CHANDLER
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Community of Innovation

City of Chandler, Arizona

State and Local Fiscal Recovery Funds

Recovery Plan: 2021 Report

As of August 31, 2021

City of Chandler, Arizona

2021 Recovery Plan

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Executive Summary

The American Rescue Plan Act (ARPA) of 2021 is a $1.9 trillion economic stimulus bill signed into law by the President in March 2021. Within ARPA, the Coronavirus State and Local Fiscal Recovery Fund (SLFRF) was established which provides $350 billion for state, local, territorial, and tribal governments to respond to impacts from the COVID-19 pandemic. Chandler's first allocation of $17,280,397 was received in May of this year with the same amount expected to be received in May of 2022 for a total allocation of $34,560,795. The focus of the SLFRF is in four key program areas identified in the ARPA language:

1. Respond to the public health emergency or its negative economic impacts

2. Provide premium pay for essential workers

3. Replace lost revenue, and

4. Make necessary investments in water, wastewater or broadband infrastructure.

Additionally, ARPA specifically prohibits the deposit of any SLFRF funds towards pension liabilities, debt service payments or contributions to fiscal reserves. The funds must be obligated by December 31, 2024. This time period, covering over three years, is designed to provide prolonged support and recovery with the understanding that the recovery from COVID-19 will take more than one year.

Initial funding recommendations were presented to Mayor and Council in a public meeting where community input could be voiced, and a variety of projects were identified as potentially being funded by ARPA dollars. This process was done prior to additional Treasury guidance being received, and some of the identified projects do not meet the recommendations.   Additional feedback on altered recommendations that are fully with-in the recommended guidelines will be forth coming, however, many of the proposed projects did meet the guidelines and have been identified in this first Recovery Plan for the City of Chandler. Through these initial discussions with City Council and community partners, City staff have identified eligible programs/purchases that are grouped in this report by the SLFRF reporting classifications below:

1. Public Health

2. Negative Economic Impact

3. Services to Disproportionately Impacted Community

4. Premium Pay

5. Infrastructure

6. Revenue Replacement

7. Administrative and Other

Once the usage of these funds begins in earnest, the desired result will be to support a strong and equitable recovery from the COVID-19 pandemic and economic impacts. Some keys goals will be:

Encourage a rebound in the Tourism, Travel, and Hospitality sector that was significantly impacted by closures due to COVID-19.

Improve the quality of parks and outdoor spaces to respond to the needs of disproportionately impacted communities by promoting healthier living environments and outdoor recreation and socialization to mitigate the spread of COVID-19.

Ensure public sector staffing is again at pre-pandemic levels to allow for effective administration of municipal services provided for all areas with a special emphasis on Police department staffing which is facing significant issues in finding qualified candidates.

Assist internal efforts and Nonprofit groups helping disproportionately impacted populations including veterans.

Provide assistance to unhoused persons or those in need of transitional or affordable housing.

Provide programs to help neighborhoods in qualified census tracts to build stronger communities through investments in housing and their neighborhoods.

Ensure continued access to reliable broadband access provided at City facilities to unserved and underserved households and businesses.

With these goals in mind, the City will be moving forward over the next few months to ensure we are able to continue to meet the needs of our residents. The biggest issues the City has faced over the first reporting quarter has been simply receiving and reviewing all the guidance, evaluating what is allowable versus not allowable, making recommendations, and getting projects started. As the reader will notice in this first report, we have not had much progress yet due to the processes we have undergone, however, we do anticipate a significant uptick in our ability to implement programs now that project verification has been complete. We still have several projects under review which will require an update to this document once adopted.

Uses of Funds

The approach Chandler is taking to use these funds helps support a strong and equitable recovery from the COVID-19 pandemic and economic downturn. The City has identified a variety of programs with impacts across multiple sections of the associated ARPA categories. Given the eligible uses of funds and the specific needs of our jurisdiction, the program descriptions in the Project Inventory below are detailed out to show how each program will support the community, population, and/or individuals in Chandler. Additionally, one of the items specifically included is a column in the Expenditure Category Chart below that identifies which program areas have been identified for an allocation of funds. This will assist in showcasing where these funds will be used and in which of the below categories the programs fall.

a. Public Health (EC 1)
b. Negative Economic Impacts (EC 2)
c. Services to Disproportionately Impacted Communities (EC 3)
d. Premium Pay (EC 4)
e. Water, sewer, and broadband infrastructure (EC 5)
f. Revenue Replacement (EC 6)
g. Administrative (EC7)

Other funding programs under the American Rescue Plan outside of the SLFRF funding, such as Emergency Rental Assistance, Housing Assistance, and so forth, provide additional funding opportunities to meet the overall pandemic recovery needs in the City. The Neighborhood Resources Department is providing a variety of services to residents in need though these other funding streams, and as we continue to report out on all of the varied ways we are assisting our residents, we will be updating and adding information about other funding uses to this report as well.

