



Consolidated Annual Performance And Evaluation Report (CAPER) July 1, 2007 through June 30, 2008

**Community Development Block Grant
HOME Investment Partnership Grant
Emergency Shelter Grant**

August 2008

DRAFT

For more information, call the City of Arlington
**Community Development & Planning Department
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I. General Information

A. Executive Summary

The Consolidated Annual Performance and Evaluation Report (CAPER) is a summary of the progress made by the City of Arlington to achieve the goals identified in the 2005-2010 Consolidated Plan and the Program Year 2007 Action Plan. Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and Emergency Shelter Grant (ESG) funds received during Program Year 2007 (July 1, 2007 through June 30, 2008) enabled the City of Arlington to improve housing, strengthen neighborhoods, and provide necessary services for low- and moderate-income citizens.

The City of Arlington is pleased to report significant accomplishments in meeting performance objectives, which are highlighted below.

Neighborhood Revitalization Highlights

- ACCION Texas opened an Arlington location to provide financial assistance in the form of loans and technical assistance to existing and new micro enterprise establishments. Since its opening in February 2008, ACCION has approved eight loans totaling \$184,499.06. Five and one half full-time equivalent positions have been created for low-moderate income persons.
- Construction began on the first phase of the two-mile, Center Street Pedestrian Trail from Randol Mill Road to Abram Street. The trail includes improved streetscape along the west side of Center Street, from Randol Mill Road to Abram Street. Along the trail, pedestrians will find attractive seating areas and information about the rich history of the Central Arlington area. The design and construction documents for Phase II is underway. Phase II will begin at Abram Street and continue to Ray Street at the edge of Johnson Creek. The trail provides improved connections to jobs, services and resources to low-moderate income neighborhoods to the north and south of the downtown area.
- The Vandergriff Chevrolet building, constructed in 1927, is regarded by historic preservationists as the oldest intact commercial structure in Arlington on its original town site. The Vandergriff Building was renovated into office space, maintaining historic preservation of the original structure. The Vandergriff Building is the first of a cluster of renovated properties located in downtown that will spur economic growth. As of June 2008, the project was 90 percent complete. CDBG funds were used in combination with the City's TRIZ and Historic Tax Credit to preserve the historic elements of the building.
- Sixteen blocks of streets were improved in the residential portion of the Central Arlington NRSA. The street improvement projects included asphalt overlay, removal and placement of curb and gutters, and addition of ADA ramps. When combined with code enforcement efforts and housing rehabilitation, the street improvements create visible neighborhood revitalization.
- Housing rehabilitation grants were provided to seven low-to-moderate income households in the NRSA to address emergency conditions or to improve substandard

housing conditions. Several other housing rehabilitation projects in the area are underway.

- Code enforcement completed 3,662 inspections in the Central Arlington NRSA to increase public health and safety. A full-time officer was hired to concentrate efforts in the low income target area as part of an overall comprehensive revitalization strategy.
- Two substandard structures, located at 704 and 706 West Main Street, were demolished to remove public health hazards in the NRSA.
- Construction of Founders Plaza is underway in the Central Arlington NRSA. The plaza will serve as the foundation for a community park with special amenities such as the Levitt Pavilion and the Junior League fountain. The pavilion will provide a venue for free community concerts on 65 evenings each year

Affordable Housing Highlights

- The Arlington Homebuyers' Assistance Program (AHAP) provided funds for down-payment and closing costs to help 57 families buy their first home. Homebuyers received counseling before the purchase to ensure a successful transition from renting to owning. An additional 271 households received a variety of housing counseling services to provide resources, ensure successful homeownership, or to avoid foreclosure. Proceeds from the Arlington Housing Finance Corporation's Single Family Bond program were also leveraged to assist 20 low-income households with the purchase of a home.
- Housing rehabilitation grants were provided to 74 low- to moderate-income households to address emergency conditions or to improve substandard housing conditions. Twenty-two housing units received architectural barrier removal, 32 received emergency repairs, and 39 received full rehabilitation. Several households received a combination of these housing rehabilitation services.
- Temporary rental assistance was provided to 70 homeless and special needs households. An additional 26 individuals received rental assistance and case management through the Shelter Plus Care program, which coordinates housing and services for homeless persons with disabilities.
- Tarrant County Housing Partnership, a certified Community Housing Development Organization (CHDO), completed the acquisition and rehabilitation of five affordable homes during the program year using HOME funds and CHDO proceeds. HOME funds and CHDO proceeds were also used for the production of four new single family homes.

