUMAN AND PUBLIC SERVICES

2015 Leverage Funding Priorities – Families in Crisis

For 2015, the Housing and Human Services Commission established the following priorities to strengthen the capacity of low and 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; and programs that help families avert a crisis through supportive services including affordable child care and transportation.
- Homelessness: programs that provide support services, shelter, and housing for homeless individuals and families.

2015 Leverage Funding Priorities – Youth Services

For 2015, the Housing and Human Services Commission established the following priorities for the use of local resources targeted to youth services:

- Education, 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.

2015 Public Services Strategies

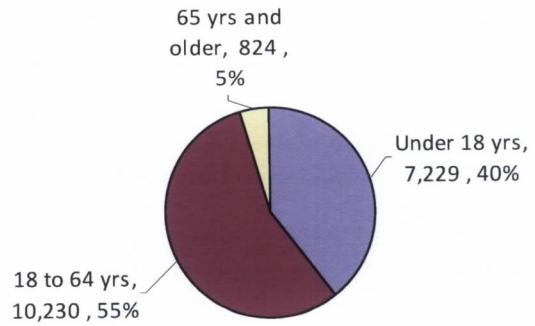
- Provide CDBG funds for:
- Emergency shelter services to 132 individuals and families.
- Case management and counseling services for 45 individuals and families in transitional housing.
- Intensive targeted services for 15 families participating in the City's tenant based rental assistance program.
- Homework assistance, arts and crafts and recreation opportunities for 454 youth residing in Public Housing.
- Provide over $1.1 million in General Fund resources to support families in crisis, services and assistance to special populations, and youth services.

Nearly 18,300 people in Chandler live in Poverty

Families and individuals living in poverty are particularly vulnerable to a host of housing, social and economic problems. Poverty-level households experience crisis on an on-going basis. Yet intervention alone is not adequate to address the problems that are inherent in poverty. Continuing intervention must be coupled with strong supports that provide opportunities for improvement and enrichment.

Of people living in poverty, 40% are children, 5% are seniors and 55% are working-age adults. Many working age adults in poverty are those with young children and those with disabilities whose earning potential is limited. The highest rate of poverty is among single-parent female headed households. Of adults living in poverty, more than half worked at least part-time in the last year, and 10% worked full-time year-round.

Persons in Poverty by Age (ACS 2007-11)



MONITORING PROGRAMS TO ENSURE SUSTAINABILITY

The goal of monitoring is to improve the delivery of services by ensuring that activities are carried out in accordance with administrative, financial and program requirements. Monitoring begins with the application process and pre-contract training. During the year, the City performs ongoing monitoring including fiscal audits, desk audits, agency risk assessments, and formal site visits. Prior to contracting, the City conducts training sessions to explain program requirements and City monitoring standards and procedures. 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 included measurable objectives, monthly reporting requirements and reimbursement processes. City staff reviews monthly and quarterly reports and source documents for accuracy, and cost allowability and reasonableness prior to reimbursement. The quarterly reports allow the City to continuously monitor and evaluate progress and provide technical assistance to mitigate any unforeseen barriers or challenges.

Risk assessments are based on a desk audit utilizing a Program Performance Monitoring Checklist. After completing the risk assessment and identifying areas for review, staff coordinates site visits. At the site visits, staff conducts an entrance discussion with key agency staff and reviews: disability accessibility compliance; fiscal records; procurement policies and practices; and Board meeting minutes to verify the Board's involvement in governance and knowledge of CDBG and/or HOME regulations.

Following review, City staff conducts exit conferences to discuss preliminary findings and concerns and later prepares and delivers formal monitoring letters. The City then follows up to ensure that corrective actions are addressed.

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. The City also requires grantees to include a performance measurement strategy to demonstrate that proposed services will enhance the lives of City residents. The strategy quantifies long- and short-term goals, activities, outputs and outcomes. It includes client demographics, projections of the number of individuals and households that will be served, and annual unit-of-service projections. Program monitoring for HOME occurs in accordance with the above procedures and the Maricopa County Consortium agreement.

