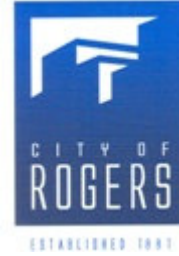




**City of Rogers  
Community Development Block  
Grant  
301 West Chestnut  
Rogers, Arkansas 72756**



**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)  
CONSOLIDATED PLAN (CONPLN)  
2008 – 2012**

**Steve Womack, Mayor**

**CITY COUNCIL**

Ward I, Position 1, Buddy Wright  
Ward I, Position 2, Mark Kruger  
Reithemeyer  
Ward II, Position 1, Jim Clark  
Ward II, Position 2, Barney Hayes

Ward III, Position 1, Larry Daniel  
Ward III, Position 2, Betsy  
Ward IV, Position 1, Bob Goodwin  
Ward IV, Position 2, Greg Hines

**PLANNING AND TRANSPORTATION DIRECTOR**

Steve Glass, P.E.

**COMMUNITY DEVELOPMENT BLOCK GRANT ADMINISTRATOR**

Donna Johnston



# 3-5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

## GENERAL

### **Executive Summary**

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

3-5 Year Strategic Plan Executive Summary:

Rogers is the ninth largest City in the State of Arkansas and is located in one of America's fastest growing regions, Northwest Arkansas. This region is a national leader in employment of its citizens, jobs, as well as overall growth. A number of factors are attributable to this dynamic growth—abundance of jobs, natural scenic beauty, great schools, state-of-the-art health care, etc.-but clearly the single most important resource is PEOPLE. The leadership, vision and diversity of the citizens of Rogers uniquely distinguishes this community from many others. In June 2007, Business Week Magazine ranked Rogers 18<sup>th</sup> in the 25 best affordable suburbs in the South.

Rogers was founded as a stop on the St. Louis and San Francisco Railroad (the Frisco). In 1880 the Frisco established a route through the eastern part of Benton County, bypassing the county seat of Bentonville. B. F. Sikes, son of pioneer settler Robert Sikes, owned what would be the original town site of Rogers. He granted the right-of-way for the railroad tracks, donated a site for the depot, platted a town, and began to sell lots.

Rogers was named for the general manager of the Frisco, Captain C. W. Rogers. His wife, Mary, was instrumental in the formation of the first church in Rogers. The first train arrived May 10, 1881, and Rogers was incorporated days later. The population at the time was about 600, but the town grew quickly due to the influence of the railroad.

Rogers became a shipping point for apples grown on the many acres of orchards that surrounded the community. Many of the businessmen were from the Midwest, because the Frisco had widely advertised the opportunities to be found in towns along its route. The earliest buildings were wood frame, but within short time brick buildings were erected along First and Walnut Streets.

The rich history of Rogers can be seen along the brick-paved streets of our historic downtown. The downtown commercial historic district is listed on National Register of Historic Places, and is one of Arkansas' original Street districts. The City's Main

Street Program works to promote historic preservation and economic vitality in historic downtown.

There are many handsome buildings and interesting businesses in the historic downtown. There are also two museums. The Daisy Air Gun Museum at the corner of Walnut and 2<sup>nd</sup> Streets chronicles the amazing history of this American icon, which still claims Rogers as its home. The Rogers Historical Museum presents the area through tours of the 1895 Hawkins House, exhibits, and programs for the entire family.

Not far from downtown Rogers is the location of the very first Wal-Mart. It was located at the northeast corner of Walnut and Eight Streets (U. S. Highway 71). Just ten miles northeast of Rogers on U. S. Highway 62 is the site of the largest Civil War battle west of Mississippi. On March 7 and 8, 1862, more than 26,000 troops met there, filling the air with the sound of muskets, rifles, and artillery. Established in 1960, the Pea Ridge National Military Park contains 4,278 acres preserving the entire field of battle.

East of Rogers are the War Eagle Mill and the Hobbs State Park Conservation Area. The replica of the 1873 War Eagle Mill preserves the historical significance of the original grist mill as the hub of the rural community, and still continues to grind grains for the daily table. The Hobbs State Park Conservation Area encompasses over 11,000 acres, including the site of the home and lumber mill of Peter Van Winkle. Van Winkle was one of the great entrepreneurs of mid 19<sup>th</sup> century Arkansas. Lumber from the mill was used to build Old Main at the University of Arkansas as well as much of Rogers, Eureka Springs, and nearby communities.

The story of Rogers is not complete without mention of Beaver Lake. The United States Army Corps of Engineers began the damming of the White River in 1960 as a flood control measure, and to provide water and electricity to the area. The project was completed in 1966, and by 1968 Beaver Lake was a major recreational center offering fishing, boating, camping, hiking, swimming, and water skiing to visitors.

On November 6, 1998, President Bill Clinton dedicated the new Northwest Arkansas Regional Airport. With the new airport, Interstate 540, the Rogers Municipal Airport, home to Wal-Mart Aviation, and the opening of the World Trade Center in Rogers, our City and Northwest Arkansas have become more accessible to the world than at any other time in our history.

From the railroad and fruit farms of our early beginnings to the contemporary blend of businesses and industry today, Rogers has quickly emerged as the center of influence in Northwest Arkansas. Of equal importance to our citizens is the great quality of life we enjoy.

The Consolidated Plan is designed to be a collaborative process whereby a community establishes a unified vision for community development actions. It offers local jurisdictions the opportunity to shape the various housing and community development programs into effective, coordinated neighborhood and community development strategies. It also creates the opportunity for strategic planning and citizen participation to take place in a comprehensive contest and to reduce duplication of effort at the local level.

The strategic plan is a specific course of action for revitalization. It is the means to analyze the full local context and the linkages to the larger region. It builds on local assets and coordinates a response to the needs of the community. It integrates economic, physical, environmental, community and human development in a comprehensive and coordinated fashion so that families and communities can work together and thrive. A strategic plan also sets forth program goals, specific objectives, annual goals, and benchmarks for measuring progress. In so doing, it helps local governments and citizens keep track of results and learn what works.

The Consolidated Plan approach is also the means to meet the application requirements for the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Emergency Shelter Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA) formula programs. This process replaces prior CPD planning and application requirements with a single document, and satisfies the submission requirements of the four CPD formula programs for local jurisdictions.

The statutes for the formula grant programs set forth three basic goals against which the plan and the jurisdiction's performance under the plan will be evaluated by HUD. Each jurisdiction's plan must state how it will pursue these goals for all community development programs, as well as all housing programs. These statutory program goals are:

**DECENT HOUSING**—which includes:

- Assisting homeless persons obtain affordable housing;
- Assisting persons at risk of becoming homeless;
- Retention of affordable housing stock;
- Increasing the availability of affordable permanent housing in standard condition to low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability;
- Increasing the supply of supportive housing which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS) to live in dignity and independence; and
- Providing affordable housing that is accessible to job opportunities.

**A SUITABLE LIVING ENVIRONMENT**—which includes:

- Improving the safety and livability of neighborhoods;
- Increasing access to quality public and private facilities and services;
- Reducing the isolation of income groups within areas through spatial de-concentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods;

- Restoring and preserving properties of special historic, architectural, or aesthetic value; and
- Conserving of energy resources.

**EXPANDED ECONOMIC OPPORTUNITIES**—which includes:

- Job creation and retention;
- Establishment, stabilization and expansion of small businesses (including micro-businesses);
- Provision of public services concerned with employment;
- Provision of jobs to low-income persons living in areas affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan;
- Availability of mortgage financing for low-income persons at reasonable rates using non-discriminatory lending practices;
- Access to capital and credit for development activities that promote the long-term economic and social viability of the community; and
- Empowerment and self-sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing.

The Consolidated Plan is a requirement of the U. S. Department of Housing and urban Development (HUD) that cities must prepare in order to receive federal monetary assistance from HUD Programs. The Plan is a comprehensive strategy developed by the community addressing the affordable housing and community development needs present within the community. Ultimately, the Plan will be used to implement the Community Development Block Grant (CDBG) Program.

This document is the Consolidated Plan for the next five-year period (2008-2012). The 2008 Consolidated Plan will become effective January 1, 2008. Annual Action Plans will be required for the 2008 through 2012 Plan years. The Consolidated Plan will contain the following elements:

- Executive Summary
- Strategic Plan
- General Questions
- Managing the Process
- Citizen Participation
- Institutional Structure
- Monitoring
- Priority Needs Analysis and Strategies
- Lead-Based Paint
- Priority Housing Needs
- Housing Market Analysis
- Specific Housing Objectives
- Needs of Public Housing
- Public Housing Strategy

- Impediments to Affordable Housing
- Homeless Needs
- Priority Homeless Needs
- Homeless Inventory
- Homeless Strategic Plan
- Emergency Shelter Grants
- Community Development
- Antipoverty Strategy
- Low Income Housing Tax Credit (LIHYC) Coordination
- Specific Special Needs Objectives
- Non-Homeless Special Needs Analysis
- Housing Opportunities for People with AIDS
- Specific HOPWA Objectives

CDBG funds must be used for eligible activities only. Eligible activities are determined by statutory and regulatory limitations. Every CDBG-funded activity must meet one of the three national objectives of the program:

- Benefiting low and moderate income people.
- Preventing or eliminating slums or blight.
- Meeting needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.

The activity must also conform to other requirements such as meeting environmental clearance standards, procurement standards, and subject to Federal labor regulations.

The City of Rogers is aware of the need of the many and various community development activities, both housing and non-housing needs including public improvements, and acknowledges that there are not enough funds available to meet all the needs.

The city is also mindful of continuing to carry out the Community Development Block Grant Program for maximum benefit to extremely-low to low-income individuals and families.

Citizen participation was important in establishing needs and setting goals for the 2008-2012 Consolidated Plan. Funding limitations will not allow all requests for funding to be addressed in the first year. The City hopes that all needs identified will be addressed and possibly funded in subsequent years as CDBG or City funds become available.

The Community Development Block Grant Program will continue to partner with the City of Rogers and other agencies to accomplish their short and long term goals and at the same time meet the goals set by the U. S. Department of Housing & Urban Development. These goals include:

Decent Housing – Assisting homeless persons obtain affordable housing; assisting persons at risk of becoming homeless; retention of affordable housing stock; increasing the availability of affordable permanent housing in standard condition to

low-income and moderate-income families, particularly to members of disadvantaged minorities without discrimination on the basis of race, color, religion, sex, national origin, familial status, or disability; increasing the supply of supportive housing which includes structural features and services to enable persons with special needs (including persons with HIV/AIDS to live in dignity and independence); and providing affordable housing that is accessible to job opportunities.

A Suitable Living Environment – Improving the safety and livability of neighborhoods; increasing access to quality public and private facilities and services; reducing the isolation of income groups within areas through spatial de-concentration of housing opportunities for lower income persons and the revitalization of deteriorating neighborhoods; restoring and preserving properties of special historic, architectural, or aesthetic value; and conserving of energy resources.

Expanded Economic Opportunities – Job creation and retention; establishment, stabilization and expansion of small businesses (including micro-businesses); provision of public services concerned with employment; provision of jobs to low-income persons living in areas affected by those programs and activities, or jobs resulting from carrying out activities under programs covered by the plan; availability of mortgage financing for low-income persons at reasonable rates using non-discriminatory lending practices; access to capital and credit for development activities that promote the long-term economic and social viability of the community; and empowerment and self-sufficiency for low-income persons to reduce generational poverty in federally assisted housing and public housing.

Based on citizen participation, meetings with Staff, City Council, and non-profits, and a needs analysis, the City of Rogers has established the following objectives:

Objective #1: To preserve and expand the supply of decent, safe, and affordable housing through the rehabilitation of existing residential property. The City will provide housing rehabilitation, home repair and weatherization assistance to low to moderate income persons. The City's goal is to provide rehabilitation and repair to at least 20 owner-occupied homes during this five-year Plan period.

Objective #2: To increase homeownership opportunities for low-income persons. The City will partner with Habitat for Humanity and Office of Human Concern to purchase suitable land and provide infrastructure to lots within the City limits for the construction of affordable housing. The City's goal is to purchase at least five lots during the Five-Year Plan for the construction of five new affordable homes.

Objective #3: To expand, improve and or add infrastructure where needed for low to moderate income persons. The City will continue to improve the infrastructure in CDBG target neighborhoods determined to contain a significant population of low to moderate income households. The City's goal is to complete five infrastructure projects which will benefit low income households. These projects will include drainage improvements to include curb and gutter, sidewalk rehabs, handicap ramps, as well as street repairs.

Objective #4: to encourage the expansion and accessibility of human services for low to moderate income persons. The City will assist public service agencies who serve all categories of very low to moderate income persons. These services include transportation services and English as Second Language classes.

Objective #5: to improve public facilities that will address the needs of the homeless, disabled, elderly, or low income citizens.

Evaluation of Past Performance:

Previous activities implemented have met the goals established in the previous Consolidated Plan. Overall, these activities have been very successful. Funds for 2006 were not spent in as timely manner as the City had planned; however, these projects will near completion in 2007, and the City will meet the timeliness requirements by November 1, 2007. Some of the projects the City has completed during the previous Consolidated Plan are as follows:

Transportation Assistance - The City has provided 24 free rides each month for 36 low income individuals during the previous Plan period. For many of the riders, it is their only way to get out of their homes and taken to places they need to go. For some, it is their only means of transportation to get back and forth to work. For others, it enabled them to make their doctor's appointments and to receive treatments vital to their health.

English as Second Language - The City has many immigrant needs. The City's goal has always been to foster trust and provide a bridge between cultures while maintaining the present quality of life. The typical new arrival is Hispanic and illiterate to the English language. Approximately 600 students and parents have gone through these classes. This service is a win/win situation for the City's Hispanic population, the schools in our City, as well as our community.

