

# CITY OF SCOTTSDALE, ARIZONA

## 2015 - 2019 CONSOLIDATED PLAN 2015 - 2016 ANNUAL PLAN

**April 9, 2015 Draft Plans**

**2015 - 2019 Consolidated Plan**

**2015 - 2016 Annual Plan**

**30 Day Comment Period April 9 - May 8, 2015**

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## **Executive Summary**

### **ES-05 Executive Summary - 91.200(c), 91.220(b)**

#### **1. Introduction**

The Consolidated Plan serves as a planning document meeting the federal government statutory requirements in 24 CFR 91.200-91.230, with revisions for preparing a Consolidated Plan and guiding the use of CDBG, HOME, HOPWA, and ESG funding based on applications to the U.S. Department of HUD. The major sections of the Consolidated Plan include a Housing Market Analysis, Housing and Homeless Needs Assessment, 5-year Strategic Plan, a 1-year Action Plan, and Consultation and Citizen Participation, with accompanying documentation relating to public comment. The Strategic Plan addresses specific needs that were identified in the data analysis, with specific goals and program targets for each category designated for funding. The Action Plan is a subset of the Strategic Plan, addressing funding options for the next fiscal year. The Consolidated Plan can be used by organizations in the community as a guide for identifying activities through which they can help the jurisdiction reach their housing and community development goals. The Consolidated Plan also serves as the baseline for measuring program effectiveness, as reported in the Consolidated Annual Performance and Evaluation Report (CAPER) required by HUD for each fiscal year's funding allocation. Incorporated into the Consolidated Plan are an analysis of the local housing market and a review of housing and homeless needs in Medford as a means of defining the current environment in which federal funding is being used. The Consolidated Plan provides a strategic plan for meeting priority needs that were identified through the community participation process. The analytical parts of the document draw from the 2005-2009 and the 2008-2012 American Community Surveys and 2005 CHAS data provided by HUD. Other data sources include the 2010 U.S. Census and other information gathered locally, including a survey of citizens that was used to assist in prioritizing needs. The survey was available on the City's website and was distributed at community meetings.

#### **2. Summary of the objectives and outcomes identified in the Plan**

This Consolidated Plan contains a range of goals, objectives, and outcomes formulated to address needs identified for homelessness, other special needs, affordable housing, non-housing community development, barriers to affordable housing, lead-based paint hazards, institutional structure, coordination. These objectives include:

- Continue to Plan, Monitor and Administer Entitlement Grant Programs and insure compliance with Federal Regulations.
- Improve the condition of housing for low-income homeowners.

- Address community needs through community-based public service programs.
- Address community needs through improvements and expansion of Public Facilities and Public infrastructure.
- Support improvement of infrastructure, parks and recreation facilities, community facilities and public facilities in CDBG eligible census tracts in Scottsdale.
- Address community needs through improvements and expansion of Community Facilities and infrastructure.

These objectives are supported by a collection of associated strategies and performance goals. These strategies seek to work toward meeting the objectives stated, addressing the need for more affordable housing, housing rehabilitation, public facilities and infrastructure improvements, and public services. Specifics can be found in the Strategic Plan and Annual Action Plan.

### **3. Evaluation of past performance**

Scottsdale has a history of successful programs funded through the Community Development Block Grant Program. Of particular importance to the health of the city have been programs that address the condition of the housing stock. The City has successfully funded housing rehabilitation activities targeting lower income and elderly households unable to properly maintain their homes. The City has worked actively with local homeless services providers to expand services aimed at helping those persons find employment, housing, health care services, and educational opportunities. Details of past performance can be found in the City's Consolidated Annual Performance and Evaluation Report (CAPER).

### **4. Summary of citizen participation process and consultation process**

Based on Community Participation Plan outreach included public forums and focus group meetings, on-line survey accessed on the City of Scottsdale Web Site, and consultation with public and private agencies and organizations to capture public input as to the priority needs for the next five years. Participating persons, public and private agencies included the general public, neighborhood organizations, Scottsdale City Departments and Agencies, Continuum of Care, Board of Realtors, Chamber of Commerce, public and social service agencies, colleges and universities, elected and appointed officials.

Three Public Forums and Stakeholder Focus Group sessions were held on October 9, 2014 at the Horizon Community Center, 15444 N. 100 Street, Scottsdale, Arizona 85260; Granite Reef Senior Center, 1700 N. Granite Reef Road, Scottsdale, Arizona 85257; and the Human Services Commission Meeting held at City Hall Kiva, 3939 N. Drinkwater Boulevard, Scottsdale, Arizona, 85251. Supplemental interviews were conducted with and information and input received from various City Departments and Divisions, Chamber of Commerce and Board of Realtors representatives, social service agencies, Continuum of Care organization, community, professional and industry representatives to obtain information from those unable to attend the sessions. Participants in the forum sessions and supplemental interviews

included Scottsdale City staff and other government representatives; administrators from local colleges, universities, and school districts; non-profit organizations, home builders, housing and social service agencies representatives; real estate and financial industry representatives; and the general public and other community representatives.

## **5. Summary of public comments**

Comments still being gathered, will be added at the completion of the public review process.

## **6. Summary of comments or views not accepted and the reasons for not accepting them**

No comments were rejected.

## **7. Summary**

This plan provides a framework through which Scottsdale manages its federal entitlement programs related to community development and homeless assistance. Data were provided through HUD's eCon software system, utilizing American Community Survey data and other sources, to construct the needs assessment and market analysis. The City worked with local service providers and other concerned citizens to develop the strategic plan and annual action plan, both designed to address needs within the city as identified through the public participation process and needs assessment.

## The Process

### PR-05 Lead & Responsible Agencies - 91.200(b)

**1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source**

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	SCOTTSDALE	Community Assistance Office

Table 1– Responsible Agencies

### Narrative

The lead agency for the development of the Consolidated Plan is the Community Assistance Office (CAO) of Scottsdale. The CAO has contracted with the consulting firm of J-QUAD Planning Group. The City and J-QUAD consulted with a number of other agencies including the City's Human Services Commission and the agencies involved in the local Continuum of Care to address homelessness.

### Consolidated Plan Public Contact Information

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## **PR-10 Consultation - 91.100, 91.200(b), 91.215(I)**

### **1. Introduction**

Scottsdale works with a wide variety of agencies, organizations, and service providers in an effort to bring various viewpoints to bear in the identification of local housing and service needs. Ongoing relationships focused on specific needs and targeted meetings designed to bring public input into the Consolidated Plan process are two of the ways that the City utilizes outside organizations in the consultation process. A few of those agencies are listed in the tables below, but others were invited and/or participated that were not found in the HUD database.

**Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(I)).**

The City has ongoing relationships with several housing providers working on housing development activities. The City's partners work to utilize Section 8 vouchers from the federal government to address the housing needs of the City's lowest income households. Through the Continuum of Care process, the City maintains relationships with mental health providers, homeless shelter and services providers, and other governmental agencies with specific responsibilities for homeless individuals and families. The City also participates in a variety of other coalitions that seek to address other issues that relate to housing and service needs.

**Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness**

City staff works actively with the Maricopa Association of Governments Continuum of Care, the local umbrella for the development of the Continuum of Care. Staff participate in regularly scheduled meetings and point-in-time surveys. In the past, the City has provided administrative support to supplement Continuum of Care initiatives and funding to the various agencies that make up the membership of the Maricopa Association of Governments Continuum of Care.

**Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS**

Staff from Scottsdale participates in the development of the Continuum of Care, working with area service providers to include City resources, to the extent possible, in the provision of services to homeless individuals and families in Scottsdale.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities**

See following Table 2

**Table 2– Agencies, groups, organizations who participated**

1	<b>Agency/Group/Organization</b>	SCOTTSDALE TRAINING AND REHABILITATION SERVICES (STARS)
	<b>Agency/Group/Organization Type</b>	Services-Children
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.
2	<b>Agency/Group/Organization</b>	HABITAT FOR HUMANITY
	<b>Agency/Group/Organization Type</b>	Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.
3	<b>Agency/Group/Organization</b>	NEWTOWN - CDC
	<b>Agency/Group/Organization Type</b>	Housing Services - Housing
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Market Analysis Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.
4	<b>Agency/Group/Organization</b>	ARIZONA BRIDGE TO INDEPENDENT LIVING
	<b>Agency/Group/Organization Type</b>	Services-Persons with Disabilities
	<b>What section of the Plan was addressed by Consultation?</b>	Housing Need Assessment Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.

5	<b>Agency/Group/Organization</b>	JEWISH FAMILY CHILDREN'S SERVICES
	<b>Agency/Group/Organization Type</b>	Services-Children
	<b>What section of the Plan was addressed by Consultation?</b>	Homeless Needs - Families with children Non-Homeless Special Needs
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.
6	<b>Agency/Group/Organization</b>	UMOM
	<b>Agency/Group/Organization Type</b>	Services - Housing Services-homeless
	<b>What section of the Plan was addressed by Consultation?</b>	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.
7	<b>Agency/Group/Organization</b>	MESA COMMUNITY COLLEGE DISTRICT SMALL BUSINESS DEVELOPMENT CENTER
	<b>Agency/Group/Organization Type</b>	Services-Education Services-Employment
	<b>What section of the Plan was addressed by Consultation?</b>	Economic Development Anti-poverty Strategy
	<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.
8	<b>Agency/Group/Organization</b>	CHRYSALIS SHELTER FOR VICTIMS OF DOMESTIC VIOLENCE
	<b>Agency/Group/Organization Type</b>	Services-Victims of Domestic Violence
	<b>What section of the Plan was addressed by Consultation?</b>	Non-Homeless Special Needs Anti-poverty Strategy

<b>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</b>	Participated in the Consolidated Plan community forums.
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**Identify any Agency Types not consulted and provide rationale for not consulting**

No specific organizations were intentionally left out of the public participation process.

**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Maricopa Association of Governments	The Strategic Plan provides a set of priorities for addressing homelessness, with are supported by the Maricopa Association of Governments Continuum of Care and its participating agencies.

**Table 3– Other local / regional / federal planning efforts**

**Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(I))**

Scottsdale works closely with Maricopa County and other local communities active in the Continuum of Care process, State agencies, local non-profit organizations, and other departments of the City of Scottsdale in the development of programs to address housing, homeless, and community development needs and other local issues covered by the Consolidated Plan.

**Narrative**

The development of the Consolidated Plan and the component Strategic Plan and Annual Action Plan require the help of the local non-profit community and other organizations. Specific priorities are identified and ranked through that participation utilizing focus group sessions, forums, and surveys. The City relies on its ongoing relationships to ensure that these opinions and observations are incorporated into the Plan.

## **PR-15 Citizen Participation - 91.401, 91.105, 91.200(c)**

### **1. Summary of citizen participation process/Efforts made to broaden citizen participation**

#### **Summarize citizen participation process and how it impacted goal-setting**

Based on Community Participation Plan outreach included public forums and focus group meetings, on-line survey accessed on the City of Scottsdale Web Site, and consultation with public and private agencies and organizations to capture public input as to the priority needs for the next five years. Participating persons, public and private agencies included the general public, neighborhood organizations, Scottsdale City Departments and Agencies, Continuum of Care, Board of Realtors, Chamber of Commerce, public and social service agencies, colleges and universities, elected and appointed officials.

Three Public Forums and Stakeholder Focus Group sessions were held on October 9, 2014 at the Horizon Community Center, 15444 N. 100 Street, Scottsdale, Arizona 85260; Granite Reef Senior Center, 1700 N. Granite Reef Road, Scottsdale, Arizona 85257; and the Human Services Commission Meeting held at City Hall Kiva, 3939 N. Drinkwater Boulevard, Scottsdale, Arizona, 85251. Supplemental interviews were conducted with and information and input received from various City Departments and Divisions, Chamber of Commerce and Board of Realtors representatives, social service agencies, Continuum of Care organization, community, professional and industry representatives to obtain information from those unable to attend the sessions. Participants in the forum sessions and supplemental interviews included Scottsdale City staff and other government representatives; administrators from local colleges, universities, and school districts; non-profit organizations, home builders, housing and social service agencies representatives; real estate and financial industry representatives; and the general public and other community representatives.

Consultations with public and private agencies, and elected and appointed officials were held in October and November 2014 and included City Alderman and Mayor, Scottsdale Community Council, Public Service Agencies and individual stakeholders and the public.

Attendees for the Focus Groups and Public Forums were gathered through invitations sent to select resident and community leaders, organizations, industry professionals and public officials and a public meeting notice published in the local newspaper. At each Focus Group and Public Forum, general issues related to the housing market, neighborhoods conditions, community development needs and concerns pertaining to fair housing choice in Scottsdale were discussed. The Consolidated Plan format included discussions of the communities' priority needs for the next five years and their priorities for funding for the next program year.

