

CITY OF CHANDLER

2013 - 2014 ANNUAL ACTION PLAN



Mission

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

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

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What is the Annual Action Plan?

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

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

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

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

Annual Action Plan Resources

CDBG Entitlement Program	2012	2013
Community Development Block Grant (CDBG)	\$ 1,231,780	\$ 1,201,662
CDBG Prior Year Carry Forward Including Program Income	\$ 168,324	\$ 126,277
Total CDBG Allocation Amount	\$ 1,400,104	\$ 1,327,939
HOME Investment Partnership Funds		
HOME (through an agreement with Maricopa County)	\$ 288,088	\$ 273,684
Public Housing Programs		
Section 8 Housing Choice Voucher Program	\$ 5,560,000	\$ 5,460,000
Public Housing Program	\$ 2,153,000	\$ 2,193,000
Public Housing Capital Funds	\$ 850,000	\$ 850,000
Competitive and Stimulus Programs	Total Grant	Balance*
Neighborhood Stabilization Program 1	\$ 2,415,100	\$ 0
Neighborhood Stabilization Program 3	\$ 1,332,011	\$ 575,000
Local Resources		2013
HOME Match		\$ 673,368
Acts of Kindness (AOK)		\$ 60,178
Social Service Funds (SSF)		\$ 424,043
Youth Enhancement Program (YEP)		\$ 631,438 **
Veterans Transportation		\$ 10,000

*as of March 1, 2013

**includes contingency

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EXECUTIVE SUMMARY

Targeting Resources

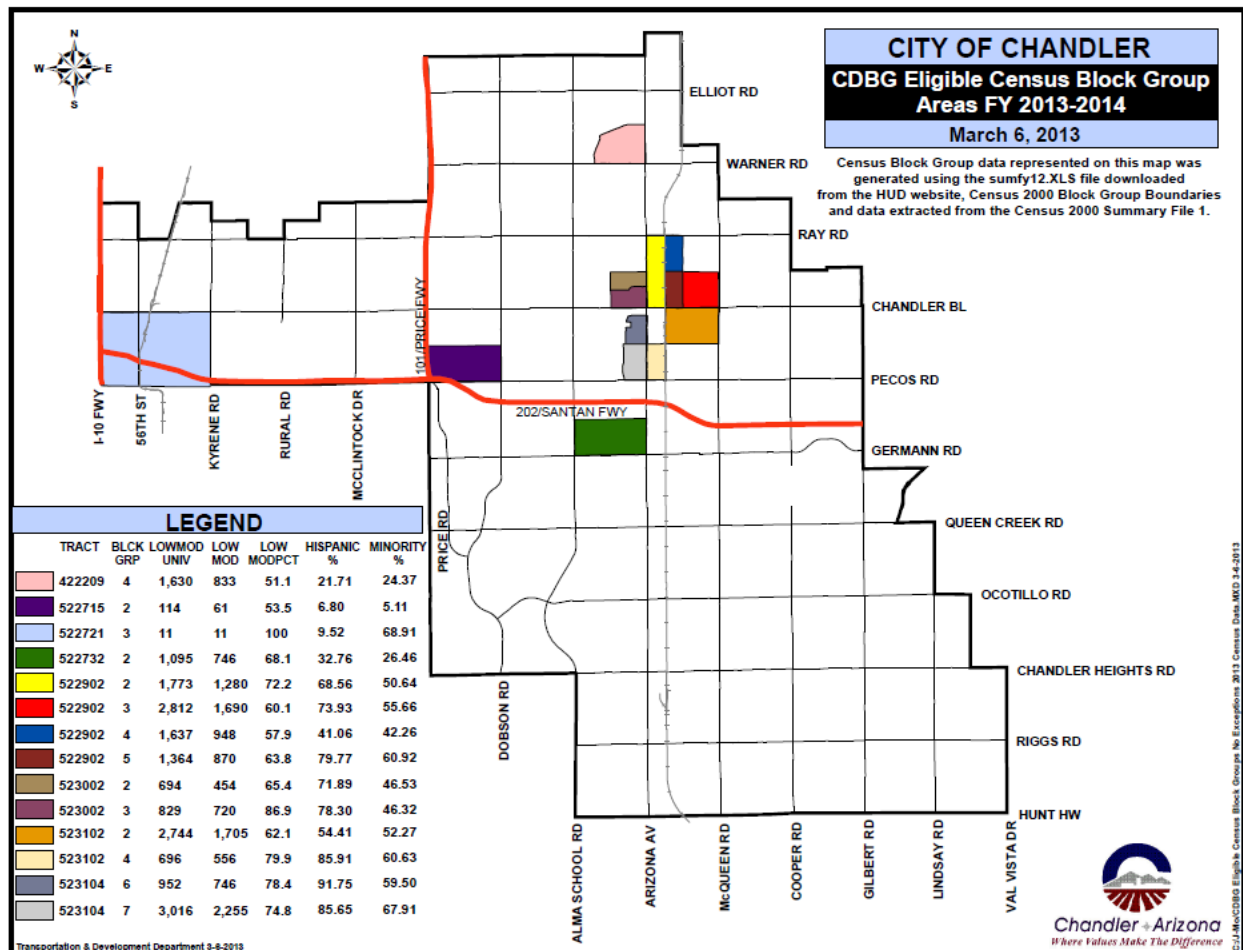
As the City of Chandler reaches build-out, key objectives are neighborhood stabilization and revitalization, especially in areas with a large volume of older and substandard housing stock and concentrations of low-income households. The City allocates much of its CDBG resources to Community Development Target Areas. In addition to Community Development Target Areas, the City provides resources for programs that address the needs of low-income households and special populations throughout the City. There are fourteen Community Development Target Areas in Chandler. Community Development Target Areas are Census Tract Block Groups where at least 51% of the population is low or moderate income.