Land Acquisition - The City has partnered with Habitat for Humanity and has purchased land for a Habitat subdivision. When completed, 12 to 15 new Habitat homes will be available for occupancy. All selected families will be in the extremely-low to low-income range.

Housing Rehabilitation - The City of Rogers has completed and partnered with Rebuilding Together of Northwest Arkansas to rehabilitate eight homes. We have also completed emergency repairs on 16 homes to help low-income families stay warm, safe, and dry.

Revitalization Area Infrastructure Improvements - The City has completed two street and drainage work projects during the last three years. Over 40 homes are direct recipients of these drainage projects and the movement of water off their property. Sidewalks have also been installed as well as handicap ramps. An additional project is underway in 2007 with completion expected by end of year or early 2008. This area is a very low income area. No drainage structures are in place and as more land is developed around this neighborhood, increased runoffs have caused extensive damage to not only the homes but the streets in the area. The City is also in the design phase of another infrastructure project.

Parks - The City has completed one park project and in the process of constructing another parks project in 2007. Both of these projects are in low income neighborhoods.

Furnishing kitchen equipment for the Adult Wellness Center - CDBG funds were used to provide this facility with a fully functional kitchen. The Center opened in 2006 and has already exceeded a membership of over 4,000 individuals.

Crime Suppression Program – The City’s CDBG funds were used to buy equipment needed for a newly developed Crime Suppression Unit to help ensure our neighborhoods stay safe for the citizens that live there.

Applications are accepted year round for the City’s CDBG grant money, however, applications must be submitted prior to August 15 of the year proceeding the next Program Year. Any application received after August 15 is considered for future Program Years. The only exception to that would be for housing programs. As long as funding is available, the City will continue to provide assistance for rehabilitation work and emergency repairs.

The City’s Consolidated Plan will available for public review and comments at the following locations beginning November 26, 2007:

- City Hall, 301 West Chestnut
- Rogers Public Library, 711 South Dixieland Road
- Rogers Activity Center, 315 West Olive
- Adult Wellness Center, 2201 West Persimmon

The Plan will be available at these locations for 15 days. After that time, the Consolidated Plan can be reviewed at the City’s CDBG Office located in City Hall, 201 West Chestnut or the City’s web site, [www.rogersarkansas.com](http://www.rogersarkansas.com).

The City of Rogers has developed this Consolidated Plan for the period of January 1, 2008 through December 31, 2012. Included in this five year Consolidated Plan is the first year proposed Annual Action Plan.

A display ad was placed in The Morning News on Wednesday June 20 and Sunday June 24, 2007, announcing a “Community Development Block Grant Public Hearing” would be held on July 2, 2007 to receive input from citizens in the development of the Consolidated Plan. A public hearing was held on July 2, 2007 from 5:30 PM – 6:30 PM in the Adult Wellness Center located at 2201 West Persimmon, Rogers.

The Community Development Block Grant (CDBG) Coordinator provided funding request applications to all the non-profit agencies who had expressed interest in the City’s CDBG funds as well as those agencies that provided services for the CDBG Programs in previous years. After the applications were received, a CDBG Committee consisting of the CDBG Administrator, Director of Planning and Transportation, Assistant to the Mayor, and City Council Representative met and reviewed the applications.

A summary of the proposed Consolidated Plan was published in the local paper, The Morning News on Sunday, November 25, 2007. A draft of the Consolidated Plan was made available to the public from November 26 through December 25, 2007.

On December 11, 2007, the City Council approved the submission of the five (5) year Consolidated Plan and the 2008 Annual Action Plan to the Department of Housing & Urban Development (HUD).

Comments – Any comments made during the development of the Consolidated Plan will be forwarded to HUD at the conclusion of the comment period and will be made a part of the Consolidated Plan.

## Strategic Plan

The Strategic Plan is due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date. The City of Rogers received a time extension of 45 days to complete the 2008-2012 Consolidated Plan. HUD does not accept plans between August 15 and November 15.

The mission of the Strategic Plan is to improve the quality of life for low to moderate-income families, seniors and persons with special needs in the City of Rogers by providing affordable rental and homeownership opportunities, repairing and conserving existing housing, financing public facilities and infrastructure improvements, creating and retaining jobs, and funding public services that stabilize and enhance living conditions.

The City of Rogers is 24,776 acres (38.7 square miles) an increase of 5.1 square miles since the year 2000. The City continues to see annexation requests from those citizens who live in Rogers, but are currently residing outside the City limits. Development within the City limits can continue for some time. At the present time there are over 10.7 square miles of land zoned agricultural within the City limits. This figure, however, does include 1.45 miles in the floodway area and 1.9 square miles in the flood hazard areas that would not be developable. That land, however, will be used to complete the City's Master Trail Program. When finished, the City will have over 52 miles of walking trails around the City, and will eventually connect into the City of Bentonville's future trail system.

The City of Rogers' unemployment rate is 2.5% and falls well below the State of Arkansas' unemployment rate of 5.2% and the National unemployment rate of 4.5%. With the number of local industries in Rogers as well as nationally known companies headquartered in or have a presence in Northwest Arkansas, we should continue to see a need for workers. This is a big reason why we are seeing an influx of immigrants moving into our area to fill these jobs. This has attributed to the strain on the City's infrastructure, overcrowding in our school system, and demand for agencies to serve the non-English speaking population. In early 2006, it became obvious that Northwest Arkansas, including the City of Rogers, was over-built, and as a result of massive housing construction, the City has plenty of vacant new housing. However, these vacant homes do not fall into the affordable housing category as land prices at that time had escalated to a point that the cost of land precluded developers being able to build affordable housing. This has caused developers to start looking at smaller parcels of land for building homes in the \$90,000 to \$110,000 price range. The Rogers City Council has already approved two small affordable subdivisions in 2007 with one already under construction.

With the current housing supply on the market, it is anticipated that the sales price of a house sold in Rogers will continue to decrease. In 2004, the median sale price of a new single family home was \$173,632. In 2005, that amount decreased to \$167,055 and by 2006, it was down to \$134,087. In 2004, the City issued 580 building permits with 1,226 being issued in 2005 and 978 in 2006. With the fall of housing prices, we are also seeing rental prices decrease. We are also seeing new vacant homes being offered for lease. At the present, the City has 17,012 total housing units with 86.6% being occupied leaving 13.4% vacant. Of the 17,012 units, 10,816 are owner-occupied and 6,196 are renter-occupied.

With Northwest Arkansas rated as one of the top places in the country to live, growth, although not as heavy, will continue in this area. With the opening of the World Trade Center in Rogers' financial district, the Pinnacle Promenade, an open air shopping center that will contain 134 stores and restaurants, the continuing movement of Wal-Mart vendors locating to this area, and the number of Fortune 500 companies being headquartered in Northwest Arkansas, the growth rate should continue to increase and the unemployment rate continue to decrease.

The table below shows the population increases of the City of Rogers for the last 26 years and also includes the population as determined by the 2006 special census. According to the special census, the City's population was 48,666 with 24,433 (50.2%) being female and 24,233 (49.8%) being male. Of that number, 69.4% are over the age of 18 with 11.1% being 62 or over.

<b>Year</b>	<b>Population</b>
1980	17,429
1990	24,692
2000	38,892
2006	48,453

The table below shows the age percentiles of the City's population based on the 2006 special census. The median age of the City's population is 31.3 years of age.

<b>Age Range</b>	<b>Population Percentage</b>
Under 5 Years	9.3% (4,549)
5 to 9 Years	8.6% (4,187)
10 to 14 Years	8.0% (3,906)
15 to 19 Years	7.4% (3,611)
20 to 24 Years	7.0% (3,408)
25 to 34 Years	15.0% (7,318)
35 to 44 Years	15.8% (7,687)
45 to 54 Years	12.0% (5,845)
55 to 59 Years	4.4% (2,136)
60 to 64 Years	2.9% (1,422)
65 to 74 Years	4.4% (2,161)
75 to 84 Years	3.5% (1,679)
85 Years and Over	1.6% ( 757)

## **General Questions**

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)). Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.

3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

3-5 Year Strategic Plan General Questions response:

1. The CDBG Program currently operates in the City limits of Rogers, Arkansas. There are currently 13 census tracts with the City limits with five of those tracts considered as low mod areas (LMAs) where low to moderate-income residents range from 35.5% to 58.9%. Some of the actual block groups within these census tracts have low to moderate-income residents ranging from 55.2% to 65.7%. Maps, located at tab #3, outline the City's boundary to include the census tracts and the areas deemed as "target areas" for CDBG funding.

According to the 2006 special census, 16.8% of the population in Rogers was over 55 with 83.2% under 55. The shifting of the population is the result of three major generations born after World War II. The "baby boomers" born between 1946 and 1964 are now 43 to 61 years of age. "Generation X" babies born between 1965 and 1979 are now 28 to 42 years of age. The "millennium generation" born between 1980 and 1999 are now 8 to 27 years of age.

According to the 2000 census, white people remained the majority at 66.5% with 19.3% of the population in Rogers being Hispanic or Latino. African Americans only constituted 0.5% of the population. The remainder of the population was made up of American Indian, Alaska Native, Asian, and Pacific Islanders. The City conducted a special census in 2006 and as a result of that census, we saw a change in these percentages. White people did remain the majority, but that figure decreased by 1.8% to 64.7% and the Hispanic or Latino population increased by 11.6% to 30.9%. African Americans increased by 0.2% to 0.7%. The remainder of the population was made up of American Indian, Alaska Native, Asian, and Pacific Islanders.

The area deemed low to moderate income and designated as the City's target area is made up of 71% white, 24% Hispanic or Latino, with 5% of the other races living in this area.

2. Projects funded must meet one of the HUD national objectives to benefit low/mod income residents or protected classes, prevent or eliminate slums and blight, or meet an urgent need that threatens the community. Projects must also meet one of the overall Consolidated Plan goals to provide decent housing, provide a suitable living environment, or to expand economic opportunities for eligible residents. The City also has program objectives which we require our funding to meet. Those include helping to develop affordable housing opportunities for all low to moderate-income residents by promoting homeownership, fair housing, and housing stability, repair and conserve existing housing stock, revitalize deteriorated neighborhoods, improve access to and quality of public facilities, provide infrastructure in lower income areas, to provide services for persons with special needs as well as providing essential public services for low to moderate-income persons.

The City's CDBG Administrator has developed a competitive application process for CDBG program funding. Grants are awarded for one-year periods. Any applicant that receives funding for more than one year is required to submit an application for each year the funding is requested. The City of Rogers makes every effort to distribute the CDBG funding equitably throughout the community

as long as the project requested meets the goals and objectives defined by HUD. For the last two years, the City has not been able to fund all their requests.

Additional criteria used in CDBG project selection is the severity of the need as well as additional monies the applicant has to contribute to the project, project readiness, funding equity, and estimate project costs. Public service projects are capped at 15% of the total program year funding.

3. The greatest obstacle to meeting underserved needs through the CDBG allocations would be limited funding to meet all the needs for the targeted population in the City of Rogers. Because of the tightness in the economy, some of our grantees are seeing budget cuts from other public and private funding sources. The overall impact we can make in our priority area--housing, public facilities, and service—at times can appear to be limited.

### **Managing the Process (91.200 (b))**

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless persons.

\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

3-5 Year Strategic Plan Managing the Process response:

1. Lead Agency.

The City of Rogers is the lead agency that oversees the Consolidated Plan. This is done through the Office of Planning and Transportation and the Community Development Block Grant Administrator. The CDBG Administrator is responsible for administering the programs covered in the Consolidated Plan. This includes the development, implementation, monitoring, and activities reporting. The CDBG Administrator uses City staff, citizens, community and neighborhood organizations, and non-profits for their insight and expertise on housing and service projects. The Director of Planning and Transportation and his staff evaluates all CDBG infrastructure projects. The CDBG Administrator also conducts meetings and public hearings to encourage public comments and to receive citizen views to establish priorities.

Non-profit sub-recipients responsible for administering programs covered by the Plan include Rebuilding Together of Northwest Arkansas, and Habitat for Humanity. The CDBG Administrator also communicated with these agencies in the development of the Consolidated Plan as well as the following agencies: Rogers/Lowell Chamber of

Commerce, Rogers Board of Realtors, Rogers School District, Adult Development Center, Office of Human Concern, Ozark Regional Transit, NWA Taxi, Inc., Community Support Center, Rogers Boys and Girls Club, Community Clinic, and Rogers elected officials and citizens.

## 2. Significant aspects of Plan Development and Other Participants.

The City started the development of the Consolidated Plan in summer of 2006 by partnering with the Cities of Bentonville and Springdale to select consultants to do a Fair Housing and Homelessness Study for each City. The city contracted with J-Quad & Associates in Dallas, Texas to prepare a Fair Housing Study for the City of Rogers, and the University of Arkansas at Fayetteville, Arkansas to prepare the Homelessness Study. The results of those studies were available to the public and copies were provided to the Mayor, City Council, Rogers Board of Realtors, The Morning News, Benton County Daily Record, and the Arkansas Democrat-Gazette. The CDBG Administrator began gathering input concerning the City's needs in early 2007. Request for CDBG funding applications were sent out to all 2006 recipients of CDBG funding as well as agencies who had contacted the CDBG office requesting consideration be given for future CDBG funding. The City held a Public Hearing on July 2, 2007 for the purpose of obtaining views of citizens, public agencies, and other interested parties that will or may be affected by the 2008-2012 Five Year Consolidated Plan. The City encouraged all citizens, especially minorities, persons with disabilities, residents of public and assisted housing development, residents living in slum and blighted areas, residents in predominately low-to-moderate income neighborhoods to attend this Hearing. After the Public Hearing was held and the deadline for CDBG funding applications had ended, the CDBG Administrator began the process of putting this information together for bringing to a steering committee comprised of the CDBG Administrator, Director of Planning and Transportation, Assistant to the Mayor, and City Council representative. This steering committee was instrumental in developing City needs and looking for strategies to address these needs. The draft Comprehensive Plan was developed based on the priorities identified by the Steering Committee. Once the draft Plan was in place, the Plan was reviewed with the Director of Planning and Transportation, the Mayor and City Council. It was then presented to the public through another Public Hearing. A 30-day comment period was given to those who wished to provide any comments to the Plan. Those comments will become a part of the 2008-2012 Consolidated Plan. Each of the entities listed above played a key role in the formulation of the projects and integrating the City's goals and objectives into the program development.