Participants in the focus groups and public forums and the general public were given an opportunity to complete a Priority Needs Survey as part of the Consolidated Plan process. The survey was presented at each of the aforementioned sessions and also made available on the City’s web site for completion and submission on line.

**Citizen Participation Outreach**

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Public Meeting	Non-targeted/broad community	Three Consolidated Plan Forums and Stakeholder Focus Group meetings were held in October, 2014. A wide variety of individuals and social service agencies were invited to participate in the events.	The focus group sessions identified a wide range of issues of concern to the attendees with regard to social and economic conditions, housing, public policy and awareness of fair housing, banking and mortgage lending issues, special needs housing, and public transportation.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Internet Outreach	Non-targeted/broad community	A total of 236 surveys were received from attendees to the forums and focus group meetings and through the online survey linked to the City's website. These responses provided City staff with direction in the prioritization of service needs for the allocation of CDBG funding.	No comments were included in the survey instrument. Questions were posed as ranking opportunities in the identification of local programmatic needs. City staff reviewed the results provided by the survey and developed a list of priorities to be included in the Consolidated Plan.	All comments were accepted.	

**Table 4– Citizen Participation Outreach**

# Needs Assessment

## NA-05 Overview

### Needs Assessment Overview

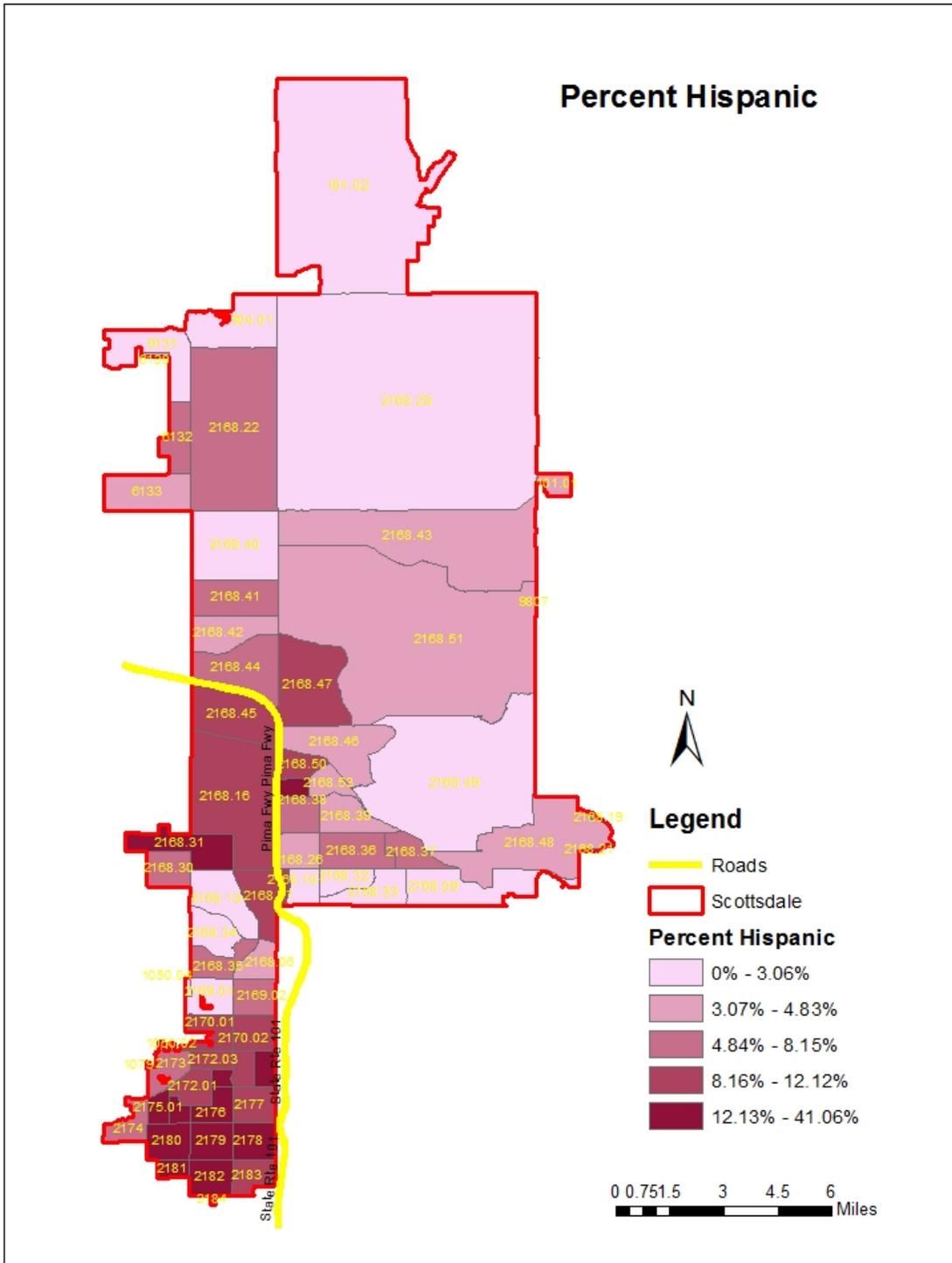
This Needs Assessment focuses on non-housing community development needs, with housing needs being addressed by the Maricopa County Consortium Consolidated Plan. The information shown below reflects demographic characteristics in Scottsdale.

The population of Scottsdale in 2010, according to the US Census, was 217,385, an increase of 7.2 percent from 2000. About 89 percent of the population was White, with about nine percent identifying as Hispanic. The size of the White population grew by 3.8 percent between 2000 and 2010, while the Hispanic population grew by 36.2 percent. Asian and Pacific Islanders, combined, represented 3.4 percent of the total population, and grew by 80.3 percent between 2000 and 2010.

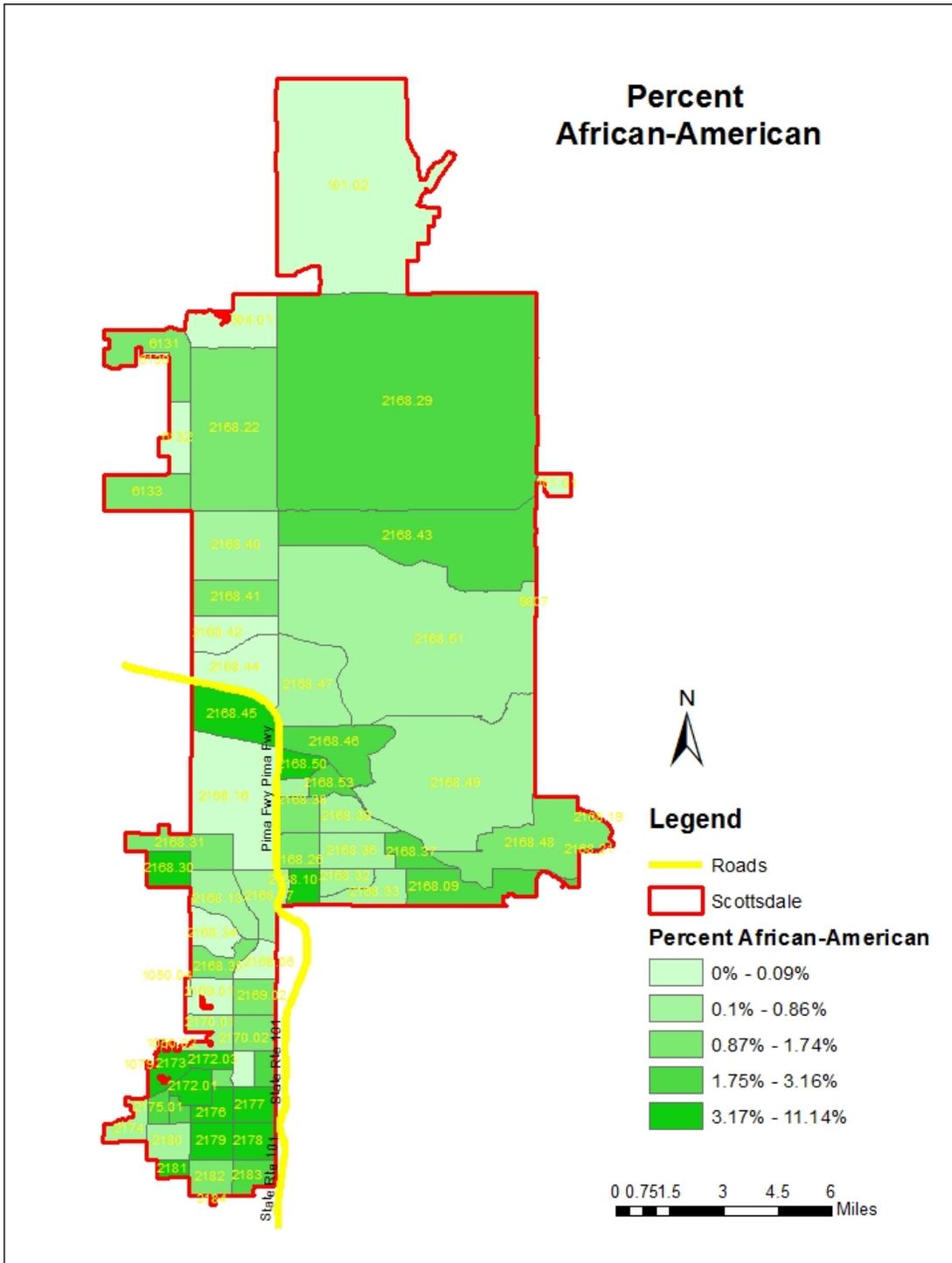
The percentage of female-headed households among White households in Scottsdale was 7.3 percent, compared to 17 percent in African-American households, 4.2 percent of Asian households, and 13.3 percent in Hispanic households. Only 22.9 percent of African-American households were husband/wife family households, compared to 46.9 percent of White households, 60.1 percent of Asian households, and 44.5 percent of Hispanic households. Non-family households, defined by HUD as a single occupant household or non-related individuals living together as indicated in the census data, among Whites made up 42.4 percent of all White households in Scottsdale. Non-family households among African-Americans accounted for 47.6 percent of all African-American households and 33.4 percent of all Asian households. Non-family households among Hispanics accounted for 38.6 percent of all Hispanic households. Most of the non-family households were householder living alone.

The modal income classes (the income classes with the highest number of households) for all racial/ethnic sub-populations detailed was the \$100,000 or more category with 35.4 percent of White households, 51.9 percent of Asian households, 24.9 percent of African-American households, and 23.5 percent of Hispanic households earning in this income range. Twenty percent of Hispanic households earned less than \$25,000 per year, compared to 15.8 percent of White households, 14.3 percent of Asian households, and 21.1 percent of African-American households. According to the 2008-2012 American Community Survey (ACS) estimates (5-year average), the median household income for White households was \$72,409, \$104,881 for Asian households, \$51,509 for African-American households, and \$59,385 for Hispanic households, compared to \$72,163 for the overall city.

