



# Consolidated Annual Performance and Evaluation Report (CAPER)

FY 2018-2019

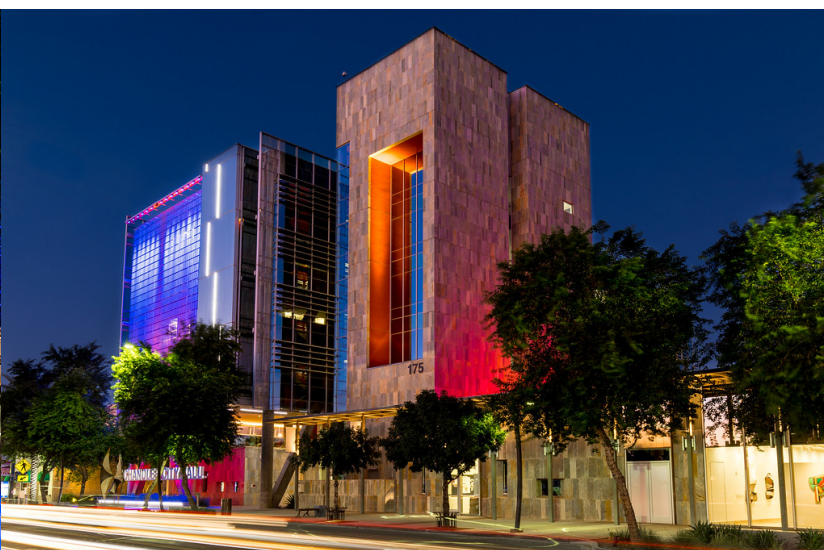




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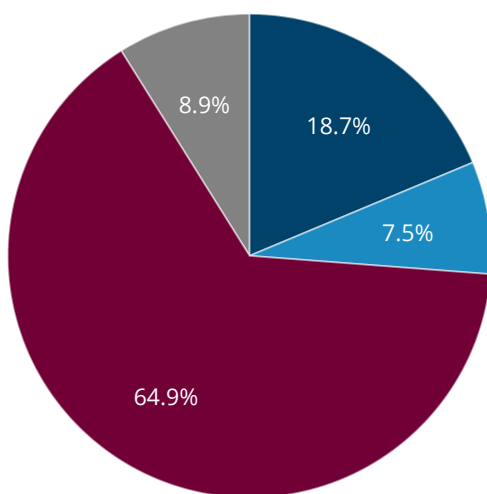
# What is the Consolidated Annual Performance and Evaluation Report?

Each year, the City of Chandler receives Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development (HUD). The CDBG Entitlement Program provides annual grants on a formula basis to entitled cities and counties to develop viable urban communities by providing decent affordable housing and a suitable living environment, and by expanding economic opportunities, principally for low- and moderate-income persons. As an entitlement Grantee, the City is required to publish a Consolidated Annual Performance and Evaluation Report (CAPER) detailing accomplishments achieved through CDBG program activities. The report also includes outcomes achieved through the expenditure of General Funds allocated by the Chandler City Council to support the delivery of human services to Chandler residents. The report provides an opportunity to measure the City's progress in meeting the priority needs, goals and strategies described in the 2015-2019 Five-Year Consolidated Plan and 2018-2019 Annual Action Plan and to share successes with the Chandler community.

## Housing and Community Development Resources

The Neighborhood Resources Department (NRD) utilizes a variety of federal and local resources to fulfill its mission of preserving neighborhoods, providing affordable housing, offering community programs, and promoting diversity. Federal funds include CDBG funds awarded by HUD, HOME Investment Partnership (HOME) funds awarded by HUD and passed through the Maricopa County HOME Consortium, and funds awarded to the City of Chandler Public Housing Authority by HUD to support the Section 8 and Public Housing Programs. The City of Chandler also provides General Funds to leverage federal funds and increase the level of services to Chandler residents.

