



Chandler • Arizona

FY2015-2016 Annual Action Plan



FY2015 – 2016 ANNUAL ACTION PLAN



The Community and Neighborhood Services Department (CNSD)

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

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



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What is the Annual Action Plan?

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

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

The City makes funding allocations based on community priorities and input. More information about how this input was obtained is found on page 13. The funding recommendations in this plan will be brought to the City Council for final approval on April 30, 2015. CDBG and HOME funding have remained fairly level during the past three years. Local funds vary annually, particularly HOME match and program income.

FY2015-2016 Annual Action Plan Resources

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

EXECUTIVE SUMMARY

Investing in Geographic Priority Areas

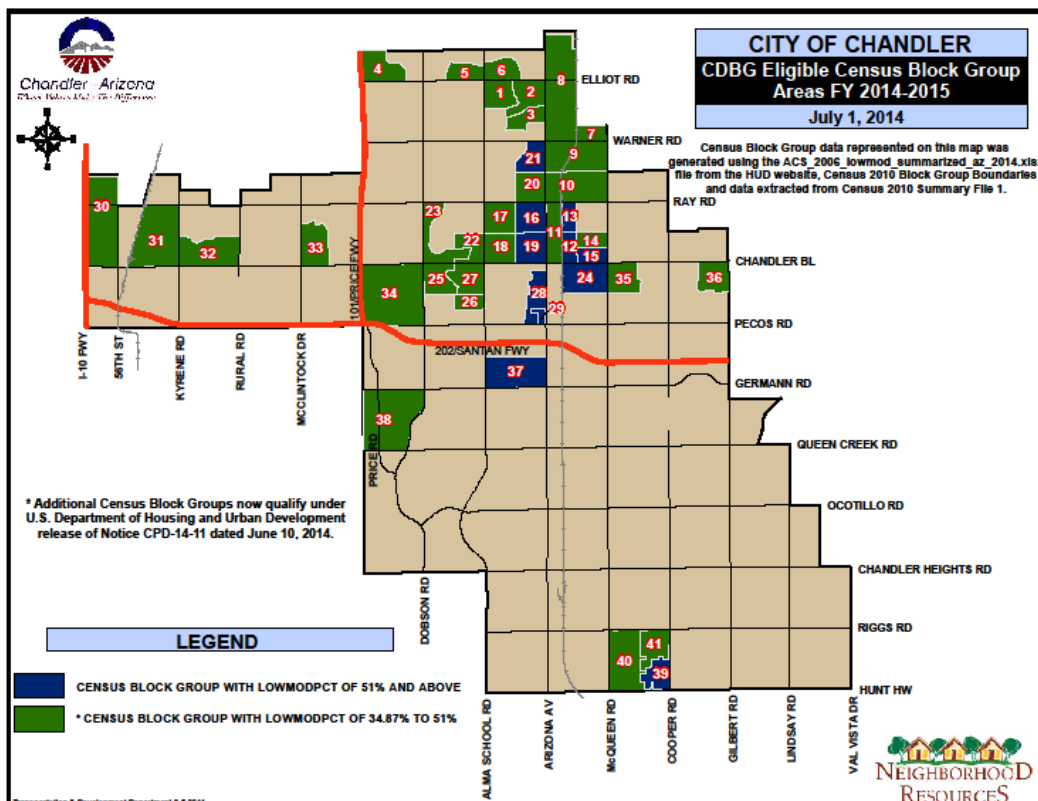
The City of Chandler consists of approximately 71 square miles and shares boundaries with the Town of Gilbert, Cities of Mesa, Phoenix and Tempe, and the Gila River Indian Community. Chandler has reached its physical limits with the exception of a few remaining county islands.

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

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

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

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



EXECUTIVE SUMMARY

Prioritizing Intervention and Prevention

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

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

Leveraging HUD Funding

In addition to CDBG funds, the City of Chandler will make available \$1.1 million in General Fund resources to support agencies that address the needs of the City's vulnerable residents. HHSC focus areas for 2015 are:

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

City Dedicates Funding to Neighborhood and Community Services

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

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

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

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



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

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

EXECUTIVE SUMMARY

FY 2015-2016 CITY OF CHANDLER INITIATIVES

Affordable Housing

Provide CDBG funds to nonprofit and City agencies that will:

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

Provide HOME funds to nonprofit and City agencies that will:

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

Human Services, Homeless and Special Needs Populations

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

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

Provide General Fund resources to:

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

Neighborhood Revitalization and Community Development

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

Coordination and Delivery of Resources

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

Goals from the 5-year City of Chandler Consolidated Plan

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



RENTAL AND PUBLIC HOUSING ACTIVITIES

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

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

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

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

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

2015 Affordable Rental Housing Strategies

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

Public Housing

The Chandler Housing and Redevelopment Division (also known as the PHA) addresses the needs of extremely low income and low to moderate-income families. The Public Housing program and the Section 8 Housing Choice Voucher program continue to be designated by HUD as "High Performing".