Promoting equitable outcomes

One of the underlying goals of ARPA funding is to ensure those disproportionately impacted by COVID-19 have additional services that can help them mitigate the impacts of the pandemic. As such, the planning that was done to identify programs and projects for funding was done with this in mind. With a focus on equity, there was also consideration to ensure that programs or projects were also available to all residents who have a desire to use those services. Each annual report to follow will provide an update on how the City is trying to achieve or promoted equitable outcomes during the performance period.

The City's efforts to promote equitable outcomes are discussed below in an overview of how programs were designed with equity in mind. Using four focus areas to try and focus efforts on these equitable outcomes, below is a description of how each focus area gave guidance while selecting programs.

a. Goals: The intention of many of the programs outlined in this report is to assist the historically underserved, marginalized, or adversely affected groups. The goal of each program was determined within a framework of equity. The City focused on supporting the needs of these groups through providing general municipal services which require adequate staffing levels, providing funding specific to ensuring housing and other social services are available, providing aide to nonprofits who serve historically underserved, marginalized, or adversely affected groups, ensuring recreational facilities are maintained at a high level to serve the needs of these residents, and ensuring that the broadband and computer services provided to those who are underserved in this area meet, and will continue to meet, those needs at a high level.
b. Awareness: Ensuring all residents that may qualify for assistance, or who will have access to the services provided are aware of what is available to them is important. The City initiated a CARES team to ensure all residents who needed information or assistance with the process had access to it. The City is also using social media, its website, staff, and printed materials to let residents know of opportunities for assistance.

c. Access and Distribution: Every effort is being made to ensure levels of access to benefits and services across groups are equitable.
d. Outcomes: Intended outcomes are focused on reaching universal levels of service.

The specific services or programs offered by the City in the following Expenditure Categories are specifically designed to meet the needs of underserved or unserved populations:

a. Negative Economic Impacts (EC 2): assistance to households, small businesses, and non-profits to address impacts of the pandemic, which have been most severe among low-income populations. This includes assistance with housing and other needs; (such as residents of low-income neighborhoods, minorities, disconnected youth, the unemployed, formerly incarcerated people, veterans, and people with disabilities); and other programs that provide disadvantaged groups with access to services.
b. Services to Disproportionately Impacted Communities (EC 3): services to address health disparities and the social determinants of health, build stronger neighborhoods and communities, and promote healthy childhood environments.

As the City moves through the projects and programs identified in this report, additional detail on how the efforts and intended outcomes promote equity using qualitative and quantitative data will be shared.

Community Engagement

The City's current planned use of funds incorporates any written, oral, and other forms of input received that captured feedback from constituents, community-based organizations, and the community as a whole. All feedback was taken into account, a public meeting was held at which additional public feedback could be offered, and we are at a point at which we can begin to move forward with the recommendations that have been made. As the City finalizes remaining proposed projects, additional public outreach is anticipated.

Labor Practices

Any infrastructure projects being pursued (as shown in section EC 5 below), use strong labor standards to promote effective and efficient delivery of high-quality infrastructure projects while supporting the economic recovery through employment opportunities for workers. Procurement efforts utilized by the City ensure the best product can be provided to the residents by the most responsive bidder.

Use of Evidence

Detailed evidence information for each project is, or will be, included in the Project Inventory if the SLFRF funds being used require evidence-based interventions. Specifically, in the Project Inventory, we describe

the overall approach for using evidence and evaluation. All Expenditure Categories that meet the requirement for Use of Evidence as defined in Section C(6) on page 26 of the Reporting Guidance have been included. Those with projects that are still being designed may have only preliminary data about how and what methods will be used as evidence until additional details are determined. Once those have been better identified this report will be updated accordingly.

