

ANNUAL ACTION PLAN 2011-2012

**CITY OF CHANDLER, ARIZONA
MAY 2011**



Chandler • Arizona
Where Values Make The Difference

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CITY OF CHANDLER

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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

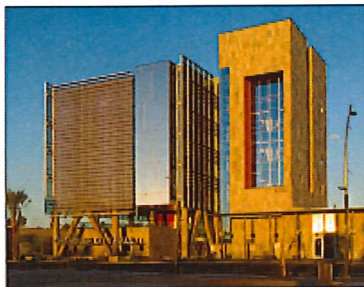


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What is the Annual Action Plan?

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 13, 2011. It provides a brief description of the programs and projects of the City of Chandler in FY11-12, 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 activities for HOME funds can be found in the County's Consolidated Plan and Annual Action Plan.

The City of Chandler continues to identify needs, priorities, specific objectives, and strategies to provide decent housing, a suitable living environment, and to expand economic opportunities for low and moderate income residents. The City of Chandler allows and encourages the community to establish a unified vision for community development actions. It offers Chandler residents the opportunity to shape the various housing and community development programs into effective, coordinated neighborhood and community development strategies. It also creates the opportunity for strategic planning and citizen participation to take place in a comprehensive context and to reduce duplication of effort.

Annual Action Plan Resources

CDBG Entitlement Program	2010 Grant	2011 Grant
Community Development Block Grant (CDBG)*	\$1,521,811	\$1,269,847*
CDBG Prior Year Carry Forward Including Program Income		\$225,442
Total 2011 CDBG Allocation Amount		\$1,495,289
HOME Investment Partnership Funds		
HOME (through an agreement with Maricopa County)*		\$384,159
Public Housing Programs		
Section 8 Housing Choice Voucher Program		\$5,347,000
Public Housing Program		\$2,148,000
Public Housing Capital Funds		\$850,000
Competitive and Stimulus Programs		Total Grant
Community Development Block Grant – Recovery (CDBG-R)	\$376,420	\$60,859.63
Neighborhood Stabilization Program 1	\$2,415,100	\$496,550.14
Neighborhood Stabilization Program 3	\$1,332,011	\$1,332,011
Homeless Prevention and Rapid Re-housing Program	\$575,271	\$160,094.56
Local Resources		
Acts of Kindness (AOK)		\$63,049
Social Service Funds (SSF)		\$428,965
Youth Enhancement Program (YEP)		\$638,938
Veteran's Transportation Funds		\$10,000

* Subject to change based on availability of federal funding

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Concentrating 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 of Chandler concentrates resources and programs in areas and for residents with the highest need for assistance. By overlaying resources and programs, 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 their community, individual homes and assist their families.

For example, a low income neighborhood may request assistance for a neighborhood grant to improve street lighting or install speed bumps. The City will also provide referrals for housing rehabilitation or emergency home repair assistance for individual households. Programs are offered in partnership with Chandler Police Department to educate the neighborhood and assist in beginning a block watch program. Code Enforcement offers training on common code violations and assists residents with education to avoid blighted conditions. Finally, resources are provided for community assistance programs such as food banks, transportation assistance, and youth programs to assist families.



City of Chandler: At- a- Glance

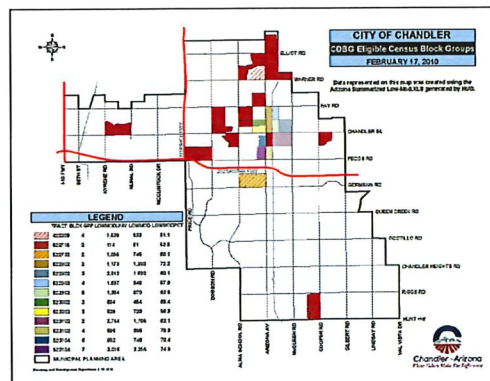
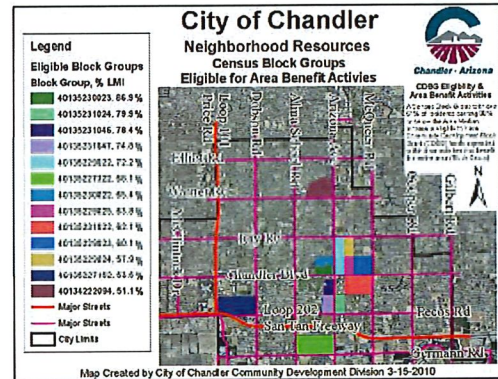
From its founding, Chandler has been a community built on innovation. With the addition of nearly 100,000 young, educated and affluent citizens in the last 10 years, Chandler is an exciting place to live and work. Chandler boasts a strong, high tech employment base which attracts and retains high quality employees, many of whom make our community their home. In 2010, the National Civic League chose the City of Chandler as one of 10 winners of the prestigious All American City Award, the only winner from Arizona. Chandler's presentation focused on three projects that represented the community's collaborative efforts: ICAN's underage drinking taskforce, Chandler Care Center providing medical services to students and Chandler Height's police substation providing an Environmental Education Center. In addition, the City was named one of the 100 Best Communities for Young People by America's Promise - The Alliance for Youth. With a population over 255,000 as of March 2011, the City's growth has brought new opportunities and some challenges.

As the City nears build-out, Chandler focuses on the revitalization and stabilization of existing neighborhoods. Community involvement and volunteerism play an essential role to help make that happen. 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.

Community Development Target Areas

There are thirteen Community Development HUD eligible Census Block Groups for CDBG Area Benefit Activities. These block group areas where more than 50% of the population is low or moderate income, 80% or below the area median income (AMI). In addition, Chandler is a HUD qualified exception area grantee in which an additional 14 block group areas have a population where at least 39.5% of residents is low or moderate income. The majority of CDBG funds are allocated to activities located in block groups that are at least 50% low or moderate income.