## 3. Consulting Agencies.

The City consulted with the following agencies in developing the Consolidated Plan:

Housing Needs: Rebuilding Together of Northwest Arkansas, Habitat for Humanity, Rogers Board of Realtors, J-Quad & Associates, Inc., Northwest Arkansas Home Builders Association, and Rogers/Lowell Chamber of Commerce.

Agencies Focusing on Children: NWA Arkansas Children's Shelter, Youth Bridge, and Samaritan House.

Agencies Focusing on the Elderly: Area Agency on Aging.

Agencies Focusing on Persons with Disabilities: Adult Development Center, Lifestyles, Inc. and the Richardson Center.

Agencies Focusing on HIV/AIDs: Benton County Health Department.

Agencies Focusing on Homelessness: Salvation Army, Souls Harbor, Seven Hills Homeless Shelter, and the University of Arkansas.

The City also consulted with the Rogers School District, Office of Human Concern, Ozark Regional Transit, NWA Taxi, Inc., and the Community Support Center.

### **Citizen Participation (91.200 (b))**

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

3-5 Year Strategic Plan Citizen Participation response:

#### 1. Summary of Citizen Participation Process

The City uses many individuals and agencies in the development of the Consolidated Plan as well as the Annual Action Plan. Agencies who deal with housing needs in the City along with those agencies who work with our non-English speaking persons, persons with disabilities, persons with HIV/Aids, and those citizens who live below or just above the poverty level are contacted to provide input in the development the Consolidated and Action Plans. The City uses a Steering Committee to take this input and use it to help analyze, measure and determine housing, facility, and service needs for the City of Rogers with an emphasis placed on low-mod income, elderly, disabled, and homelessness. This committee also looks at resources in the City to meet these needs as well as any gaps that might not be met by other resources. A Public Hearing is held in the planning process of the Consolidated Plan and Action Plan. A display ad is placed in the local paper and meets the requirements as outlined in the CDBG regulations, 24 CFR 91.105(e)(2). The ad advises that a Public Hearing will be held to obtain views of citizens, public agencies, and other interested parties that will or may be affected by the 2008-2012 Five Year Consolidated Plan and the 2008 Program Year Action Plan. This ad encourages the citizens of Rogers, especially minorities, persons with disabilities, residents of public and assisted housing developments, residents living in slum and blighted areas, and residents in predominately low-to-moderate income neighborhoods, to provide input into the two plans. The ad provides the date, time, and where the Public Hearing will take place. The ad also provides a contact name, telephone number, fax number,

and email address for those individuals who might not be able to attend the Public Hearing. In the ad, the amount of assistance the City expects to receive from CDBG funding is provided.

After all the above has been completed and the Consolidated Plan has been drafted, a second Public Hearing is held for the public to review and comment on both the Five Year Consolidated Plan and the Annual Action Plan. All comments received will be made a part of the Consolidated and Action Plans. Any comments received will be addressed and those making a comment will receive a comment from the City within 30 days of submitting the comment.

After the completion of the Consolidated Plan and Action Plan, a public notice was published in the local paper advising these plans would be available for review at the following locations in the City: Rogers Activity Center, 315 West Olive, Rogers Adult Wellness Center, 2201 West Persimmon Street, Rogers City Hall, 301 West Chestnut, and the Rogers Public Library, 711 South Dixieland Road as well as the City of Rogers website, [www.rogersarkansas.com](http://www.rogersarkansas.com). The CDBG Administrator will accept comments starting the day after the display ad is published. The final Consolidated and Annual Action Plan will consider and/or implement concerns and suggestions from citizens, public agencies, and other interested parties. Final review and stamp of approval to the Consolidated Plan and the Annual Action Plan will be made by the Mayor of Rogers and the Rogers City Council.

The public is also given an opportunity to review the Consolidated Annual Performance and Evaluation Report (CAPER), prepared in January of each year. The CAPER contains a summary of accomplishments, status of current projects, and an evaluation of progress made throughout the year in addressing identified needs and strategies. The CAPER is made public through a publication of a summary in The Rogers Morning News and the City's website. Citizens are given a 15-day public comment period and are encouraged to obtain a complete copy of the CAPER or view it in its entirety at the Community Development Block Grant Office located at 301 West Chestnut.

All Public Hearings and Meetings will be held in buildings that have access for persons with disabilities. The hearings will be scheduled during the evening and/or weekends to provide working individuals and families a greater opportunity to attend. Because Rogers has a large Spanish speaking population, a bilingual (English/Spanish) person will be made available to non-English speaking persons. Technical assistance will be provided to low through extremely low income individuals and groups that request assistance in developing a proposal under the consolidated submission.

The Finding of No Significant Impact on the Environment and Intent to Request Release of Funds will be published at least 15 days prior to the request to release funds. Notices will be published in The Rogers Morning News.

The City shall amend its approved plan whenever it makes one of the following decisions:

- (a) A change in its allocation proprieties.
- (b) A change in its method of distribution of funds.

(c) To carry out a new activity using funds from any program covered by the Consolidated Plan not previously described in the Action Plan.

(d) To encourages its citizens to comment on substantial changes to the plan and will make the change(s) available to the public. Citizens will have a minimum of 30 days after the date the change(s) is published in The Rogers Morning News to comment on the change. The letter transmitting the copy of all amendments shall be signed by the Mayor.

The City plans to minimize displacement of persons and will assist any persons displaced within the jurisdiction's guidelines.

## 2. Summary of Comments

The first Public Hearing for the 2008-2012 Consolidated Plan and 2008 Action Plan was held on Monday, July 2, 2007. The purpose of the Public Hearing was to obtain public comments and input on the development of these plans. The Hearing was held at the Rogers Adult Wellness Center, an ADA accessible building.

Donna Johnston, CDBG Administrator advised those who attended that the City had received a \$420,698 CDBG allocation from HUD for Program Year 2007 and expected to receive at least the same amount in 2008. She advised those attending that the City would be accepting requests for 2008 funding until August 15, 2007. Request for funding applications were made available to those attending and were advised that assistance would be provided to anyone if they had any questions. A general information sheet and a guide to understanding the HUD CDBG Program were provided to those in attendance.

Four people attended the meeting including the CDBG Administrator. No one expressed any comments either orally or written.

The second Public Hearing on the draft Plans were held on November 26, 2007 in the Board Room of the Adult Wellness Center. Donna Johnston, CDBG Administrator, conducted the Hearing and informed those present that the purpose of this Hearing was to receive comments on the Draft 2008-2010 Consolidated Plan and 2008 Action Plan. Those present were advised the City was requesting \$487,000 from HUD in the 2008 Program Year. This amount would be \$66,302 more than received in 2007. The City also planned to spend obligated CDBG funds from previous years that had not been spent in previous program years.

Eligible projects include affordable housing, public works, public facility and public facility improvements.

The 30-day public comment period began November 26, 2007 and concluded on December 25, 2007. All in attendance were advised that comments could be submitted to the CDBG Office by phone, in writing, or by email to [djohnston@rogersark.org](mailto:djohnston@rogersark.org). All comments will be made a part of the final Consolidated Plan and Action Plan which are due to HUD on November 15, 2007. The City received a time extension of 45 days to submit the Consolidated Plan. The City of Rogers will respond in writing to all comments received.

One person attended the second Public Hearing. No one expressed any comments either orally or written.

### 3. Efforts to Broaden Public Participation

The City of Rogers follows its established Citizen participation Process to formulate priorities, and takes whatever actions are appropriate to encourage its citizens, to include minorities, non-English speaking persons, persons with disabilities, low-to-moderate-income individuals and families, residents living in slum and blighted areas, and the areas where CDBG funds are proposed to be used to participate in the development of the City's Consolidated Plan, Annual Action Plan, Substantial Amendments to the Plan, Consolidated Annual Performance and Evaluation Report, and the Citizen Participation Plan. The City is aware that increased outreach efforts enhance public input to the planning, development, performance, implementation and modification of the Consolidated Plan. The increased outreach done in 2007 allowed the City to not only receive more requests for funds than in previous years, but also helped the City to more adequately address the needs of our community.

### 4. Public Comments Not Accepted

There were no public comments that were not accepted.

## **Institutional Structure (91.215 (i))**

1. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
2. Assess the strengths and gaps in the delivery system.
3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

3-5 Year Strategic Plan Institutional Structure response:

#### 1. City of Rogers, Arkansas Institutional Structure

The CDBG Administrator, who reports to the Director of Planning and Transportation and Mayor, is charged with fulfilling the requirements of the CDBG Program. This includes the development of the Consolidated Plan and administration of the Program.

The CDBG Office administers all contracts associated with the CDBG Program. The five-year plan is prepared in compliance with HUD guidelines and encourages maximum coordination and participation from public and private sector leaders as well as those agencies that play a critical role in carrying out the Consolidated Plan activities. This office has developed good working relationships with these agencies. The Citizen Participation Plan is also a successful tool in the solicitation of constructive comments from the community. Funding applications also provide the City input on housing and public service projects that are dedicated to the needs of

special population groups. The City strives to implement programs for maximum program outcome and to increase the number of beneficiaries affected by the CDBG Program.

## 2. Strengths and Gaps in Delivery System

The City of Rogers continues to strengthen and expand its existing public, private, and non-profit sectors and identify and build partnerships to provide for the City's special population groups. The City's public and private sectors have a collaborative spirit that is successful in improving and increasing economic development in the City. In the last five years, the City has seen tremendous retail and commercial growth. Along the I-540 corridor, numerous developments have brought in shopping and restaurants. In October of 2006, the Pinnacle Hills Promenade, a 134 store/restaurant open air shopping center, opened. In 2007, a World Trade Center located in Rogers. The City is hoping to see smaller industries relocate to Rogers for easy accessibility to the World Trade Center. St. Mary's/Mercy Health Center will complete a multi-million dollar hospital project in 2008. The City is seeing numerous medical complexes spring up in proximity to the hospital.

The CDBG Administrator continues to work closely with entities to further enhance the needs of our community and to improve CDBG Program delivery. The CDBG Administrator also serves on the Northwest Arkansas Housing Coalition helping the City to become more involved in affordable housing. At the present time, the CDBG Administrator is working with the Rogers Board of Realtors to establish a Fair Housing Board within the City.

Overall the system works well for the City of Rogers. Our resources are limited which has an affect on the level of programs and services we can provide. Many of our entities face a reduction in funding and some requests can not even be funded. This does create some gaps if the entities are unable to find other funding services.

## 3. Public Housing Strengths and Gaps

There is not a Public Housing Agency located in the City of Rogers. The City has two HUD assisted housing developments for senior citizens. Both of these developments are operated by the Area Agency on Aging. The City plans to develop a park area behind one of the housing areas and just recently completed a new Adult Wellness Center next door to the other development. The Rogers Police Department, through their Crime Suppression Unit, makes every effort to develop crime reduction strategies for these areas.

## **Monitoring (91.230)**

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:

## 1. Monitoring Standards and Procedures

Monitoring will assure the Federal funds received by the City of Rogers comply with CDBG Program directives, and meet the objectives as set forth in the City's Comprehensive Plan.

CDBG staff administers the Consolidated Plan Programs and maintains financial compliance by following all HUD regulations. All agencies receiving funding will enter into an agreement with the City of Rogers. Grantees will provide payment invoices along with any progress reports required by the City to obtain payment. After evaluation and approval of the invoices by the CDBG Administrator and Director of Planning and Transportation, draw downs are made by the CDBG Administrator and drawdown voucher number and invoices are provided to the City Treasurer for draw down approval and payment. Payment to grantees occurs as soon as the draw down is available for check writing.

All housing and housing rehabilitation projects will be monitored by the CDBG Administrator, the Director of Planning and Transportation, and the City's Building Inspection Department. Inspections will be performed on any facility receiving CDBG funding until the completion of the project to ensure all code compliances are met. These inspections will be documented and made a part of the project file. The City will maintain copies of all appropriate paperwork required in land acquisition. No displacement of individuals will be associated with land acquisitions. Any CDBG funds used to acquire land for affordable housing will be documented.

Transportation Assistant Projects will be monitored by the CDBG Administrator. Steps are in place to insure all recipients meet the income or disability guidelines for assistance. All agencies providing the service for this program will be required to provide trip logs each month prior to requesting payment.

The City's infrastructure projects are monitored by the CDBG Administrator, Director of Planning and Transportation, and the City's Street Department Superintendent. Where City personnel are used to provide the labor and material on these projects, the Street Superintendent will be required to provide the CDBG Administrator with all material invoices as well as labor expenditures by City work forces. Where contract forces are used, the City will advertise for bids and all work will be awarded using the bid process. A bid guarantee from each bidder shall be a minimum of five percent of bid. A written contract will be executed for all work performed. The accepted contractor will be required to furnish a performance and payment bond in the amount of 100% of the contract. No known contractor or subcontractor on a Federal lists of suspended or debarred contractors will be awarded a contract. All bid packets will contain information on the prevailing wage rate schedule prescribed and mandated by the Federal Labor Standards Provision HUD-4010 and General Decision Number AR0300044. On site monitoring will be conducted using the Street Superintendent, City Inspectors, and the Director of Planning and Transportation's staff. All inspections will be documented and made a part of the project file.