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

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

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

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



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Prioritizing Intervention and Prevention

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

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

Leveraging HUD Funding

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

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

City Dedicates Funding to Neighborhood Resources Division

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

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



City of Chandler: At-a-Glance

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

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

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

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

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Evaluation of Past Performance

During the past fiscal year, the City of Chandler was awarded \$1,231,780 in Community Development Block Grant funds and \$288,088 in Home Investment Partnership Program (HOME) funds. In addition, Chandler has been awarded NSP1 and NSP 3 funds over the past several years totaling \$3,747,111 in funding. Through the allocation of funds to non-profits and the work of City of Chandler Department partners many key accomplishments were noted including but not limited to:

- 12 first-time home buyers bought homes assisted through the NSP, and HOME funded Chandler Community Land Trust Program operated by Newtown.
- 19 first time homebuyer classes were taught by Newtown to a total of 289 participants.
- HOME and CDBG-funded housing rehabilitation for single family homeowners resulted in exterior improvements for 9 homes; moderate rehabilitation for 7 homes and ADA accessibility modifications for 2 households, improving the home's livability for their disabled occupants.
- Improvements were made to Chandler Public Housing Stock, using CDBG funds that benefitted 56 families occupying Public Housing Units.
- 685 brighter, more energy efficient lights were installed in low to moderate-income neighborhoods resulting in a safer environment.
- The CDBG funded Blight Elimination Program resulted in the inspection of 832 properties in low to moderate income areas and the opening of 247 code enforcement cases to address blighting conditions. In addition, 23 vacant deteriorating structures were boarded and secured in these areas and 5 vacant, blighted structures were demolished under the CDBG funded Voluntary Demolition Program.
- CDBG funds provided funds to 7 emergency and transitional shelter programs. These programs assisted 485 homeless individuals, families and victims of domestic violence.
- CDBG funds supported a program that provided 519 individuals with crisis care and medical detoxification in a substance abuse emergency.
- CDBG funded the partial operation of the Chandler Public Housing Youth Program, which provided educational and skill building programs to encourage youth to become involved in positive activities and complete homework.
- CDBG provided funding for attorneys and legal advocates, at no cost, to resolve civil legal problems for 22 low-income Chandler residents through Community Legal Services.