- 18,863 households reside in these target areas.
- 49% of the people are Hispanic or Latino
- 41% of the people are minorities, and may also be Hispanic or Latino
- 68% of households are low- or moderate-income.



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THE CHANDLER COMMUNITY

Leverage and Creative Strategies

While the budget presents hurdles that may seem insurmountable, the City has identified additional ways to increase funding and decrease costs during the coming year.

Prioritizing Intervention and Prevention

To arrest further economic decline and assist households in crisis, the City will focus 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.

City Budget Forecast

The current recession has deepened globally, nationally, and regionally. Economic difficulties are being felt around the world, the nation, and on the local level. Arizona is among the states hardest hit by the recession. Many cities in the state have already been hit hard by budget shortfalls, and while Chandler has a history of sound fiscal management, it is not immune from the current crisis. The City took steps over the past two fiscal years to reduce expenses to offset the significant losses in revenue created by the recession. A Budget Stabilization Reserve has been created which will cover the anticipated budget shortfall of \$2.3 million in the next fiscal year.

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

ARRA funding has helped the City to continue to provide needed services and programs as well as help address budget deficits. In addition, staff reductions, reduced administrative funding and the elimination of programs and services that are not considered essential have filled part of the budget gap. Identifying and applying for additional resources is necessary to continue essential services and attain Consolidated Plan goals.

Budget Impacts Nonprofits

According to a January 2011 economic survey conducted by the Arizona Alliance of Nonprofits, 45% of non-profits surveyed experienced a drop in revenues in 2010 with an average revenue decrease of 17.7%. However, 92% of nonprofits saw increased demand for services from the previous year. Of all sources of funding for nonprofits, government funding dropped by 53%, foundation revenue decreased by 51% and individual contribution revenue dropped 75%. Other key findings of the report included:

- 27% of organizations ended 2010 with a budget deficit;
- More than half of nonprofits had to tap reserves in 2010 to maintain operations;
- 39% of nonprofits have less than 3 months of operating reserves on hand;
- 40% of organizations held off on filling vacant staff positions;
- 60% of nonprofits created or expanded collaborative relationships with other nonprofits in response to their changing finances.

Community Assets

- A Healthy Mix of Households
- A Place for Children and Working Adults
- An Educated Community
- Median Income is Higher than The County Median
- A High Homeownership Rate
- Few Substandard Housing Units
- Multi-family, Manufactured Housing and Public Housing Provide Housing Choices for Low-income Renters



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EXECUTIVE SUMMARY

Our 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

- 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.

2011 HIGHLIGHTED INITIATIVES

Affordable Housing

- Provide Emergency Home Repairs to 73 low-income homeowners utilizing CDBG funds.
- Utilize HOME funds to provide extensive housing rehabilitation assistance to eliminate safety hazards and improve habitability for 10 low income homeowners.
- Provide Exterior Improvement Loans to 8 low income homeowners.
- Provide handicap accessibility improvements through the City's Home Modification for Persons with Disabilities Program by providing grants to 5 low income homeowners utilizing CDBG funds.
- Acquire, rehabilitate and resell up to 7 foreclosed and abandoned properties to middle-income first-time homebuyers with NSP 3 funds.
- Provide twenty first time homebuyers with down payment assistance to purchase foreclosed and abandoned properties with NSP 3 funds.
- Acquire and rehabilitate at least nine foreclosed or abandoned units for rental occupancy by low-income households utilizing NSP 1 and NSP 3 funds.

Human Services, Homeless and Special Needs Populations

- For the coming fiscal year, Chandler received 49 applications for general fund public services funding from 38 organizations totaling \$1.7 million. General fund human services funding allocations totaling \$1,021,249 will be approved by the City Council in June, 2011.

Neighborhood Revitalization and Community Development

- Target housing rehabilitation assistance to Chandler's oldest neighborhoods.
- Explore methods of incorporating new affordable housing units into the downtown redevelopment area.
- For the coming fiscal year, Chandler received 17 applications for public facilities, infrastructure and housing funding from 11 organizations totaling \$1,597,404. CDBG Public Services and Capital Funding allocations in the amount of \$1,242,589 will be approved by City Council on May 12, 2011. A list of projects and funding amounts are listed on page 15 of this Plan.
- Implement a comprehensive neighborhood stabilization and revitalization strategy which includes enhanced code enforcement, demolition of blighted structures, housing rehabilitation and infrastructure improvements in the most declining neighborhoods of the City.

Coordination and Delivery of Resources

- Review funding priorities and distribution methods to ensure resources are targeted to the most needy populations and neighborhoods.
- Expand the neighborhood leadership program to traditional neighborhoods, incorporating community development planning into the process.



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RENTAL AND PUBLIC HOUSING

Renter Quick Facts

- 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 PHA addresses the needs of extremely low income, low income and moderate-income families in Chandler. The Public Housing program and Section 8 program have continued to be designated by HUD as "High Performing". The City's PHA manages 303 public housing units and 480 Housing Choice Vouchers. In addition, the Housing and Redevelopment Division operates 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 assistance remains high. There are 2,608 families on the Public Housing waiting list and 1,023 on the Section 8 waiting list. Vacancy turnover in Public Housing is approximately 80 families per year. Average waiting times for Public Housing vary widely depending on the bedroom size required. On average the wait is approximately 2 years for all bedroom sizes, however, two-bedroom units are in the greatest demand and large bedroom units have the shortest wait time.