The City's service projects, facility projects, and administration will be monitored by the CDBG Administrator and Director of Planning and Transportation.

Income benefit requirements are required to be in compliance with housing and service projects. Documentation required is the size and annual income of the

assisted family and/or person this project will be serving. Age and disability documentation is also required for some service projects.

Two City employees, the Treasurer and the CDBG Administrator will oversee the handling of CDBG funds. This will provide a check and balance for these funds. The CDBG Administrator will draw down the fund with approvals made by the City Treasurer. Receipt and disbursement of CDBG funds will also be a part of the City's annual audit.

No files will be archived until inspected by the Arkansas HUD Office. Any citizen complaints will be addressed by the Mayor or the CDBG Administrator within 30 days of receipt of the complaint.

All of the City's grantees who perform services comply with all applicable Federal regulations governing their administrative, financial, and program operations. The City will conduct in-house reviews to verify compliance with the CDBG Program.

The Consolidated Annual Performance and Evaluation Report (CAPER) and Integrated Disbursement and Information System (IDIS) continue to be used as effective monitoring resource documents. They serve as accurate measures of performance in terms of eligible beneficiaries served, program target areas, and dollars identified for the projects.

Contract agreements developed by the CDBG Administrator can also be used as a mechanism to insure compliance with national objectives as well as related Federal, State, and other applicable regulations.

The Rogers City Council also passes a resolution to approve the Five Year Consolidated Plan and Annual Action Plan.

### **Priority Needs Analysis and Strategies (91.215 (a))**

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Needs Analysis and Strategies response:

1. Basis for Assigning Priority to Each Category of Priority Needs

Historically, the City of Rogers has designated Public Facilities, Housing Rehabilitation, and Public Service projects a priority for their CDBG funding. Since Public Services has a 15% funding cap, the City is limited with financial funding. The City strives to distribute funds equitably throughout the target area and reach the greatest number of beneficiaries.

The City of Rogers CDBG funding needs for the next five years are:

- a. Continue to rehabilitate homes for all low to moderate income residents, without discrimination, through repairs needed to keep these homes warm, safe, and dry.

b. Improve the quality of public facilities. The City has some special needs groups. Some of these people with special needs are in need of facilities to provide job training and development opportunities. We also have old, deteriorated infrastructure in the City's CDBG target area. Drainage structures, curb and gutter, and handicap ramps are all needed in these areas.

c. Provide essential public services particularly those that promote services for the low income and special needs persons. The City also provides services that promote homeownership, fair housing and revitalization of neighborhoods. The City has a Care Program that allows the elderly and disabled to receive free transportation each month. The City funds English as second language for almost 200 Hispanic children and adults.

Priority needs of the City of Rogers during the next five years are as follows:

**PUBLIC FACILITIES AND IMPROVEMENTS** - Handicapped Centers (03B), Street Improvements (03K), Flood Drain Improvements (03I), Parks, Recreation Facilities (03F), and Sidewalks (03L).

Depending upon available resources, the City of Rogers expects to undertake six projects in this category during the next five years. Some of these projects will involve multi-year funding.

**HOUSING** - Rehabilitation of Single-Unit Residential (14A), Acquisition of Real Property (01), and Lead Based Paint/Lead Hazard Test/Abatement (14I).

Depending upon available resources, the City of Rogers expects to undertake 30 projects in this category during the next five years.

**PUBLIC SERVICES** - Public Services General (05), Transportation Services (05E), Health Services (05M), Crime Awareness (05I), and Fair Housing Activities (05J).

Depending upon available resources, the City of Rogers expects to undertake 15 projects in this category during the next five years.

The City of Rogers uses many methods to assign priority to the needs of our community. The first thing we look at is absolute need. After the need is determined, we look at availability of the City's CDBG funds as well as availability of other funds to the prospective grantee. On service projects, a major consideration given to funding the project is the 15% spending cap the City must adhere to on all our service projects.

HUD provides a ranking of low/mod income persons based on census tract data. Neighborhoods targeted for public improvements are located in eligible census tracts and block groups where the highest percentage of low/mod income residents are located. Statistically, these areas define a concentration of residents in need of both programs and services. The CDBG Office works closely with agencies that provide services to the low/mod income persons. Through these agencies, the City is able to ascertain gaps in services and needs of special population groups. Public comments provided by the Rogers' citizens through the Citizen Participation Plan process also provides valuable insight into community needs. All suggestions are incorporated into the City's Consolidated and Action Plans. The City's CDBG Administrator's

participation in the Northwest Arkansas Housing Coalition has also been beneficial in developing and prioritizing needs of the City.

## 2. Obstacles to Meeting Underserved Needs

The greatest challenge to meeting underserved needs is funding. The City has seen a decrease in their funding since 2004. In 2004, the amount of CDBG funding was \$487,000. In 2005, that amount was reduced to \$456,888. The City received \$414,719 in 2006 and \$420,698 in 2007. The City is beginning to receive more requests for funding than in previous years. For the 2008 Project Year, the City has already received funding requests amounting to over \$1,000,000.

## **Lead-based Paint (91.215 (g))**

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

3-5 Year Strategic Plan Lead-based Paint response:

### 1. Estimate of Housing Units Containing Lead-Based Paint Hazards

The City has not been aggressive in implementing lead-based policies and procedures as it should have been. Efforts are being made to get the City in compliance with HUD regulations. This past July, the City's Inspection Department was trained in overseeing lead based inspections to assure the City is in compliance. The CDBG Administrator and Director of Building Inspections are in the process of developing policies and procedures for lead based paint. These policies and procedures will be approved by the Little Rock HUD Office, and will be in place prior to any home rehabilitation being accomplished with CDBG funding in the City of Rogers.

The City of Rogers has 1,314 houses built prior to 1950. Another 661 were built between 1950 and 1960. According to census information, a total of 6,113 new homes were built prior to 1978. Many of these housing units are in the targeted census tracts.

### 2. Actions Proposed and Being Taken to Evaluate and Reduce Lead-Based Paint Hazards

As stated earlier, The City is in the process of developing policies and procedures for lead based paint. To make houses lead-safe, the City will have to incorporate lead safety. The City has met with those agencies who are involved in our housing rehabilitation program concerning this matter. The City will notify the owners or occupants of our target housing rehabs if lead-based paint is likely to be disturbed. The City will continue to educate those involved in lead-based paint disclosure requirements.

As part of the policies and procedures the City will require that all persons conducting the lead hazard control work will have successfully completed and approved 8-hour "Lead Safe Work Practices" class. Proof of that training will be required prior to work starting. Upon completion of lead hazard control work, each house worked on must pass an inspection that the house meets the clearance standards established by the United States Environmental Protection Agency.

## HOUSING

### **Housing Needs (91.205)**

\*Please also refer to the Housing Needs Table in the Needs.xls workbook – See Housing Need Tab

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, victims of domestic violence, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

3-5 Year Strategic Plan Housing Needs response:

#### 1. Estimated Housing Needs

One of the City's biggest needs is affordable housing. For several years, the new construction approach was the high-end market homes. Land prices had escalated to a point that the cost of land precluded the building of affordable housing. This year, the City's Planning Commission and City Council started to see the \$90,000 to \$110,000 homes subdivisions come through for approval. Granted, these are small subdivisions, 9 to 12 houses, but this kind of development will help the City provide much needed affordable housing for the low income. Habitat for Humanity also started their first Habitat subdivision in Rogers. When completed, 12 to 15 homes for low income families will be available. At the present time, two homes have been completed. According to the 2000 census, 12.8% of the population in Rogers lives below the poverty level with another 23.1% living with incomes less than \$30,000 per year. Being able to secure a \$90,000 loan could be difficult with incomes of \$30,000 or less. Census information shows Rogers to have 14,887 housing units with 422 to have a value less than \$50,000 and 4,516 to have a value less than \$99,000. There are 8,736 owner-occupied units, 5,669 renter occupied units in the City of Rogers, and 482 being mobile homes, boats, or RV's and not included in the owner or rental/occupied figures. Over 25% of owner/occupied housing pay more

than 25% of their household income for mortgages while 44.6% of rental/occupied housing pays more than 25% of their household income for rent.

The U. S. Census for 2000 lists the city's total elderly population (65 or over) at 4,576 (12% of the population) of which 37.8% have a disability. Of the 8,736 owner/occupied units, 4,470 or 51.2% are occupied by citizens 65 years of age or older. Of the 5,669 renter/occupied units, 1,180 or 20.8% are occupied by citizens 65 years of age or older.

The Housing Needs Table show needs exist in Rogers and are greater at the 30% band for both renters and owners. Only four categories in the housing needs table showed housing problems to be less than 50%. Those were elderly owners in household income 30% to 50% MFI, small related renters in household income 50% to 80% MFI, all other households renters in household income 50% to 80% MFI, and elderly owners in household income 50% to 80% MFI.

The Housing Needs Table indicates there are more renters (56%) than owners (44%). New single family affordable housing would decrease housing problems for income eligible citizens in Rogers.

The City does not have public housing and section 8 tenant-based waiting lists.

Persons with Disabilities – The cost of renting special needs housing can sometimes be very expensive and not always affordable for individuals with disabilities. Most individuals with disabilities are living on Social Security Disability or some kind of supplemental Government income. The City does have seven subsidized apartments which contain a total of 306 housing units; however, 56 of those units are designated for seniors only. Of the 250 units remaining, not all are handicap accessible. It is a challenge to find housing that is available, handicapped accessible with access to transportation. There is one facility located in Fayetteville, Arkansas, Lifestyles, Inc. that serves the developmentally disabled by providing 11 rent-assisted dwellings, eight single apartments, and four double apartments. According to the U. S. Census, 3,654 citizens of Rogers have at least one form of disability. Most of the reported disabilities were in the 21 to 64 age group.

Persons with Alcohol and/or Substance Abuse – Affordable and safe housing is still a need for individuals with chemical dependence. Many people with chemical dependency are living in treatment facilities. The closest facility to the City of Rogers is located in Springdale, Arkansas. Decision Point, Inc. serves both men and women. In visiting with various agencies in this area, it was discovered that a large majority of those suffering with substance abuse are living in poverty. Because of substance abuse, it is difficult to hold down a job. Their housing is usually sub-standard housing, or they move from place to place, and in some cases, even become homeless. Once individuals are released from treatment facilities, they are only able to obtain low paying jobs which limit their ability to find affordable housing in safe areas that do not allure them back into their own addictions. Being unable to maintain their sobriety just causes the cycle to begin again making it more difficult to ever break the cycle of dependency.

Persons with HIV-AIDS – HIV positive individuals and their families sometimes have difficulty residing in certain neighborhoods. This sometimes leaves these individuals with substandard housing options. As of 2207, the cumulative total of HIV/Aids

cases in Benton County was 321. Of that amount, 193 were HIV cases and 128 were Aids cases. There were no specific numbers for the City of Rogers.

Assisted Housing Units – As stated earlier, the city does have assisted housing units available. There are presently 306 units available with 56 designated for seniors. Another 72 units for seniors are scheduled to be built in 2008.

2. Disproportionate Needs

N/A

**Priority Housing Needs (91.215 (b))**

1. Identify the priority housing needs and activities in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

3-5 Year Strategic Plan Priority Housing Needs response:

1. Priority Housing Needs

The Housing Needs Table definitely shows there are housing problems in the City of Rogers that need to be addressed. When you look at data obtained from the City’s Building Department, you can readily see that the biggest housing need is affordable housing. For several years, the new construction approach has been hindered by the existence of a strong high-end market. Land prices have escalated to a point that the cost of land precludes being able to build affordable housing. In 2006, it became obvious that Northwest Arkansas, including the City of Rogers, was over-built. As a result of massive housing construction, the City has plenty of vacant new housing, however, none of these fall into the affordable housing category. It is also apparent that the City needs more affordable rental housing opportunities and housing rehab programs. Listed below is a chart, based on the 2000 census, which shows percent of income costs for owner and rental occupancy:

% of Income Costs for Owner Occupancy		% of Income Costs for Rental Occupancy	
Less than 15%	40.5	Less than 15%	22.9
15% to 19%	19.5	15% to 19%	20.4
20% to 24%	14.7	20% to 24%	12.1
25% to 29%	7.9	25% to 29%	9.5

30% to 34%	5.5	30% to 34%	7.2
35% and Over	11.5	35% and Over	22.5

Elderly Households

In looking at the Housing Needs Table, the cost burden for the elderly is the highest at the 30% MFI. The City has two apartment complexes that are designated for the elderly and are based on income. Miller Place Senior Complex, a HUD project, contains 24 units. Dixieland Gardens, a HUD funded project and operated by the Area Agency on Aging, is a 32-unit duplex complex. Another 72-unit apartment complex is scheduled for future construction. The City also has the Apple Blossom Retirement Center which is an independent living facility and provides 117 units for the elderly. Innisfree Senior Living Community has 80 units for independent living and 30 units for assisted living. The growth of in-home services has helped seniors to remain in their own homes, rather than moving to care facilities. The senior housing developments, independent senior apartments and retirement communities are examples of housing choices for seniors who can independently or with some help care for themselves. Availability of housing options boils down to being able to pay for it. Elderly in a lower income bracket are eligible to apply for government-assisted rental or housing programs, however, assisted rental housing is only available if there are rental properties available.

The elderly comprise 12.4% of the Rogers population with the largest group being 65 to 74 years of age (4.4%).