**CAPER Resources**  
FY 2018-2019



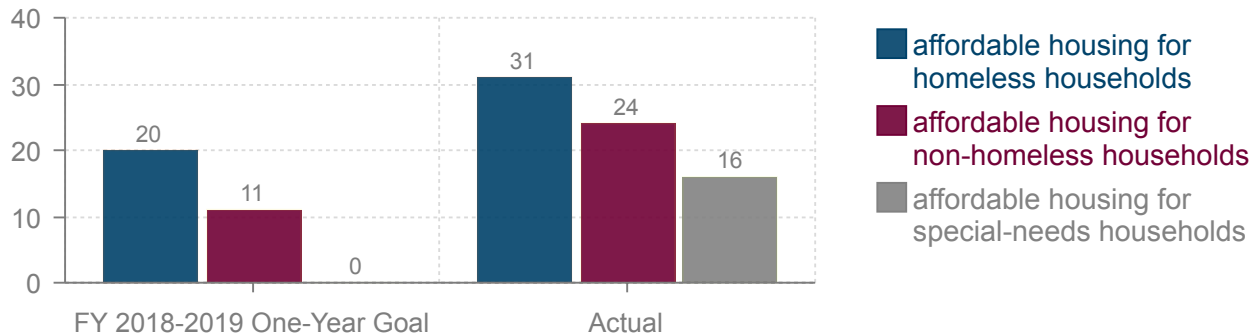
<span style="color: #0056b3;">●</span> CDBG	\$2,506,930	<span style="color: #00a0e3;">●</span> HOME	\$1,007,029
<span style="color: #800040;">●</span> Public Housing Authority	\$8,697,596	<span style="color: #666666;">●</span> City of Chandler	\$1,193,735



# Efforts to Provide Affordable Housing

The City of Chandler supports housing affordability and sustainability through a variety of programs supported by federal and local funds. Federal funds from the U.S. Department of Housing and Urban Development support monthly rental subsidies for renters with low-income and local dollars provide supportive services to promote housing sustainability and family self-sufficiency.

**Progress in Providing Affordable Housing**



## Tenant-Based Rental Assistance (TBRA)

The City of Chandler utilizes Home Investment Partnership (HOME) funds to provide Tenant-Based Rental Assistance (TBRA) for households experiencing homelessness. The Chandler Public Housing Authority (PHA) administers the TBRA program while the wrap-around case management services are provided by AZCEND, a local nonprofit. During the fiscal year, 29 households were housed through TBRA, receiving housing assistance and ongoing case management. The City continued to identify individuals and families eligible for the assistance, inspected potential housing units to ensure they are decent and safe, and entered into housing assistance payment contracts with landlords. The Chandler PHA provides preferences to people experiencing homelessness and for homeless families to facilitate their access to affordable housing units. Participants in the City's TBRA program are also referred to the PHA to ensure long-term access to permanent affordable housing. Of the households assisted with TBRA, four successfully transferred to permanent housing during the year, either in City of Chandler Public Housing, the Housing Choice Voucher Program or other permanent housing solutions. As of the end of the fiscal year, there are currently 22 households participating in TBRA.

Number of Households Supported by CDBG and HOME	One-Year Goal	Actual
Number of households supported through rental assistance	20 (TBRA Only)	29
Number of households supported through the production of new units	0	N/A
Number of households supported through the rehab of existing units	11	24
Number of households supported through the acquisition of existing units	2	2
<b>Total</b>	<b>33</b>	<b>55</b>



# Housing Rehabilitation and Emergency Home Repair

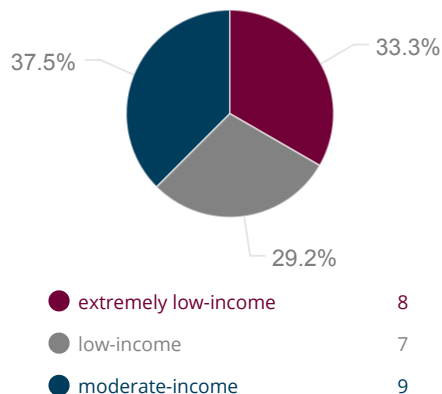
In addition to HOME funds invested in tenant-based rental assistance for individuals and families experiencing homelessness, the City invested funds in housing rehabilitation and emergency repair programs, rehabilitating 24 homes during the program year.

- The City's Housing 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. All low-and moderate-income residents are eligible to apply for housing rehabilitation assistance and priority is given to physically disabled and elderly homeowners age 62 or older residing in geographic priority areas. Four homes were rehabilitated during the program year, serving one extremely low-income homeowner, one low-income homeowner and two moderate-income homeowners.
- The City's Emergency Home Repair Program provides low- and moderate-income homeowners with assistance to improve their living conditions by rehabilitating or replacing roofing, exterior paint, block walls, stucco, windows and doors. The program provided assistance to 20 homeowners during the fiscal year, serving seven extremely low-income homeowners, six low-income homeowners and seven moderate-income homeowners.