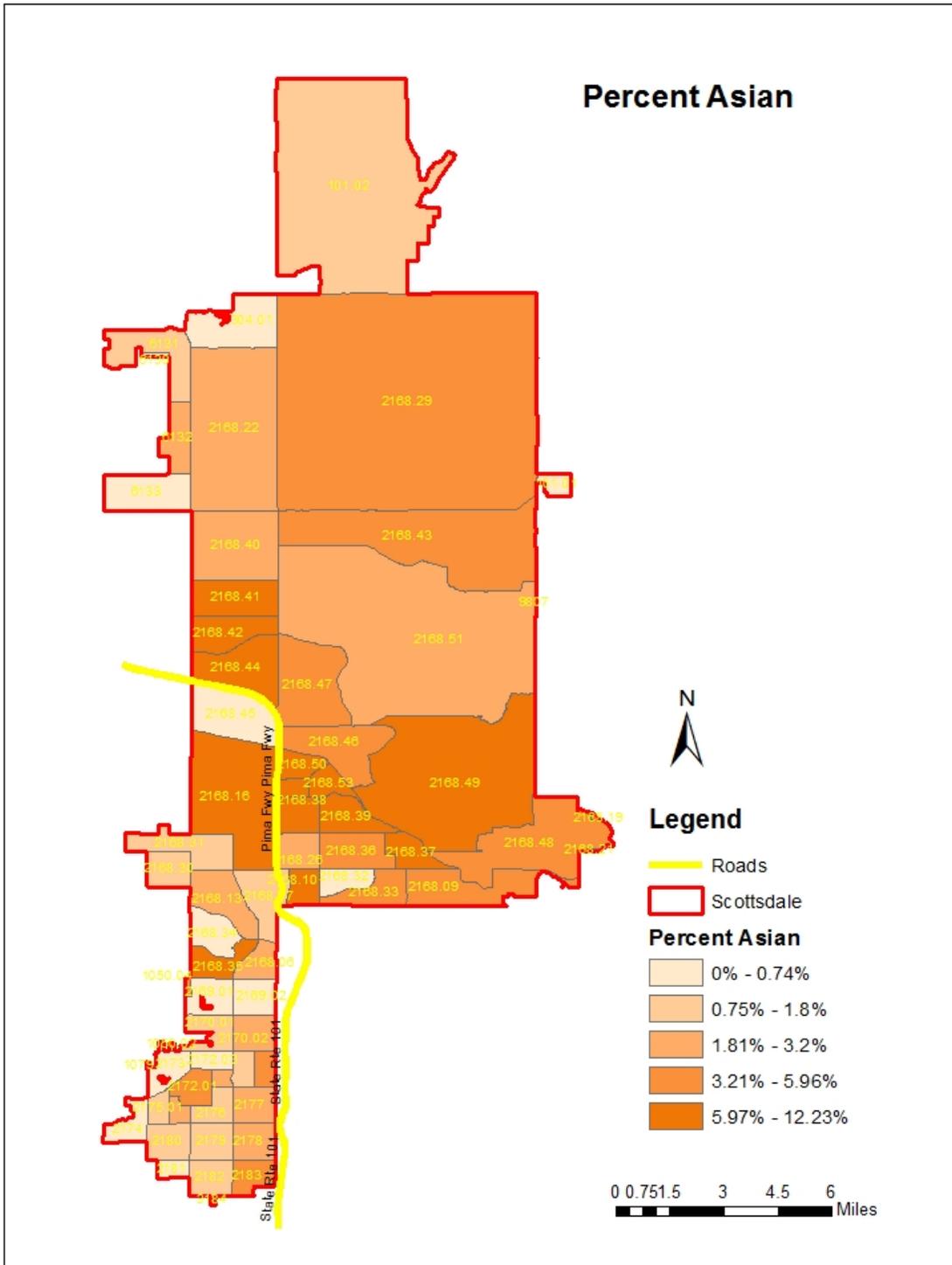
The incidence of poverty among Hispanics in Scottsdale was 18.5 percent of their total population between 2008 and 2012, and poverty among African-Americans was reported to be 13.2 percent. Among White persons, the data reported 7.7 percent lived in poverty and 6.6 percent for Asians.



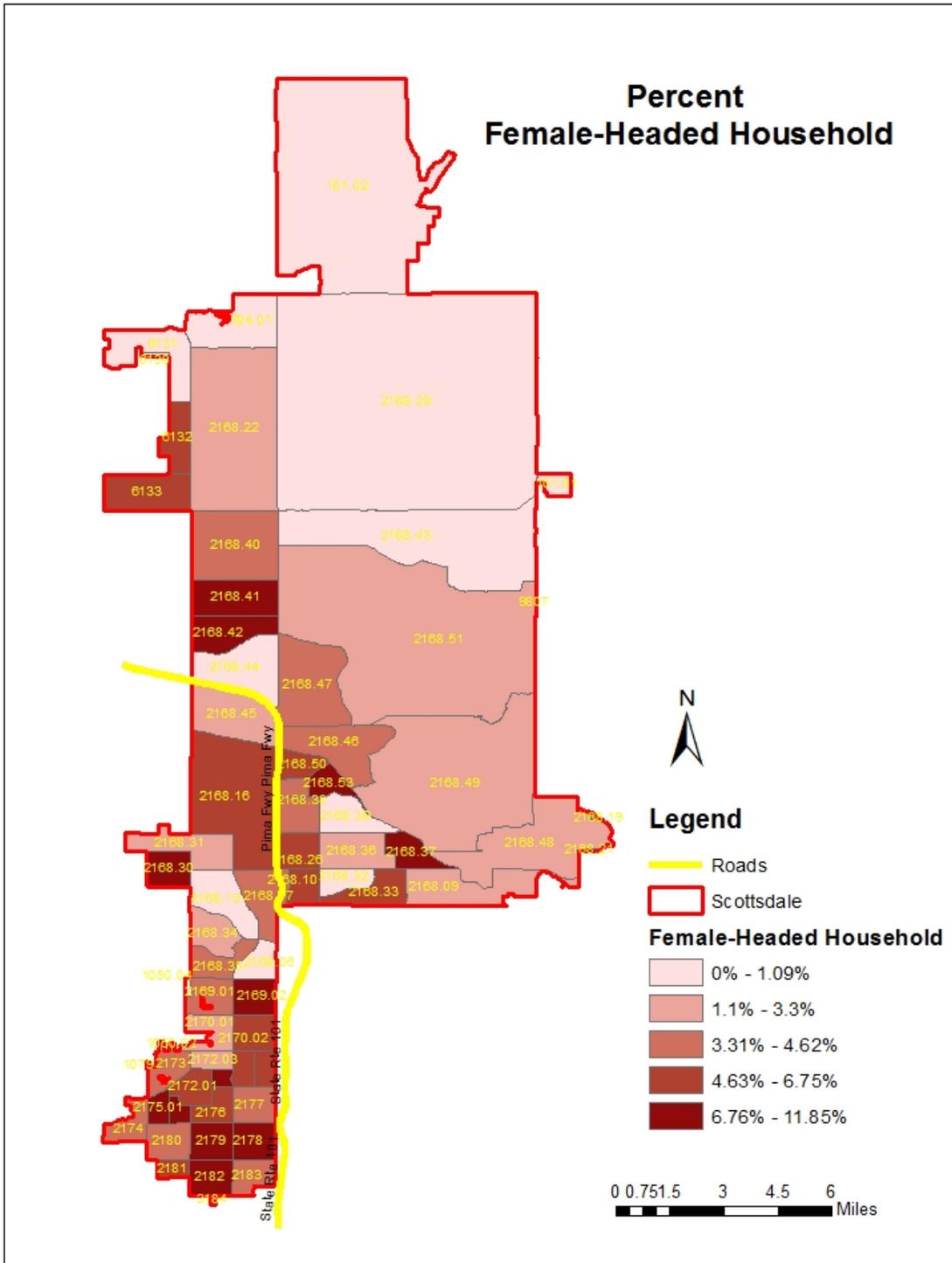
**Percent Hispanic**



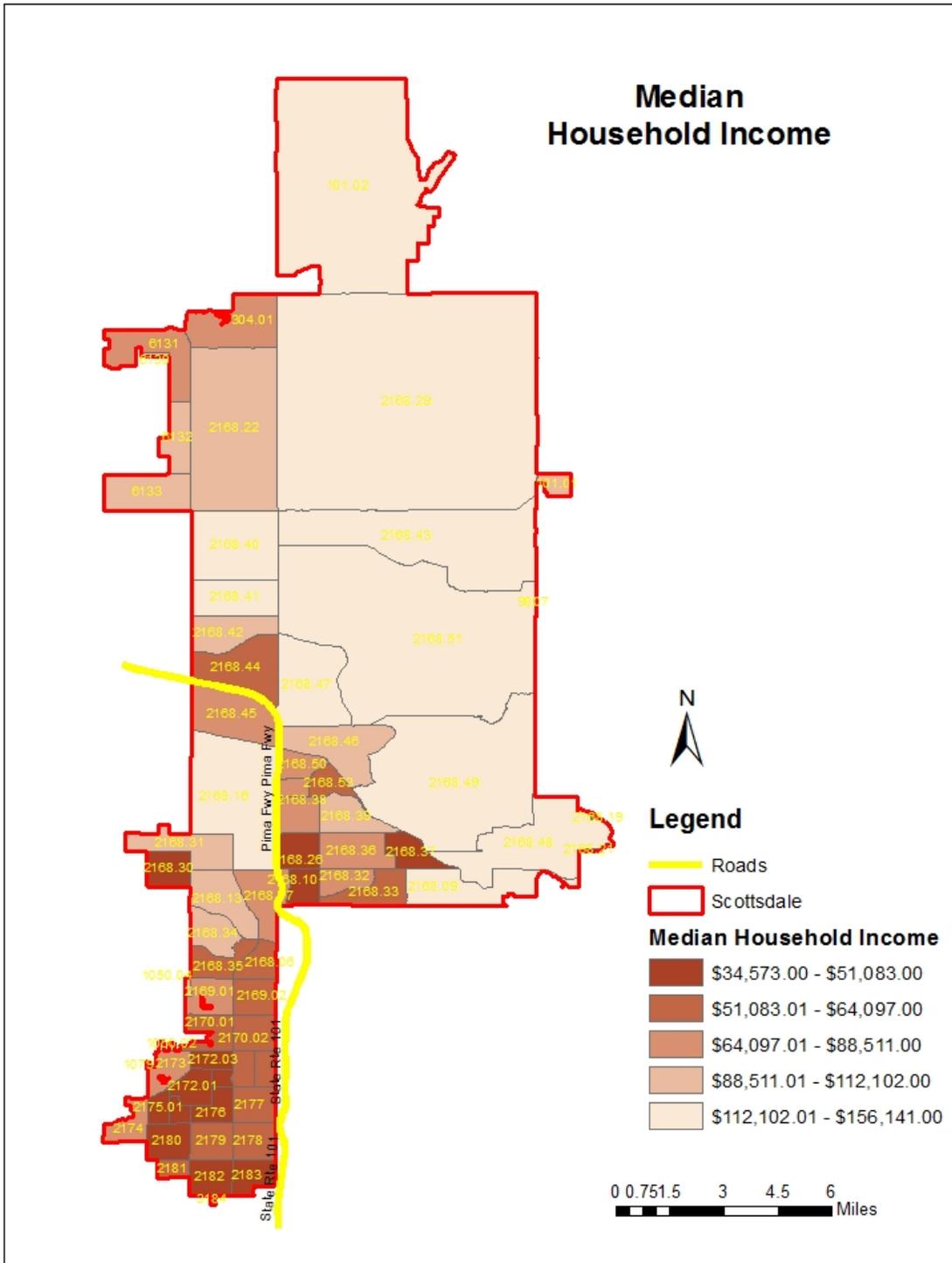
**Percent African-American**



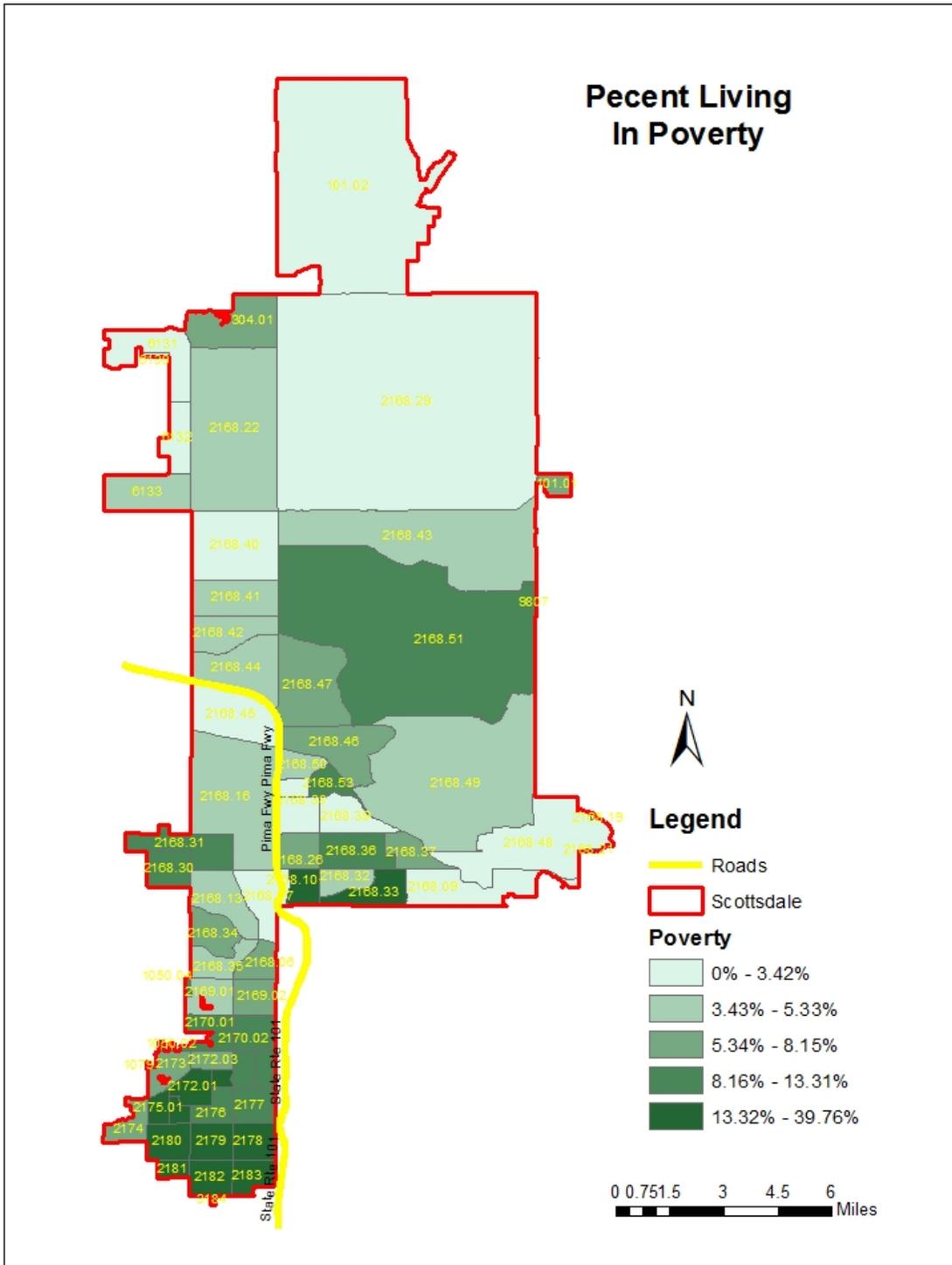
**Percent Asian**



**Percent Female-Headed Households with Children**



**Median Household Income**



**Percent Living in Poverty**

## **NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)**

### **Describe the jurisdiction's need for Public Facilities:**

Needs related to public facilities include improvements to publicly-owned community facilities and those of non-profit partners delivering much needed services to the Scottsdale community.