For the CDBG and HOME programs, HUD has identified three objectives to meet statutory goals.
Create Suitable Living Environments
Provide Decent Housing
Create Economic Opportunities

HUD has also identified three program outcomes to capture the nature of the change or expected result of an activity.
Availability/Accessibility
Affordability
Sustainability

The HUD Outcome and Objective Matrix below, illustrates the nine possible combinations of objectives and outcomes that are used in the funding tables. This matrix is used to link activities with HUD requirements.

HUD Outcome Code Key	Availability / Accessibility	Affordability	Sustainability
Decent Housing	DH1	DH2	DH3
Suitable Living Environment	SL1	SL2	SL3
Economic Opportunity	EO1	EO2	EO3

TOTAL CDBG ALLOCATION: $ 1,579,137

TOTAL HOME ALLOCATION: $ 508,223

CDBG Public Services			
Agency	**Funding Requested**	**Funding Recommendation**	**HUD Outcome**
A New Leaf – East Valley Men's Shelter	$ 30,000	$ 27,500	SL1
A New Leaf – La Mesita	$ 25,000	$ 24,000	SL1
A New Leaf – East Valley Women's Shelter	$ 18,000	$0	SL1
Chicanos Por La Causa – Housing Education & Counseling	$ 14,879	$ 8,542	EO3
City of Chandler Housing – Public Housing Youth Program	$ 40,320	$ 37,414	SL1
Chandler Christian Community Center – TBRA Case Management	$ 35,515	$ 35,515	EO3
Community Legal Services – Removing Barriers to Justice	$ 15,000	$ 6,021	EO3
Labor's Community Service Agency – Transitional Housing	$ 12,557	$ 12,557	SL1
Save the Family – Case Management	$ 35,000	$ 35,000	SL1
Total CDBG Public Services	$ 226,271	$ 186,549	
CDBG Public Facilities, Housing and Code Enforcement			
City of Chandler Code Enforcement – Blight Elimination	$ 57,744	$ 50,766	SL3
City of Chandler Parks – Gazelle Meadows Master Plan	$ 75,000	$ 0	SL3
City of Chandler Parks – Gazelle Meadows Lighting, Fence Replacement	$ 398,200	$ 398,200	SL3
City of Chandler Parks – Navarette Park Restroom Replacement	$ 160,900	$ 160,900	SL3
City of Chandler Neighborhood Resources – Housing Rehabilitation	$ 272,136	$ 200,000	DH3
City of Chandler Housing & Redevelopment – Shade Structures	$ 126,000	$ 126,000	SL3
Habitat for Humanity – Emergency Home Repair Program	$ 289,320	$ 180,000	DH3
Arizona Bridge to Independent Living – Home Accessibility	$ 37,333	$ 37,333	DH1
Total CDBG Public Facilities, Housing, Code Enforcement	$ 1,416,633	$ 1,153,199	
HOME Investment Partnership Program			
City of Chandler Housing & Redevelopment – TBRA (prior year funds)	$ 235,000	$ 235,000	DH2
Habitat for Humanity – Housing Reconstruction	$ 145,000	$ 60,000	DH3
Newtown CDC – Community Land Trust	$ 380,000	$ 196,147	DH1
Total HOME	$ 760,000	$ 491,147	
Administration			
CDBG Program Administration	$ 239,389	N/A	
HOME Program Administration	$ 17,076	N/A	

PUBLIC PARTICIPATION

The 2015 Annual Action Plan 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 Vice Mayor 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 multi-agency collaborative holiday food and gift drives, annual school supply drives, and recognition events for volunteers.

2015 Community Survey

For 2015, the City conducted an on-line survey to complement and support other efforts, such as public hearings, meetings with agencies, and public events held throughout the year. The survey responses are collated with other input and data analysis to identify priority needs.

Survey respondents identified domestic violence victims, frail elderly, and youth, including neglected/abused children, and Veterans as the highest priority populations for services and other supports.

Priority services and supports are employment opportunities/job training (including for special populations), meeting basic needs, case management, health care and transportation. Priority facilities are those that serve youth, including neglected/abused children and provide for the basic needs of vulnerable residents.