Over the past 40 years, the 200 apartment inventory has been well managed and maintained. However, the existing product is becoming functionally obsolete and the cost to make the structural and design changes necessary to continue to meet the housing needs for the future is overly invasive, requires relocation, and is economically unwise. Complete redevelopment of our family apartments is the likely primary goal and the most likely outcome to provide an appropriate return on investment for the years to come.

2011 Affordable Rental Housing Strategies

- Partner with the Affordable Rental Movement (ARM) of the Save the Family Foundation to purchase at least three foreclosed units for occupancy by renters with incomes below 50% of the AMI utilizing NSP 3 funds.
- Utilize CDBG resources to assist in maintaining older public housing units to provide longevity of the structures.
- Examine resources to acquire foreclosed and vacant multi-family units or land zoned for multi-family housing for future development.

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

Our principle mission is "affordable decent, safe, and sanitary housing". We augment this mission through social service and educational programs, including the Family Investment Center, Youth Recreation Program, the Capital Improvement Program and Social Service partnerships with other social service providers. Assisting low-income households to become self-sufficient is one of HUD's goals for Public Housing Programs. The Chandler PHA works to support housing residents that need assistance by matching resources to promote tenant education and self-sufficiency.

Chandler has expanded the accessibility and accountability of the housing programs through the creation of housing location maps, landlord outreach and by consistently monitoring the payment standard for the Section 8 Housing Choice Voucher program. The PHA also promotes linkages to first-time homebuyer programs. 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 Housing Authority is also implementing its Section 8 (HOME) Homeownership Program. The Section 8 homeownership program continues to offer qualified residents the opportunity to become homeowners.



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HOMEOWNERSHIP & AFFORDABLE HOUSING

Owner Quick Facts

- Owners occupy the newest housing stock.
- More than 700 owners live in overcrowded conditions.
- Three of ten existing owners pay more than 30% of their income for housing.
- The home purchasing power of median income households has decreased, even with decreases in home prices.
- Foreclosed units represent 30% of the resale single family housing market.
- Foreclosure risk remains high.

Arizona's Foreclosure Crisis

Arizona and the City of Chandler have been deeply affected by the foreclosure crisis. According to RealtyTrac data (November 2010) Arizona is listed as one of the top ten states in the country with the highest amount of foreclosures. There are over 10,300 homes in foreclosure or 1 out of every 262 homes. In the Phoenix area, the City of Chandler is ranked sixth in highest number of foreclosures. While the national average of foreclosures is 0.20%, Arizona ranks 0.38% with Chandler ranking a little higher with 0.39% of homes in foreclosure.

As of November 2010, there were 370 foreclosed properties in the City of Chandler. The majority of homes that are bank-owned are three-bedroom single family homes, between 1,200 to 1,400 square feet. Many are being sold at auction for a price between \$100,000 - \$200,000.

The foreclosure crisis has contributed additional barriers for first-time homebuyers by competing with investors for purchases, considerable rehabilitation to vacant foreclosed homes and declining property values.



A Snapshot of Chandler Housing

With the nationwide foreclosure crisis, Chandler has experienced both opportunities and challenges providing homeownership and affordable housing opportunities to low and moderate income families. Chandler is ranked sixth in highest number of foreclosures in the Phoenix area; however, this provides an increased number of homes becoming affordable for first time homebuyers. Increased numbers of foreclosures also presents a challenge for neighborhoods as they experience decreased home values and diminished neighborhood maintenance due to large numbers of vacant homes.

In 2011, the City of Chandler will provide a number of activities to increase homeownership and provide affordable housing opportunities for first-time homebuyers. In addition, Chandler will provide activities to help maintain the current housing stock of Chandler low-income residents. All housing activities will assist in providing stabilization to neighborhoods by reducing the number of vacant foreclosures on the market and help sustain current neighborhoods.

2011 Homeownership Activities

- Provide emergency home repairs to 73 low-income homeowners utilizing CDBG funds.
- Utilize HOME funds to provide extensive housing rehabilitation assistance to eliminate safety hazards and improve habitability for 10 low-income homeowners.
- Provide Exterior Improvement Loans to 8 low-income homeowners with CDBG funding.
- Provide handicap accessibility improvements through the City's Home Modification for Persons with Disabilities Program by providing grants to 5 homeowners utilizing CDBG funds.
- Acquire, rehabilitate and resell up to 7 foreclosed and abandoned properties to middle-income first time homebuyers.
- Provide twenty first-time homebuyers with down payment assistance to purchase abandoned and foreclosed homes.
- Provide housing counselors weekly to meet with homeowners to provide foreclosure prevention counseling.

The Neighborhood Stabilization Program: Helping First-time Homebuyers

In late 2008, the City received \$2,415,100 from HUD through the Neighborhood Stabilization Program (NSP). NSP funds are part of the American Recovery and Reinvestment Act of 2009. The City implemented the Chandler Community Land Trust Program and provided Down Payment Assistance with NSP 1 funds in targeted census tracts within the 85225 zip code. Through a partnership with Newtown Community Development Corporation, 13 vacant and foreclosed homes have been purchased and rehabilitated of which eleven first time homeowners have purchased. In addition, six first time homebuyers received down payment assistance.

In 2011, it is anticipated that a least three additional foreclosed home will be purchased, rehabilitated and resold to a first time homebuyer and two first time homebuyers will receive down payment assistance with remaining NSP 1 funds.