### **How were these needs determined?**

The City conducted a survey of residents and service providers asking their input into the ranking process for the variety of uses of CDBG funds. The survey was available online and as hard copy at fair housing focus group sessions and Consolidated Plan forums. While the survey was not a statistically reliable instrument for prioritizing, it was a useful tool to include community concerns and preferences into consideration. Staff took the results of the survey and the comments received in the focus group sessions and forums and completed the ranking process.

### **Describe the jurisdiction's need for Public Improvements:**

Needed public improvements include street and road repairs and ADA accessibility improvements at select locations.

### **How were these needs determined?**

The City conducted a survey of residents and service providers asking their input into the ranking process for the variety of uses of CDBG funds. The survey was available online and as hard copy at fair housing focus group sessions and Consolidated Plan forums. While the survey was not a statistically reliable instrument for prioritizing, it was a useful tool to include community concerns and preferences into consideration. Staff took the results of the survey and the comments received in the focus group sessions and forums and completed the ranking process.

**Describe the jurisdiction's need for Public Services:**

Public service needs include services to youth, family services, services that address issues of homelessness, and case management for homeless persons.

**How were these needs determined?**

The City conducted a survey of residents and service providers asking their input into the ranking process for the variety of uses of CDBG funds. The survey was available online and as hard copy at fair housing focus group sessions and Consolidated Plan forums. While the survey was not a statistically reliable instrument for prioritizing, it was a useful tool to include community concerns and preferences into consideration. Staff took the results of the survey and the comments received in the focus group sessions and forums and completed the ranking process.

# Housing Market Analysis

## MA-05 Overview

### Housing Market Analysis Overview:

This Market Analysis focuses on non-housing community development assets, with housing market conditions being addressed by the Maricopa County Consortium Consolidated Plan. The information shown below reflects non-housing community development market characteristics in Scottsdale.

There have been some small shifts in the distribution of occupations between 2000 and 2012. Manufacturing occupations saw a reduction of 2.4 percentage points, falling to 5.9 percent of the workforce. Construction occupations fell by 1.2 percentage points to 4 percent of the workforce. The largest occupation was Education, etc. with over 21 percent of the workforce. A small increase was seen in Arts and Entertainment, etc. (0.7 percentage point increase).

Unemployment looks moderate to high, with rates ranging from 3.8 percent for Asians to 13 percent for African-Americans. According to the US Department of Labor's Bureau of Labor Statistics, the unemployment rate for Scottsdale was 4.3 percent in April 2014. By comparison, the US unemployment rate was 6.3 in April 2014 and 6.9 percent for the State of Arizona.

The total percentage of the population over 25 years without a high school degree was 4.1 percent. When looking at the distribution by race/ethnicity, the data show a Hispanic rate of 21.3 percent. The White population had 3.7 percent with less than a high school degree and the Asian sub-population has 4.8 percent. For African-Americans, the rate was 5.7 percent.

## MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f) Introduction

Housing preferences are fulfilled by a household's ability to meet the financial needs of owning or renting their desired housing unit. The economic health of a community has a large impact on that ability through the job market, business activity, and the household's relative place in the economy determined by their level of education and employment status. The data below provide a look at where jobs and economic activity in Scottsdale provide employment opportunities and some descriptive consideration of education and employment levels.

### Economic Development Market Analysis

#### Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	372	171	0	0	0
Arts, Entertainment, Accommodations	11,768	24,250	15	17	2
Construction	3,064	4,477	4	3	-1
Education and Health Care Services	15,506	31,479	20	23	3
Finance, Insurance, and Real Estate	11,091	17,916	14	13	-1
Information	1,993	2,918	3	2	-1
Manufacturing	4,374	7,842	6	6	0
Other Services	3,061	5,222	4	4	0
Professional, Scientific, Management Services	9,318	14,075	12	10	-2
Public Administration	0	0	0	0	0
Retail Trade	11,218	20,744	14	15	1
Transportation and Warehousing	2,407	1,903	3	1	-2
Wholesale Trade	5,077	7,740	6	6	0
Total	79,249	138,737	--	--	--

**Table 5 - Business Activity**

Data 2007-2011 ACS (Workers), 2011 Longitudinal Employer-Household Dynamics (Jobs)  
Source:

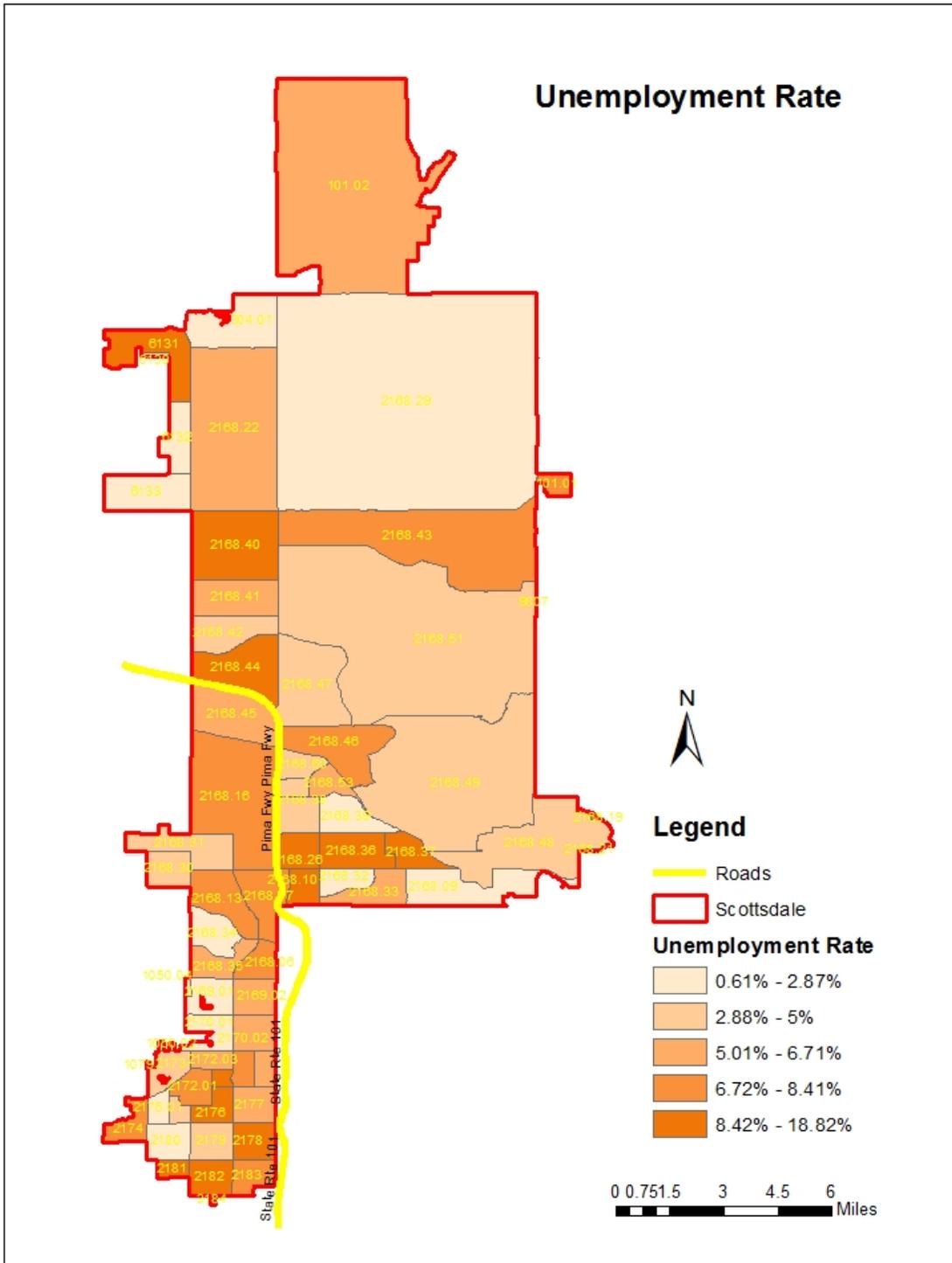
#### Labor Force

Total Population in the Civilian Labor Force	117,877
Civilian Employed Population 16 years and over	111,295
Unemployment Rate	5.58

Unemployment Rate for Ages 16-24	14.32
Unemployment Rate for Ages 25-65	4.01

**Table 6 - Labor Force**

**Data Source:** 2007-2011 ACS



**Unemployment Rate**

<b>Occupations by Sector</b>	<b>Number of People</b>
Management, business and financial	41,101
Farming, fisheries and forestry occupations	3,937
Service	7,799
Sales and office	32,061
Construction, extraction, maintenance and repair	3,682
Production, transportation and material moving	2,634

**Table 7 – Occupations by Sector**

Data Source: 2007-2011 ACS

### Travel Time

<b>Travel Time</b>	<b>Number</b>	<b>Percentage</b>
< 30 Minutes	67,683	69%
30-59 Minutes	28,035	29%
60 or More Minutes	2,624	3%
<b>Total</b>	<b>98,342</b>	<b>100%</b>

**Table 8 - Travel Time**

Data Source: 2007-2011 ACS

### Education:

#### Educational Attainment by Employment Status (Population 16 and Older)

<b>Educational Attainment</b>	<b>In Labor Force</b>		<b>Not in Labor Force</b>
	<b>Civilian Employed</b>	<b>Unemployed</b>	
Less than high school graduate	2,827	280	1,223
High school graduate (includes equivalency)	10,311	817	3,904
Some college or Associate's degree	24,679	1,769	7,707
Bachelor's degree or higher	53,453	1,972	11,664