Survey respondents indicated that the highest priority activities to address homelessness are prevention such as emergency rent and mortgage assistance, and job training/employment opportunities, and facilities and services for families.

In terms of housing, survey respondents identified housing rehabilitation and emergency repairs including energy efficiency improvements, rentals for disabled/senior populations, public housing expansion/improvements, affordable homeownership opportunities and permanent affordable housing as the highest priorities.

Public safety, demolition of unsafe/vacant structures, and code enforcement are the highest priority neighborhood activities.

To help the City identify the extent of possible housing discrimination and identify strategies to overcome impediments to fair housing choice, residents were asked about factors that might impact their fair housing choices. One person indicated they had experienced discrimination and was referred encouraged to contact the City or an agency that provides fair housing services.

2015 Public Hearings and Comments

Two Public Hearings will be held on the Annual Action Plan:

1. March 25, 2015 – HHSC Committee Meeting
2. April 16, 2015 – City Council Meeting

The public comment period will be open from March 20, 2015 to April 20, 2015. The draft Annual Action Plan will be posted on the City's website beginning March 20, 2015.

Written comments received during the public hearings and public comment period and the City's response to each will be incorporated into the final Annual Action Plan.

ORGANIZATIONAL STRUCTURE AND STRATEGIES TO IMPROVE THE DELIVERY SYSTEM

Housing and Human Services Commission

Louise Moskowitz, Chair
Tammy Clow-Kennedy, Vice-Chair
Rick Becker
Jadine Bowens
Judy Carroll
Joseph Curbelo
Justin Lisonbee
Kris Kyllo
Dylan Raymond
Jeff Riggs
Bill Wallace

The HHSC is an 11-member advisory body appointed by the Mayor and approved by City Council. It plays an important role in Consolidated Planning activities. The powers and duties of the HHSC are to:

- Advise the PHA Commission on the administration, operation and management of federal public housing and Section 8 tenant-based rental assistance programs;
- Advise City Council regarding the: administration, operation and management of federal public housing, rental assistance or low cost housing programs; development of City housing projects; and welfare of low and moderate income citizens;
- Assess human service needs, determine any gaps in service and utilize this information to develop priorities for general funds and other social service funds that may become available; and
- Recommend the annual allocation of CDBG and local human services funds to the City Council.

The Community and Neighborhood Services Department (CNSD)

CNSD includes eight divisions. The divisions work together as a team to keep neighborhoods well maintained and provide for the basic needs of Chandler residents.

The eight divisions are:

- Housing and Redevelopment
- Community Development
- Code Enforcement
- Neighborhood Programs
- Diversity Office
- Parks, Recreation and Aquatics

City of Chandler Council

Front row L-R:
Jack Sellers,
Jay Tibshraeny, Mayor,
Rick Heumann

Back Row L-R:
Nora Ellen,
Kevin Hartke, Vice Mayor,
Terry Roe
Renè Lopez

City Manager
Rich Dlugas

Community and Neighborhood Services Department
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PLANNED 5-YEAR AND ANNUAL ACTIVITY SUMMARY FOR HUD FUNDING

5-Year Consolidated Plan Goal and Annual Activity	Priority Level	Special Population	5-year Goal	FY2015-16 Planned	HUD Consolidated Plan Resource(s)
Affordable Owner Housing Activities					
Housing Rehabilitation – emergency repairs, accessibility improvements, moderate / substantial rehabilitation, and replacement	High	X	300 units	66	CDBG, HOME
Assistance to 1st-time Homebuyers	High		25 households	2	
Acquisition, Rehabilitation & Resale	High		15 households	2	CDBG, HOME
Direct Assistance to 1st-time Homebuyers	Low		10 households	0	CDBG, HOME
New in-fill Construction	Low		5 units	0	HOME
Affordable Rental Housing Activities					
Tenant-based Rental Assistance	High	X	40 households	25	HOME
Housing Rehabilitation – moderate & substantial rehabilitation and public housing revitalization	Low	X	210 units	0	CDGB, HOME
New in-fill Construction	Low		20 units	0	CDBG, HOME
Activities to Address Homelessness					
Emergency Shelter	High	X	1,250 people	264	CDBG
Support Services and Case Management	High	X	1,250 people	80	CDBG
Human Services & Economic Opportunities					
Basic Needs	High	X	10,000 people	722	CDBG
Revitalization, Public Facilities & Infrastructure					
Community Parks and Facilities, including improvements to public housing facilities	High	X	15,000 people	5,717	CDBG
Infrastructure	High		12,000 people	0	CDBG
Code Enforcement	High		5,000 people	650	CDBG
Demolition of vacant unsafe structures	Low		5 structures	0	CDBG