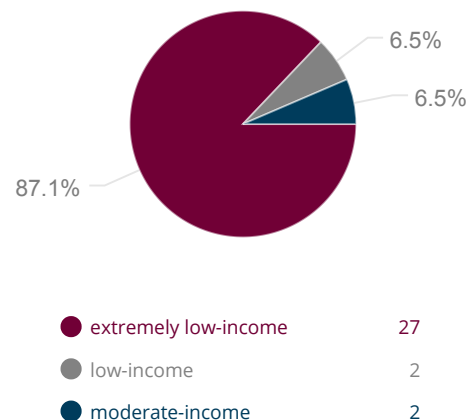


## Number of Households Served

**CDBG Funds Homeowner Rehabilitation and Emergency Repair Program**



**HOME Funds - TBRA and Newtown CDC**



# Efforts to Reduce and End Homelessness

The City of Chandler works to reduce and end homelessness through prevention and outreach, addressing emergency shelter and transitional housing, and addressing permanent housing needs.

## Prevention and Outreach

- Crisis stabilization and peer support services for 698 individuals experiencing homelessness, who are indigent, or are working poor. Home-delivered and congregate meals for 490 seniors with low-income.
- Provide 209 families with emergency financial assistance to prevent evictions and utility shut-offs through AZCEND's Community Action Program.
- Certified peer navigation services for 186 residents experiencing homelessness.
- Supported prevention and education programs that provide financial and case management assistance to individuals and families facing homelessness.
- Supported regional Continuum of Care activities to serve homeless people, including hydration stations during summer months and participating in the point-in-time homeless street count to identify the number of people experiencing homeless who are sheltered and unsheltered on the day of the count.
- Continued the partnership with For Our City - Chandler, which coordinates services offered by the City and nonprofit organizations with the service resources of faith-based communities, employers, business groups and others.



## Addressing Emergency Shelter and Transitional Housing Needs

- Emergency shelter for 26 individuals experiencing homelessness using federal funds.
- Case management and support services for 72 persons in families experiencing homelessness living in transitional housing.
- Case management services to 69 persons experiencing homelessness living in rapid rehousing.
- Emergency shelter and case management services for 304 individuals experiencing homelessness.
- Shelter and services for 463 individuals, including victims of domestic violence.
- Regional homeless planning and coordination services.





# Efforts to Address Public Housing Needs

The City of Chandler Public Housing Authority (PHA) provides rental assistance to 486 Chandler residents with low-income through the Section 8 Housing Choice Voucher (HCV) program. The PHA also manages 303 units of public housing to low-income Chandler residents.

## Public Housing Capital Improvements

**The following improvements were completed over the 2018-2019 Fiscal Year:**

- New shingle roofs at 17 scattered-site public housing units.
- New air conditioning units and gas pack replacements at 32 scattered-site public housing units.
- New kitchen cabinets in 36 public housing units.
- New kitchen and bathroom cabinets at 35 scattered-site public housing units.
- New shower/tub combinations at 32 units at the Casa de Kosas Public Housing Community.
- Repaired the basketball court at the Casa Bonita Public Housing Community.
- Conducted radon testing for all public housing communities and mitigated 11 units.



## Public Housing Resident Involvement in Management and Homeownership

**In Fiscal Year 2018-2019, Public Housing and Housing Choice Voucher (HCV) residents:**

- Provided input into the Public Housing and Housing Choice Voucher annual administrative plans.
- Participated in monthly Tenant Community Builders meetings to discuss community issues.
- Received quarterly newsletters.
- Met quarterly (60 Public Housing residents and 60 HCV Family Self-Sufficiency (FSS) participants).
- Public Housing residents received job training and readiness services through partnerships with the East Valley Institute of Technology (EVIT), Fresh Start Women's Foundation, Dress for Success, Arizona At Work and ICAN.
- Participated in three financial literacy classes through Money Management International and one-one financial counseling through Newtown Community Development Corporation.
- Participated in three workshops focused on managing student loan debt, household budgeting and credit repair.
- Accessed primary health care services through a partnership with Partnered with Maricopa Integrated Health Systems.
- Participated in homebuyer preparation classes, such as budgeting and repairing credit, through a partnership with Newtown.
- Prepared for a future home purchase (34 Public Housing clients and 33 Housing Choice Voucher clients).
- Purchased homes (1 Public Housing resident and 3 HCV residents).