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

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

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

The 200 single story apartment style units were constructed in 1972. The units are small and have a very modest level of amenities compared to market units.



They are clean and in good repair, but have higher plumbing-related maintenance calls; water and wastewater systems are deteriorating and will require replacement in the near future. While significant improvements have been made to enhance livability, redevelopment is one alternative.

HOMEOWNERSHIP HOUSING ACTIVITIES

2015 Homeownership Activities

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

Owner Housing Quick Facts

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

HOME Recapture and Resale Provisions

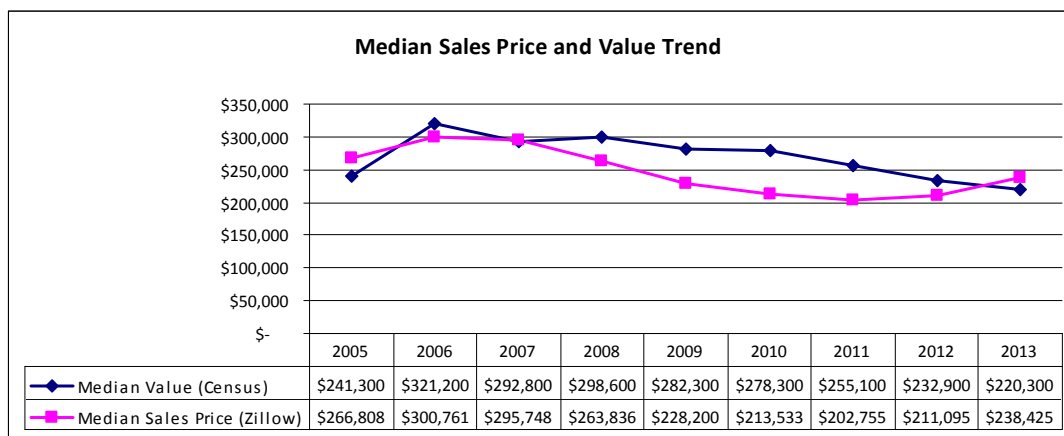
The Federal HOME program requires that housing remain affordable to low-income households for a period of time ranging from five to fifteen years, depending on the amount of HOME funds invested. As a member of the Maricopa County HOME Consortium, the City of Chandler has two options for ensuring affordability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

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

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

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



NEIGHBORHOOD ENHANCEMENT AND COMMUNITY DEVELOPMENT

Focus on Sustainability

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

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

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

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

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

Other Community Development strategies are to:

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

2015 Neighborhood Enhancement and Community Development Strategies

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

Reducing the Risk of Lead-based Paint Poisoning

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

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



Housing Rehabilitation: Improving Neighborhoods and Quality of Life

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

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

ASSISTING HOMELESS PEOPLE AND PEOPLE WITH SPECIAL NEEDS

Arizona Bridge to Independent Living (ABIL)

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

Services for Veterans

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

What are Human Services?

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

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

2015 Strategies to Assist Homeless People and People with Special Needs

1. Participate in the regional Continuum of Care;
2. Utilize CDBG funding to provide operating support to 4 programs operated by 3 nonprofits providing emergency and transitional housing for 264 homeless individuals.
3. Provide over \$1.1 million in General Fund resources to support services and assistance to special populations, including:
 - Programs that provide for basic needs including health and transportation programs;
 - Independent living programs that allow seniors to safely age in place, and persons with disabilities to live independently, including caregiver respite and support, home-delivered and congregate meals and nutrition programs, and supportive programs for grandparents raising grandchildren;
 - Socialization, recreation and education opportunities to seniors or children and adults with disabilities to combat depression, maintain or improve functional living skills, aid in workforce readiness, improve physical health or enhance quality of life;
 - Programs that provide transportation for Veterans.



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

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

ENCOURAGING AFFORDABLE HOUSING AND ECONOMIC INVESTMENT

Encouraging Economic Investment

The primary goals of economic development are to ensure that a variety of well-paying employment opportunities are available and that revenue generation is consistent. This requires a mix of small, medium and large businesses in multiple sectors.

One objective is to foster corporate headquarters and other large office employers; these employers generally provide both entry-level and professional and technical employment opportunities. Of particular interest are knowledge-intensive industries that will employ Chandler’s well-educated residents including high-technology, bio-medical, software, renewable energy research and development and advanced business services.