Table of Assignments and Expenses by Expenditure Category

	Expenditure Category	Total ARPA Funding Assigned ($)	Cumulative Expenditures to date ($)	Amount spent since last Recovery Plan ($)
1	**Expenditure Category: Public Health**			
1.1	COVID-19 Vaccination			
1.2	COVID-19 Testing			
1.3	COVID-19 Contact Tracing			
1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, etc.)			
1.5	Personal Protective Equipment			
1.6	Medical Expenses (including Alternative Care Facilities)			
1.7	Capital Investments or Physical Plant Changes to Public Facilities that respond to the COVID-19 public health emergency			
1.8	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)			
1.9	Payroll Costs for Public Health, Safety, and Other Public Sector Staff Responding to COVID-19			
1.10	Mental Health Services			
1.11	Substance Use Services			
1.12	Other Public Health Services			
2	**Expenditure Category: Negative Economic Impacts**			
2.1	Household Assistance: Food Programs			
2.2	Household Assistance: Rent, Mortgage, and Utility Aid			
2.3	Household Assistance: Cash Transfers			
2.4	Household Assistance: Internet Access Programs			
2.5	Household Assistance: Eviction Prevention			
2.6	Unemployment Benefits or Cash Assistance to Unemployed Workers			
2.7	Job Training Assistance (e.g., Sectoral job-training, Subsidized Employment, Employment Supports or Incentives)			

	Expenditure Category	Total ARPA Funding Assigned ($)	Cumulative Expenditures to date ($)	Amount spent since last Recovery Plan ($)
2.8	Contributions to UI Trust Funds*			
2.9	Small Business Economic Assistance (General)			
2.10	Aid to nonprofit organizations	1,500,000		
2.11	Aid to Tourism, Travel, or Hospitality	200,000		
2.12	Aid to Other Impacted Industries	6,150,000		
2.13	Other Economic Support			
2.14	Rehiring Public Sector Staff	5,080,000	4,121.64	4,121.64
3	**Expenditure Category: Services to Disproportionately Impacted Communities**			
3.1	Education Assistance: Early Learning			
3.2	Education Assistance: Aid to High-Poverty Districts			
3.3	Education Assistance: Academic Services			
3.4	Education Assistance: Social, Emotional, and Mental Health Services	100,000		
3.5	Education Assistance: Other			
3.6	Healthy Childhood Environments: Child Care			
3.7	Healthy Childhood Environments: Home Visiting			
3.8	Healthy Childhood Environments: Services to Foster Youth or Families Involved in Child Welfare System			
3.9.	Healthy Childhood Environments: Other			
3.10	Housing Support: Affordable Housing	1,100,000		
3.11	Housing Support: Services for Unhoused persons	787,000		
3.12	Housing Support: Other Housing Assistance			
3.13	Social Determinants of Health: Other	363,000		
3.14	Social Determinants of Health: Community Health Workers or Benefits Navigators			
3.15	Social Determinants of Health: Lead Remediation			
3.16	Social Determinants of Health: Community Violence Interventions			
4	**Expenditure Category: Premium Pay**			
4.1	Public Sector Employees			
4.2	Private Sector: Grants to other employers			
5	**Expenditure Category: Infrastructure**			
5.1	Clean Water: Centralized wastewater treatment			
5.2	Clean Water: Centralized wastewater collection and conveyance			
5.3	Clean Water: Decentralized wastewater			

	Expenditure Category	Total ARPA Funding Assigned ($)	Cumulative Expenditures to date ($)	Amount spent since last Recovery Plan ($)
5.4	Clean Water: Combined sewer overflows			
5.5	Clean Water: Other sewer infrastructure			
5.6	Clean Water: Stormwater			
5.7	Clean Water: Energy conservation			
5.8	Clean Water: Water conservation			
5.9	Clean Water: Nonpoint source			
5.10	Drinking water: Treatment			
5.11	Drinking water: Transmission & distribution			
5.12	Drinking water: Transmission & distribution: lead remediation			
5.13	Drinking water: Source			
5.14	Drinking water: Storage			
5.15	Drinking water: Other water infrastructure			
5.16	Broadband: "Last Mile" projects			
5.17	Broadband: Other projects	4,000,000		
6	**Expenditure Category: Revenue Replacement**			
6.1	Provision of Government Services			
7	**Administrative and Other**			
7.1	Administrative Expenses			
7.2	Evaluation and data analysis			
7.3	Transfers to Other Units of Government			
7.4	Transfers to Nonentitlement Units (States and Territories only)			
8	**Total Funding Allocated**	19,280,000		4,121.64
9	**Funding not yet Allocated**	15,280,795		
10	**TOTALS**	**34,560,795**	**4,121.64**	**4,121.64**

Project Inventory

Public Health:

Currently there are no projects identified in this category.

Negative Economic Impacts:

Tourism Recovery Program
Project [Identification Number]: TBD
Funding amount: $200,000
Project Expenditure Category: 2.11 Aide to Tourism, Travel, Hospitality

Project overview
• Marketing and promotion tools to aid the recovery of our hospitality industry through a targeted marketing campaign directed at meeting and event planners.