## Public Housing Book Rich Environment

- Delivered more than 3,500 books to children living in public housing.
- Coordinated and implemented book distribution events at the public housing sites, public library, and via door to door book deliver.
- Managed its second year of the ASPIRE Read to Succeed literacy program, with weekly tutoring offered twice a week at each of the public housing sites, targeting children ages 6-8 that are below first grade reading level.
- Remediated reading levels for 11 children participating in the program.
- The Chandler Public Housing Youth Program, provided educational and skill building programs to 278 youth, ages 6-18 who reside in Chandler's four Public Housing family sites. Youth were encouraged to get involved in positive activities, complete homework, and participate in enrichment activities. Program activities were offered after school and during school breaks and included community sports and other specialized events. Participants also received free memberships to the Boys & Girls Clubs of the East Valley and participated in large group events at the Holy Trinity Lutheran Church's Community Life Center.





# Neighborhood Revitalization and Capital Projects

The City of Chandler consists of approximately 65 square miles and shares boundaries with the Town of Gilbert, Cities of Mesa, Phoenix, Tempe and the Gila River Indian Community. Chandler has reached its physical limits except for a few remaining county islands.

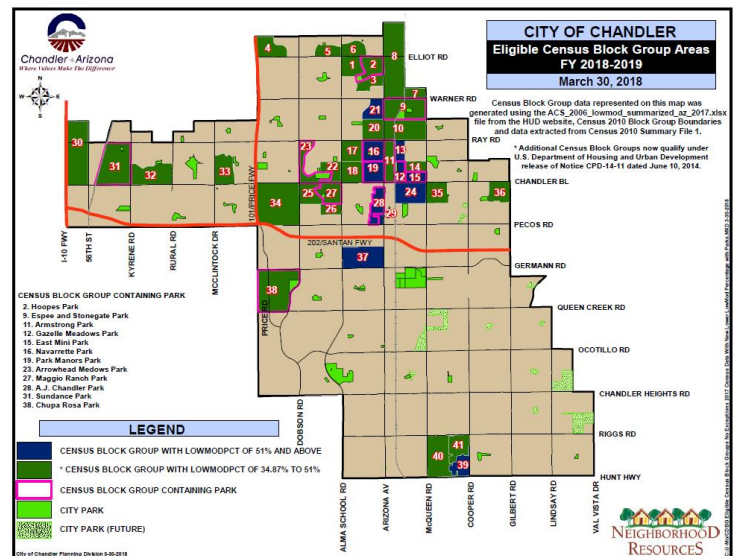
Most of the City has developed during the past twenty years, yet the central city and several neighborhoods north of the San Tan Freeway (202) are long-established and have higher concentrations of low-income and minority households. During FY 2018-2019, there were 11 Census Block Groups with at least 51% of the population is low- and moderate-income and 30 with at least 34.87% of the population is low- and moderate-income. These are CDBG-eligible areas. Chandler Neighborhood Resources has elected to target funds to areas north of the San Tan Freeway (202).

During FY 2018-2019, the City had planned to invest 58% of funds north of the San Tan Freeway and actually invested 56% of CDBG funds north of the San Tan Freeway. Direct benefit activities are those that are based on household income or serve a specific clientele, such as people experiencing homelessness - these activities are allocated citywide. All other activities take place in the City's older neighborhoods north of the San Tan Freeway.

## Code Enforcement

### Utilized CDBG funds to:

- Improved neighborhood conditions through code enforcement activities in CDBG-eligible areas, serving 13,767 Chandler residents. Code enforcement efforts found 1,446 households in violation and the vast majority of those households gained compliance without the need for issuing a citation. The remaining 21 households were referred to other City departments for assistance.



## Food Bank Improvement

### Utilized CDBG funds to:

- Completed renovation of AZCEND's food bank, a local community partner that distributed food boxes to 2,957 low and moderate households.