**Table 9 - Educational Attainment by Employment Status**

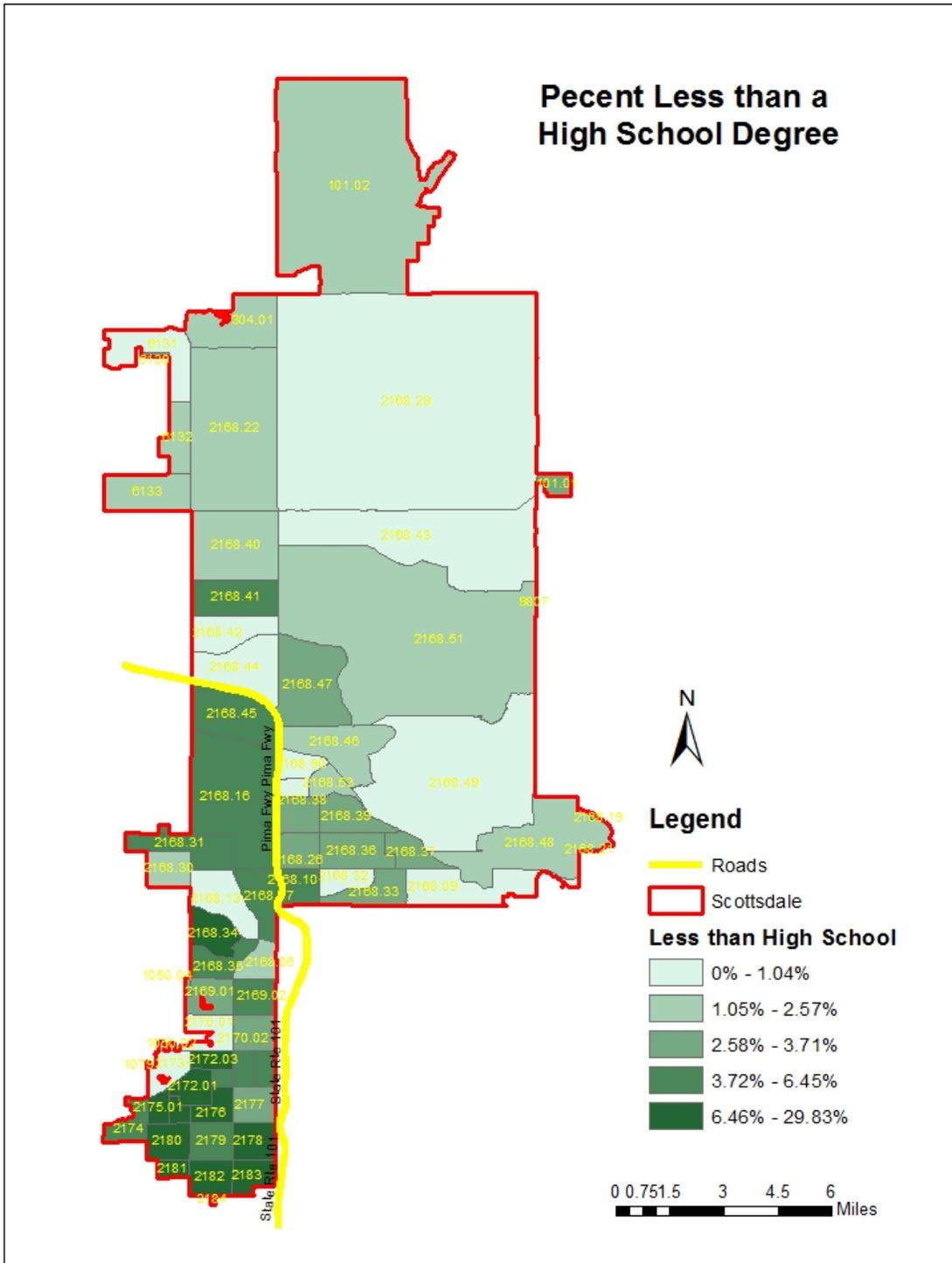
Data Source: 2007-2011 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	72	627	536	838	715
9th to 12th grade, no diploma	2,235	724	623	982	1,929
High school graduate, GED, or alternative	3,609	3,154	2,858	9,020	9,553
Some college, no degree	5,829	4,359	5,785	15,174	10,373
Associate's degree	738	1,849	2,137	4,880	2,635
Bachelor's degree	3,102	10,572	9,700	21,832	10,693
Graduate or professional degree	43	3,850	6,690	14,522	8,040

**Table 10 - Educational Attainment by Age**

Data Source: 2007-2011 ACS



**Percent with Less than a High School Degree**

## Educational Attainment – Median Earnings in the Past 12 Months

<b>Educational Attainment</b>	<b>Median Earnings in the Past 12 Months</b>
Less than high school graduate	21,409
High school graduate (includes equivalency)	32,641
Some college or Associate's degree	39,093
Bachelor's degree	58,044
Graduate or professional degree	77,045

**Table 11 – Median Earnings in the Past 12 Months**

Data Source: 2007-2011 ACS

### **Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?**

The most active business sector in Scottsdale, in terms of the number of workers in the various industries, is Education and Health Care Services with 20 percent of all workers. That sector is followed by Arts, Entertainment, Accommodations and Retail Trade with 15 and 14 percent respectively. Finance, Insurance and Real Estate has a 14 percent share of workers, as well, followed by Professional, Scientific, Management Services with 12 percent and Manufacturing and Wholesale Trade with a six percent share each.

### **Describe the workforce and infrastructure needs of the business community:**

The Small Business and Entrepreneurial Start up business sectors are in need of small business development and operating technical assistance in developing business plans, acquiring insurance and bonding, business expansion and business operations. These sectors also need access to capital for business expansions, and operating capital through micro loans, lines of credit, and business capital improvements. The job sector in general needs to expand jobs paying living wages and increase minimum wages for persons who are low - and median income, working poor, and those with limited English proficiency and lower educational attainment. Greater emphasis is also needed on job training, job readiness, job training and employments serving former convicted felons.

### **Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.**

As reported on the City of Scottsdale Economic Development website, in the past year, the following major expansions and relocations have benefited the Scottsdale economy:

Zenefits, the free, cloud-based human resources technology company that automates and eliminates time-consuming paperwork for small and medium-sized businesses, announced plans to create over 1,300 new full-time jobs over the next three years, and the launch of a new, nearly 100,000 square-foot office in Scottsdale, Ariz.

Yodle, a leader in local online marketing, announced that it has opened an expanded Scottsdale office. The company has leased an additional 12,000 square feet in the SkySong building at 1375 N Scottsdale Rd giving it a total of 39,000 square feet. Yodle is planning to use the new space to add 100 positions over the next year, as well as accommodate the company's current headcount of about 200 employees.

Orion Health, a population health management company, announced the opening of its new development center in Scottsdale, Arizona. The Orion Health 'Center of Excellence' will serve as the company's North American research and solution center, supporting big data analytics technology development, focused on providing decision support to clinicians and patients, and solution support for clients' population health initiatives.

ZocDoc, a free service that helps patients find local doctors and instantly book appointments online, signed a 30,000-square-foot office lease in Scottsdale, Ariz. just down the street from its current offices at the Scottsdale Waterfront. The New York-based company opened its first Phoenix-area office in March 2013. Today, it employs more than 90 Scottsdale-based employees focused on sales and customer service and plans to expand the local workforce by hundreds to help support its continued, rapid national growth. Earlier this year, ZocDoc announced plans to be live in all 48 contiguous U.S. states by the end of 2014.

### **How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?**

Generally, there is a wide range of jobs in Scottsdale with a variety of education and skill requirements. The industry with the most workers in Scottsdale is the Education and Health Care Services sector, which typically has stringent education and skill requirements for the most visible portion of the workforce, the educators, doctors, and nurses. The sector also has a large support staff with lower education and skill requirements, including maintenance workers, drivers, and many other job classifications. Scottsdale's second and third largest sectors are Arts, Entertainment, Accommodations and Retail Trade, typically calling for a less educated, less skilled workforce. Scottsdale has a relatively well educated workforce, with over fifteen times as many residents over the age of 16 having a college degree as those not having finished high school.

**Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.**

Maricopa Corporate College (MCOR) is the newest institution of the Maricopa Community College District (MCCCD), established to address the needs of the local workforce and provide market-relevant, customized training solutions and educational programs for employers. MCOR engages employers and industry associations to assess and deliver custom workforce solutions to close the skills gap that has long been an issue for valley businesses. MCOR also oversees all District entrepreneurial activities and initiatives including the Center for Entrepreneurial Innovation (CEI) and Fahrenheit Labs student incubator. In order to efficiently address the growing demand for workforce solutions and professional education in Maricopa County, MCOR has opened an expanded location in the Scottsdale Airpark. This new corporate college in the Scottsdale Airpark is a growing concept that small and large businesses are gravitating to due to the rising demand for noncredit corporate training programs and the need for 'à la carte' programs tailored for unique business needs.

The Vista/Paiute Career Center provides free job readiness assistance to individuals seeking employment for all levels. The center has:

- experienced staff and volunteers
- computers with internet access
- individualized career guidance
- recruiter visits
- career assessments
- mock interviews
- workshops on resume writing
- effective job searching and interviewing skills
- career development presentations
- fax, copying and telephone use

The center also provides local access to Maricopa Workforce Connections, a Workforce Investment Act (WIA) funded career center.

**Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?**

Yes

**If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.**

The City of Scottsdale recently adopted a Comprehensive Economic Development Strategy. Major Recommendations for the City of Scottsdale's Economic Development Strategy are:

- Galvanize and champion a united city: One Scottsdale.
- Retain and grow existing economic drivers and employers.
- Ensure that Scottsdale's present and future employers will be able to cultivate, retain and attract the talent that they need.
- Strengthen foundations for firms and jobs of the future by identifying infrastructure, quality of life and postsecondary investments and improvements that could position
- Scottsdale more advantageously for business and talent retention and recruitment.
- Invest in and strengthen present and future employment and business centers.
- Elevate Scottsdale's engagement in the national and international economic development arena.
- Build a Scottsdale business location brand on par with Scottsdale's tourism brand.
- Grow and attract quality firms and jobs - domestic and global - in targeted sectors.
- Adopt indicators and metrics to assess both the City Government's and economic development department's progress.

A major project associated with the plan is the Los Arcos Redevelopment Plan, designed to work in the southern portion of Scottsdale to redevelopment the old Los Arcos Mall and the surrounding community.

## **Discussion**

Scottsdale is a relatively wealthy community which is experiencing continued economic growth as the whole Maricopa County area sees new opportunities. The City's recent adoption of its Comprehensive Economic Development Strategy should help the City focus its resources in new redevelopment and growth opportunities. The new Maricopa Corporate College will provide employers a resource through which new workforce training initiative can help mold future employees in a way that directly addresses their workforce needs.

## **MA-50 Needs and Market Analysis Discussion**

### **Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")**

The census tracts that are identified as eligible for CDBG area benefit (median income below 80 percent of the area median income) include some of the oldest neighborhoods in the city. The housing in these neighborhoods are often in poor condition and many are in need of extensive rehabilitation or removal. These neighborhoods are also where the lowest income households in the city live, in housing stock that is in poor condition, and, therefore, offered at lower rents or sales prices. Despite the lower rents or purchase price, the lower income households pay a large portion of their income on housing expenses. In this case, concentrated would mean that a large portion of the neighborhood shows the impact of these housing problems.

### **Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")**

The Hispanic population, which makes up 9 percent of the total population of Scottsdale, is concentrated in census tracts in the southern portions of the city. In some of these tracts, the percentage Hispanic exceeds 41 percent of the total population of the tract. These tracts also show high rates of poverty, up to 39 percent. The African-American population, only about two percent of the total population of Scottsdale, can be found in concentrations of up to 11 percent of some census tracts in northeastern and southern Scottsdale.

### **What are the characteristics of the market in these areas/neighborhoods?**

These neighborhoods, as mentioned above, contain much of the poorest housing stock in the city. As a result, the housing market contains much of the lowest cost housing as well.

### **Are there any community assets in these areas/neighborhoods?**

These areas do have community assets, including community and senior centers, parks, and other public facilities.

**Are there other strategic opportunities in any of these areas?**

In areas where brownfield issues are not a concern, private and non-profit developers could find appropriate redevelopment sites to provide homes for a range of household incomes, including lower and upper income households. These efforts would aid in sustainability efforts, bringing more people into the neighborhoods and improving the housing stock available in the market.

# Strategic Plan

## SP-05 Overview

### Strategic Plan Overview

The Strategic Plan lays out the direction the City intends to take is the distribution of the Community Development Block Grant and HOME funding for the next five years. The priorities listed were determined through consultation with service providers and consideration of a community survey that was conducted in the development of the Consolidated Plan. Some of the activities included will be targeted to individual households who qualify for the programs according to their income status (individual benefit). Other programs are directed toward particular areas within Scottsdale where 51 percent of the population of a given census tract have median incomes below 80 percent of the area median income (area benefit). The City's goals and objectives are listed below and summarized in Section SP-45.

## SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

### Geographic Area

Table 12 - Geographic Priority Areas

1	<b>Area Name:</b>	CDBG Eligible Block Groups
	<b>Area Type:</b>	Areas for area benefit through CDBG Program.
	<b>Other Target Area Description:</b>	Areas for area benefit through CDBG Program.
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
	<b>Include specific housing and commercial characteristics of this target area.</b>	
	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
	<b>Are there barriers to improvement in this target area?</b>	
2	<b>Area Name:</b>	Citywide
	<b>Area Type:</b>	Areas for individual benefit and program administration.
	<b>Other Target Area Description:</b>	Areas for individual benefit and program administration.
	<b>HUD Approval Date:</b>	
	<b>% of Low/ Mod:</b>	
	<b>Revital Type:</b>	
	<b>Other Revital Description:</b>	
	<b>Identify the neighborhood boundaries for this target area.</b>	
<b>Include specific housing and commercial characteristics of this target area.</b>		

	<b>How did your consultation and citizen participation process help you to identify this neighborhood as a target area?</b>	
	<b>Identify the needs in this target area.</b>	
	<b>What are the opportunities for improvement in this target area?</b>	
	<b>Are there barriers to improvement in this target area?</b>	

### **General Allocation Priorities**

Describe the basis for allocating investments geographically within the state

Investments will be allocated according to responses to programmatic opportunities and client response to funding availability. Rehab programs may be targeted to the local target areas or as individual benefit to low-income households. Public services, likewise, may be offered in low-income areas or generally to all qualified residents.