In 2010, the City of Chandler was notified it would be receiving \$1,332,011 in Neighborhood Stabilization Program 3 (NSP 3) funds. Chandler will continue to provide homebuyer assistance through the Chandler Community Land Trust Program and Down Payment Assistance utilizing NSP 3 funds. NSP 3 activities have been specifically targeted in two Chandler census tracts which have been identified as having the highest number of foreclosures. Through a continued partnership with Newtown Community Development Corporation, seven foreclosed and abandoned homes will be purchased, rehabilitated and

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Foreclosure Prevention

The best way to reduce the amount of foreclosures in the community is to prevent them from happening in the first place. Foreclosure prevention education is key to helping residents understand their options and choose the best alternatives to foreclosure.

The City of Chandler has partnered with Newtown Community Development Corporation to provide foreclosure prevention counseling to Chandler residents. Residents are able to make an appointment with a certified Foreclosure Prevention Counselor who work with residents one on one to analyze their situation and provide the best alternatives and resources. Counselors assist residents in developing a detailed action plan to avoid foreclosure at a satellite location in the new Chandler City Hall.

Foreclosure Prevention Workshops

In November 2010, the City of Chandler partnered with Arizona Foreclosure Prevention Task Force to present a two-day event to assist homeowners facing foreclosure in Chandler. The free workshops provided homeowners with an opportunity to meet with mortgage lenders and HUD certified housing counselors. Attending lenders included Bank of America, Chase, Wells Fargo, U.S. Bank, GMAC, CitiMortgage, SunTrust Mortgage, and PNC Mortgage.

Workshops also included presenters who provided information on foreclosure prevention, the Save My Home AZ program, crisis budgeting, rebuilding after foreclosure and avoiding scams.



resold through the Chandler Community Land Trust Program and twenty (20) first time homebuyers will receive down payment assistance utilizing NSP 3 funds.

With the creation of NSP 3 activities and layering them within target areas of other Chandler programs and resources, such as HOME and NSP 1, the City of Chandler can make a visual and positive impact to reducing the number of vacant and foreclosed properties. The activities specifically address local market conditions by removing vacant and foreclosed properties from the market, which help to stabilize the targeted neighborhoods, allowing opportunities for first time homebuyers to purchase homes without the risk of obtaining financing by a subprime mortgage related loan and by removing slum and blighted conditions caused by vacant foreclosures.

Assistance to Homebuyers: Newtown Community Development Corporation offers up to \$10,000 in down payment assistance to first time homebuyers. Homes must be vacant and foreclosed and reside within the appropriate NSP 1 or NSP 3 targeted areas. Families with income levels between 81% and 120% AMI may qualify to receive assistance. Down payment assistance is secured through a Deed of Trust and a 10-year forgivable lien on the purchased property. The homes must remain owner-occupied and cannot become rental property. Families will receive housing counseling and education to assist them in understanding the responsibilities of homeownership and will only be allowed to acquire a traditional 30-year, fixed rate loan.

Chandler Community Land Trust: The Chandler Community Land Trust was created with NSP 1 funds and managed by Newtown Community Development Corporation. In this program, Newtown purchases a vacant and foreclosed property and rehabilitates the structure. Rehabilitation is completed to include energy efficiency enhancements, correct any damage, and ensure the home is safe and habitable. Newtown then sells only the structure to income-qualified homebuyers; the Land Trust retains ownership of the land. With this program, the cost of the purchase is reduced as the owner is purchasing only the structure. The owner shares the equity in the home with the Land Trust, yet the home remains affordable indefinitely as it may only be sold to another income-qualified buyer.

Newtown home before:



Newtown home after:



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NEIGHBORHOOD ENHANCEMENT AND COMMUNITY DEVELOPMENT

Housing Quality Quick Facts

- 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, 216 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.

Housing Rehabilitation: Improving Quality of Life in Low-income Neighborhoods

The City's Housing Rehabilitation Program offers loan assistance to eligible homeowners to complete extensive rehabilitation for single-family homes.

The City provides up to \$50,000 in deferred loan assistance for repairs. The loan may be partially or entirely forgiven based on the applicants' income eligibility. Loan payments are determined based on financial circumstances of the borrower for a length of time determined by the amount of the rehabilitation loan. 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.

The City's Housing Rehabilitation Program is available throughout Chandler. While all low and moderate income residents are eligible to apply for housing rehabilitation assistance, priority is granted to physically disabled and elderly low to moderate income homeowners age 62 or older.

In 2011, the City is exploring potential changes to the Housing Rehabilitation Program to better meet the needs of the community and to streamline processes.

2011 Neighborhood Enhancement and Community Development Strategies

1. Provide enhanced code enforcement in low to moderate income areas coupled with referrals for housing rehabilitation assistance or the City's residential demolition program;
2. Provide neighborhood leadership training to traditional neighborhoods;
3. Work with neighborhood leaders to develop neighborhood plans that coordinate with broader area redevelopment plans;
4. Integrate community development planning into neighborhood leadership training to better plan for the use of local, state and federal resources;
5. Implement the City's Land Bank Program to purchase vacant, foreclosed and blighted multi-family structures and land bank property for future affordable housing development projects;
6. Implement the City's residential demolition program to assist property owners with demolition of vacant, blighted structures.

Addressing the Complex Issues of Community Development and Revitalization

In preparation for residential build-out, Chandler is ready to address the complex issues of community redevelopment and revitalization. Anchored by a strong economic and employment base and enhanced by citizen-based, grassroots neighborhood efforts, Chandler is well-positioned to address the challenges of renewing deteriorating areas of the City.

Chandler takes pride in being a well-maintained City. The newly elected Mayor has made neighborhood collaboration and revitalization one of the City's major priorities in 2011. The City has a vested interest in remediating deteriorated building and property conditions. When unabated, these conditions tend to spread to adjoining properties and neighborhoods and are a threat to public safety, an attraction for crime, and other undesirable activities.