Persons with Disabilities

As reported in the 2000 census, the total population with one type of disability (over age 16) residing in the City of Rogers is comprised of 3,378 individuals (12% of the population over age 16). The Census, which is the only source that provides reliable statistics on disabilities for the City of Rogers, provides statistics on the numbers of people over the age of 16 who report having sensory, physical, mental, self-care, go-outside-home and/or employment disabilities. Listed below is a breakdown of the population over 16 with at least one type of disability:

Disability	16 to 20	21 to 64	65 Years or Older
Sensory	14	242	145
Physical	0	334	450
Mental	72	135	42
Self-Care	0	2	10
Go-Outside-Home	23	141	182
Employment	164	1422	N/A

No surprisingly, persons age 65 and older have a higher rate of physical disabilities.

Persons with Mental Illness

As referenced in the Priority Housing Needs section of the Plan, affordable and safe housing remains a need for the severely mentally ill population. Most persons with mental illness live at the poverty level as they are unable to hold down employment. They also tend to live in sub-standard housing. There are no supportive housing

organizations for the mentally ill in the City of Rogers, however, there are several in Northwest Arkansas. Ozark Guidance Center in Fayetteville can house 26 emotionally disturbed children ranging in ages between 9 and 18. Vista Health in Fayetteville can house 16 children and 28 adults.

#### Persons with Alcohol and/or Substance Abuse – Chemical Dependency

Northwest Arkansas, as well as the City of Rogers, is in need of facilities to house chemical dependent individuals. Decision Point is located in Springdale. This facility can house 25 men and 15 women, but a 30-day stay is all that is allowed. There is generally a wait for admission to this facility. Once individuals have completed their stay, they need access to safe, affordable housing in their communities so this remains a housing need for the City of Rogers. The ideal situation would be to have housing subsidies for those who are at the point in their recovery to live independently, sober housing, structured community residential services, supervised housing with onsite supports, and supported housing with adequate case management support.

#### Persons with HIV/AIDS

Estimates claim 1% to 5% of the population has HIV/AIDS. It is estimated Rogers is probably closer to the 1%. As referenced in the Housing Needs section, housing is a need for HIV/AIDS individuals and families. Market rate for both home ownership and rentals in the City of Rogers can be cost prohibitive for HIV positive individuals and their families. Homelessness and shelter living are not optimal housing alternatives for persons with HIV/AIDS because of the complexity of medical regimes.

It is impossible for the City to know how many persons are HIV positive. Many individuals do not know their HIV status.

## 2. Basis for Determining Relative Priority

Statistics indicate that nearly 87.7% of the dwellings in the City of Rogers were built after 1960. The overall housing stock is good, however, there are many older houses in need of repair and there is a shortage of decent and affordable housing to low-income people. Seventeen percent of homeowners are paying more than 30% of their income for mortgages while 29.7% are paying more than 30% of their income for rental property. Statistics also show that 41.1% of the population pay between \$500 and \$1,000 in mortgage costs while 51.9% of the population pay between \$500 and \$1,000 in rental costs. The Housing Needs Table shows there are a number of people who face a severe cost burden by paying more than 50% of their income for housing.

For several years, the new construction approach has been hindered by the existence of a strong high-end market and lack of affordable builders in the residential market. Land prices had escalated to a point that the cost of land precluded being able to build affordable housing.

With Northwest Arkansas rated as one of the top places in the United States to live and the rapid growth that occurred in a five year period, housing values for the most part accelerated upward. The housing demand also impacted rental property with rents increasing making it harder for the low-income renter to save for a down

payment to purchase a home. In early 2006, it became obvious that Northwest Arkansas, including the City of Rogers, was over-built. From 2005 until 2006, the City saw the median value of new homes decrease from \$167,055 to \$134,087. In 2007 the City began to see developers buying up smaller parcels of land for building homes in the \$90,000 to \$110,000 price range. This kind of development will be a big housing help for the City to provide much needed affordable housing for the low income, however, the need to meet the increasing affordable housing demands of moderate, low, very low-income households continues to be an ongoing challenge. The City needs to continue to work towards the provision of rental and homeownership opportunities for low to moderate-income family households.

### 3. Basis for Assigning Priority Given to Each Priority Needs Category

Current program use is reinforced by census data and indicators from the Housing Needs table as prime indicators of priority need as it pertains to housing. The City still has a demand for housing rehabilitation assistance. Special needs housing remains a priority, but building the facilities to handle these needs is cost prohibitive using Community Development Block Grant funds.

#### Rental Housing Market (Census 2000 Data)

The median gross rent in the City of Rogers is \$535. Listed below is a breakdown of gross rent on renter-occupied units in the City of Rogers:

Gross Rent	Number	Percentage
Less than \$200	77	1.5
\$200 to \$299	153	3.0
\$300 to \$499	1,919	37.3
\$500 to \$749	2,146	41.8
\$750 to \$999	519	10.1
\$1,000 to \$1,499	145	2.8
\$1,500 or More	24	0.5
No Cash Rent	156	3.0

#### Market (Census 2000 Data)

The median mortgage cost in the City of Rogers is \$860. Listed below is a breakdown of mortgage costs on owner-occupied units in the City of Rogers:

Mortgage	Number	Percentage
Less than \$300	41	0.5
\$300 to \$499	374	4.6
\$500 to \$699	1,184	14.4
\$700 to \$999	2,187	26.7
\$1,000 to \$1,499	1,407	17.1
\$1,500 to \$1,999	468	5.7
\$2,000 or More	193	2.4

As stated earlier, 11.5% of homeowners and 22.5% of renters are paying more than 35% of their income for housing.

#### 4. Obstacles to Meeting Underserved Needs

- Increasing costs of land acquisition and new construction
- Increasing affordability problem among renter households
- Developer interest
- Limited CDBG funds
- Construction and rehabilitation costs
- Lack of partnership opportunities
- Waiting lists at affordable rental housing developments
- Limited supply of affordable 3 and 4 bedroom rental units for large families
- Limited State, Federal and Local affordable housing funding

### **Housing Market Analysis (91.210)**

\*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook – See Housing Market Tab

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families. Data on the housing market should include, to the extent information is available, an estimate of the number of vacant or abandoned buildings and whether units in these buildings are suitable for rehabilitation.
2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

3-5 Year Strategic Plan Housing Market Analysis responses:

#### 1. Housing Market Characteristics

The City of Rogers' population increase of 14,137 since 1990 is reflected in the number and types of households in 2000. This was a 57.3% change in population. Total households for 2000 were 14,005 and increase of 4,300 households from the 1990 census. Single-parent households increased from 1,105 to 1,421. Non-family households increased from 387 to 3,795. Households consisting of married couples with children increased from 5,946 to 8,175. Average household size is 2.74 with

average family size being 3.21. A breakdown of the household types based on the number of households in Rogers is listed below:

	Owner-Occupied Housing	Renter-Occupied Housing
Family Households		
15 to 64 Years	5,594	3,076
65 Years and Over	1,380	160
Married-Couple Family	6,101	2,074
Male, No Wife	237	377
Female, No Husband	636	785
Non-Family Households	1,881	1,914
15 to 64 Years	1,026	1,484
65 Years and Over	855	430
Male Householder	608	956
Living Alone	484	649
65 Years and Over	130	71
Not Living Alone	124	307
Female Householder	1,273	958
Living Alone	1,161	821
65 Years and Over	696	352
Not Living Alone	112	137

Non-family households are defined as people who live alone and people unrelated by birth, marriage or adoption that live together. Non-family households comprise 21.2% of the owner-occupied housing and 37.2% of the renter-occupied households in the City of Rogers.

Census data from 2000 indicates the race population in Rogers was as follows:

Race	Population	Percentage
White	29,866	76%
Hispanic	7,490	19%
Black or African American	145	1%
American Indian	346	1%
Asian	550	1%
Hawaiian-Pacific Islander	29	.5%
Some Other Race	26	.5%
More Than One Race	377	1%

The biggest change in the race population for the City of Rogers would be the Hispanic population. In 1990, the City had a Hispanic population of 460, an increase of 7,030 from 1990 to 2000. In 1990, there were 128 Hispanic households (28%) compared with 1,685 (24%) in 2000, a decrease of 4% even though there was an increase of 6,570 in population during that time frame. While the white population has a rental rate of 53% of the total households in Rogers, the minority population has a rental rate of 94%. This would definitely indicate that homeownership for the minorities could be considered a problem for the city of Rogers. There was basically no percentage change in the difference of owner-occupied and renter-occupied between 1990 and 2000. Rentals by both census counts show a 36% rental rate for the City of Rogers.

In 2000, there were 586 vacant housing units in the City of Rogers. By 2005, that number had increased to 831. By the end of 2007, the City could see over 1,000 vacant housing units. With Rogers growing at a rate of 1,420 per year and the average household size being 2.74, the City could have enough housing units to last the City over two years.

## 2. Number and Targeting of Units Currently Assisted

At the present time, the City of Rogers has 306 units of low rent housing. Another 72 units are scheduled for future construction. The City will continue to carefully monitor other projects that could provide low rent housing.

## 3. How Housing Market Will Influence Use of Funds

The characteristics of the housing market described in previous sections and the housing needs and priority housing needs sections have influenced the City's use of CDBG funds for housing. The City will continue to look for available, affordable land that can be purchased and used for affordable housing. The City will also continue to provide rehabilitation funds for our low-income citizens. The age and condition of housing in the City's downtown vicinity affirms the need for housing rehabilitation. Although the City saw the median value of homes decrease from \$167,055 in 2005 to \$134,087 in 2006, the median sales price has still put new construction out of reach for many first-time homebuyers.

## **Specific Housing Objectives (91.215 (b))**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Strategic Plan Specific Housing Objectives response:

### 1. Priorities and Objectives

The City of Rogers has identified the following housing priorities for CDBG allocations:

- A. Rehabilitation of Owner-Occupied (Single-Family) Units
- B. Home Ownership Opportunities
- C. Fair Housing

The City's specific objectives to provide affordable housing opportunities are as follows:

### A. Housing Rehabilitation

Preserve existing single-family housing units through the continuation of the CDBG Program that assists moderate, low and very low-income persons and families

to repair and maintain their homes, including accessibility improvements for those with disabilities.

**B. Home Ownership**

Expand homeownership opportunities by partnering with Habitat for Humanity to provide assistance through land acquisitions and/or provide infrastructure on Habitat projects to provide the low-income persons and/or families the opportunity to be a home owner.

**C. Fair Housing**

Fair housing and expanded opportunities for all low to moderate-income persons are necessary for the City to meet its' housing objectives. The City understands the need for fair housing education and outreach and remains committed to providing fair housing services over the term of the plan. The City will be working with the Rogers Board of Realtors to promote fair housing in the City.

**2. How Resources Will be Used to Address Needs**

The City will conduct a competitive application process for projects funded through CDBG, and will provide technical assistance to complete the application. The City has developed strong working relationships with non-profits and those agencies involved in affordable housing to facilitate the development of affordable housing opportunities. Through the City's Planning Department, setbacks have been reduced and variances have been approved for developers seeking to construct affordable housing in the City of Rogers. CDBG is the only Federal entitlement grant program received by the City of Rogers. The City will also work with Rebuilding Together of Northwest Arkansas, Habitat for Humanity, and Office of Human Concern to address the housing needs of the City of Rogers.

**Needs of Public Housing (91.210 (b))**

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

**3-5 Year Strategic Plan Needs of Public Housing response:**

The City of Rogers does not have Public Housing, however, the following low-income housing units are available:

Autumnwood Point Apartments	48 Units
Indian Creek Apartments	8 Units

Meadow Park Apartments	70 Units
Olivewood Apartments, Ltd.	52 Units
Rogers Apartments	72 Units
Miller Place Senior Complex	24 Units – Elderly Only
Dixieland Gardens	32 Units – Elderly Only

Another 72 units are scheduled for future construction in Dixieland Gardens. Units will be for elderly only.

All of the above have waiting lists of at least one year. To be eligible for low-income housing, an applicant must meet the income criteria. Selections are based on the date the application was received and the availability of a unit appropriate for the applicant's household size. All low-income housing units in Rogers have on-site management. Based on waiting lists, it is apparent the City needs more housing for the low income. None of the occupied units are classified as substandard.

### **Public Housing Strategy (91.210)**

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.
2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation. (NAHA Sec. 105 (g))

3-5 Year Strategic Plan Public Housing Strategy response:

#### 1. Public Housing Agency's Strategies

Although the City does not have public housing, the City strives to provide affordable housing to her citizens. The City does have a mission to serve the needs of low-income, very low-income and extremely low-income families. Through the CDBG Program, the City addresses housing needs and provides a framework to more effectively operate housing programs which in turn better serves our residents.

#### 2. City of Rogers Strategies to Address Public Housing Needs

As stated earlier, the City does not have public housing, but is committed to address the housing needs of our citizens.

3. Designated "Troubled Public Housing Agency

N/A.

**Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

3-5 Year Strategic Plan Barriers to Affordable Housing response:

1. Barriers to Affordable Housing

Fair housing is very important to the City of Rogers' housing efforts. HUD requires communities that receive CDBG funds to conduct an analysis to identify impediments to fair housing choice; develop and implement an action plan to overcome the effects of any impediments identified; and maintain records reflecting the analysis and actions in regard, in order to continue to qualify for funding. The City contracted with J-Quad & Associates, LLC, out of Dallas, Texas in 2006 to develop an analysis of impediments to fair housing choice. This analysis was completed in 2007. Upon completion of this analysis, a full report was provided the City. The full report contained a detailed exploration of the following topics:

- Community Demographic Data
- Fair Housing Law
- Citizen Input from Focus Group Sessions
- Home Mortgage Disclosure Act (HMDA) Data
- Impediments to Fair Housing

The report also included maps, charts, and tables that provided additional information on the barriers to fair housing that were identified.