ATTACHMENT D

CITY OF CHANDLER
FY 2015-2016 CDBG FUNDING RECOMMENDATIONS AND PROGRAM DESCRIPTIONS

PUBLIC SERVICE

1. **A New Leaf, Inc. – East Valley Men's Center**
   Funding Request: $30,000
   Recommendation: $27,500
   Number to be Served: 46 Chandler individuals

   The Center is the only regional emergency shelter program for homeless adult men 18 years and older in the East Valley. The shelter serves male residents only who need emergency shelter services including: case management, life skills, legal aid, behavioral health care, AA support groups, GED prep and adult literacy. Men must be drug & alcohol free and willing and able to save 85% of their income in order to live at the shelter. All residents receive an orientation, intake assessment and meet with a case manager to establish an individual service plan to set goals to obtain employment.

2. **A New Leaf, Inc. – La Mesita Shelter**
   Funding Request: $25,000
   Recommendation: $24,000
   Number to be Served: 86 Chandler individuals

   A New Leaf will 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 temporarily located in Chandler but a permanent new shelter in Mesa will be opened by spring of 2015.

3. **A New Leaf, Inc. – East Valley Women's Shelter**
   Funding Request: $18,000
   Recommendation: $0
   Number to be Served: 3 Chandler individuals

   Funding was requested to provide emergency shelter and support service for homeless women at the East Valley Women's Shelter located in Mesa. It is estimated that three homeless women from Chandler would be housed and provided services at a housing unit that houses a maximum of eight women at a time.

4. **City of Chandler Code Enforcement – Blight Elimination Program**
   Funding Request: $57,744
   Recommendation: $50,766
   Number to be Served: 650 Chandler households

   The goal of the program is to improve neighborhood and housing conditions through the continued implementation of the Blight Elimination Program. Objectives include: 1) the inspection of residential housing units for violation of the City's Chapter 30 Code; 2) the identification of significantly blighted unoccupied structures deemed unsafe and uninhabitable; 3) the correction through enforcement of blighted buildings, up to and including demolition; and 4) the marketing of the City's Housing Rehabilitation program to homeowners in the City's low-to-moderate income Census Tracts. The Code Enforcement Section anticipates serving 650 households during the FY 2015-16 program year.

5. **Chicanos Por La Causa (CPLC) – Housing & Education Program**
   Funding Request: $14,879
   Recommendation: $8,542
   Number to be Served: 85 Chandler individuals

   The goal of the program is to provide education and information to Chandler residents on their rights and responsibilities under the Fair Housing Act of 1968. Fair housing information will be disseminated at monthly workshops for homeowners and renters and provided during City events and community/neighborhood fairs. CPLC has been a HUD certified housing counseling agency since 1980. Services will be delivered at public spaces or meeting sites in Chandler that are easily accessible to the community such as libraries, community centers and at partner organization facilities.

6. **City of Chandler Public Housing – Public Housing Youth Program**
   Funding Request: $40,320
   Recommendation: $37,414
   Number to be Served: 454 Chandler youth

   The program will serve youth ages 6-18 who reside in Chandler's four Public Housing family sites. The program is offered 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 also includes home-work help, arts & crafts, recreational activities and special events. During the summer months, programs are offered in the morning for young children, in the afternoon for all ages and in the evening for teens. Holy Trinity Lutheran Church located at 739 W. Erie St. allows the use of its gym during school breaks and one afternoon a week. Van transportation is provided to and from activities and specialized events.