Use of Evidence
• This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program in ensuring this impacted sector sees some relief or benefit.

Snedigar Sportsplex Synthetic Field Conversion
Project [Identification Number]: TBD
Funding amount: $5,000,000
Project Expenditure Category: 2.12 Aide to other impacted Industries FAQ 2.18

Project overview
• Investments in outdoor spaces is needed to respond to the needs of disproportionately impacted communities by promoting healthier living environments and outdoor recreation and socialization to mitigate the spread of COVID-19.
• The City saw significantly increased use of parks during the pandemic that resulted in damage or increased maintenance needs, which decreases the City's ability to effectively administer services thereby creating a negative economic impact.
• Four multipurpose fields will be converted to turf, improving field conditions for those disproportionately impacted populations and all residents of the City.

Use of Evidence
• This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring the field transformations are complete.

Dobson Park Irrigation Renovation
Project [Identification Number]: TBD
Funding amount: $750,000
Project Expenditure Category: 2.12 Aide to other impacted Industries FAQ 2.18

Project overview
- Investments in outdoor spaces is needed to respond to the needs of disproportionately impacted communities by promoting healthier living environments and outdoor recreation and socialization to mitigate the spread of COVID-19.
- The City saw significantly increased use of parks during the pandemic that resulted in damage or increased maintenance needs, which decreases the City's ability to effectively administer services thereby creating a negative economic impact.
- Complete replacement of irrigation system, improving park conditions for those disproportionately impacted populations and all residents of the City.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring the park improvements are complete.

Mesquite Groves Leak Detection & Repair
Project [Identification Number]: TBD
Funding amount: $400,000
Project Expenditure Category: 2.12 Aide to other impacted Industries FAQ 2.18

Project overview
- Investments in outdoor spaces is needed to respond to the needs of disproportionately impacted communities by promoting healthier living environments and outdoor recreation and socialization to mitigate the spread of COVID-19.
- The City saw significantly increased use of parks and park facilities during the pandemic that resulted in damage or increased maintenance needs, which decreases the City's ability to effectively administer services thereby creating a negative economic impact.
- Pump room leak detection, improving facility conditions for those disproportionately impacted populations and all residents of the City.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring the improvements are complete.

Early Hire Police Positions
Project [Identification Number]: TBD
Funding amount: $3,800,000
Project Expenditure Category: 2.14 Rehiring Public Sector Staff

Project overview

- Ensure the early hiring of sworn police officers to ensure staffing levels are maintained in a way to effectively administer the services provided. Includes payroll, covered benefits, and other costs associated with these employees.
- With an increase to the number of sworn Police officers either retiring or leaving the profession, these positions will allow the City to meet the needs of residents, especially those disproportionately impacted populations, and maintain public sector staffing numbers at their pre-pandemic levels.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring we can maintain staffing levels.

Police Hiring Incentives
Project [Identification Number]: Program 3ARP04, Project ARPA01
Funding amount: $750,000
Project Expenditure Category: 2.14 Rehiring Public Sector Staff

Project overview
- Incentivize the hiring of approximately 10 lateral sworn police officers, 20 sworn police officers, 3 detention officers and 7 dispatchers. Included as "other costs" under the ARPA hiring regulations.
- Recruitment in Sworn Police positions has become more challenging. Prior to 2021, typically two recruitments were conducted per year with an average posting of two weeks. These recruitments included both Recruit and Lateral applications and yielded 500+ applicants. In 2019, due to decreasing number of applicants, the number of recruitments per year was increased and Recruit and Lateral applicants were separated to streamline the processes for both.
- The goal of the incentive is to ensure we can hire and retain qualified applicants for our Police sworn positions.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring we can regain staffing levels.

Remote Police Testing
Project [Identification Number]: TBD
Funding amount: $30,000
Project Expenditure Category: 2.14 Rehiring Public Sector Staff

Project overview
- Provide electronic testing for new Police hires through the national testing network to ease the complexity of applying and testing for Police sworn positions. Included as "other costs" under the ARPA hiring regulations.

Use of Evidence

- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring we can regain staffing levels.

National Recruitment Campaign
Project [Identification Number]: TBD
Funding amount: $500,000
Project Expenditure Category: 2.14 Rehiring Public Sector Staff

Project overview
- Provide for additional coverage of job notifications through a national recruitment campaign. Included as "other costs" under the ARPA hiring regulations.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring we can regain staffing levels.