## SP-25 Priority Needs - 91.415, 91.215(a)(2)

### Priority Needs

Table 13 – Priority Needs Summary

1	<b>Priority Need Name</b>	Youth Services
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Non-housing Community Development
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Services targetted to young people
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
	2	<b>Priority Need Name</b>
<b>Priority Level</b>		High
<b>Population</b>		Extremely Low Low Large Families Families with Children Public Housing Residents Non-housing Community Development
<b>Geographic Areas Affected</b>		Areas for individual benefit and program administration.
<b>Associated Goals</b>		Public Service Objective
<b>Description</b>		Services for children, including day care and after school care.
<b>Basis for Relative Priority</b>		Priorities were determined through an evaluation of the community survey and public participation process.
3		<b>Priority Need Name</b>

	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Elderly Elderly Frail Elderly Non-housing Community Development
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Public services addressing the needs of seniors.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>4</b>	<b>Priority Need Name</b>	Disability Services
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Public services provided to persons with disabilities.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>5</b>	<b>Priority Need Name</b>	Housing Assistance - Homeownership
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Large Families Families with Children

	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	Downpayment and closing cost assistance to income qualified homebuyers.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
6	<b>Priority Need Name</b>	Housing Repair
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Affordable Housing Objective 1 - Emergency Repairs Affordable Housing Objective 2 - Housing Rehab Affordable Housing Objective 3 - Roof Repair
	<b>Description</b>	Funding for programs that address minor repair needs of homeowners.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
7	<b>Priority Need Name</b>	Housing Development and Reconstruction
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	HOME Funding Objective
	<b>Description</b>	Construction of new homes or replacement of homes that have been demolished.

	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>8</b>	<b>Priority Need Name</b>	Emergency Assistance
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Elderly
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Affordable Housing Objective 1 - Emergency Repairs
	<b>Description</b>	Funding for programs that assist homeowners with emergency home repair needs.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
	<b>9</b>	<b>Priority Need Name</b>
<b>Priority Level</b>		High
<b>Population</b>		Extremely Low Low Large Families Families with Children Elderly
<b>Geographic Areas Affected</b>		Areas for individual benefit and program administration.
<b>Associated Goals</b>		
<b>Description</b>		Assistance to renters to help them afford their rents.
<b>Basis for Relative Priority</b>		Priorities were determined through an evaluation of the community survey and public participation process.
<b>10</b>		<b>Priority Need Name</b>
	<b>Priority Level</b>	High
	<b>Population</b>	Non-housing Community Development

	<b>Geographic Areas Affected</b>	Areas for area benefit through CDBG Program.
	<b>Associated Goals</b>	Non-Housing Community Development Objective
	<b>Description</b>	Repairs and improvements to streets and sidewalks in CDBG eligible areas.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>11</b>	<b>Priority Need Name</b>	Public and Community Facilities
	<b>Priority Level</b>	High
	<b>Population</b>	Non-housing Community Development
	<b>Geographic Areas Affected</b>	Areas for area benefit through CDBG Program.
	<b>Associated Goals</b>	Non-Housing Community Development Objective
	<b>Description</b>	Repairs and improvements to publicly owned buildings and facilities in CDBG eligible areas.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>12</b>	<b>Priority Need Name</b>	Demolition and Site Clearance
	<b>Priority Level</b>	High
	<b>Population</b>	Non-housing Community Development
	<b>Geographic Areas Affected</b>	Areas for area benefit through CDBG Program.
	<b>Associated Goals</b>	
	<b>Description</b>	Removal of dilapidated structures and clearance of vacant lots in CDBG eligible areas.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>13</b>	<b>Priority Need Name</b>	Job Training and Workforce Development
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Non-housing Community Development

	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	Funding for programs that provide training for job seekers.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>14</b>	<b>Priority Need Name</b>	Small Business Loans
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Non-housing Community Development
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	Loans to owners of small businesses.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>15</b>	<b>Priority Need Name</b>	Business Facades and Business Infrastructure
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Non-housing Community Development
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	Funding to help businesses with store front improvements and other business infrastructure.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
<b>16</b>	<b>Priority Need Name</b>	HMIS
	<b>Priority Level</b>	High

	<b>Population</b>	Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	CDBG funding to support the local Homeless Management Information System.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
17	<b>Priority Need Name</b>	Homeless Prevention and Emergency Assistance
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Large Families Families with Children Individuals Families with Children
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	CDBG funding to support programs that work to prevent homelessness or provide emergency assistance to those at risk of homelessness.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
18	<b>Priority Need Name</b>	Administration
	<b>Priority Level</b>	High
	<b>Population</b>	Other

	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Administration
	<b>Description</b>	Program administration for CDBG.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
19	<b>Priority Need Name</b>	Health Services/Substance Abuse
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Persons with Alcohol or Other Addictions
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Programs that provide health services and treatment for substance abuse.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
	20	<b>Priority Need Name</b>
<b>Priority Level</b>		High
<b>Population</b>		Extremely Low Low Moderate Families with Children Victims of Domestic Violence
<b>Geographic Areas Affected</b>		Areas for individual benefit and program administration.
<b>Associated Goals</b>		Public Service Objective
<b>Description</b>		Programs that provide services/shelter to victims of domestic violence and/or child abuse.
<b>Basis for Relative Priority</b>		Priorities were determined through an evaluation of the community survey and public participation process.

21	<b>Priority Need Name</b>	Meals/Food
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Families with Children Elderly
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Programs that provide meals or food to low-income populations.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
22	<b>Priority Need Name</b>	Transportation
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate Elderly Individuals Families with Children
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	Programs that provide transportation services to low-income individuals.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
23	<b>Priority Need Name</b>	Homeless Facilities
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Individuals Families with Children

	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Programs that provide shelter/services to homeless individuals/families or those who are at risk of homelessness.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
24	<b>Priority Need Name</b>	Employment Training
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Moderate
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Programs that provide life skills training for potential employees.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
25	<b>Priority Need Name</b>	Mental Health Services/Supportive Services
	<b>Priority Level</b>	High
	<b>Population</b>	Individuals Families with Children
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Programs that provide mental health and supportive services to homeless individuals.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
26	<b>Priority Need Name</b>	Domestic Violence Shelters
	<b>Priority Level</b>	High

	<b>Population</b>	Extremely Low Low Moderate Families with Children Victims of Domestic Violence
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	Public Service Objective
	<b>Description</b>	Shelters that provide housing for victims of domestic violence.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.
27	<b>Priority Need Name</b>	Transitional Housing
	<b>Priority Level</b>	High
	<b>Population</b>	Extremely Low Low Individuals Families with Children
	<b>Geographic Areas Affected</b>	Areas for individual benefit and program administration.
	<b>Associated Goals</b>	
	<b>Description</b>	Programs that provide housing that assists homeless individuals/families with their transition back to permanent housing.
	<b>Basis for Relative Priority</b>	Priorities were determined through an evaluation of the community survey and public participation process.

**Narrative (Optional)**

The City conducted a survey of residents through a survey instrument posted on the City's website and hard copy surveys distributed at all Consolidated Plan forums. The results of these surveys were used by City staff to allocate priorities among the various facility, infrastructure, service, housing, and economic development needs listed above.

**SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)**

**Introduction**

The City of Scottsdale receives funding from one federal grant program, the Community Development Block Grant. The grant program will bring \$927,479 into the city to support affordable housing, homeless, and community development programs and projects in the first program year. Additionally, the City has received \$117,454 in program income and has \$51,288 in prior year fundingm both of which are incorporated into the first year action plan.

**Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	927,479	117,454	51,288	1,096,221	4,179,732	Expected resources equal the first year CDBG and Program Income funding times 4.

**Table 14 - Anticipated Resources**

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Federal funds will be leveraged through the ability of service organizations to raise program funds through outside sources, other loan sources needed for housing development activities, and the City's General Fund, where appropriate. Expected non-federal resources include:

- \$200,000 City of Scottsdale General Fund
- \$140,000 Scottsdale Cares Fund
- \$230,425 Salt River Prima Maricopa County Indian Community Fund
- \$6,200 Endowment

**If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan**

None currently identified. The City will continue to evaluate opportunities to use public lands for future development.

**Discussion**

The City has programmed approximately \$1.1 million from the CDBG program, program income, and prior year resources for the FY 2015 program year. These funds will be used to operate a range of private and public services as described later in the Annual Action Plan.

## SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
SCOTTSDALE	Government	Economic Development Homelessness Non-homeless special needs Ownership Planning Public Housing Rental neighborhood improvements public facilities public services	Jurisdiction

Table 15 - Institutional Delivery Structure

### Assess of Strengths and Gaps in the Institutional Delivery System

The institutional delivery system in Scottsdale is well coordinated and spans a range of community needs. The City has many years of experience managing and implementing the programs addressed in the Consolidated Plan, as well as working with outside agencies that fill some of the needs as outlined in the Consolidated Plan.

### Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	to	Targeted to People with HIV
<b>Homelessness Prevention Services</b>				
Counseling/Advocacy	X	X		
Legal Assistance	X	X		
Mortgage Assistance	X			
Rental Assistance	X			
Utilities Assistance	X			
<b>Street Outreach Services</b>				
Law Enforcement	X	X		

<b>Street Outreach Services</b>			
Mobile Clinics	X	X	
Other Street Outreach Services			
<b>Supportive Services</b>			
Alcohol & Drug Abuse	X	X	
Child Care	X	X	
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	
HIV/AIDS	X	X	X
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	
<b>Other</b>			

**Table 16 - Homeless Prevention Services Summary**

**Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)**

The services targeted to homeless persons and persons with HIV/AIDS and mainstream services are made available through the coordination of services provided by the array of non-profit service providers that constitute MAG Continuum of Care Regional Committee on Homelessness. These organizations partner with each other, the City, and mainstream service providers to provide a wide ranging response to the service needs of homeless persons and persons with HIV/AIDS, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth.

**Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above**

The service providers in Scottsdale work closely together to provide a continuum of services in response to needs identified through surveys of homeless persons and general observations of the providers. Providers in Scottsdale are particularly strong in the areas of mental health services, employment training, and life skills training. A gap in the system is the coordination of services centers through the lack of universal participation of providers in the HMIS system. All homeless providers who participate in federal funding programs are enrolled in the HMIS system. Also, there is a gap in the availability of resources to address needs.

**Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs**

1. Work with non-profit organizations to address community needs and provide support to federal and non-federal funding initiatives.
2. Work with private industry to address important issues that hamper housing and community development efforts.
3. Identify opportunities to create private/public partnerships for project finance and development to leverage federal funds.

## SP-45 Goals - 91.415, 91.215(a)(4)

### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Administration	2015	2019	Administration	Citywide	Administration	CDBG: \$927,480	Other: 5 Other
2	Affordable Housing Objective 1 - Emergency Repairs	2015	2019	Affordable Housing	Citywide	Housing Repair Emergency Assistance	CDBG: \$650,000	Homeowner Housing Rehabilitated: 260 Household Housing Unit
3	Affordable Housing Objective 2 - Housing Rehab	2015	2019	Affordable Housing	Citywide	Housing Repair	CDBG: \$1,250,000	Homeowner Housing Rehabilitated: 50 Household Housing Unit
4	Affordable Housing Objective 3 - Roof Repair	2015	2019	Affordable Housing	Citywide	Housing Repair	CDBG: \$750,000	Homeowner Housing Rehabilitated: 70 Household Housing Unit
5	Non-Housing Community Development Objective	2015	2019	Non-Housing Community Development	CDBG Eligible Block Groups	Infrastructure - Streets and Sidewalks Public and Community Facilities	CDBG: \$620,745	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 125 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Public Service Objective	2015	2019	Non-Housing Community Development	Citywide	Youth Services Child Care Services Senior Services Disability Services Health Services/Substance Abuse Domestic Violence/Child Abuse Meals/Food Homeless Facilities Employment Training Mental Health Services/Supportive Services Domestic Violence Shelters	CDBG: \$799,435	Public service activities other than Low/Moderate Income Housing Benefit: 2695 Persons Assisted
7	HOME Funding Objective	2015	2019	Affordable Housing		Housing Development and Reconstruction		Homeowner Housing Rehabilitated: 5 Household Housing Unit

Table 17 – Goals Summary

## Goal Descriptions

1	<b>Goal Name</b>	Administration
	<b>Goal Description</b>	<p><b>Goal:</b> Plan, Monitor and Administer Entitlement Grant Programs. Evaluate upcoming needs related to affordable housing, non-housing community development needs including community, public and park facilities; public services and the non-homeless special needs populations.</p> <p><b>Objective 1:</b> Continue to Plan, Monitor and Administer Entitlement Grant Programs and insure compliance with Federal Regulations.</p> <p><b>Strategy 1.1:</b> Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring, program outreach, public relations and training, environmental review, labor standards.</p> <p><b>Performance Goal:</b> \$185,496 CDBG Funding allocated 1st Year; 185,496 in CDBG allocated each of the additional 4 annual plan years (741,984).</p>
2	<b>Goal Name</b>	Affordable Housing Objective 1 - Emergency Repairs
	<b>Goal Description</b>	<p><b>Goal:</b> Improve the condition and availability of affordable housing over a five-year period.</p> <p><b>Objective 1:</b> Improve the condition of housing for low-income homeowners.</p> <p><b>Strategy 1.1:</b> Provide Emergency Housing Repairs to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.</p> <p><b>Performance Goal:</b> \$ 130,000 in CDBG funds allocated 1st Year for 52 units. \$130,000 in CDBG funds allocated each of the additional 4 annual plan periods (\$520,000 for 208 units).</p>