# Additional Efforts to Help the Community

The City of Chandler utilizes a variety of strategies to reduce barriers to affordable housing, meet the needs of underserved populations, reduce the number of families experiencing poverty, develop institutional structure and enhance the coordination of services for persons with low or moderate income.

## Addressing Barriers to Affordable Housing

**The 2016 Chandler General Plan includes public policies to address barriers to affordable housing, including to:**

- Encourage live/work developments, where appropriate (e.g., Downtown, high capacity transit corridors, regional commercial nodes).
- Provide for a variety of housing choices for all income levels.
- Promote a compatible mix of housing types in in-fill areas.
- Encourage a range of housing types within walking distance of schools and other community facilities (e.g., libraries, transit centers, community centers, health clinics, recreation spaces, and healthy food establishments).
- Address housing needs of fixed income elderly persons and other special needs populations.
- Support the aging and disabled population in neighborhoods by continuing to implement programs that assist them in meeting neighborhood maintenance codes.
- Increase capacity for and coordination of affordable housing programs and projects.
- Concentrate on improving housing affordability Citywide.
- Continue to encourage private investment in affordable housing.
- Enforce housing and neighborhood maintenance policies.
- Improve rental housing maintenance to ensure quality neighborhoods.
- Ensure compatible transition between residential areas and incompatible land uses as well as between intensity of land uses (e.g., between employment and residential).
- Improve transition between and continuity of old and new neighborhoods.
- Maintain, and where needed, improve infrastructure as neighborhoods age.
- Create and promote educational outreach and training seminars on housing and neighborhood maintenance.
- Continue to increase the quality of life in neighborhoods by promoting civic engagement.
- Continue to recognize adopted neighborhood and specific area plans that provide further development guidance in targeted areas.
- Foster organization of and training for HOA and traditional non-HOA neighborhoods.
- Continue to provide programs that encourage neighborhood identity and a sense of place.
- Foster partnerships and collaboration with nonprofits, businesses, and other organizations to support neighborhood and community development.





## Efforts to Address Underserved Needs

- Operation Back to School where 2,164 school-age children were provided with free backpacks and school supplies. Three hundred seven volunteers contributed more than 1,300 volunteer hours, distributed more than 5,250 pairs of socks and underwear, 963 uniforms, and 660 pairs of shoes, combined with 290 vouchers for a total of 950 pairs of shoes distributed.
- Medical and dental services to 2,707 children.
- Services to 3,873 people with disabilities.
- Assistance for 520 Veterans who are emotionally and physically challenged to train their dogs to be service animals to assist in navigating daily tasks, empower them to leave their homes and to be viable parts of the community.
- Independent living programs allowing 173 seniors to safely age in place.
- Senior peer counseling for 246 seniors to combat depression and social isolation.
- Job training services for 45 individuals with disabilities to promote job skills, workforce readiness, and functional living while providing respite to caregivers.
- Socialization and recreation programming for 191 individuals with disabilities to combat depression, improve physical health, and enhance quality of life.



## Efforts to Reduce the Number of Families Living in Poverty

- Transportation for 120 Veterans with low- or moderate-income to Veteran specific and other services.
- Volunteer Income Tax Assistance (VITA) services for 1,726 people who claimed nearly \$2.5 million in refunds.
- Services to alleviate crisis and meet the basic needs of 77,364 Chandler residents.

## Efforts to Develop Institutional Structure and Enhance Coordination

- Coordinated For Our City Day where hundreds of volunteers came together on projects that benefited low-income neighborhoods and individuals.
- Organized the Annual Volunteer Recognition event to celebrate Chandler's top volunteers.
- Created Chandler Homeless Advocacy Team to research and develop new approaches to reducing homelessness in Chandler.
- Staffed the Housing and Human Services Commission, which evaluates funding applications for federal and General funds and provides recommendations to the City Council regarding human services and housing programs.
- Continued to work with For Our City - Chandler to partner with local nonprofit leaders who meet monthly to discuss local social service issues, share resources and provide collaborative opportunities.
- Reviewed funding priorities and distribution methods to ensure resources were targeted to the most needy populations and neighborhoods, consistent with the City's Five-Year HUD Consolidated Plan.