Downtown Revitalization

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

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



Improving the Regulatory Environment

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

Tools for Adaptive Reuse

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

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

Labor’s Community Service Agency (LCSA)

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



HUMAN AND PUBLIC SERVICES

2015 Leverage Funding Priorities – Families in Crisis

For 2015, the Housing and Human Services Commission established the following priorities to strengthen the capacity of low and moderate income individuals and families to move toward self-sufficiency.

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

2015 Leverage Funding Priorities – Youth Services

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

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

2015 Public Services Strategies

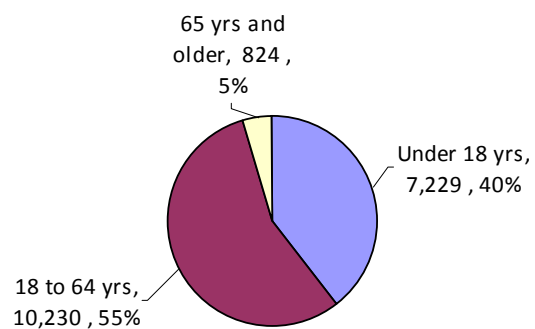
- Provide CDBG funds for:
- Emergency shelter services to 132 individuals and families.
- Case management and counseling services for 45 individuals and families in transitional housing.
- Intensive targeted services for 15 families participating in the City's tenant based rental assistance program.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

Nearly 18,300 people in Chandler live in Poverty

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

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

Persons in Poverty by Age (ACS 2007-11)



MONITORING PROGRAMS TO ENSURE SUSTAINABILITY

The goal of monitoring is to improve the delivery of services by ensuring that activities are carried out in accordance with administrative, financial and program requirements. Monitoring begins with the application process and pre-contract training. During the year, the City performs ongoing monitoring including fiscal audits, desk audits, agency risk assessments, and formal site visits. Prior to contracting, the City conducts training sessions to explain program requirements and City monitoring standards and procedures. The City also conducts pre-contract site visits.

Written agreements are entered into with both City and non-City agencies. Written agreements with non-City agencies included measurable objectives, monthly reporting requirements and reimbursement processes. City staff reviews monthly and quarterly reports and source documents for accuracy, and cost allowability and reasonableness prior to reimbursement. The quarterly reports allow the City to continuously monitor and evaluate progress and provide technical assistance to mitigate any unforeseen barriers or challenges.

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

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

As part of the application process, non-City agencies are required to submit information on fiscal and program capability, non-profit status, disability accessibility, and other requirements. The City also requires grantees to include a performance measurement strategy to demonstrate that proposed services will enhance the lives of City residents. The strategy quantifies long- and short-term goals, activities, outputs and outcomes. It includes client demographics, projections of the number of individuals and households that will be served, and annual unit-of-service projections. Program monitoring for HOME occurs in accordance with the above procedures and the Maricopa County Consortium agreement.

For the CDBG and HOME programs, HUD has identified three objectives to meet statutory goals.

Create Suitable Living Environments

Provide Decent Housing

Create Economic Opportunities

HUD has also identified three program outcomes to capture the nature of the change or expected result of an activity.

Availability/Accessibility

Affordability

Sustainability

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

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

FY2015 – 2016 ANNUAL ACTION PLAN

TOTAL CDBG ALLOCATION: \$ 1,579,137

TOTAL HOME ALLOCATION: \$ 508,223

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

PUBLIC PARTICIPATION

The 2015 Annual Action Plan Community Input

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

Ongoing communication regarding community needs is also obtained through monthly meetings with For Our City. The For Our City initiative, established by Chandler City Vice Mayor Kevin Hartke is a local network of 100 faith and community-based organizations and leaders whose mission is to “build a bridge for municipal and faith leaders to dialogue for solutions, by promoting passion for people. Recent successes of For Our City include multi-agency collaborative holiday food and gift drives, annual school supply drives, and recognition events for volunteers.

2015 Community Survey

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

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

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

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

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

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

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

2015 Public Hearings and Comments

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

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

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

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



ORGANIZATIONAL STRUCTURE AND STRATEGIES TO IMPROVE THE DELIVERY SYSTEM

Housing and Human Services Commission

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

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

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

The Community and Neighborhood Services Department (CNSD)

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

The eight divisions are:

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



City of Chandler Council

Front row L-R:

Jack Sellers,
 Jay Tibshraeny, Mayor,
 Rick Heumann

Back Row L-R:

Nora Ellen,
 Kevin Hartke, Vice Mayor,
 Terry Roe
 Renè Lopez

City Manager

Rich Dlugas

Community and Neighborhood Services Department

Jennifer Morrison, Director

Community Development - Staff Contacts

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Barbara Bellamy, CDBG Program Supervisor
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 PO Box 4008
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FY2015 – 2016 ANNUAL ACTION PLAN

PLANNED 5-YEAR AND ANNUAL ACTIVITY SUMMARY FOR HUD FUNDING

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