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Goals from the 5-year City of Chandler Consolidated Plan

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

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

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

2013 CITY OF CHANDLER INITIATIVES

Affordable Housing

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

Human Services, Homeless and Special Needs Populations

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

Neighborhood Revitalization and Community Development

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

Coordination and Delivery of Resources

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

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RENTAL AND PUBLIC HOUSING

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

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

Public Housing

The Chandler Housing and Redevelopment Division (also known as the PHA) addresses the needs of extremely low income and low to moderate-income families in Chandler. The Public Housing program and the Section 8 program continue to be designated by HUD as “High Performing”. The City’s PHA manages 303 public housing units and 486 Housing Choice Vouchers. In addition, the Housing and Redevelopment Division owns and manages four (4) scattered site senior homes in gated designated adult communities as a non-federal affordable housing venture.

While the City’s PHA has done much to address the needs of low-income households in Chandler, demand for housing assistance remains high. There are 2,848 families on the Public Housing waiting list and 1,788 on the Section 8 waiting list. Vacancy turnover in Public Housing is approximately 60-80 families per year. Average waiting times for Public Housing varies widely depending on the bedroom size required. On average the wait is approximately 3 years for all bedroom sizes, however, two-bedroom units are in the greatest demand and larger bedroom units have the shortest wait time.

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

2013 Affordable Rental Housing Strategies

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

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

Assisting low-income households to be self-sufficient is one of HUD’s goals for Public Housing Programs. The Chandler PHA works to assist public housing residents that need assistance by matching resources to promote tenant education and self-sufficiency. The mission of the PHA is to work together with community partners to ensure affordable and diverse housing opportunities within our community. This mission is supported through social service and educational programs provided in conjunction with the Family Investment Center, Youth Recreation Program and the Capital Improvement Program. The Housing Division works closely with other community social service providers.

The Chandler PHA has expanded the housing programs network through the creation of our affordable housing website. This resource allows households and business partners to link to other websites like GoSection8.com to monitor market conditions and the payment standard for the Section 8 Housing Choice Voucher program. The PHA also assists first-time homebuyers when the opportunity arises through the Section 8 Homeownership Program and nonprofit housing providers like Newtown. A few years ago, Chandler developed a seven home infill subdivision that provided affordable homeownership opportunities to seven homebuyers. Two of the new homebuyers came from Public Housing. The Section 8 Homeownership Program continues to offer qualified participants the opportunity to become homeowners.



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HOMEOWNERSHIP & HOUSING

Home Prices Are Increasing

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

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

The Foreclosure Market

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

Home Purchasing Power of Median Income Households Increasing

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

Small Decline in Sales Volume

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

2013 Homeownership Activities

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

HOME Recapture and Resale Provisions

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

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

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

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



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NEIGHBORHOOD ENHANCEMENT AND COMMUNITY DEVELOPMENT

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

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

Lead-based Paint

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

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

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

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

Loan payments are determined based on the financial circumstances of the borrower, and may be partially or entirely forgiven. The City secures its investment with a lien (Deed of Trust) equal to the value of the loan, which is repaid in monthly installments by the homeowner over the period of approved loan terms, or paid in full upon sale, transfer or alienation of the property.

2013 Neighborhood Enhancement and Community Development Strategies

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

Voluntary Demolition Program Eliminates Blight

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

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

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

Traditional Neighborhoods

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

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

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HOMELESS AND SPECIAL POPULATIONS

What is supportive housing?

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

Who needs supportive housing?

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

Who provides supportive services?

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

How Many People with Special Needs Have Housing Needs?

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

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

2013 Homeless and Special Populations Strategies

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

Expanding the Continuum of Services in Chandler

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

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

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

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FAIR HOUSING AND REGULATORY BARRIERS

Taking Action to Address Fair Housing Impediments

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

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

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

Overcoming Regulatory Barriers

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

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

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

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



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ECONOMIC DEVELOPMENT

Economic Development and Community Sustainability

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

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

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

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

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

2013 Economic Development Strategies

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

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

Downtown Redevelopment

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

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

On The Job Training and Employment Services

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

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

CITY OF CHANDLER

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HUMAN AND PUBLIC SERVICES: KEYS TO ADDRESSING POVERTY

What are Human Services?