In the Analysis of Impediments to Fair Housing Choice for the City of Rogers, the following impediments were highlighted:

1. Concentration of affordable housing resulting in income and racial segregation. There are a number of policy options which address the deconcentration affordable housing, examples of these policies include incentives for mixed-income infill development, inclusionary zoning, and allowing for a variety of lot sizes and zoning categories to create mixed-income areas. It was also pointed out the City could address "Not in My Back Yard" (NIMBY) issues which is essential in achieving mixed-income communities. In the focus group and public hearings held,

participants felt that the lack of lower-priced housing had an impact on fair housing in the area. Most of the participants felt that the supply of affordable homes are not "affordable enough" and insufficient to meet the area's need. Many felt that Rogers does not fall into tracts eligible for FHA subsidies making affordable housing more difficult. All agreed land costs had become too expensive to produce new housing affordable to the area's low-to middle-income families and that it was no longer profitable for developers to build low-income housing. Participants felt this problem was not unique to Rogers and that all of Northwest Arkansas, as a growing region, had a limited number of older lower-price homes as compared to new, higher-prices homes. Most of the participants felt there was an acute lack of affordable senior housing for area seniors or subsidized senior housing facilities which forced many senior to pay for housing from their savings. Participants did agree the City had a large low-income population in certain parts of the City and most of those families were not willing to pull up stakes and move to other areas of the City.

2. Possible fair housing violations in real estate advertising. The City should encourage local Board of Realtors participation in the Fair Housing Partnership with HUD and the City should encourage the Arkansas Fair Housing Commission to provide education/outreach to local newspapers and other publishers on fair housing and advertising. In a random study of newspapers on three different weeks, it was found that most of the advertisements did depict one predominately racial group. It was noted that most ads failed to contain Equal Housing Opportunity (EHO) statements or logos and those that did, the statement or logo was not readily visible.

3. Lack of local fair housing ordinance and a local fair housing enforcement officer. The City should consider working to establish a local fair housing ordinance as well as establishing an enforcement office. This enforcement office, could be regional in scope, which might qualify for funding and technical assistance from the U. S. Department of Housing and Urban Development to hire staff to receive and investigate fair housing complaints.

4. Low number of loan applications from minorities. The City of Rogers should expand its homebuyer outreach and education efforts in order to increase the number of minorities who apply for mortgage loans. The City should share HMDA data with lending institutions and determine development strategies to improve the success of loan applications submitted by minority applicants. Homeownership and credit education should be provided through bilingual instructors and counselors who can address the needs of Spanish speaking residents.

5. Income disparities among racial groups. The City should form partnerships with major employers to create training programs targeting minority and low-income residents. The City should support agencies that provide workforce development programs and continuing education courses to low-income and minority residents.

6. Language and cultural barriers. The City should provide incentives for bilingual City employees to participate in meetings and outreach activities. The City should encourage its employees to take advantage of the free Spanish classes held at the Community Support Center to serve the growing Hispanic population. The City and the local Board of Realtors should encourage apartment managers to have bilingual employees.

The City has ordinances covering affordable housing as well as designated zoning for affordable housing. The City has also provided setback variances in other locations to allow developers to build affordable housing in other zones. With the over-built of higher priced homes, the City is seeing developers move toward the development of subdivisions with houses priced in the \$90,000 to \$120,000 range.

Over the past three years, the City has purchased land for Habitat for Humanity. This land is being used for the development of Habitat Trails, a Habitat subdivision. This is an environmentally friendly subdivision eco-subdivision and has already received numerous national awards. All families in this subdivision are in the extremely-low to low-income range. The development will not only provide nice homes for our Habitat families, but will include a wetland conservation area, community area, a park, and is within walking distance to several Rogers Public Schools. A property owner's association (POA) will also be developed along with covenants for the owners to ensure this subdivision stays well maintained and to develop pride through ownership by the occupants of these homes. The City will continue in future years to buy available land and assist with infrastructure needs to assure the continuance of Habitat Homes in the City of Rogers.

## 2. Strategies to remove barriers.

1. Concentration of affordable housing resulting in income and racial segregation. As stated earlier, the City does have ordinances covering affordable housing and does provide setback variances to developers to assist in the development of affordable housing. Many of our Planned Unit Developments not allow single family residences, but provide home owner apartments in the same development area. Any amenities to the development are offered to all residences. Although the public hearings on some of these PUD's are attended by citizens with the NIMBY issues, our Planning Commission members look at the project from not only a highest and best use approach, but understand with the high cost of land in Northwest Arkansas, the developer must have some flexibility in developing to ensure the project will money out and a profit can be made. As stated earlier, with the over-build of homes in the \$120,000 to \$250,000 price range, the City is seeing developers look at the development of affordable homes in several areas of the City. The City actually has three developments underway which will provide home ownership opportunities for the low to low-median income families. With the completion of owned condos in several of the City's planned unit development which are spread out over the City, Rogers could see less income and racial segregation. No development in Rogers is approved for the purpose of separating income and racial segregation.

2. Possible fair housing violations in real estate advertising. The CDBG Administrator has met with the Rogers Board of Realtors as well as the advertisement departments of all the local newspapers. In those meetings, discussions were held about ad campaigns that include only or mostly models of a particular race, gender, or other protected class. As a result of the fair housing study, the Board of Realtors and local newspapers will be more diversified with pictures used in advertising and will ensure that Equal Housing Opportunity statements and logos are a part of future advertising. The Rogers Board of Realtors are working with the Arkansas Fair Housing Commission to provide education and outreach to newspapers and other publishers on fair housing and advertising.

3. Lack of local fair housing ordinance and a local fair housing enforcement program. The Rogers Board of Realtors is working on a fair housing ordinance for the City of Rogers. Once this has been drafted, the City's CDBG Administrator, Mayor, City Attorney, and City Council will begin the review process in order to finalize an ordinance for approval by City Council. The Director of the Rogers Community Support Center is presently serving as the City's Fair Housing Officer, however, that position has now been vacated. Only one fair housing complaint was received in 2007. This complaint was turned over to the Arkansas Fair Housing Commission. We are in the process of implementing a Fair Housing Board through the Rogers Board of Realtors. This board will be comprised of area realtors, City representatives, loan officers, and local citizens. This board will be responsible for assuring that fair housing laws are complied with, educating the public regarding the rights and responsibilities afforded by fair housing law and discrimination. The City feels it is important for potential victims of housing and/or lending discrimination to be aware of fair housing issues generally, know what may constitute a violation, and what they can do in the event they believe they may have been discriminated against. Likewise, it is important for lenders, housing providers, and their agents to know their responsibilities and when they might be violating fair housing law. The Fair Housing Board will also have the task of investigating fair housing complaints and attempting to conciliate the dispute. This Board will keep the Arkansas Fair Housing Commission informed of any violations found within the City of Rogers.

4. Low number of loan applications from minorities. Although this was shown as an impediment, the City really has no control over this. In talking with local lending institutions, one of the main reasons there are so few loans by minorities, particularly the Hispanic class, is because they can't provide the paperwork necessary to secure a home loan. They don't have a payroll stub showing they are employed and they can't provide any documentation that they are current in paying taxes required by all United States citizens. Our only hope of removing this barrier is to expand homebuyer outreach and education efforts.

5. Income disparities among racial groups. The City will support agencies that provide workforce development programs and continuing education courses to low-income and minority residents. The City does feel that incomes that are reflective by the 2000 census, particularly the Hispanic population, could show lower incomes than what they actually are. Many of our Hispanic population provide a labor service for cash only. Major employers of the City are encouraged to create training programs which target minority and low-income residents.

6. Language and cultural barriers. Bilingual City employees are available for meetings and outreach activities where an interpreter is needed. Information concerning the offering of Spanish classes is provided to all City employees. The City funds English as a Second Language to all Hispanic children and their parents through the Rogers School District. This is funded through the Community Development Block Grant. A canvass of the job section of the classified ads shows many employers are seeking employees who are bilingual especially the banking, medical, and rental property fields.

## HOMELESS

### **Homeless Needs (91.205 (b) and 91.215 (c))**

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook – See Homeless Needs Tab

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness and chronic homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

3-5 Year Strategic Plan Homeless Needs response:

The City of Rogers entered into a contract with the University of Arkansas to provide a Needs Assessment of the Homeless. This assessment started in January 2007 and completed in June of 2007. This needs assessment provided specific information regarding the various services and programs provided in Northwest Arkansas, a listing of the number of beds available at the various homeless facilities, and the number, reasons and costs involved in housing the homeless as well as placement of the homeless.

Approximately 1,170 persons are estimated to be homeless in the Northwest Arkansas (Washington and Benton counties) area. Of this amount, 361 are homeless persons projected to be living in inaccessible places, such as abandoned buildings and/or doubling up with friends and relatives. Sixty percent of the homeless are men. Seventy-eight percent are Caucasian/White, 9% African-American, with the remaining 13% other race/ethnic categories (12% being Hispanic). Approximately 68% of the homeless have a high school education. Of that 68%, 7% have a trade school or business school certificate, and 20% have taken some college courses. Thirty two percent have less than a high school diploma. Median income was approximately \$200 with sixteen percent of the homeless reporting no income. The median time spent homeless is 4.5 months. Twenty-eight percent have been homeless less than one month, 63% have been homeless eight months or less, and 90% have been homeless less than two years. Fifty-nine percent were in a shelter, 17% were staying with friends, and 34% were staying on the streets and sleeping outdoors or in a car. Forty-seven percent have lived most of their lives in Arkansas. Thirty percent were born in Arkansas and the median time spent in Northwest Arkansas was about four years.

Several organizations exist that serve families or individuals who are homeless or at risk of being homeless. These organizations provide a range of services to these individuals and families. Listed below are several agencies located in Northwest Arkansas who provide supportive housing:

Children's House in Fayetteville and NWA Children's Shelter in Bentonville serves abused or neglected children. Children's House has a capacity for 22 children, while the Children's Shelter can house 21 children.

Peace at Home Family Shelter in Fayetteville serves physically, sexually, or emotionally abused women and children. This facility can handle 20 people. Placement is strictly voluntary.

Lifestyles, Inc., in Fayetteville and the Richardson Center in Springdale, serves the developmentally disabled. There is no restriction on the age of service for Lifestyle, however, the Richardson Center only serves children. Ozark Guidance Center in Fayetteville serves only emotionally disturbed children. Lifestyles has 11 rent-assisted dwellings, 8 single apartments, and 4 double apartments. The Richardson Center can serve as many as 86 children while the Ozark Guidance Center has a maximum capacity of 26 children.

Youth Bridge, located in Fayetteville and Centerton, serves as an emergency shelter for children between the ages of 12 and 18. The two facilities can house 34 children.

Vista Health in Fayetteville serves people with acute or sub-acute mental illness. One must be referred to be accepted by this facility. Maximum capacity for this facility is 16 in the children's unit and 28 in the adolescent unit.

Salvation Army in Fayetteville and Bentonville, Souls Harbor in Rogers, and Seven Hills Homeless Shelter in Fayetteville serves the homeless. These three facilities can house approximately 125 people, however, no one will be refused admittance in the Salvation Army facilities.

Decision Pint, Inc., located in Springdale serves adults with drug and alcohol abuse problems. Maximum length of stay at this facility is 30 days. The facility is staffed to handle 25 men and 15 women.

Bread of Life in Springdale, St. Paul's and Central United Methodist Church in Fayetteville, and Samaritan House in Rogers also provides supportive services for the homeless to include meals.

Research over the past several decades show clearly that homelessness is more complicated than just being without a house or physical structure to live in. The most frequent cause of homelessness is financial (could not afford to live there, lost my job, left to look for work) with personal reasons (divorce, separation, breakup, couldn't get along) the second most frequent cause. Another cause was spatial change (lease ran out, evicted, place too crowded), The variety of responses to the homelessness survey made it apparent that homelessness is a complex social and personal problem requiring multiple and coordinated services to offer a reasonable probability of promoting a stable residential future. Interpersonal and substance abuse problems, or problems beyond the control of an individual, such as an unstable environment, are commonly cited factors in the loss of a secure private residence. For many respondents, several factors intertwined to create an especially complex set of problems leading to their homelessness.

Another important dimension of residential history is the time individuals spend homeless. The median duration of homelessness reported in the interviews was

three months. There doesn't appear to be a large number who have been homeless for very long. Persons over 40, males, and veterans were homeless considerably longer than others surveyed. Persons with disabilities such as alcohol abuse, mental, or physical illness, etc. are faced with unique challenges that when compounded with the difficult circumstances of homelessness can intensify the homeless experience and make it harder to resolve. Such people may, without significant professional and personal assistance, remain homeless indefinitely.

The City is aware that homelessness does involve children. As stated earlier, Northwest Arkansas does provide shelters for children and youth who are unable to reside with their parents. Another area of concern is children and youth who are in homes with no space to call their own. In discussions with the Rogers School District, there are children who have no bed and rely each night in finding a place where they can lay down to sleep. Many of these children sleep on the floor, on a piece of furniture other than a bed, in a car, and some have even resorted to sleeping outside in order to find space.

## **Priority Homeless Needs**

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.

2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

3-5 Year Strategic Plan Priority Homeless Needs response:

### **1. Homeless and Homeless Prevention Priorities**

As a result of the needs assessment of the homeless, the following priorities have been established (in no particular order) to address the homeless and homeless prevention:

A. Public Engagement in the Problem. An effective campaign to disseminate the most recent information on homelessness is needed. One of the major problems in Northwest Arkansas encountered by homeless service providers and by Government agencies has been the NIMBY effect. Shelters sometimes meet great resistance from neighborhood associations when attempting to locate near particular locations. Better linkage between neighborhood associations, the City, and not-for-profit providers are necessary to alleviate this problem. Often times, trustworthy information can be the best antidote to the NIMBY effect.