Homeless Services Highlights

- Emergency shelter: Temporary shelter was provided to 2,562 homeless individuals last year at the Arlington Life Shelter, The Salvation Army, and SafeHaven. The total served included 1107 children (43 percent) and 1455 adults (57 percent).

- The City of Arlington participated in the Tarrant County Homeless Coalition, which received \$9,665,648 in competitive Continuum of Care funds to provide a continuum of homeless services in Tarrant County.
- Homeless prevention services were provided to 30 households through the Arlington Housing Authority Eviction Prevention Program and SafeHaven of Tarrant County.
- The City of Arlington Homeless Task Force developed the City's first Ten Year Plan to End Chronic Homelessness. Members of the task force included representatives such as Arlington Human Service Planners, University of Texas at Arlington, and the following City Departments: Police, Fire, Code Enforcement, and Community Services.

Highlighted Services for Persons with Special Needs

- AIDS Outreach Center provided HIV testing and risk reduction counseling services to 85 persons.
- The Senior Recreation Center provided 9,822 meals to 162 seniors, and Meals on Wheels delivered 6,352 hot meals to the homes of 37 elderly and disabled during the program year.
- Advocates for Special People provided day habilitation services for 52 adults with physical and mental disabilities.
- Rental vouchers were provided to 70 households with special needs through the Arlington Housing Authority.

Community Development Highlights

- Public Services programs were funded with the maximum amount allowed--15 percent of the CDBG allocation. 18 non-profit organizations and the Parks Department provided services to approximately 14,518 persons last year. Services included transportation, child care, tutoring, meal delivery for seniors, recreational activities and mentoring for youth, dental health services, and case management for persons with HIV/AIDS.
- Meadowbrook Park improvements were completed. The park's new sculpture garden, walking path, benches, and lighting create an enjoyable outdoor space for neighborhood residents.
- Parkway Central improvements are underway with additions including a concrete trail, expanded playground, pavilion, and lighting.
- United Way's Arlington Human Services Planners facilitated partnership efforts to increase community awareness of the Earned Income Tax Credit (EITC) and financial literacy programs. A total of 3,245 Arlington residents (i.e., 2,454 from AARP and 791 from the Community Tax Center) received tax preparation assistance and claimed a total of \$1,075,717 in Earned Income Tax Credit.

Other Performance Requirements

The U. S. Department of Housing and Urban Development (HUD) requires communities to report goals and objectives that were planned in the Consolidated Plan and either were not met during the program year or were delayed for various reasons. Mixed-use development and business façade grants activities have been delayed. Additional details about these activities are included in section I.F.3.d.

On August 7, 2008, the draft report was available to the public, through the City of Arlington's Community Development and Planning Department, Grants Management Division, at 501 West Sanford Street, Suite 10, Arlington, Texas 76011. Copies of the report are also available for public review at local libraries, the City Secretary's Office, and the City website.

Citizens are invited to attend a public hearing to comment on the report on Thursday, August 14th at 5:30pm located in the Arlington Human Services Center, 401 W. Sanford Street, Room 110. The 30-day public comment period begins on August 7 and ends on September 5, 2008.

B. General Information

1. Assessment of one-year goals and objectives
 - a. Accomplishments in attaining goals and objectives (see Section III for detailed description of annual goals)