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

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

2013 Leverage Funding Priorities – Families in Crisis

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

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

2013 Leverage Funding Priorities – Youth Services

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

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

2013 Public Services Strategies

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

Poverty Impacts Nearly 6,500 Chandler Residents

While Chandler's household income is relatively high, 9% of families (6,472) lived in poverty in 2010 and more than half (56%) of all poverty-level families were single mothers with dependent children. Comparatively, 5% of married couples with children and 4% of single fathers lived in poverty. To make their way out of poverty, families require a combination of basic services, including child care, job training and transportation.

Demand for Human Services Continues

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

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

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

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DEVELOPING SUSTAINABLE PROGRAMS

Monitoring

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

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

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

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

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

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

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

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

Arizona Nonprofits More Optimistic

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

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

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



CITY OF CHANDLER

2013 - 2014 ANNUAL ACTION PLAN

DEVELOPING SUSTAINABLE PROGRAMS

The 2013 Annual Action Plan and Community Input

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

Ongoing communication regarding community needs is also obtained through monthly meetings with For Our City. The For Our City initiative, established by Chandler City Councilmember Kevin Hartke is a local network of 100 faith and community-based organizations and leaders whose mission is to "build a bridge for municipal and faith leaders to dialogue for solutions, by promoting passion for people." Recent successes of For Our City include establishing the I-HELP program which provides churches as overnight lodging for Chandler's homeless population and Let's Pull Together, an initiative throughout the month of May to provide manpower to elderly and disabled individuals who need assistance with spring lawn maintenance.

In addition to holding Annual Plan public hearings to obtain input into community development needs and priorities, the City utilized the Chandler Nonprofit Coalition to obtain feedback. The Chandler Nonprofit Coalition is a local network of organizations whose mission is to improve the performance of Chandler nonprofit organizations by promoting social responsibility and community action through awareness building, collaboration, and advocacy.

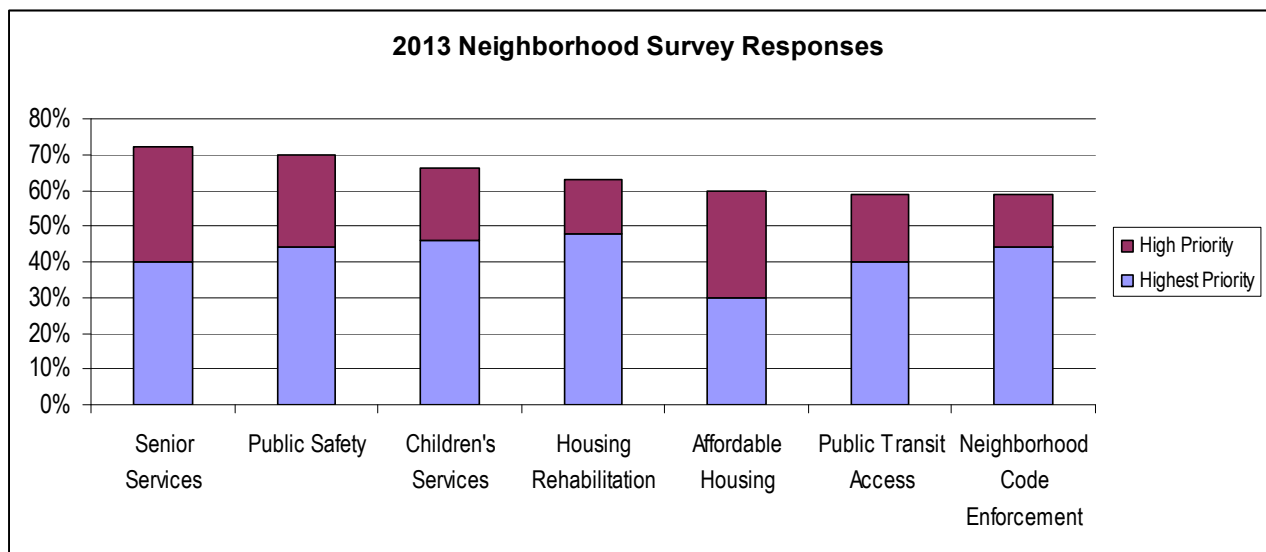
Citizen Participation

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

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

In addition to the community survey, the City held two public hearings – one with the Housing and Human Services Commission (HHSC) and one with the City Council. The HHSC held a public hearing at their April 3, 2013 meeting and the City Council held a public hearing on the 2013 Annual Plan at their April 25, 2013 City Council meeting. A 30-day public comment period for public review of the 2013 Annual Plan began on March 28, 2013 and ended on April 26, 2013.