In 2011, the City has developed a comprehensive approach to address neighborhood areas showing signs of deterioration. Enhanced code enforcement in low to moderate income areas coupled with the City's graffiti removal, residential demolition program and housing rehabilitation programs provide homeowners with options to eliminate blighted structures or rehabilitate deteriorating structures. In addition, the City is also layering infrastructure improvements such as enhanced street lighting in the same neighborhoods to provide overall neighborhood stabilization assistance in the most needed declining and aging areas of the City.

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HOUSING THE 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, volunteers 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.

Homeless Prevention and Rapid Re-Housing Program (HPRP)

In 2009, the City of Chandler received \$575,271 in Homeless Prevention and Rapid Re-Housing Program funds (HPRP) from HUD. The purpose of HPRP is to prevent homelessness among individuals and families:

- Currently in housing and needing temporary assistance to prevent them from becoming homeless; and
- Experiencing homelessness and needing temporary assistance to obtain and retain housing.

Assistance may be provided to a family or individual for as long as 18 months and minimum intermittent case management is required. Funds may be used for various forms of financial assistance; housing relocation and stabilization services; data collection and evaluation; and for administrative costs.

The City approaches HPRP as an opportunity to collaborate and selected eight nonprofit organizations to administer the program, which began October 1, 2009. HPRP funds are part of the American Recovery and Reinvestment Act of 2009 and the short term program is expected to continue through 2011.

To date, the City has expended 75% of HPRP funds and has assisted 816 individuals and 217 families.

2011 Homeless and Special Populations Strategies

1. Participate in the regional Continuum of Care;
2. Provide up to \$10,000 in grant assistance for handicap accessibility improvements for elderly and disabled homeowners;
3. Allocate up to 15% of CDBG resources to organizations addressing the needs of priority populations.
4. Allocate \$238,309 in general funds for the prevention of homelessness;
5. Provide operating support for transitional housing;
6. Provide technical and financial assistance to nonprofits to better compete for limited federal supportive housing operating and rental assistance funding;
7. Fund agencies that meet the basic needs of homeless households and alleviate the effects of crisis through safe housing, food and clothing, and necessary medical care combined with case management.
8. Allocate \$160,000 in general funds for senior meals, counseling and transportation.



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FAIR HOUSING & REGULATORY BARRIERS

Diversity in Chandler

Since 1990, the race and ethnicity of the population in Chandler has gradually changed and become more diverse. While a larger percentage of the population is white, 16,000 additional people also consider themselves Hispanic, representing a 4% increase from 2000 to 2008. During that same period, the Asian population doubled and the African American and Native American population grew by 50%.

Areas of Minority Concentration

Areas of minority concentration are those in which the proportion of minorities is 10% or more than the proportion of minorities as a whole. According to the 2000 Census, seven Census Tract Block Groups in Chandler have a disproportionate concentration of minorities.

Taking Action to Address Fair Housing Impediments

The City of Chandler has an Analysis of Impediments to Fair Housing (AI) detailing conditions affecting housing opportunities and defining strategies to create greater housing choice.

To address the identified impediments, the City will:

- Maintain a Fair Housing Officer.
- Partner with existing City committees, nonprofits, and networks to provide fair housing education opportunities and assist with fair housing complaint referrals.
- Use the City cable channel, website, and newsletter to reach more citizens with fair housing information throughout the year.
- Provide funding for home buyer, debt management, and related housing and financial counseling.
- Continue to fund affordable housing needs.
- Continue to make efforts to provide builders with information packets regarding ADA requirements, post requirements on the City's website, and incorporate ADA requirements in the development review and permitting process of housing constructions.
- Partner with representatives of the City's Section 8 Program, HUD, and others to develop information-sharing and a related education program for Section 8 Staff and Landlords.
- Ensure public housing staff is continually trained regarding fair housing practices.

Chandler's complete Analysis of Impediments to Fair Housing Choice is available at <http://www.chandleraz.gov/communitydev>.

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.

The City has established a goal of 1,000 new housing units in the downtown through the South Arizona Corridor study. 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 existing residents.

Balancing the need to redevelop the area with the 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 affordable 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.



CITY OF CHANDLER

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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.

Ensuring that appropriately-zoned land is available is an essential element of this strategy and promoting areas where research and industry can intersect and benefit from being in close proximity to each other is one such tool. Mixing uses and encouraging transportation connectivity are methods that are receiving strong support.

One of the City Council's priorities for the next few years is to address large retail space vacancies. Economic Development staff has drafted a plan that outlines objectives and implementation strategies focusing on the recruitment of major retailers and the promotion of a new Infill Incentive Plan approved by City Council earlier this year.

The Infill Incentive Plan is directed at property owners who undertake the complete redevelopment of an existing commercial center in order to introduce a new mix of uses, such as residential and/or office components. Particularly, it focuses on assisting developers with the demolition of existing commercial space in the 18 square miles of the redevelopment area. Retail centers at these locations have experienced a significant decline in activity.

The new incentive program correctly recognizes that some of the City's existing commercial sites may no longer represent the highest and best use of the property, and that redevelopment of these sites may have significant positive impacts on the community.