Table I.a. Summary of Consolidated Plan/Action Plan Objectives

Objective	5 Yr Goal	3 rd Yr Goal	3 rd Yr Progress	% of 3 rd Yr Goal
I. Affordable Housing				
Homeownership Assistance to Households	100	50	57	114%
Housing Rehabilitation to Households	250	70	74	105%
Rental Assistance to Households	100	30	87	290%
Acquisition/Rehabilitation/New Construction (CHDO)		2	7	350%
II. Homeless Services				
Emergency Shelter for Homeless		2600	2562	98%
Case Management & Support Services (unduplicated persons)		1900	2266	119%
Transitional and Permanent Housing Beds/Units		125	132	105%
Services to Chronically Homeless		5	6	120%
Homeless Prevention (goal = 10 households)		10	30	300%
III. Services for Persons with Special Needs				
Architectural Barrier Removal	25	5	22	440%
Case Management for Elderly and Disabled		200	189	95%
Transportation for Elderly and Disabled		300	5068	1689%
Day Habilitation for Persons with Disabilities		25	52	208%
Case Management for Persons with HIV/AIDS		50	85	170%
Substance Abuse Counseling		100	165	165%
IV. Other Community Development				
Youth Services		1400	1529	109%
Transportation for Low-Income and Homeless Persons		1200	1095	91%
Health Services		10000	9836	98%
Public Facility Improvements		1	1	100%
V. Central Arlington Neighborhood Revitalization Strategy Area (NRSA)				
Mixed-Use Development (Retail, Housing, Office) Projects ¹	2	1	0	0%
New Housing Units Constructed and Occupied	45	5	0	0%
Infrastructure Projects—Streets and Streetscapes	4	1	1	100%
Housing Rehabilitation to Households (NRSA)	50	10	7	70%
Clearance/Demolition		2	2	100%
Code Enforcement (inspections)		4000	3622	91%
NRSA Park and Public Facility Improvements ²		1	0	0%
Economic Development Assistance- job creation	60	9	5.5	61%
Historic Preservation (from 2000-2005 Con Plan)		1	1	100%
Business Façade Improvement Projects	10	2	0	0%
VI. Removing Barriers to Affordable Housing/Anti-Poverty Strategy				
Earned Income Tax Credit Refunds		1000	670	67%
Homeownership / Credit Repair Seminar		2	8	800%
Child Care		60	58	97%
VII. Lead-Based Paint				
Lead Testing		20	19	95%
VIII. Planning				
Homeless Study		1	1	100%
Fair Housing Study ³		1	0	0%

¹ Funds were reprogrammed from mixed-use to new owner-occupied housing the option to fund mixed-use development.

² Two projects are underway and will be completed in August and October 2008

³ Study is underway and will be completed in 2008

b. Breakdown of grant funds by activities

The following table provides a summary of HUD formula grant funds expended on priority Consolidated Plan goals and related objectives. The summary includes expenditures for affordable housing, homelessness, other special needs, and non-housing community development.

Table I.b. Expenditures by Funding Source and Priority Need Category

2005-2010 CONSOLIDATED PLAN PRIORITY NEEDS					
GOALS	PRIORITY	CDBG	HOME	ESG	TOTAL
I. AFFORDABLE HOUSING					
<i>A. Homebuyers' Assistance</i>	HIGH		465,385.84		465,385.84
<i>B. Housing Rehabilitation</i>	HIGH	903,920.45	561,974.76		1,465,895.21
<i>C. Tenant-Based Rental Assistance</i>	HIGH		451,196.00		451,196.00
<i>D. Acquisition/Rehabilitation/New Const (CHDO)</i>	HIGH		464,819.69		464,819.69
TOTAL		903,920.45	1,943,376.29	-	2,847,296.74
II. HOMELESSNESS					
<i>A. Homeless Shelter Care</i>	MEDIUM			123,933.00	123,933.00
<i>B. Transitional and Permanent Housing</i>	HIGH	26,774.00			26,774.00
<i>C. Homeless Prevention</i>	MEDIUM	5,057.34		12,255.50	17,312.84
TOTAL		31,831.34	-	136,188.50	168,019.84
III. SPECIAL NEEDS					
<i>A. Case Management Elderly/Disabled</i>	HIGH	50,968.00			50,968.00
<i>B. Day Habilitation for Disabled</i>	HIGH	42,596.00			42,596.00
<i>C. Case Management for HIV/AIDS</i>	HIGH	18,435.00			18,435.00
<i>D. Substance Abuse Counseling</i>	MEDIUM	24,540.00			24,540.00
TOTAL		136,539.00	-	-	136,539.00
IV. Non-Housing Community Development					
<i>A. Youth Services and Facilities</i>	HIGH	179,294.62			179,294.62
<i>B. Transportation</i>	HIGH	60,064.00			60,064.00
<i>C. Health Services</i>	HIGH	68,644.97			68,644.97
<i>D. Park Improvements</i>	MEDIUM	31,322.85			31,322.85
<i>E. Child Care</i>	HIGH	52,513.00			52,513.00
<i>F. Earned Income Tax Credit Outreach</i>	MEDIUM	22,000.00			22,000.00
TOTAL		413,839.44	-	-	413,839.44
V. CENTRAL ARLINGTON NRSA					
<i>A. New Owner-Occupied Housing</i>	HIGH	6,821.47	267,754.00		274,575.47