Nonprofit Assistance
Project [Identification Number]: TBD
Funding amount: $1,500,000
Project Expenditure Category: 2.10 Aide to Nonprofit Organizations

Project overview
- Funding to be distributed to nonprofit groups assisting those facing negative economic impacts due to COVID-19.

Use of Evidence
- Evidentiary information will be provided by the nonprofits to document the reach they have been able to make with the allocated funds.
- Details about what data will be gathered are forthcoming and should be available in the next Report or an updated version of this report.

Services to Disproportionately Impacted Communities:

Homeless Services & Prevention
Project [Identification Number]: TBD
Funding amount: $787,000
Project Expenditure Category: 3.11 Housing Support: Services for the Unhoused Persons

Project overview
- Provide weather relief, storage, diversion funding, hotel stays, regional emergency shelter space, as well as other programs dedicated to meeting the needs of the unhoused population.

Use of Evidence
- Evidentiary information will be provided to document the reach the City has been able to make with the allocated funds.
- Details about what data will be gathered are forthcoming and should be available in the next Report or an updated version of this report.

Veteran's Services & Program Space
Project [Identification Number]: TBD
Funding amount: $100,000
Project Expenditure Category: 3.4 Education Assistance: Social, Emotional, and Mental Health Services

Project overview
- Provide educational, social, emotional, and mental health services to veterans.
- Ensure program space is available for programs designed to meet the needs of veterans.

Use of Evidence
- Evidentiary information will be provided to document the reach the City has been able to make with the allocated funds.
- Details about what data will be gathered are forthcoming and should be available in the next Report or an updated version of this report.

Transitional Housing
Project [Identification Number]: TBD
Funding amount: $900,000
Project Expenditure Category: 3.10 Housing Support: Affordable Housing

Project overview
- Provides access to and support of transitional housing to aide vulnerable populations experiencing short-term housing needs. Examples of programs include Save the Family and TBRA Apprenticeship program.

Use of Evidence
- Evidentiary information will be provided to document the reach the City has been able to make with the allocated funds.
- Details about what data will be gathered are forthcoming and should be available in the next Report or an updated version of this report.

Affordable Housing
Project [Identification Number]: TBD
Funding amount: $200,000
Project Expenditure Category: 3.10 Housing Support: Affordable Housing

Project overview
- Provide housing locator services, landlord initiatives to increase the number of eligible properties, move-in assistance, and other programs to aide in housing individuals in affordable units.

Use of Evidence
- Evidentiary information will be provided to document the reach the City has been able to make with the allocated funds.
- Details about what data will be gathered are forthcoming and should be available in the next Report or an updated version of this report.

Neighborhood Response
Project [Identification Number]: TBD
Funding amount: $113,000
Project Expenditure Category: 3.13 Social Determinants of Health: Other

Project overview
- Use funding for demolition and encampment clean-up to remove blight, ensure healthy environments in parks, and keep neighborhoods, especially in lower-income areas, from becoming a primary location for the unhoused.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring we meet the needs of the neighborhoods.

Neighborhood Intervention Program
Project [Identification Number]: TBD
Funding amount: $250,000
Project Expenditure Category: 3.13 Social Determinants of Health: Other

Project overview
- Specialized programs designed to meet the needs of neighborhoods in Qualified Census Tracts.
- Programs will be based on identified needs in specific neighborhoods and will be unique for each neighborhood where the program is run.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring we meet the needs of the neighborhood.

Premium Pay:

Currently there are no projects identified in this category.

Fiber Project
Project [Identification Number]: TBD
Funding amount: $4,000,000
Project Expenditure Category: 5.17 Broadband: Other Projects

Project overview
- Replace and expand existing fiberoptic cabling to increase resiliency of service and speed of operation.
- Services at City facilities will be enhanced or expanded including facilities that provide broadband and computer access to underserved or unserved populations.
- Fiber project will ensure proper speeds will be available at all locations served, meeting or exceeding symmetrical uploads and at least 100 Mbps downloads.

Use of Evidence
- This expenditure category does not require evidence-based interventions, but City staff will track the effectiveness of the program ensuring we can continue to provide quality broadband access to facilities, residents and businesses.

Revenue Replacement:

Currently there are no projects identified in this category.

Administrative:

Currently there are no projects identified in this category.

Performance Report

- As the programs and projects begin to be utilized, additional data will be gathered to show the performance of each of the major SLFRF projects. Reporting on key performance indicators for each project, or group of projects with substantially similar goals and the same outcome measures, will be included in the next report, or update. These measures will include both output and outcome measures.