3	<b>Goal Name</b>	Affordable Housing Objective 2 - Housing Rehab
	<b>Goal Description</b>	<p><b>Goal:</b> Improve the condition and availability of affordable housing over a five-year period.</p> <p><b>Objective 1:</b> Improve the condition of housing for low-income homeowners.</p> <p><b>Strategy 1.2:</b> Provide Housing Rehabilitation to improve the habitability of owner occupied housing. Eligible applicants are low and moderate-income at 80% or below the median income citywide.</p> <p><b>Performance Goal:</b> \$ 250,000 in CDBG funds allocated 1st Year for 10 units. \$250,000 in CDBG funds allocated each of the additional 4 annual plan periods (\$1,000,000 for 40 units).</p>
4	<b>Goal Name</b>	Affordable Housing Objective 3 - Roof Repair
	<b>Goal Description</b>	<p><b>Goal:</b> Improve the condition and availability of affordable housing over a five-year period.</p> <p><b>Objective 1:</b> Improve the condition of housing for low-income homeowners.</p> <p><b>Strategy 1.3:</b> Provide Roof Repair and Replacement to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.</p> <p><b>Performance Goal:</b> \$ 150,000 in CDBG funds allocated 1st Year for 14 units. \$150,000 in CDBG funds allocated each of the additional 4 annual plan periods (\$600,000 for 56 units).</p>
5	<b>Goal Name</b>	Non-Housing Community Development Objective
	<b>Goal Description</b>	<p><b>Goal:</b> Improve living conditions in Scottsdale by addressing non-housing community development needs over a five year period.</p> <p><b>Objective 1:</b> Support improvement of infrastructure, parks and recreation facilities, community facilities and public facilities in CDBG eligible census tracts in Scottsdale.</p> <p><b>Strategy 1.1:</b> Support the improvement to Public / Community / Parks and Recreation Facilities in low and moderate income census tracts.</p> <p><b>Performance Goal:</b> \$124,149 CDBG Funding allocated 1st Year benefiting 25 persons. \$124,149 in CDBG funds allocated each of the additional 4 annual plan periods (\$372,438).</p>

6	<b>Goal Name</b>	Public Service Objective
	<b>Goal Description</b>	<p><b>Goal:</b> Improve living conditions in by addressing non-housing community development for special needs populations over a five year period.</p> <p><b>Objective 1:</b> Address community needs through community-based public service programs.</p> <p><b>Strategy 1.1:</b> Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide.</p> <p><b>Performance Goal:</b> \$159,887 CDBG Funding allocated 1st Year (15% of CDBG Entitlement) to support 7 projects/programs benefiting low and moderate income persons. \$159,887 in CDBG funds (15% of CDBG Entitlement) allocated each of the additional 4 annual plan periods (\$639,548) provided funds are available and if there is a need.</p>
7	<b>Goal Name</b>	HOME Funding Objective
	<b>Goal Description</b>	<p><b>Goal:</b> Improve the condition and availability of affordable housing over a five-year period.</p> <p><b>Objective 1:</b> Improve the condition of housing for low-income homeowners.</p> <p><b>Strategy 1.1:</b> Provide Housing Reconstruction to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.</p> <p><b>Performance Goal:</b> \$ 100,000 in HOME funds allocated 1st Year for 1 unit. \$100,000 in HOME funds allocated each of the additional 4 annual plan periods (\$400,000 for 4 units).</p>

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)**

A total of 385 affordable housing units will be repaired through the three affordable housing and HOME funding goals over five years. These include:

- 260 units for low-income homeowners through emergency home repairs,
- 50 units for low-income homeowners through housing rehabilitation,
- 70 units for low-income homeowners through roof repair, and
- 5 units of homeowner reconstruction through HOME.

## **SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)**

### **Actions to address LBP hazards and increase access to housing without LBP hazards**

With the establishment of the City's owner-occupied Rehabilitation Program, the City has developed procedures for identifying homes with lead-based paint and treating them in compliance with the Residential Lead-Based Paint Hazard Reduction Act of 1992 (Title X) and subsequent changes in September 1999.

Scottsdale will continue to test homes constructed prior to 1978, receiving federal assistance, for lead-based paint in compliance with 24 CFR part 35, at the time households seek assistance from the City. Additionally, all program participants are provided the required lead-based paint brochure.

### **How are the actions listed above integrated into housing policies and procedures?**

The City of Scottsdale currently performs visual inspections of housing units included in their housing programs. Where defective paint is observed, surfaces are prepped and repainted, following abatement guidelines provided by HUD. All rehabilitation and down-payment assistance programs include provisions requiring that all painted surfaces be in good condition.

## **SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)**

### **Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families**

Actions to reduce the number of families in poverty include:

- Intake and case management,
- Food boxes,
- Utility assistance, and
- Emergency mortgage and rent assistance.

Long term strategies are additionally provided through the Section 8 Family Self-Sufficiency Program, the Vista Job Prep Program and case management and employment services that are provided by non-profit organizations.

Local non-profits including A New Leaf, Central Arizona Shelter Services (CASS), Chrysalis Shelter for Victims of Domestic Violence, Homeward Bound, Family Promise of Greater Phoenix, Save the Family Foundation of Arizona, Florence Crittenton and Sojourner Center help stabilize households through emergency and transitional housing. These emergency and transitional housing services are also accompanied by supportive resources and employment services.

The Section 8 Family Self-Sufficiency Program combines the resources of case management with career counseling and job coaching with longer term assistance through Section 8 Rental assistance to achieve economic independence. Family Self-Sufficiency also includes opportunities for further education, financial literacy, establishing Individual Development Accounts, Individual Development Empowerment Accounts and multiple forms of homeownership assistance with the results that some graduates become self-sufficient homeowners in the Community.

The City of Scottsdale also actively markets the Earned Income Tax credit to its citizens. Three City facilities, Via Linda Senior Center, Granite Reef Senior Center and Paiute Neighborhood Center, provided space and resources for AARP to provide free tax preparation.

### **How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan**

Given the City's limited financial resources and that the majority of factor's affecting a family's poverty-level status are typically beyond the control of City policies, the extent to which the proposed strategies will reduce and/or assist in reducing the number of poverty-level families is

difficult to gauge. In the future, the Community Assistance Office will continue to work with the community to address deficiencies and attempt to measure the impact of federal grant programs in reducing and/or preventing poverty.

### ***SP-80 Monitoring - 91.230***

**Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements**

Monitoring begins with the application process for the development of the Annual Action Plan.

- Each application for funding is reviewed for compliance with national objectives, eligibility, and the Consolidated Plan.
- The Human Services Staff Evaluation Sheet is provided to the agency and the Human Services Commission prior to the annual review of funding requests. This document identifies issues related to prior year audits, budget, performance measures, past performance, and follow-up questions for clarification.
- The Human Services Commission evaluates proposals and makes a formal funding recommendation to City Council; City Council approves funding awards.

The second monitoring step will be the review of invoices for reimbursement of costs incurred against the grant. This will occur before reimbursements are authorized for contracted work performed.

The more formal monitoring will begin with a risk assessment of all grant-funded projects and subrecipient contracts. The risk assessment will consider:

- size of the grant contract
- changes in organizational structure, and
- how long it has been since the last on-site monitoring
- for HOME funded multifamily projects, the risk assessment also identifies whether it has been more than two years since the last on-site monitoring.

Based on the risk assessment, there are three possible options:

- Review of monthly invoices only
- Desk review
- On-site monitoring. An on-site monitoring follows a formal monitoring checklist and may result in:
- findings, concerns, or suggestions for improvement. Agencies will be given an opportunity to address concerns and correct any findings. The need for follow-up review will be considered in the risk assessment for the next year and corrections to prior year findings are specifically included in the subsequent monitoring.

## AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

### Introduction

The City of Scottsdale receives funding from one federal grant program, the Community Development Block Grant. The grant program will bring \$927,479 into the city to support affordable housing, homeless, and community development programs and projects in the first program year. Additionally, the City has received \$117,454 in program income and has \$51,288 in prior year funding both of which are incorporated into the first year action plan.

### Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	927,479	117,454	51,288	1,096,221	4,179,732	Expected resources equal the first year CDBG and Program Income funding times 4.

Table 18 - Expected Resources – Priority Table

**Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied**

Federal funds will be leveraged through the ability of service organizations to raise program funds through outside sources, other loan sources needed for housing development activities, and the City's General Fund, where appropriate. Expected non-federal resources include:

- \$200,000 City of Scottsdale General Fund
- \$140,000 Scottsdale Cares Fund
- \$230,425 Salt River Prima Maricopa County Indian Community Fund
- \$6,200 Endowment

**If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan**

None currently identified. The City will continue to evaluate opportunities to use public lands for future development.

**Discussion**

The City has programmed approximately \$1 million from the CDBG program, program income, and prior year resources for the FY 2015 program year. These funds will be used to operate a range of private and public services as described later in the Annual Action Plan.

## Annual Goals and Objectives

### AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

#### Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Administration	2015	2019	Administration	Citywide	Administration	CDBG: \$185,496	Other: 1 Other
2	Affordable Housing Objective 1 - Emergency Repairs	2015	2019	Affordable Housing	Citywide	Emergency Assistance	CDBG: \$130,000	Homeowner Housing Rehabilitated: 52 Household Housing Unit
3	Affordable Housing Objective 2 - Housing Rehab	2015	2019	Affordable Housing	Citywide	Housing Repair	CDBG: \$250,000	Homeowner Housing Rehabilitated: 10 Household Housing Unit
4	Affordable Housing Objective 3 - Roof Repair	2015	2019	Affordable Housing	Citywide	Housing Repair	CDBG: \$150,000	Homeowner Housing Rehabilitated: 14 Household Housing Unit
5	Non-Housing Community Development Objective	2015	2019	Non-Housing Community Development	CDBG Eligible Block Groups	Infrastructure - Streets and Sidewalks Public and Community Facilities	CDBG: \$124,149	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 25 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Public Service Objective	2015	2019	Non-Housing Community Development	Citywide	Youth Services Job Training and Workforce Development Homeless Facilities Employment Training Mental Health Services/Supportive Services Domestic Violence Shelters	CDBG: \$159,887	Public service activities other than Low/Moderate Income Housing Benefit: 539 Persons Assisted
7	HOME Funding Objective	2015	2019	Affordable Housing		Housing Development and Reconstruction	HOME: \$100,000	Homeowner Housing Added: 2 Household Housing Unit

**Table 19 – Goals Summary**

## Goal Descriptions

1	<b>Goal Name</b>	Administration
	<b>Goal Description</b>	Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring, program outreach, public relations and training, environmental review, labor standards.
2	<b>Goal Name</b>	Affordable Housing Objective 1 - Emergency Repairs
	<b>Goal Description</b>	Provide Emergency Housing Repairs to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
3	<b>Goal Name</b>	Affordable Housing Objective 2 - Housing Rehab
	<b>Goal Description</b>	Provide Housing Rehabilitation to improve the habitability of owner occupied housing. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
4	<b>Goal Name</b>	Affordable Housing Objective 3 - Roof Repair
	<b>Goal Description</b>	Provide Roof Repair and Replacement to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
5	<b>Goal Name</b>	Non-Housing Community Development Objective
	<b>Goal Description</b>	Support the improvement to Public / Community / Parks and Recreation Facilities in low and moderate income census tracts.
6	<b>Goal Name</b>	Public Service Objective
	<b>Goal Description</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide.
7	<b>Goal Name</b>	HOME Funding Objective
	<b>Goal Description</b>	Provide Housing Reconstruction to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.

## AP-35 Projects - 91.420, 91.220(d)

### Introduction

The following projects were developed by staff with consultation from non-profit service providers and community input through priorities established with involvement of the community survey.

#	Project Name
1	Program Administration
2	Emergency Housing Repairs
3	Housing Rehabilitation
4	Roof Repair and Replacement
5	Disability Modifications
6	Homeless and Special Needs Shelter
7	Youth Mentoring
8	Victims of Domestic Violence
9	Emergency Shelters and Services
10	Youth Services
11	Family Services
12	Case Management and Adult Services
13	Employment Services
14	HOME Reconstruction

**Table 20 – Project Information**

### **Describe the reasons for allocation priorities and any obstacles to addressing underserved needs**

The projects listed above were selected from the total of project proposals received in accordance with their consistency with the priorities established through the Consolidated Plan forums and community survey process. These projects meet needs enumerated in the Needs Assessment and prioritization process to the extent that funding was available. Organizational competencies were also considered when selecting one project over another, leaning toward those organizations with long-standing histories of successful project management.