B. Infrastructure Projects ⁴	HIGH	1,739,537.89			1,739,537.89
C. Public Services	HIGH	119,629.70			119,629.70
D. Historic Preservation	HIGH	257,685.25			257,685.25
E. Code Enforcement	HIGH	43,157.71			43,157.71
F. Clearance/Demolition	HIGH	4,515.70			4,515.70
G. Park Infrastructure	HIGH	529,296.68			529,296.68
TOTAL		2,700,644.40	267,754.00	-	2,968,398.40

c. Explanation of goals where progress was not made

Goals for business façade grants and mixed-use development were not met. Applications for both project types were available throughout the year. The City received a total of two business façade applications to date; however, none have been completed with CDBG funds. Applicants either have difficulty meeting CDBG requirements or find other sources of funds to complete the project.

During PY 07, HOME funds designated for mixed-use were reprogrammed to new-owner occupied and/or mixed use to provide flexibility for use of these funds.

2. Program changes as a result of experiences

The City of Arlington was selected as one of four cities nationwide to participate in the National League of Cities' *Building Equitable Communities* project sponsored by the W.K. Kellogg Foundation. In 2008, the City implemented the *Strong Neighborhoods Initiative* designed to engage the community in a way that promotes civic participation, builds and sustains strong neighborhoods, and advances efforts to improve the quality of life in Arlington. The City's participation in this initiative resulted in identification of four strategic areas throughout the City. City staff has developed an action plan for each target area to reach out to low-income residents. Staff is engaging in dialogue with citizens and community groups to identify needs and possible solutions. Information collected from these discussions will help determine priorities for grant funded activities.

New marketing strategies were developed to connect low-income citizens to available services and affordable housing products. Brochure door hangers were distributed door-to-door with information about a variety of programs and services.

Staff participated in community coordination efforts to address rising foreclosure rates. Activities included foreclosure prevention, seminars, counseling and referral information. Staff participated in five community events to help homebuyers learn how to prevent foreclosure. Staff distributed foreclosure prevention information in neighborhoods with high foreclosure rates.

3. Affirmatively furthering fair housing

⁴ NRSA Streets and Streetscape Projects

A Request for Proposals (RFP) for an Analysis to Fair Housing Impediments Study was released early 2008. The City is under contract with J-Quad Group to complete the analysis. Three focus groups were conducted with representatives from the City of Arlington and Tarrant County staff, housing professionals, and local social service providers to gather input on fair housing concerns in Arlington. Several themes emerged from the focus groups including:

- Public Transportation and Mobility- lack of public transportation in Arlington
- Public Awareness of Fair Housing- lack of knowledge of fair housing rights
- Social-Economic Conditions-poverty, crime, unemployment, and substandard living
- Public Policy-immigration reform, support for low income tax credit (LIHTC) applications, and qualifying ratios for the City's Affordable Housing home ownership program
- Housing Supply and Conditions- lack of housing in the \$80,000 to \$120,000 range, maintenance of homes of elderly and disabled, and substandard rental properties
- Access to Banking and Financial Institutions- predatory lending practices
- Lending, Foreclosures and the Mortgage Industry- inability to obtain mortgages due to bad credit, strict underwriting criteria
- Special Needs Housing-inadequate shelter for homeless and others with special needs

Participants suggested solutions centered on education in financial literacy, credit, and homebuyer education. Other recommendations included emphasis on housing rehabilitation and providing incentives for developers to build housing stock affordable for low-moderate income persons.

Results from the study will be available during the first quarter of Program Year 2008.

The City of Arlington received 16 inquiries from citizens seeking assistance with fair housing issues during this program year. One caller was mailed a HUD housing discrimination form for a concern of discrimination related to family. Fifteen of the 16 calls were tenant/landlord disputes related to home repairs. The City compiled and distributed a resource list for residents to assist with their concerns. West Texas Legal Aid provides information about tenant rights to Arlington residents.

4. Actions taken to address obstacles in meeting underserved needs

The City of Arlington addressed the following obstacles identified in the Consolidated Plan.