7. **Chandler Christian Community Center – TBRA Case Management Program**
   Funding Request: $35,515
   Recommendation: $35,515
   Number to be Served: 15 Chandler individuals

   Funding was requested for a Case Manager to assist clients who participate in the City's Tenant

Based Rental Assistance Program (TBRA) for homeless individuals and families. The Case Manager provides intensive, targeted intervention and assistance to the City's most chronic and medically vulnerable homeless population. The Case Manager will locate and establish relationships with Chandler's homeless and determine their eligibility for the program. The Case Manager will also facilitate their client's voluntary relocation to housing and provide ongoing support and advocacy to insure the client remains housed. Up to 15 homeless clients will be provided case management to maintain housing under the TBRA program. Chandler Christian Community Center will be the new provider of this service which was previously provided by Community Bridges, Inc.

8. **Community Legal Services (CLS) – Removing Barriers to Justice**
   Funding Request: $15,000
   Recommendation: $6,021
   Number to be Served: 179 Chandler individuals

   The program offers 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. CLS staff screen potential clients, provide legal consultation, perform case work and court representation. Referrals for services come from police, Chandler city staff and service providers.

9. **Labor's Community Service Agency (LCSA) – Transitional Housing**
   Funding Request: $12,557
   Recommendation: $12,557
   Number to be Served: 15 Chandler individuals/3 households

   LCSA will serve Chandler families residing in LCSA's three single family homes through a transitional housing program. The program offers comprehensive case management services for small and large families. LCSA receives referrals from school liaisons, emergency/domestic violence family shelters, Community Information and Referral and Chandler Christian Community Center. LCSA provides housing for homeless families, and conducts case management. Families must save 10% of all income to successfully prepare for transition into permanent housing to prevent future homelessness.

10. **Save the Family - Homeless Case Management**
    Funding Request: $35,000
    Recommendation: $35,000
    Number to be Served: 25 Chandler individuals

    Save the Family will provide a transitional housing program with supportive services to homeless families including intake assessments and case management. Chandler clients 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. Clients are families in crisis who are homeless and have extremely low income, earning less than 50% of the Area Median Income.

CDBG CAPITAL/PUBLIC FACILITIES

1. **City of Chandler Parks Operations – Gazelle Meadows Master Plan**
   Funding Request: $75,000
   Recommendation: $0
   Number to be Served: 3,171 households

   Funding requested is to develop a Master Plan for the redevelopment of Gazelle Meadows Park located at 500 N. Exeter Street. The Master Plan will be developed with community input in order to improve the long-term viability, aesthetics and usability of the Park. Final deliverables will include a technical report detailing the community discussions and consultant recommendations to meet the needs of the neighborhood and an overall conceptual design diagramming the results of the master planning process. Gazelle Meadows Park was developed in the mid-1980s. This Park is located in an active Traditional Neighborhood. Residents have expressed concerns over the past several years regarding negative activities taking place in the Park which have led to an overall decline in use of the Park. The Master Plan will provide a comprehensive plan for the improvement of Gazelle Meadows Park to include hardscape and landscape improvements and equipment improvements to meet the current recreation needs of the surrounding neighborhood.

2. **City of Chandler Parks Operations – Gazelle Meadows Lighting & Fence Replacement**
   Funding Request: $398,200
   Recommendation: $398,200
   Number to be Served: 3,171 Chandler households

   Funding requested is to improve lighting and replace fencing at Gazelle Meadows Park located at 500 N. Exeter Street. Dilapidated chain link fencing will be replaced with a block and metal integrated fence to create a safer boundary between the Park and the railroad line which is adjacent to the west side of the Park. The project will also install additional lighting to address safety and neighborhood concerns that the Park is significantly under lit. The project will improve safety and usability of the Park and the improvements will meet Americans with Disabilities Act (ADA) standards. The project will help nurture a renewed sense of pride for the Park thus increasing neighborhood use. The City's Parks Operations and Development Division will continue to provide on-going maintenance to the facility including daily cleaning, preventive maintenance, inspections and repair.