B. Redefining Organizational Successes. Given the complexity of the homeless problem and the limited resources available, it is imperative that resources be allocated according to both need and program effectiveness in meeting that need. While the typical gauges of success are funds raised and people served, the real successes are in empowering people to achieve permanent housing. The goal should be getting people into permanent housing as soon as feasible and keeping them there.

C. Assisting Persons in Restoring and Repairing Social Capital. Evidence suggests that attempts to assist homeless persons in restoring and rebuilding social capital through effective case management promotes quality of life, health, and subsequent ability to successfully obtain permanent housing.

D. Emergency Prevention. The work by local agencies who provide homeless prevention programs are essential to the safety net the community offers its residents. Emergency services available should include food, rent, mortgage, and utility assistance as well as case management, mentoring, and landlord/lender intervention.

E. Systems Prevention. An effort should be made to encourage mainstream programs, providing services to at-risk people to consistently assess and respond to the housing needs of the homeless or soon to be homeless.

F. Risk Prevention Services. Homelessness is associated with significant health risks. Both homeless prevention and rapid re-housing of the homeless can be improved by enhancing existing risk prevention and risk reduction programs for the homeless. It is clear that medication assistance programs are not currently sufficient to meet the needs of those suffering from chronic conditions. Substance abuse programs should be more available as an essential step in a comprehensive program to reduce homelessness. Efforts should also be made to explore innovative addiction treatment programs for the homeless who move in and out of homelessness because of their additions and resistance to treatment.

G. Targeting Areas. It might be possible for mainstream agencies to target their attention to homeless prevention to specific areas with higher prevalence rates of homelessness. If this can be done, programs could be instituted in high risk neighborhoods that could lead to successful prevention. These areas tend to be where at least 40% of the residents are below the poverty level and there are a high proportion of minorities. These areas are prone to high rates of mental and physical health problems and higher rates of crime.

I. Providing Permanent Housing. Homelessness is fundamentally a housing problem. To seriously address homelessness, safe, decent, affordable housing must be provided. The housing problem in Northwest Arkansas is daunting. A large majority of very low income households could be defined as "struggling households" as they are paying a disproportionate amount of their total income in rent or mortgage.

J. Reducing Chronic Homelessness. The chronically homeless not only use a greater number of services, but also have a greater number of unmet needs. In addition, they are the most likely to resist using shelters and are twice as likely to be staying on the street. Addressing this group's needs for housing and services is essential to any serious effort to reduce homelessness.

K. Rapid Re-Housing. The majority of homeless people do not fall into chronic homelessness and many are homeless because of an affordable housing crisis. Housing assistance would involve clearing barriers to affordable housing due to poor credit and tenant histories, family mentoring, identifying properties, working with landlords, etc. Case management services could be provided to ensure that families are receiving necessary public benefits and services, along with periodic monitoring of the family's progress.

L. Need for a Central Coordinating Authority. The Northwest Arkansas Housing Coalition has been established to provide this need. The Coalition represents agencies directly engaged in homeless services, and manages the primary data source for documenting needs and service provision. All of the cities in Northwest Arkansas, to include Rogers, are a member of the housing coalition.

Northwest Arkansas has made some significant investments in shelter expansions and support programs designed to reduce the number and plight of homeless people in Northwest Arkansas. The Northwest Arkansas Housing Coalition will be used to help provide a framework to enable the communities of Northwest Arkansas to address homelessness and its underlying causes and to develop a system to provide services to help individuals and families achieve independence.

There are some gaps in services and housing for the sheltered and unsheltered homeless. These gaps are discovered by addressing capacity, occupancy, future housing needs, support services received, chronic homelessness, numbers turned away from shelters/services, and the numbers of homeless on waiting lists for housing/services. The emergency shelter unmet need is determined by the number of persons found in uninhabitable places. There were two data collection activities involved in the homeless assessment needs. First, there was a point-in-time count of homeless. Second, an intensive 45-minute interview was done.

## 2. Chronically Homeless Priority

As referenced above in this section of the plan under Homeless and Homeless Prevention Priorities, the City of Rogers has listed the chronically homeless person as a priority. The chronically homeless present a particular challenge to national and local efforts to end homelessness. The National Alliance to End Homelessness estimates that in the United States, 20% of the homeless are chronically homeless, but use up more than 50% of available housing and supportive services. Chronic homelessness is a central theme of HUD. This emphasis gained substantial political momentum when President Bush announced his intention to make "ending chronic homelessness in the next decade" a top objective.

A chronically homeless person is defined by the Department of Housing and Urban Development (HUD) as "an unaccompanied homeless individual (single) with a disabling condition who has either been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years. HUD also considers another category of chronically homeless as those accompanied homeless individuals with a disabling condition who meet the time criteria for chronic homelessness (homeless for at least a year, and/or at least four episodes of homelessness in the last three years). This latter group is likely to include predominantly adult females with children. The needs assessment study revealed that 21% of Northwest Arkansas' homeless fit the HUD definition of chronically homeless. An additional 11% of persons can be defined as the other category.

Homelessness in Northwest Arkansas will require more resources and effort because of the size and makeup of the chronically homeless population. Essentially the challenges facing Northwest in ending chronic homelessness over the next ten years are likely to be greater as the homeless population increases, opportunities for jobs and stable housing decrease, and the general growth and economy in Northwest Arkansas slows down.

The study also showed different sleeping arrangements of the chronic homeless persons. They are just as likely to live on the streets, in a car, or abandoned building as they are to stay in emergency or transitional shelters. The survey showed the chronic homeless person blamed their failure to use shelters primarily on the lack of beds and limited space. The chronic homeless person also had negative perceptions (the way people act, difficulty keeping possessions safe, personal safety, and the individual's personal problems) that precluded them from using facilities even when they are available. It will take outreach efforts and special services in order to get this group of homeless people to use and stay in the facilities.

### **Homeless Inventory (91.210 (c))**

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

3-5 Year Strategic Plan Homeless Inventory response:

Definitions of Emergency Shelter and Transitional Housing are as follows:

1. Emergency Shelter. Housing in which homeless persons can access shelter immediately and reside for up to 30 days. An emergency shelter's primary function is to assist individuals in identifying causes of homelessness, accessing mainstream services and securing the next appropriate level of housing. The functioning, structure, rules and support services provided can vary greatly from shelter to shelter.

2. Transitional Housing. Housing in which homeless persons live for up to 24 months and receive supportive services that enable them to live more independently. The services must include housing placement assistance. The supportive services may be provided by the organization managing the housing or coordinated by them and provided by other public or private agencies.

Northwest Arkansas provides both emergency shelters and transitional housing. Those include Children's House, NWA Children's Shelter, Peace at Home Family Shelter, Lifestyles, Inc., Richardson Center, Ozark Guidance Center, Youth Bridge, Vista Health, Salvation Army, Souls Harbor, Seven Hills Homeless Shelter, and Decision Point, Inc.

## **Homeless Strategic Plan (91.215 (c))**

1. Homelessness— Describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction's strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.
3. Homelessness Prevention—Describe the jurisdiction's strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include "policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons." The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

### 3-5 Year Homeless Strategic Plan response:

#### 1. Strategy to Address Homelessness and Priority Needs of the Homeless

HUD strongly encourages communities to develop a ten year plan to end chronic homelessness. Such plans are expected to not simply propose better ways to manage the problem, but to make serious attempts to end it. Northwest Arkansas is beginning to realistic examine this strategic planning process and is currently working on a plan to end chronic homelessness through the Northwest Arkansas Housing Coalition.

Such a plan will require a comprehensive set of strategies well informed by valid and reliable data that commits a wide range of agencies to funding and implementing these strategies. Besides data gathering and analysis, public engagement, a major effort must be made to build the community's social capital investment in the problem of homelessness. This will require the following:

A. Building better linkages between the Northwest Arkansas Housing Coalition and local Government decision makers. The Northwest Arkansas Housing Coalition is the local coordinating agency between homeless service providers and critical local officials, leaders, and entrepreneurs. The agency will help develop policy related to homeless service provision, identify current gaps in services, and coordinate needs-based funding. All of the CDBG entitlement cities in Northwest Arkansas are a member of this coalition.

B. Effectively engage the religious community in the planning and policy aspects of these issues. Religious social capital represents one of the most significant forms and sources of social capital in Northwest Arkansas. While faith-based efforts to address homelessness abound, the efforts of churches are often piecemeal and sometimes work at counter purposes with local service provision. Efforts should be made to promote more effective, coordinated contributions to the continuum of care. In many cases this can be accomplished by the engagement of highly visible religious leaders in the process of planning and policy development. The Northwest Arkansas Housing Coalition has faith-based organizations as members. Efforts are being made to bring church leaders into the coalition.

C. Homelessness represents a complex personal and social problem that requires multiple resources to eventually gain permanent housing. Planning an effective continuum of care means engagement of a wide spectrum of local agencies. Along with agencies providing homeless services, the following mainstream agencies should be engaged in planning and implementation:

- Northwest Arkansas Housing Coalition
- Ozark Guidance Center
- County Public Health Departments
- Local Health Care Providers such as Fayetteville Free Clinic, Washington Regional Hospital, Northwest Medical Centers, St. Mary's Hospital, and the VA Hospital.
- Local Police Departments
- Employment Service Providers
- Local Employers
- Local Substance Abuse Programs
- Veteran's Affairs
- Mayor's Office/Community Development Block Grant Office

- County Commissioners and County Community Development Offices
- State Interagency Council
- Local Welfare Departments
- Housing Authorities
- Neighborhood and Community Associations
- Ministerial Alliance
- For Profit and Not-For-Profit Housing Developers

## 2. Strategy for Eliminating Chronic Homelessness

Chronic homelessness communities are most often the result of serious mental illness and/or chronic substance abuse. These individuals are often difficult to engage in programs, may be non-compliant with treatment and/or medications and often have an underlying distrust of systems. Their mental illness is often the cause of inappropriate behaviors which, coupled with their inability to comply with rules or program requirements, makes them inappropriate for placement in any existing shelter as well as in more traditional mental health or substance abuse residential programs. These individuals are usually those that fall through the cracks of all mainstream services. As a result, the same group of chronic individuals frequently sleeps on the streets, in the parks, and become involved with the criminal justice system and other institutions. These individuals are often released back to the community with inadequate discharge plans. The following strategies should be implemented to eliminate chronic homelessness:

### A. Outreach Efforts

There are several outreach components in Northwest Arkansas who specifically target the chronically homeless. These agencies assist the individuals with accessing mainstream mental health and chemical dependency services.

### B. Emergency Prevention

Currently, most homeless prevention programs are like emergency first aid stations slapping band-aids on more serious pathologies. The effort by local agencies to provide emergency assistance for those teetering on the brink of homelessness must continue. Their work in homeless prevention is essential to the safety net the community offers its residents. The emergency services available should include food, rent, mortgage, and utility assistance as well as case management, mentoring, and landlord/lender intervention. These programs, while essential to preventing homelessness, do not address its root causes. Homelessness has structural roots that must be acknowledged and targeted.

### Obstacles to Reaching the goal of Ending Chronic Homelessness Within 10 Years

- The largest gap in meeting the needs of the chronic homeless, as well as the homeless in general, continues to be the need for additional permanent,

affordable housing with support services. The City will continue its ongoing efforts to increase the number of affordable housing units in Rogers.

- There is also a need for the development of low demand permanent housing. The Northwest Arkansas Housing Coalition is developing a Ten Year Plan to end chronic homelessness. The City of Rogers is a member of this coalition. Education of both service providers and communities in general will be needed to make the development of such housing a reality.

#### Current Chronic Homelessness Strategy

Addressing this group's needs for housing and services is essential to any serious effort to reduce homelessness. Many of these individuals cannot successfully use emergency or transitional housing because of their disabilities. They are often barred from shelters or refuse to go to such facilities due to mental illness or substance abuse problems. Permanent supportive housing represents the best opportunity to address this population's needs. Few of the chronically homeless will ever be able to generate significant, stable wages in the job market. Thus, they will require long-term subsidization of housing and services. To get them into the required facilities requires good street outreach programs that build trust between the homeless individuals and providers. The availability of treatment programs for mental illness and substance abuse should be increased. Given the significant problem the poor face in finding safe affordable housing, and given the tenuous circumstances of the poor in general, it is very unlikely that homelessness can be substantially reduced in any community without more adequately addressing the need for homeless prevention.

#### 3. Homelessness Prevention Strategy

Homelessness cannot be seriously addressed without developing a comprehensive strategy to prevent homelessness. In spite of dramatic improvements in the continuum of care in the Northwest Arkansas area, homelessness has grown substantially. Likely no significant reductions to the population can be expected unless homeless prevention programs are implemented. The work being done by the Northwest Arkansas Housing Coalition is the right step for this region in the area of homelessness prevention.

#### 4. Institutional Structure to Carry Out Homelessness Strategy

As stated earlier, there are several organizations that exist to serve families or persons who are homeless or at risk of being homeless. These organizations provide housing and/or a range of services for those assessed through screening and/or referral as having a specific problem that could result in homelessness. These organizations are Children's House in Fayetteville, NWA Children's Shelter in Bentonville, Peace at Home Family Shelter in Fayetteville, Lifestyles, Inc., in Fayetteville, Richardson Center in Springdale, Ozark Guidance Center in Fayetteville, Youth Bridge in Fayetteville and Centerton, Vista Health in Fayetteville, Salvation Army in Fayetteville, Bentonville, and Rogers, Seven Hills Homeless Shelter in Fayetteville, Decision Point, Inc., in Springdale, and Harbor House in Rogers. These agencies provide a variety of emergency and transitional shelter, health care programs, as well as homeless prevention programs.

## 5. Discharge Coordination Policy

There is not a large problem with youth exiting foster care and residential facilities being discharged with no housing in place. All of the organizations that serve persons who are homeless or at risk of being homeless ensure that appropriate discharge plans are developed for individuals leaving these institutions.