- a. "Limited funding" continues to impact the ability of the City and the community to serve citizens in need. Limited funding will be addressed through strategies to implement projects that use CDBG and HOME funds as seed money to leverage other public and private funds. See a listing of funds leveraged in 5.b. below.
- b. "Lack of funding and capacity" were addressed with strategies to focus efforts in the targeted area of the Central Arlington NRSA. Concentrating efforts on

Central Arlington NRSA has allowed the City to revitalize the area and leverage other public/private funding sources, such as the City of Arlington Tax Increment Reinvestment Zone No. 1, Federal Historic Preservation Tax Credit, Neighborhood Matching Grants, and the Arlington Tomorrow Foundation.

The City also began an effort to organize neighborhoods in four strategic locations throughout the City to build more equitable communities. The focus will be on leveraging neighborhood assets, community collaborations and partnerships to implement an action plan to help create more viable and sustainable neighborhoods.

The Arlington Human Service Planners continues to assist the City with social service planning through the efficient use of volunteers and community networks. The City actively participates in coalitions that can leverage funding and staff resources for the benefit of the wider community (e.g., the Arlington Chamber of Commerce, AHSP Coordinating Committee, Tarrant County Homeless Coalition, City of Fort Worth Mayor's Committee on Homeless, and Earned Income Tax Credit Committee).

- c. "Lack of affordable and specialized housing" was addressed in part through the Tenant-Based Rental Assistance program and other transitional housing programs administered by the Arlington Housing Authority. Shelter plus Care, Supportive Housing Program, the Family Self-Sufficiency Program, and Tenant Based Rental Assistance provide a combination of rental assistance and case management to low-income families. The City also developed a draft of the Ten Year Plan to End Chronic Homelessness with housing strategies for homeless individuals and families.
- d. "Lack of transportation to work and services" was addressed through a contract with Mission Metroplex. Transportation was provided to 1095 low- to moderate-income adults to work, job training, social services, and medical services. The City of Arlington also operates a Handitran transportation service. In Program Year 2007, Handitran provided services to 5,068 elderly and disabled residents. The City also hired two Transportation Planners to develop transportation strategies.

5. Leveraging resources

The City of Arlington has been successful in leveraging resources.

- a. Progress in obtaining "other" public and private resources to address needs

The City of Arlington was able to obtain other public and private resources to address needs during Program Year 2007.

- The Arlington Housing Finance Corporation (AHFC) has a current bond allocation of \$12,857,000. During Program Year 2007, this program provided mortgage loans totaling \$6,451,068 to 62 households. Included in this total were 20 low-income households who received mortgages totaling \$1,932,907. These households received 4 percent of their mortgage amount

as a grant toward the down payment on their home. Grants for these 20 low-income households totaled \$58,235.

b. HUD resources leveraged other public and private resources

The 2007 Action Plan anticipated additional resources from various sources. The HOME and ESG matches are reported in their respective sections. The following table provides a summary of additional financial resources that were made available in Program Year 2007.

Program	Funding source	Funds Leveraged
Handitran	FTA and TXDot	\$1,591,902.96
Prior Year Loan Programs	Principal and Interest	\$70,742.28
Vandergriff Building Restoration Infrastructure	Tax Increment Reinvestment Zone No. 1	\$360,818
Center Street Station Infrastructure	Tax Increment Reinvestment Zone No. 1	\$1,845,051
Vandergriff Building Restoration	Federal Historic Preservation Tax Credit	\$200,000
CDBG Public Service Program Leverage	Public Service Organizations	\$4,663,790
Arlington Human Service Planners	United Way of Tarrant	\$86,460.08
Arlington Tomorrow Foundation	Gas well revenue	\$526,095
	TOTAL	\$9,344,859.32

* Loan payoff due to pro-rated five-year grant affordability period not being met

c. Matching requirements satisfied

HOME matching requirements were satisfied through several sources. Arlington Housing Finance Corporation (AHFC) single family bond proceeds and grants remain an important source of match for HOME. As required, matching funds are reported on a fiscal year period. HOME match total is reported in Section II.

ESG subrecipients satisfied match requirements through contributions of donated food, volunteer time, staff salaries, and other private donations in compliance with federal regulations. ESG match detail is reported in Section III.

C. Managing the Process

The City of Arlington Grants Division took the following actions to ensure compliance with program and comprehensive planning requirements.

- A Request for Proposals (RFP) workshop was held in October 2007 to provide information about program requirements, regulations, and application instructions to potential applicants. Instructions were detailed in application booklets for each program (i.e., CDBG, HOME, and ESG).
- A training workshop for subrecipients was required prior to the signing of contracts. Information was provided on HUD guidelines regarding eligible uses of funds, program specific requirements, and performance and financial reporting requirements. Resources

including “Managing CDBG: Subrecipient Handbook” and appropriate OMB Circulars and Policies were distributed.