Maricopa Workforce Connections

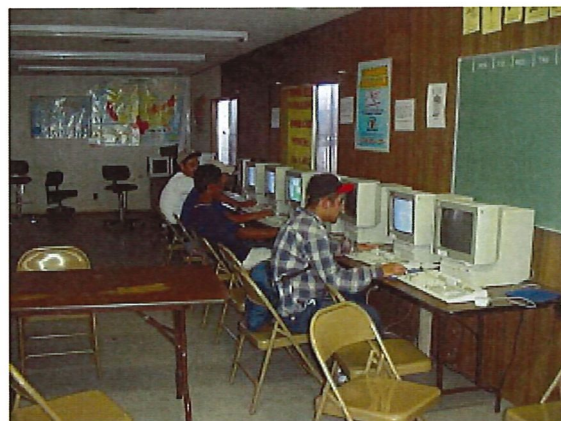
While the City works to expand opportunities for businesses, Maricopa Workforce Connections regularly analyzes labor market information to ensure that education and training opportunities meet the changing needs of business. The Maricopa Workforce Connections Board approves target industries based on economic data. The MWC Board has established that at least 80% of Adult and Dislocated Worker training funds must be expended on training in industry clusters that the Board has targeted as high growth and critical to the local economy. The targeted industry clusters are:

- Information Technology
- Biosciences
- Healthcare
- Construction
- Advanced Manufacturing
- Automotive

2011 Economic Development Strategies

In 2011, the City will explore the use of CDBG resources for a Microbusiness Loan and Technical Assistance Program. A Microbusiness is defined as a commercial enterprise that has five or fewer employees, one or more of whom owns the enterprise. HUD's Community Development Block Grant Program provides the City an opportunity to assist microbusinesses with:

- Grants, loans, loan guarantees and other forms of financial support, for the establishment, stabilization, and expansion of microbusinesses;
- Technical assistance, advice, and business services; and
- General support, including child care, transportation, counseling and peer support groups.



CITY OF CHANDLER

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HUMAN SERVICES: KEY 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.

Acts of Kindness

The Acts of Kindness program is funded through a voluntary \$2.00 contribution on monthly utility bills. No funds are retained for administrative costs, so every donated dollar is put right back into the community to help individuals and families in need. Non-profit agencies that provide essential services such as food, shelter, clothing, medical services and transportation to Chandler low-income citizens are eligible to apply for funding from the Acts of Kindness program.

In fiscal year 2010 – 2011, the City granted \$62,716 to six non-profits who provide vital services to low-income residents:

- Advocates for the Disabled – Chandler disability assistance \$7,500
- Community Information & Referral social service referral services \$10,216
- Alzheimer's Association – Alzheimer's education and support groups \$5,000
- National Advocacy and Training Network homeless women emergency shelter \$20,000
- Matthew's Crossing food bank \$10,000
- Chandler Public Library adult literacy classes \$10,000

Poverty Impacts Nearly 6,500 Chandler Residents

While Chandler's household income is relatively high, 9% of families (6,472) live in poverty and more than half (56%) of all poverty level families are single mothers with dependent children. Comparatively, 5% of married couples with children and 4% of single fathers with children live 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 is increasing

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

For the coming fiscal year, forty-nine applications were received from 38 agencies providing for the needs of Chandler's vulnerable families and individuals. The applications totaled over \$1.7 million and included requests for a variety of services:

- Youth programs;
- Services for seniors and the disabled;
- Shelter and supportive services for homeless individuals and families;
- Child care;
- Transportation;
- Food and clothing.

2011 Human Services Strategies

- For the coming fiscal year, Chandler received 11 applications for CDBG public services funding from 9 organizations totaling \$301,404. However, only \$189,207 is available to fund CDBG public service activities with the anticipated 16.5% cut to Chandler's CDBG entitlement. CDBG public services funding is leveraged with \$1,021,249 in General Fund human services funding. This combined total of \$1,210,456 in funding provides a continuum of services to help residents in need. CDBG funding recommendations will go before the City Council on May 12, 2011. When final allocations are approved, a list of activities will be incorporated into this Plan.



CITY OF CHANDLER

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DEVELOPING SUSTAINABLE PROGRAMS

Monitoring

The City of Chandler regularly conducts internal audits of its departments to ensure that funds are being properly utilized and accounted for. In addition, outside agencies are regularly monitored for compliance utilizing a standard monitoring tool. The following items are included in contract monitoring:

- Organizational Summary
- Prior Monitoring Results Summary
- Contract Compliance
- Affirmative Marketing
- Non-Discrimination and Equal Access
- Section 504 of the Rehabilitation Act of 1973
- Drug Free Workplace
- Records Retention
- Citizen Participation
- Employee Verification
- Financial Audits and Reports
- Match
- Program Income
- CHDO Proceeds
- Environmental Review
- Procurement
- Section 3
- Federal Labor Standards
- Lead Based Paint Hazards
- Relocation
- Affordability
- Recapture vs. Resale
- Program Beneficiaries
- HPRP Supplement

Regular on-site monitoring visits are made to each agency. The purpose of the visit is to verify that the Statement of Work for each contract is carried out according to the contract's provisions. The verification includes interviews with appropriate fiscal and programmatic agency staff, review of case records, and inspection of other relevant agency documents. Technical assistance is provided in regard to any findings from the monitoring.

A written report is made for each monitoring. The report includes applicable findings of compliance and non-compliance with contract requirements. If non-compliance is found, each incident is identified as a "Corrective Action" in the report. A Corrective Action must be rectified within a specified time frame. The report also identifies recommendations for improving procedures, policies, or activities related to administering or providing the contracted services.

The Consolidated Plan and Community Input

For 2011, the City elected to conduct a community survey and meet with local networks of agencies to solicit feedback to assist in prioritizing CDBG eligible activities and to utilize data to fund activities identified by the community as having the greatest need.

The community survey was distributed to over 1,000 neighborhood contacts, 3,000 residents living in the 85225 zip code, 60 nonprofit organizations, 55 faith-based organizations, 5 educational institutions and 22 citizen and service clubs. Public access was available at the City of Chandler website. The survey included questions regarding human services, housing needs and community needs. In addition to mailing the survey, the City held a neighborhood meeting on January 31, 2011 which had over 100 residents in attendance.