### **Emergency Shelter Grants (ESG)**

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

3-5 Year Strategic Plan ESG response:

N/A

## COMMUNITY DEVELOPMENT

### **Community Development (91.215 (e))**

\*Please also refer to the Community Development Table in the Needs.xls workbook –See table at tab.

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.
4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

3-5 Year Strategic Plan Community Development response:

#### 1. Priority Non-Housing Community Development Needs

The City of Rogers' non-housing Community Development needs support the overall Strategic Plan goals to repair and conserve existing housing stock; develop affordable rental and homeownership opportunities for all low to moderate-income residents, without discrimination; improve access to and quality of public facilities; provide essential utility infrastructure in lower income areas; provide essential public

services, provide job training and economic development opportunities for low to moderate-income persons and persons with special needs; and revitalize deteriorated neighborhoods.

By eligibility category, the City of Roger's priority community development needs are as follows:

Public Facilities and Improvements – general (03); handicapped centers (03B); parks, recreational facilities (03F), flood drain improvements (03I), street improvements (03K), and sidewalks (03L).

Housing – acquisition of real property (01), rehab; single-unit residential (14A), and lead-based/lead hazard test abatement (14I).

Public Services – general (05), transportation services (05E), crime awareness (05I), youth services (05D), and health services (05M).

Neighborhood Revitalization – non-residential historic preservation (16B)

## 2. Basis for Assigning Priority

The City of Rogers defines, analyzes and assigns priority to community needs using many methods to retrieve data from reliable sources and input from the community as a whole. These factors are all used to help the City determine the priority of a project, availability of other funding, local preference, and spending caps. The City also uses current Census Tract Data and the Quartile Ranking of Low/Mod Income Persons compiled by HUD in determining priority. Neighborhoods targeted for public improvements are located in eligible census tracts and block groups where the highest percentage of low/mod income residents are located. These statistics geographically define a concentration of residents in need of programs and services.

Consultations with primary community agencies listed earlier in the Strategic Plan help to identify gaps in services and needs of special population groups including senior citizens, persons with special needs, and even those individuals who are homeless or at a risk of becoming homeless.

Public commentary, provided by City citizens through the Citizen Participation process, is a tool the City can use to provide valuable insight into community needs analysis, strategic plan, and funded projects listed in the City's Action Plan. Staff participation and local committees and boards also provide added input on community needs.

The City of Rogers will not reject applications for funding solely because the project may be of low priority. All low priority activities will be considered for funding provided the request is for an eligible activity.

## 3. Obstacles to Meeting Underserved Needs

As stated previously, the greatest obstacle to meeting underserved needs is declining CDBG resources. The City received \$487,000 in 2005 Program Year; \$414,719 in 2006 Program Year, and \$420,698 in 2007 Program Year. More applicants are also seeking community development funds.

#### 4. Long and Short-Term Objectives

a. Strategies to address the objective of providing decent housing. Over the next five years, the City of Rogers will continue their single-family residential housing rehabilitation program for low to moderate income families. The City will also continue working with Habitat for Humanity to purchase land and/or provide infrastructure to areas that will be used for building new Habitat homes. The city will also partner with Office of Human Concern to provide funding for land acquisition for the purpose of building affordable homes and/or weatherization projects as needed.

b. Strategies to address the objective of providing a suitable living environment. The City will continue to improve the safety and livability of neighborhoods by providing infrastructure and neighborhood improvements in low/mod income areas. Many of the low/mod income areas in the City are without adequate drainage facilities. Over the next five years, the City will continue to provide the funding to provide drainage structures in these areas which will allow surface accumulation to be collected and transported out of these neighborhoods. The City will also use funding to provide curb and gutter in these areas and build sidewalks with handicap ramps. Essential public services are necessary to provide a suitable living environment, particularly for low to moderate-income families, seniors and disabled persons. The City's strategy will provide quality services within the 15% funding cap for public services. In the next five years, projects will focus on transportation assistance, health services and care for low-income children and English as second language for the City's Hispanic population. In order to increase access to quality public and private facilities and services, the City of Rogers five year plan will provide more improvements at public parks and certain centers that are designated for seniors and citizens with special needs. The City continues to prioritize the need for projects because the elderly, mobility impaired and disabled populations have increased substantially in the past decade. Many of these facilities located in Rogers are in need of expansion and/or new facilities. As part of the five year plan, restoring and preserving properties of special historic value will also be considered. There are historic structures in the City that need rehabilitation in keeping with their historic significance.

c. Strategies to address the objective of expanded economic opportunities. The City has not used their CDBG funding for expanded economic opportunities, however, with the Adult Development Center projected project in the 2008-2012 Plan Year, there could be some expansion of economic opportunities.

#### **Antipoverty Strategy (91.215 (h))**

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

3-5 Year Strategic Plan Antipoverty Strategy response:

1. Goals, Programs and Policies for Reducing Number of Poverty Level Families

In the City of Rogers, 12.8% of the people fall below the poverty level and nearly 30% are of low to moderate-income income. Rogers has four Census Tracts and eight block groups where the low mod percentage is over 50%.

Census Tract	Block Group	Low Mod Percentage
020201	1	55.9
020201	2	61.8
020202	3	55.2
020301	1	65.7
020301	2	63.6
020301	3	62.5
020302	2	59.2
020303	3	60.8

Social services agencies in Northwest Arkansas are the primary provider of assistance in Rogers and has the greatest opportunity to reduce the number of poverty level families. The City CDBG Office will continue to work with and/or partner with these agencies to help reduce the number of poverty level families in our City. The Rogers-Lowell Chamber of Commerce focuses on economic revitalization, job creation and retention, enhanced workforce development which will only help to reduce poverty within the City. With increased growth, the City has seen improved social services for children, families, youth, aging adults and disabled residents, good economic development, and creation of more jobs.

CDBG funds assist homeowners through programs and services that stabilize living conditions by providing housing rehabilitation for low-mod homeowners. CDBG funds are also used to partner with Habitat for Humanity through land acquisition and infrastructure allowing for new Habitat homes to be built. Office of Human Concern will also provide another avenue of opportunity for the City to provide housing for the very low income and preserve some of the existing housing stock.

The City's Strategy with CDBG funds to reduce poverty include improving housing conditions and preserving housing stock and increasing homeownership opportunities by providing substantial repairs to low-mod income residents, thereby allowing them to remain in their homes which prevents homelessness.

2. Extent to which Strategies will Reduce Number of Poverty Level Families

The City's strategies and programs may not reduce the overall number of poverty level families, but they do provide a means to stabilize their living conditions. Supportive housing services and essential public services may also help poverty level families. There are an array of financial tools and services available that can improve living conditions, housing availability, and employment opportunities.

## **Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

3-5 Year Strategic Plan LIHTC Coordination response:

N/A

## **NON-HOMELESS SPECIAL NEEDS**

### **Specific Special Needs Objectives (91.215)**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Non-homeless Special Needs Analysis response:

1. Priorities and Objectives

Data available for the development of the Strategic Plan indicates that the need for affordable housing will continue to grow over the next five years. There will also be a need for supportive services for the elderly and disabled. It is important to provide the appropriate services and programs which will allow the elderly and disabled homeowners to age in place in their homes. The City and County are committed to facilitate the expansion of affordable supportive housing opportunities for these special needs. The City will continue to provide housing rehabilitation improvements and accessibility accommodations to support this goal. We are also aware of the need to increase the likelihood that the elderly will be able to remain independent as well as financially independent.

2. Resources to Address Needs

CDBG funded public services for special needs populations are subject to the 15% cap and are, therefore, very limited. Public and private sectors, as described earlier, will be used to address identified needs for the five years covered by the Strategic Plan.

### **Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)**

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook – NA to City of Rogers

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive

services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, victims of domestic violence, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.

\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

3-5 Year Non-homeless Special Needs Analysis response:

1. Estimate of Non-Homeless Special Needs

According to the United States Census data, the number of persons age 75+ and 85+ in the City of Rogers have increased 12.5% in the over 75 category and 46% in the over 85 category. There are 2,436 residents that are 75 or older. Although we are seeing additional housing units for the elderly being built, we do not believe the units are increasing at a rate fast enough to meet the anticipated market demands.

A person with a disability is anyone who indicated on their census form that they or a member of their household has "a long-lasting physical, mental, or emotional condition". Because the census data collection process for disability differed from 1990 to 2000, it is difficult to make much of a comparison; however, we do know 3,654 residents stated there was at least one type of disability in the household. The census report also shows 454 individuals with mental illness. The need is greater than available resources. Other special populations that are increasing in our community are individuals with a history of violence. In just one year, there has been a 7.5% change in crime. Although there was a decrease in murder and non-negligent manslaughter, overall violent crime increased 6.3% with rape increasing 22.2% and aggravated assault increasing 29.4%.

More housing units are needed for persons with severe mental illness than currently exists for the population. There is also a need to offer the high risk/need individual with "special circumstances" safe and affordable residential services and to provide staff and supervision to meet these needs. The facilities that already exist find staff retention a challenge.

As stated earlier, there are very few facilities available in Northwest Arkansas for serving the alcohol and/or substance abuse individuals. Many of these individuals find barriers to finding residential services because they are individuals with mental illness and chemical dependency, individuals involved with the criminal justice system who have chemical dependencies, and individuals who are non-English speaking.

Housing programs and services are offered to low income persons with AIDS or related diseases and their families.

## 2. Priority Housing Needs of Non-Homeless Special Needs

Elderly persons are in need of various types and levels of affordable, supportive housing opportunities. Several factors impact the senior population when making housing and/or supportive service choices. Among these are the ability to function independently with supportive services, level of care and comprehensive medical and living support required, limited ability to pay for required housing choice and supportive services, and limited availability of affordable supportive housing opportunities.

There are many needs for the persons with disabilities including making homes handicapped accessible. The growing high risk/need persons with mental illness are in need of safe and affordable residential care that promotes recovery services, provides structure, and maintains an experienced staff.

Additional housing options for individuals with chemical dependency remain a need in the community. Access to safe, decent, affordable housing for individuals and families is important in assisting individuals to remain in recovery. There are various levels of residential services available on a limited basis for individuals with chemical dependency, however, finding one that is both safe and affordable is not as easy.

The projected needs of the AIDS/HIV population include increased supportive services and the need for adequate accessible, affordable, safe housing for families living with someone infected with AIDS or who has been diagnosed as HIV positive.

## 3. Assigning Priority

The basis for assigning priority to each category of priority needs was determined by the demand, necessity to serve special needs populations, the beneficial impact on the City and the individual served, and the existing resources available to address the various housing and supportive service needs. It should be noted that resources are limited.

There continues to be a need in the community for additional housing options for persons with mental illness. Adult Care Facilities have been used as housing placement options for individuals who can not live independently or semi-independently, however, Northwest Arkansas has a limited number of rooms

available for the mentally ill population in this area. Various sources of funding have been utilized to develop alternative housing options, but the need continues to be much greater than the existing housing resources. Persons with mental illness need access to affordable housing with supportive services to support and sustain individuals in their housing. Having affordable places to live with clinical services on site are needed in our area.

Although not technically considered homeless, some individuals with chemical dependency move from house to house as they may have no income and be unemployed. Affordable and safe housing would be the number one need for individuals with chemical dependency.

There is a need to provide affordable homes and services for the HIV positive/AIDS population and their families.

#### 4. Obstacles to Meeting Undeserved Needs

The major obstacle to meeting undeserved needs is limited resources to provide affordable housing alternatives and supportive services.

Obstacles for persons with mental illness include safe and affordable housing. These persons may have been excluded from group homes and apartments because they have failed at independent living. Many times they can not meet the admission criteria and finding Staff that can tolerate their behaviors may sometimes be very difficult. Without enhanced services, many persons with mental illness are unable to achieve a higher quality of life.

Persons who have completed stays in residential programs for chemical dependency are in the beginning stages of self-sufficiency and may be working at low paying jobs which limit their ability to find decent affordable safe housing. This may cause the return to neighborhoods where drugs are available making it very dangerous and alluring to their own addictions. Many times this will contribute to relapses and inability to maintain sobriety. The greatest need for those with chemical dependency is access to safe, affordable mainstream housing. The housing stock available to this population mirrors the City's stock available for low-income persons.

Homelessness and shelter living are not optimal housing alternatives for persons with HIV/Aids. It is imperative that medications be taken properly and many times this means at the right times and with food. Having a stable home with food and a continuum of medical and psychosocial support is essential to the health and well being of the HIV population not only in Rogers but Northwest Arkansas.

#### 5. Facilities and Services Available.

Ozark Guidance Center (Habberton House), located in Fayetteville, serves seriously emotionally disturbed children whose ages range between 9 and 18 with a maximum capacity of 26. Admittance is through referral.

Vista Health, Fayetteville, serves people with acute or sub-acute mental illness with a maximum capacity of 16 in the children's unit and 28 in the adolescent unit. Admittance is also through referral.

Decision Point, Inc., Springdale, serves adult men and women with drug and alcohol abuse problems. The maximum capacity at one time is 25 men and 15 women with a 30-day maximum length of stay.

6. Need for HOME Assistance.

The City of Rogers is not a participant of HOME funds.

## **Housing Opportunities for People with AIDS (HOPWA)**

\*Please also refer to the HOPWA Table in the Needs.xls workbook – N/A

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.
3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.

6. The Plan includes the certifications relevant to the HOPWA Program.

3-5 Year Strategic Plan HOPWA response:

N/A

### **Specific HOPWA Objectives**

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

3-5 Year Specific HOPWA Objectives response:

N/A

## **OTHER NARRATIVE**

Include any Strategic Plan information that was not covered by a narrative in any other section.