## AP-38 Project Summary

### Project Summary Information

<b>1</b>	<b>Project Name</b>	Program Administration
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Administration
	<b>Needs Addressed</b>	Administration
	<b>Funding</b>	CDBG: \$185,496
	<b>Description</b>	Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring, program outreach, public relations and training, environmental review, labor standards.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	Program admin, no direct benefit.
	<b>Location Description</b>	City offices.
	<b>Planned Activities</b>	Program Administration: General administration, staffing and equipment; and develop, administer, revise, implement and evaluate the day-to-day operation of entitlement program through the Community Assistance Office. Activities include program design; Annual Plans and grant administration; Sub recipient compliance monitoring, program outreach, public relations and training, environmental review, labor standards.
<b>2</b>	<b>Project Name</b>	Emergency Housing Repairs

	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Affordable Housing Objective 1 - Emergency Repairs
	<b>Needs Addressed</b>	Emergency Assistance
	<b>Funding</b>	CDBG: \$130,000
	<b>Description</b>	Provide Emergency Housing Repairs to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 52 low-income homeowners will benefit from these activities.
	<b>Location Description</b>	To be determined.
	<b>Planned Activities</b>	Provide Emergency Housing Repairs to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
<b>3</b>	<b>Project Name</b>	Housing Rehabilitation
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Affordable Housing Objective 2 - Housing Rehab
	<b>Needs Addressed</b>	Housing Repair
	<b>Funding</b>	CDBG: \$250,000
	<b>Description</b>	Provide Housing Rehabilitation to improve the habitability of owner occupied housing. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
	<b>Target Date</b>	6/30/2016

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 10 low-income homeowners will benefit from these activities.
	<b>Location Description</b>	To be determined.
	<b>Planned Activities</b>	Provide Housing Rehabilitation to improve the habitability of owner occupied housing. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
<b>4</b>	<b>Project Name</b>	Roof Repair and Replacement
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Affordable Housing Objective 3 - Roof Repair
	<b>Needs Addressed</b>	Housing Repair
	<b>Funding</b>	CDBG: \$150,000
	<b>Description</b>	Provide Roof Repair and Replacement to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 14 low-income homeowners will benefit from these activities.
	<b>Location Description</b>	To be determined.
	<b>Planned Activities</b>	Provide Roof Repair and Replacement to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
<b>5</b>	<b>Project Name</b>	Disability Modifications
	<b>Target Area</b>	CDBG Eligible Block Groups

	<b>Goals Supported</b>	Non-Housing Community Development Objective
	<b>Needs Addressed</b>	Public and Community Facilities
	<b>Funding</b>	CDBG: \$15,397
	<b>Description</b>	Disability Modifications at Arizona Bridge to Independent Living.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated five people will benefit from these activities.
	<b>Location Description</b>	Arizona Bridge to Independent Living 5025 E Washington St #200 Phoenix, AZ
	<b>Planned Activities</b>	Disability Modifications at Arizona Bridge to Independent Living.
<b>6</b>	<b>Project Name</b>	Homeless and Special Needs Shelter
	<b>Target Area</b>	CDBG Eligible Block Groups
	<b>Goals Supported</b>	Non-Housing Community Development Objective
	<b>Needs Addressed</b>	Public and Community Facilities Homeless Facilities
	<b>Funding</b>	CDBG: \$108,752
	<b>Description</b>	Support the improvement to Public / Community / Parks and Recreation Facilities in low and moderate income census tracts. Central Arizona Shelter Services.
	<b>Target Date</b>	

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 20 people will benefit from these activities.
	<b>Location Description</b>	Central Arizona Shelter Services 230 S 12th Ave Phoenix, AZ
	<b>Planned Activities</b>	Support the improvement to Public / Community / Parks and Recreation Facilities in low and moderate income census tracts. Central Arizona Shelter Services.
<b>7</b>	<b>Project Name</b>	Youth Mentoring
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Service Objective
	<b>Needs Addressed</b>	Youth Services
	<b>Funding</b>	CDBG: \$11,018
	<b>Description</b>	Youth Mentoring at Big Brothers Big Sisters of Central Arizona.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 45 people will benefit from these activities.
	<b>Location Description</b>	Big Brothers Big Sisters of Central Arizona 1010 E McDowell Rd Phoenix, AZ
	<b>Planned Activities</b>	Youth Mentoring at Big Brothers Big Sisters of Central Arizona.
<b>8</b>	<b>Project Name</b>	Victims of Domestic Violence

	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Service Objective
	<b>Needs Addressed</b>	Domestic Violence/Child Abuse
	<b>Funding</b>	CDBG: \$27,707
	<b>Description</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Shelters and Services for special needs populations at Chrysalis Shelters for Victims of Domestic Violence.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 25 victims of domestic violence will benefit from these activities.
	<b>Location Description</b>	Chrysalis Shelters for Victims of Domestic Violence address withheld
	<b>Planned Activities</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Shelters and Services for special needs populations at Chrysalis Shelters for Victims of Domestic Violence.
9	<b>Project Name</b>	Emergency Shelters and Services
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Service Objective
	<b>Needs Addressed</b>	Homeless Facilities
	<b>Funding</b>	CDBG: \$24,954
	<b>Description</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Emergency Shelters and Services for homeless and special needs populations at Family Promise of Greater Phoenix.

	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 350 homeless individuals will benefit from these activities.
	<b>Location Description</b>	Family Promise of Greater Phoenix 7221 E Belleview St # 5 Scottsdale, AZ
	<b>Planned Activities</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Emergency Shelters and Services for homeless and special needs populations at Family Promise of Greater Phoenix.
<b>10</b>	<b>Project Name</b>	Youth Services
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Service Objective
	<b>Needs Addressed</b>	Youth Services
	<b>Funding</b>	CDBG: \$20,524
	<b>Description</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Youth Services at Florence Crittenden Services of Arizona.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 13 youth will benefit from these activities.
	<b>Location Description</b>	Florence Crittenden Services of Arizona 715 W Mariposa St Phoenix, AZ

	<b>Planned Activities</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Youth Services at Florence Crittenden Services of Arizona.
<b>11</b>	<b>Project Name</b>	Family Services
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Service Objective
	<b>Needs Addressed</b>	Youth Services Mental Health Services/Supportive Services
	<b>Funding</b>	CDBG: \$14,089
	<b>Description</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Family Services at Florence Crittenden Services of Arizona.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 35 individuals will benefit from these activities.
	<b>Location Description</b>	Florence Crittenden Services of Arizona 715 W Mariposa St Phoenix, AZ
<b>Planned Activities</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Family Services at Florence Crittenden Services of Arizona.	
<b>12</b>	<b>Project Name</b>	Case Management and Adult Services
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Service Objective
	<b>Needs Addressed</b>	Mental Health Services/Supportive Services

	<b>Funding</b>	CDBG: \$25,548
	<b>Description</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Case Management and Adult Services for Homeless and Special Needs Populations at Save the Family Foundation.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 26 homeless persons will benefit from these activities.
	<b>Location Description</b>	Save the Family Foundation 125 E University Dr Mesa, AZ
	<b>Planned Activities</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Case Management and Adult Services for Homeless and Special Needs Populations at Save the Family Foundation.
<b>13</b>	<b>Project Name</b>	Employment Services
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public Service Objective
	<b>Needs Addressed</b>	Job Training and Workforce Development Employment Training
	<b>Funding</b>	CDBG: \$41,047
	<b>Description</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Employment Services, Job Training, and Rehabilitation Services at Scottsdale Training and Rehabilitation Services (STARS).
	<b>Target Date</b>	6/30/2016

	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	An estimated 57 individuals will benefit from these activities.
	<b>Location Description</b>	Scottsdale Training and Rehabilitation Services 7507 E Osborn Rd Scottsdale, AZ
	<b>Planned Activities</b>	Support community based public service programs that benefit low and moderate income persons at 80% or below the median income citywide. Employment Services, Job Training, and Rehabilitation Services at Scottsdale Training and Rehabilitation Services (STARS).
14	<b>Project Name</b>	HOME Reconstruction
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	HOME Funding Objective
	<b>Needs Addressed</b>	Housing Development and Reconstruction
	<b>Funding</b>	:
	<b>Description</b>	Provide Housing Reconstruction to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.
	<b>Target Date</b>	6/30/2016
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	One low-income homebuyer will benefit from these activities.
	<b>Location Description</b>	To be determined.
	<b>Planned Activities</b>	Provide Housing Reconstruction to improve the habitability of owner occupied housing with urgent repair needs. Eligible applicants are low and moderate-income at 80% or below the median income citywide.

## **AP-50 Geographic Distribution - 91.420, 91.220(f)**

### **Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed**

Much of the funding from the CDBG program is available for use in any of the CDBG neighborhoods or citywide, depending on the specifics of the designated activities. Also, some funding is available according to individual benefit rather than area benefit. It is, therefore, difficult to provide reasonable projections of the distribution of funds by target area. The numbers below are strictly estimates based on experience.

#### **Geographic Distribution**

<b>Target Area</b>	<b>Percentage of Funds</b>
Citywide	89
CDBG Eligible Block Groups	11

**Table 21 - Geographic Distribution**

#### **Rationale for the priorities for allocating investments geographically**

The proposed allocation of funds is based on federal funding requirements for each formula-allocated grant. Areas of low to moderate-income concentration and certain areas of high minority concentration are targeted. Areas of low homeownership and deteriorating housing conditions were also considered in the targeting process.

#### **Discussion**

The distribution of funds by target area is projected to be primarily citywide due to use of funds for administrative, non-profit support, and individual benefit-oriented programmatic uses of the funds. The remaining funds are estimated to be spread through smaller CDBG-eligible areas.

## **AP-85 Other Actions - 91.420, 91.220(k)**

### **Introduction**

The City currently provides a variety of services to the residents of Scottsdale, some funded by CDBG allocations, with private and City funding bringing additional assets to bear on these problems. Below are some of the actions currently performed by the City or under consideration for the future.

### **Actions planned to address obstacles to meeting underserved needs**

The City will continue to look for new funding sources for programs to address underserved needs. Funding is the major obstacle in providing the services needed to focus on the vast variety of issues that prevent families from breaking out of poverty and from living in the best, most affordable housing possible.

### **Actions planned to foster and maintain affordable housing**

When possible and appropriate opportunities exist, the City will explore providing financial assistance for Tax Credit Projects for affordable housing development to expand multi-family rental development projects and homeownership opportunities. Additionally, acquisition, soft costs and site development funds will be used for affordable housing development. Consideration for additional funding will be given upon completion of the pre-development phase.

### **Actions planned to reduce lead-based paint hazards**

- Continue to meet HUD lead-based paint abatement standards in housing rehabilitation programs.
- Seek additional funding as it becomes available to provide testing and abatement of lead-based paint hazards in single-family housing where young children are present.
- Expand the stock of lead safe housing units through housing initiatives.

## **Actions planned to reduce the number of poverty-level families**

The City will continue its efforts in conjunction with the MAG Continuum of Care and the City of Scottsdale Housing Agency to reduce the number of poverty-level families through the development of services needed to assist those families with educational opportunities, job growth, and life skills training through the various social service agencies operating in the city.

## **Actions planned to develop institutional structure**

Current plans for further development of the delivery system for housing and community development include:

- Program delivery
- Homeownership
- Housing Rehabilitation Programs
- Home Accessibility Modification Program
- Housing Choice Voucher Program (rental assistance)
- Family Self-Sufficiency Program

Development of other community resources is ongoing and will continue to include:

- Regional cooperation in:
  - The Maricopa HOME Consortium
  - The MAG Continuum of Care Committee on Homelessness and
  - The East Valley Needs Assessment
- Local initiatives, including:
  - Brokerage licenses to non-profit service providers in City facilities
  - The Scottsdale Cares utility donation program
  - General Fund allocations to regional homeless facilities
  - Salt River Pima Maricopa Indian Community Funds
  - Endowment Fund allocations for community projects and programs for the public good

## **Actions planned to enhance coordination between public and private housing and social service agencies**

The City will continue to coordinate planning activities with private housing and social service agencies, including participation in the MAG Continuum of Care meetings, development of the Continuum of Care, and enumeration of point-in-time and homeless surveys. City staff will also continue its participation in other coalitions and study groups as the opportunity arises.

## **Discussion**

The actions are primarily the continuation of what the City is currently doing in the various areas. No major obstacles in the institutional structure have been identified that need to be addressed. The City is also satisfied with its efforts to coordinate with private housing and social service agencies.

## Program Specific Requirements

### AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

#### Introduction

The following provides details on program specific requirements for the Community Development Block Grant.

#### Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
<b>Total Program Income:</b>	<b>0</b>

#### Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

#### Discussion

The City of Scottsdale has no funding returning from any of the above mentioned sources. Eighty percent of grant funding is expected to benefit persons of low- and moderate-income.