The survey requested responders to rate community needs from 1 to 4 with "1" as the lowest need and "4" as the highest need for improvement. Categories included Community Facilities, Community Services, Infrastructure, Neighborhood Services, Special Needs Services, Business and Job Services and Housing. A summary of the survey results are as follows:

Community Facilities: The highest need for additional community facilities ranked: Senior Centers (28%), Youth Centers (31%), Childcare Centers (23%), Community Centers (31%) and **Parks & Rec Facilities (37%)**.

Community Services: The highest need for additional community services ranked: Senior Activities (29%), Childcare Services (28%), **Anti-Crime Programs (53%)**, Health Services (49%), and Transportation Services (37%).

Infrastructure: The highest need for additional infrastructure improvements ranked: Drainage Improvements (28%), Water/Sewer Improvements (30%), Sidewalk Improvements (21%), **Street Lighting/Streetscape Improvements (47%)**.

Neighborhood Services: The highest need for additional neighborhood services ranked: Code Enforcement (38%), Demolition of Unsafe Housing (37%), and **Emergency Home Repairs (51%)**.

Special Needs Services: The highest need for additional special needs services ranked: Services for Disabled (34%), Homeless Services/Shelters (38%), Accessibility Improvements (ADA) (21%), Domestic Violence Services (39%), Substance Abuse Services (36%), and **Neglected/Abused Children Services (55%)**.

Business & Jobs: The highest need for additional business and jobs services ranked: Employment Training (45%), Business Mentoring (37%), **Job Creation/Retention (65%)**.

Housing: The highest need for additional housing services ranked: Residential Rehabilitation (repairs) (55%), Homeownership Assistance (41%), Housing for Disabled (33%), Senior Housing (39%), Single Family Housing (35%), Affordable Rental Housing (36%), Fair Housing (32%), and **Energy Efficient Improvements (57%)**.

Based on survey results and feedback, the community listed job creation and retention as the most needed service in Chandler, followed by energy efficient housing improvements, residential rehabilitation repairs, anti-crime programs and emergency home repairs.

CITY OF CHANDLER

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Recommending Funding

The Housing and Human Services Commission is an eleven-member body 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. The HHSC plays an important role in assessing community needs and making funding recommendations to Council. Some of the duties of the HHSC related to Consolidated Planning are:

- To recommend the annual allocation of Community Development Block Grant and HOME Investment Partnership funds to the City Council;
- To advise the City Council on matters relating to the welfare of the City's low and moderate income citizens;
- To assess the human service needs of the community, determine any gaps in service and utilize this information in developing the priorities for social service funding, youth enhancement funds, utility bill donation funds and any other grant or social service funds that may become available to the city;
- To serve as the annual allocations panel for and make final recommendations to the City Council on the allocation of human service funds.

To incorporate more direct community involvement, the City enlisted resident volunteers to participate in the review and evaluation of funding applications for the FY 2011-2012 funding cycle. A total of 20 community members attended HHSC and subcommittee meetings over a two month period, reviewed funding applications and assisted in developing specific funding recommendations to be forwarded to Mayor and Council. The volunteers were separated into funding population panels such as Families In Crisis, Special Populations, Youth and CDBG eligible for application review and played an integral part in the overall funding process for FY 11-12.

Two public hearings will be held, one at the Housing and Human Services Commission on April 6, 2011 and one at a Council Meeting on April 28, 2011. Public hearings are held to solicit additional community input for the City's Annual Action Plan, CDBG, HOME and general fund recommendations.

Staying Connected with Neighborhoods

In 2011, Mayor Tibshraeny implemented several neighborhood initiatives to help Chandler neighborhoods become more sustainable. The Mayor's initiatives for 2011 include the Mayor's Listening Tours, Chandler's First Traditional Neighborhood Academy, a quarterly E-"News for Neighbors" newsletter and a Voluntary Residential Demolition Program.

The City of Chandler's Neighborhood Advisory Committee (NAC) is a seven member Mayor and Council appointed committee. In 2011 and as part of the Committee's commitment to the community, the NAC is supporting Mayor Tibshraeny by hosting five prescheduled public meetings throughout the year and at various locations throughout the City. The Mayor's Listening Tours provide a venue for residents to speak out on the various challenges facing their neighborhoods and provide staff an opportunity to share city resources with residents and gain a better understanding of the changing needs in the community.

Mayor Tibshraeny along with the Neighborhood Advisory Committee are providing articles in the quarterly e-"news for Neighbors" newsletter. The articles contain information intended to empower Chandler residents by providing them with information on upcoming events, programs, services and resources available to help in addressing many of the challenges facing Chandler neighborhoods.

Chandler hosted its first Traditional Neighborhood Academy to provide training for neighborhood groups to more effectively share information and solve neighborhood issues. The curriculum is structured to assist in the development of neighborhood leadership, enhance neighborhood communication, and develop neighborhood strategies to assist in sustainability efforts and to teach residents how to utilize community resources as neighborhood assets. As part of the academy, residents participated in a training opportunity to enable neighborhood leadership and learn to train emerging neighborhood leaders in their community. A secondary Traditional Neighborhood Academy will be conducted in the Fall of 2011.



LIVE LOVE DAY

For the past 4 years, the City of Chandler in partnership with Live Love, Inc. has hosted Live Love Day. This is day offers an opportunity for Chandler residents, non-profit organizations, corporations and faith-based organizations to serve both the city and those living in the community through compassionate acts of service. Live love Day brings together volunteers to work side-by-side in local downtown neighborhoods, to restore beauty and dignity in the lives of neighbors. Projects include painting and landscaping of local service organizations and cleaning and clearing of local parks. Last year, close to 1,000 volunteers worked together with 80 residents to improve the aesthetics of three downtown Chandler neighborhoods.