Public hearing dates and comment periods were published in the Arizona Republic in the Chandler section. The Chandler City Council approved the City of Chandler's FY 2013-2014 Annual Action Plan on May 9, 2013.



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2013 - 2014 ANNUAL ACTION PLAN

FY 2013 CDBG AND HOME ALLOCATIONS

TOTAL CDBG ALLOCATION: \$1,201,662 (1)

CDBG PRIOR YEAR CARRY FORWARD \$126,277 (2)

TOTAL HOME ALLOCATION: \$273,684 (1)

FEDERAL FUNDING	Received FY 12/13	Requested FY 13/14	Proposed Funding
CDBG PUBLIC SERVICE			
About Care, Inc. - Transportation Program	N/A	\$44,500	\$5,020
A New Leaf - East Valley Men's Center	\$30,000	\$40,000	\$20,081
A New Leaf - La Mesita Shelter	\$10,000	\$17,500	\$8,027
COC Housing - Public Housing Youth Program	\$31,000	\$37,000	\$34,685
Community Bridges - Homeless Navigator	N/A	\$60,640	\$40,163
Community Legal Services - Removing Barriers to Justice/Fair Housing	\$6,000	\$10,000	\$6,021
House of Refuge - Employment & Social Services	N/A	\$25,000	\$15,061
Labor's Community Service Agency - Transitional Housing	\$10,000	\$12,250	\$10,041
National Advocacy & Training Network - The SEEDs Program	N/A	\$40,000	\$15,061
Save the Family – Homeless Case Management	\$40,000	\$51,420	\$20,081
Public Service Total			\$ 174,241
CDBG PUBLIC FACILITIES / CAPITAL / HOUSING REHAB			
Chandler Christian Community Center - Building Improvements	N/A	\$ 400,000	\$ 400,000
COC Code Enforcement - Residential Landscape Improvements	N/A	\$ 17,000	\$ 17,000
COC Housing - Public Housing Recreation Equipment	N/A	\$ 180,000	\$ 136,496
COC Recreation Division - Community Center Kitchen Upgrades	N/A	\$ 21,886	\$ 21,886
COC T&D Streets Division - ADA Ramps & Routes	\$ 250,000	\$ 450,000	\$ 250,000
Habitat for Humanity – Emergency Home Repairs	\$ 265,000	\$ 265,000	\$ 100,000
Public Facilities / Capital Funding Total			\$ 925,382
CITY OF CHANDLER CDBG PROGRAM ADMIN			
Total Community Development Administration			\$228,316
Total CDBG Funds (FY 2013/2014 Allocation & Prior Year Carry Forward Including Program Income)			\$1,327,939
HOME INVESTMENT PARTNERSHIP PROGRAM			
Habitat for Humanity - Housing Reconstruct	\$ 150,000	\$ 150,000	\$ 71,138
Newtown CDC - Community Land Trust Acq / Housing Rehab	\$ 241,522	\$ 425,000	\$ 185,441
Total HOME Funds			\$ 256,579
HOME ADMIN			
Total HOME Administration			\$ 17,105

(1) Sequestration deduction included

(2) Includes Carry Forward from Prior Years and Program Income

CITY OF CHANDLER

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CITY OF CHANDLER NEIGHBORHOOD RESOURCES DIVISION

Housing and Human Services Commission (HHSC)

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

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

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

Neighborhood Resources Division

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Chandler, AZ 85225

Mailing Address:

Mail Stop 600

PO Box 4008

Chandler, AZ 85244-4008

Phone: 480-782-4320

www.chandleraz.gov

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

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

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

City of Chandler Council

Mayor Jay Tibshraeny

Jack Sellers, Vice Mayor

Trinity Donovan

Nora Ellen

Kevin Hartke

Rick Heumann

Jeff Weninger



City Manager

Rich Dlugas

City of Chandler Neighborhood Resources Division

Jennifer Morrison, Director

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