# Analysis of Impediments to Fair Housing Choice

As a member of the Maricopa County HOME Consortium, the City of Chandler is part of the May 2015 Maricopa County Analysis of Impediments (AI) to Fair Housing Choice. The AI identifies impediments to fair housing choice and suggests actions that Maricopa County and the participating municipalities can take to address those impediments. The Maricopa County AI identified five impediments, four of which are applicable to the City of Chandler. During FY 2018-2019, Chandler took the following actions to address identified impediments:

- **Impediment #1: Lack of Accessible Housing/Housing Discrimination against Persons with Disabilities.** The City made disability accessibility improvements when needed to housing units rehabilitated through the City's Housing Rehabilitation program; continued to require Section 504 compliance among CDBG and HOME-funded agencies to ensure persons with disabilities had access to housing services; and maintained Section 504 compliance in all City buildings and services.
- **Impediment #2: Lack of Awareness of Fair Housing Laws.** The City provided fair housing information in English, Spanish, and other languages through the City's Neighborhood Resources Community Development and Housing and Redevelopment web pages for tenants, homebuyers, and landlords; dedicated CDBG funds to provide Fair Housing Outreach, Education, Counseling and Enforcement to assist residents who may have been discriminated against, and making referrals, as appropriate, to the State Attorney General's Office; included copies of "Fair Housing, It's Your Right", "Ten Most Common Mistakes", and a City fair housing complaint form in Section 8 briefing packets. In FY 2018-2019, fair housing education services were provided to 110 Chandler residents.
- **Impediment #3: Cost of Affordable Housing Limits Housing Choice.** The City provided CDBG funds to a nonprofit agency to make available a Fair Housing Hotline for Chandler residents who believe they or someone they know experienced housing discrimination; continued to provide public housing and Section 8 Housing Choice Vouchers to expand affordable housing opportunities.
- **Impediment #4: Poor Financial History of Potential Homebuyers.** The City provided financial literacy and housing counseling and education to 304 Chandler households in cooperation with a nonprofit housing education and counseling organization; and provided financial literacy education and housing counseling and education opportunities to participants in the City's public housing and Section 8 Housing Choice Voucher programs.





# Program Monitoring

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 a formal 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 were required to submit information on fiscal and program capability, nonprofit status, disability accessibility, and other requirements. Prior to contracting, the City conducted training sessions to explain program laws, regulations and requirements, and City monitoring standards and procedures.



Written agreements were 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 reviewed reports and source documents for accuracy, cost allowability, and cost reasonableness prior to reimbursement. Risk assessments were based on a desk audit utilizing a Program Performance Monitoring Checklist. Formal on-site monitoring visits were conducted with two non-City agencies.

## Program Accomplishments

Category	5-Year Consolidated Plan Goal and Annual Activity	5-Yr Priority Level	5-Year Goal	FY 2018-2019 Planned	FY 2018-2019 Actual	HUD ConPlan Resources Used
Affordable Owner Housing Activities	Housing Rehabilitation - Emergency Repairs, Accessibility Improvements, Moderate/Substantial Rehabilitation, and Replacement/Reconstruction	High	300 units	11	24	CDBG
	Acquisition, Rehabilitation, and Resale to First-Time Homebuyers	High	15 households	2	2	HOME
	Direct Assistance to First-Time Homebuyers	Low	10 households	0	0	N/A
	New In-Fill Construction for First-Time Homebuyers	Low	5 units	0	0	N/A
Affordable Rental Housing Activities	Tenant-Based Rental Assistance	High	40 households	20	29	HOME
	Housing Rehabilitation - Moderate and Substantial Rehabilitation and Public Housing Revitalization	Low	210 units	0	0	N/A
	New In-Fill Construction	Low	20 units	0	0	N/A
Activities to Address Homelessness	Emergency and Transitional Shelter	High	1,250 people	5	26	CDBG
	Support Services and Case Management	High	1,250 people	43	72	CDBG
	Alleviate Crisis and Meet Basic Needs	High	10,000 people	656	1,101	CDBG
Revitalization, Public Facilities and Infrastructure	Community Parks and Facilities	High	15,000 people	10,037	11,696	CDBG
	Neighborhood Infrastructure	High	12,000 people	0	0	N/A
	Code Enforcement	High	5,000 people	1,500	1,446	CDBG