3. **City of Chandler Parks Operations – Navarette Park Restroom Replacement**
   Funding Request: $160,900
   Recommendation: $160,900
   Number to be Served: 1,972 Chandler households

   Funding requested is to demolish and replace the existing restroom facility which is located at 501 W. Harrison St. The restrooms are original to the park which was constructed in the early 1970s. The existing restrooms have deteriorated and become an eyesore in the park. The major components of the project will include environmental assessment to determine if any remediation is required prior to demolition, a review of existing utilities to determine if improvements are necessary to meet code, demolition of the structure and placement on the site after site preparation of a pre-constructed modular restroom. In addition, site improvements will be made to insure ADA

access, including a drinking fountain. The new restroom facilities will improve the aesthetics, health, safety and ADA access to the Park. The overall intention of the project is to help nurture a renewed sense of pride for the Park thus increasing neighborhood use. The City's Parks Operations and Development Division will continue to provide on-going maintenance to the facility including daily cleaning, preventive maintenance, inspections and repair.

4. **City of Chandler Neighborhood Resources – Housing Rehabilitation Program**
   Funding Request: $272,136
   Recommendation: $200,000
   Number to be Served: 4-10 Chandler households

   The City's Housing Rehabilitation Program will provide distinct housing rehab programs to low and moderate income single family homeowners. The Moderate Rehab program allows up to $50,000 with zero percent interest deferred loan for interior and exterior repairs to correct code issues and make health and safety improvements. The Exterior Improvement Loan (EIL) program offers up to $20,000 for exterior improvements that remove blighting conditions to revitalize the property and improve the surrounding neighborhood. The EIL program offers zero percent interest loans that are forgivable over five years. Qualified homeowners are screened for eligibility in accordance with CDBG guidelines. The City's housing rehabilitation programs assist low and moderate income homeowners to remedy negative property conditions for which they cannot afford to resolve without funding assistance.

5. **City of Chandler Housing & Redevelopment - Public Housing Playground Shade Structures**
   Funding Request: $126,000
   Recommendation: $126,000
   Number to be Served: 574 Chandler individuals

   Funding requested is to construct five playground shade structures at four Public Housing family complex playgrounds and one at the city owned Family Investment Center. The shade structures are heavy duty steel framed with substantial fabric shade and will cover the main multi-component play structures. Engineering design and permits will be required for the project and are included in the budgeted costs. Funds will also be used for engineering design, permits, purchase, delivery and installation. The project will decrease the amount of extreme sun exposure for the children using the playground equipment as well as extend the life of the playground equipment. The project sites are 130 N. Hamilton St., 210 N. McQueen Rd., 73 S. Hamilton St., and 660 S. Palm Ln.

6. **Habitat for Humanity – Emergency Home Repair Program**
   Funding Request: $289,320
   Recommendation: $180,000
   Number to be Served: 47 Chandler households

   The goal of Habitat's program is to offer Emergency Home Repair services to approximately 47 qualified Chandler homeowners. Chandler's program limits the repairs to $5,000 per household, per year. The program has grown as calls for service to Habitat's Hotline have increased from last year. Habitat's staff qualifies each applicant, develops scopes of work, hires subcontractors when necessary, tracks work, coordinates with the City, and submits monthly performance reports and

payment reimbursements.

7. **Arizona Bridge to Independent Living (ABIL)– Home Accessibility Modification Program**
   Funding Request: $37,333
   Recommendation: $37,333
   Number to be Served: 8 Chandler households

   Funding requested is to provide home modification for disabled and senior Chandler homeowners and renters. Funding will be used for alterations to improve the physical accessibility and safety of housing units. Modifications can include ramps, grab bars and widening of doorways. The maximum assistance per unit is $2,000 for those renting in complexes with eight units or more or $5,000 per unit for homeowners and renters in units with less than eight units. ABIL staff will determine the alternations that are needed to remove architectural barriers to facilitate increased accessibility.