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FY 2011 CDBG/HOME ALLOCATIONS

CDBG Public Service		
	Funding Recommendation*	HUD Outcome
Agency		
A New Leaf - East Valley Men's Shelter	\$ 40,490	DH3
A New Leaf - La Mesita Homeless Shelter	\$ 15,720	DH3
Central Arizona Shelter Services - Emergency Shelter	\$ 23,818	DH3
City of Chandler Housing -Youth Program	\$ 20,960	SL1
Community Bridges – Substance Abuse Crisis Services	\$ 11,433	SL3
Community Legal Services – Removing Barriers to Justice for Low Income	\$ 8,098	SL1
Labor's Community Service Agency - Transitional Housing	\$ 7,003	DH3
Save the Family - Homeless Families Intervention	\$ 42,631	DH3
Save the Family - FACES Program	\$ 9,527	DH3
UMOM New Day Centers, Inc. - Emergency Shelter	\$ 9,527	DH3
Total CDBG Public Services Recommended	\$ 189,207	
CDBG Public Facilities/Housing		
	Funding Recommendation	HUD Outcome
Agency		
A New Leaf – La Mesita Plumbing Improvements	\$ 139,061	DH3
Accessible Space – Infrastructure Improvements	\$ -	DH3
City of Chandler Public Housing – Improvements	\$ 185,414	DH3
COC Transportation and Development – Streetlight Improvements	\$ 231,768	SL3
COC Code Enforcement – Blight Removal Program	\$ 231,768	SL3
Community Services of Arizona – Emergency Home Repair Program	\$ 265,371	DH3
Total CDBG Public Facilities Recommended	\$ 1,053,382	
CDBG Administration		
	Total Funding Recommendation	
City of Chandler - CDBG Program Administration	\$ 252,700	
TOTAL CDBG ALLOCATIONS	\$ 1,495,289	

HOME Investment Partnership Funds			
		Total Funding Recommendation	
City of Chandler - Housing Rehabilitation Program		\$ 384,159**	
Total HOME Funds		\$ 384,159	
HUD Outcome Code Key	Availability / Accessibility	Affordability	Sustainability
Decent Housing	DH1	DH2	DH3
Suitable Living Environment	SL1	SL2	SL3
Economic Opportunity	EO1	EO2	EO3

* The 2011-2012 CDBG Program Allocation includes a projected 16.5% cut to Chandler's 2011 Entitlement Grant and was presented to City Council on April 28, 2011.

** Estimate as of April 29, 2011 per Maricopa County Consortium

CITY OF CHANDLER 2011 – 2012 ANNUAL ACTION PLAN

FY 2011 CHANDLER FUNDING SUMMARY

▪ **CDBG Public Services Funding**

- ✓ Maximum Public Services Allowed (15%): \$205,444
- ✓ Public Services Recommended (14.9%): \$189,207

▪ **CDBG Capital Funding for Public Facilities and Housing**

- ✓ Capital Funding for Public Facilities and Housing Funding Recommended: \$1,053,382

▪ **CDBG Administrative Funding**

- ✓ Maximum Administrative Funding Allowed (20%): \$ 253,970
- ✓ Administrative Funding Recommended (19.9%): \$ 252,700

▪ **HOME Investment Partnership Funding**

- ✓ HOME Investment Partnership Funding Recommendation: \$384,159

CDBG Resources Available for Allocation

2011 CDBG Entitlement*:	\$1,269,847
2011 CDBG Carry Forward:	\$ 225,442
Total 2011 CDBG Resources:	\$1,495,289

CDBG Funding Recommendations

2011 Public Services:	\$ 189,207
2011 Public Facilities/Housing:	\$1,053,382
<u>2011 Administrative Funding:</u>	<u>\$ 252,700</u>
Total 2011 CDBG Recommended	\$1,495,289

Funding recommendations were made by the Housing and Human Services Commission on April 6, 2011, and final allocations will be approved by City Council on May 12, 2011.

Funding recommendations were made with an anticipated 10% cut to Chandler's CDBG 2011 Entitlement Grant. HUD announced a preliminary entitlement amount reflecting a 16.5% cut on April 25, 2011. Staff proposed an equitable adjustment to the HHSC's recommendation which are reflected on page 15 as a result of HUD's announcement



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CITY OF CHANDLER NEIGHBORHOOD RESOURCES DIVISION

Division Planning & Administration Highlighted Initiatives

In 2010, the Housing and Human Services Commission worked with consultants to develop and implement a two-phase improvement plan for Chandler's funding process. Phase one was to introduce changes for the 2011-2012 funding process which included the collection and utilization of data, and the condensation of funding priorities to provide a cohesive approach to allocating funds to the most needy populations and neighborhoods while reducing duplication of services.

Phase two which includes updates to funding sources and improved funding requirements is expected to be implemented for the FY 12/13 funding allocation process.

▪ Housing and Human Services Commission

Sharon Rosner, Chairperson
Francisco Heredia, Vice-Chairperson
Brigita Fody-Landstrom
Raleigh Grady
Jenny Holsman
Natalie Krebs
Timothy Lewis
Justin Lisonbee
Scott Powell
Ann Stephani
Kelly Vickrey

▪ Neighborhood Resources Division

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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

	Jay Tibshraeny, Mayor	
Trinity Donovan, Vice Mayor		Kevin Hartke
Rick Heumann		Matt Orlando
Jack Sellers		Jeff Weninger

Acting City Manager Rich Dlugas

City of Chandler Neighborhood Resources Division Jennifer Morrison, Director

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