# CDBG Program Expenditures and Activities

## Programs that Address Basic Needs (Public Services)

Year Awarded	Agency	Program	Funding Allocated	Total Expended FY 2018-2019	HUD Outcome	Persons Assisted
2018	A New Leaf, Inc.	La Mesita Family Homeless Shelter	\$18,209	\$18,209	SL1	26
2018	AZCEND	Housing and Stability Specialist	\$48,000	\$48,000	SL1	69
2018	AZCEND	TBRA Case Management	\$35,515	\$35,515	SL1	57
2018	COC Housing and Redevelopment	Public Housing Youth Program	\$75,000	\$73,380	SL1	278
2018	COC Community Development	Fair Housing Education and Outreach	\$2,500	\$2,476	SL1	100
2018	Save the Family	Case Coordination and Homeless Housing	\$26,210	\$15,245	SL1	15
2018	Southwest Fair Housing Council	Fair Housing Counseling and Enforcement	\$12,500	\$12,500	SL1	10

## CDBG Program Administration

Year Awarded	Agency	Program	Funding Allocated	Total Expended FY 2018-2019	HUD Outcome	Persons Assisted
2018	COC Neighborhood Resources	Program Administration	\$290,579	\$290,579	n/a	n/a

## CDBG Capital Projects, Housing and Neighborhood Revitalization

Year Awarded	Agency – Program	Program	Available Funding	Total Expended FY 2018-2019	HUD Outcome	Households Assisted
2018	Chandler Gilbert Arc	Community Living Home Rehabilitation	\$15,000	\$660	SL3	0 (A)
2018	COC Code Enforcement	Low-Mod Neighborhoods	\$105,341	\$87,507	SL3	586
2018	COC Community Development	Homeowner Rehabilitation	\$223,556	\$73,859	DH3	0 (A)
2018	COC Community Services	Arrowhead Meadows Park Rehabilitation	\$226,738	\$681	SL1	0 (A)
2018	COC Housing and Redevelopment	Family Site Cabinet Replacement	\$212,725	\$203,093	SL3	36
2017	AZCEND	Food Bank Improvements	\$150,223	\$141,015	SL1	2,957
2017	FSL Home Improvements	Emergency Home Repair Program	\$322,367	\$322,367	SL3	20
2017	FSL Home Improvements	Homeowner Rehabilitation	\$66,361	\$66,361	SL3	4
2017	COC Code Enforcement	Low-Mod Neighborhoods	\$77,088	\$77,088	SL3	688
2017	COC Housing and Redevelopment	Family Site Cabinet Replacement	\$107,689	\$107,689	SL3	0 (A)
2016	COC Code Enforcement	Low-Mod Neighborhoods	\$19,671	\$19,671	SL3	172
2016	COC Housing and Redevelopment	Family Investment Center Improvements	\$36,600	\$36,600	SL1	0 (A)

(A) These activities are multi-year activities. Outcomes reported or will be reported when the activities are completed.

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



# Citizen Participation Plan

The draft CAPER is available for review at the Neighborhood Resources Department, and on the City's website at [chandleraz.gov/PlansAndReports](http://chandleraz.gov/PlansAndReports).

The City of Chandler's Citizen Participation Plan includes a 15-day public comment period and public hearing for the CAPER.

For Fiscal Year 2018-2019, the public comment period will begin August 27, 2019, and closes on September 10, 2019. A public hearing will be held on Monday, September 9, 2019, at the City Council Chambers. In addition to commenting at the public hearing, citizens are invited to submit written comments to the Neighborhood Resources Department at [community.development@chandleraz.gov](mailto:community.development@chandleraz.gov).

The public hearing is announced through an advertisement in the Arizona Republic and is posted in public locations including the City Clerk's office, and the Neighborhood Resources Department office. The public hearing notice includes the meeting location, date, time, key staff contacts, topics to be considered, and the beginning and ending dates of the public comment period. The notice also includes information for citizens requesting reasonable accommodations for a disability.

Public comments received during the public comment period will be incorporated into the final CAPER submitted to the U.S. Department of Housing and Urban Development.

## Chandler Mayor and City Council



### Mayor

Kevin Hartke

### Vice Mayor

Terry Roe

### Councilmembers:

Sam Huang

René Lopez

Jeremy McClymonds

Matt Orlando

Mark Stewart



## City of Chandler Staff

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