- On-going desk monitoring of monthly reports submitted by subrecipients ensured continuous expenditure of funds and provision of services based on contractual requirements. Subrecipients also received annual on-site monitoring visits based on a risk analysis. City staff conducted environmental reviews and monitored construction projects to assure adherence to Davis-Bacon requirements.
- Information was entered into the Integrated Disbursement and Information System (IDIS) on a monthly basis. Reports generated by IDIS and internal financial reports were reviewed monthly.
- A local performance measurement system was used to track data on a monthly basis to ensure positive outcomes for program participants.
- Compliance with HOME affordability periods is enforced through recapture agreements and lien documents for the Arlington Homebuyers’ Assistance Program (AHAP), acquisition/ rehabilitation, new construction activities, and the Owner-Occupied Housing Rehabilitation program. Inspections are performed and documented for these programs in project files. Program requirements include an annual verification of occupancy. Inspections are performed for the one rental complex that was HOME funded. The rental project is not required to have all units inspected annually under the HOME program. However, because most tenants are on Section 8, the units are required to be inspected to meet those program requirements.

D. Citizen Participation

1. Summary of citizen comments

Citizen comments are being solicited for this report at a public hearing and during the 30-day public comment period. The 30-day public comment period will be held from August 7, 2008 through September 5, 2008. The public hearing notices were published in the *Star-Telegram* in English and Spanish on August 7th and posted on the City website.. The draft CAPER, which included an executive summary, accomplishments, and expenditures, was made available to the public at the beginning of the comment period on the City website and from the Grants Management Office. The public hearing will be held on Thursday, August 14, 2008, at 5:30 p.m., in the Arlington Human Services Center, 401 W. Sanford, Room 110. A Spanish interpreter will be available.

2. Performance report provided to citizens

The CAPER provides the citizens of Arlington with a full disclosure of funds committed and expended. This report describes accomplishments made possible with HUD funds during Program Year 2007, which further the objectives of the 2005-2010 Consolidated Plan. Geographic distribution of expenditures was provided through maps and narratives (see appendix E).

E. Institutional Structure

The City of Arlington took the following actions during the past program year to overcome gaps in institutional structures and to enhance coordination.

- The City of Arlington realigned departments to further the mission of building strong neighborhoods and equitable communities. The Grants Management Division; as well as Neighborhood Initiatives, was moved from the Community Services Department to the Community Development and Planning Department. This move allows for close coordination and cross training with staff involved in comprehensive neighborhood plans.
- The City Council appointed Council members to various bodies, including the Arlington Housing Finance Corporation and Arlington Human Service Planners (AHSP). A Community Services staff person provided support to the Arlington Housing Finance Corporation.
- The City created the Arlington Tomorrow Foundation to provide a mechanism of distributing grants to non-profit organizations in Arlington. Funding is available through gas well revenue received by the City.
- City staff members served on the Grants Champion Team to facilitate coordination among departments in applying for federal, state, and private grants.
- City staff members served on the AHSP Executive Committee and Coordinating Committee. Three principal goals of AHSP are to reduce fragmentation, enhance coordination, and overcome gaps in social service delivery. The City of Arlington worked closely with AHSP to develop plans to meet social service needs in the community. AHSP also provided workshops on board diversity to increase the recruitment and participation of minority citizens on local boards.
- City staff members served on the Tarrant County Homeless Coalition, the planning body for the Tarrant County Continuum of Care. Participation in the application process assured that Arlington's homeless needs were addressed with appropriate supportive housing programs.
- An inter-local agreement exists between the City of Arlington and the Arlington Housing Authority. During the program year, the Arlington Housing Authority had primary responsibility for the following programs: Supportive Housing Program, Shelter Plus Care, Tenant-Based Rental Assistance, Section 8 vouchers, and Housing Rehabilitation.
- Coordination among City Departments was enhanced through projects focusing on the revitalization of central Arlington.

F. Monitoring

1. Monitoring of activities

The City of Arlington monitored its CDBG, HOME, and ESG programs to ensure compliance with HUD regulations, contract compliance, and attainment of Consolidated Plan goals. Annual Action Plan activities were set up and tracked in IDIS in addition to the creation of a shared financial reconciliation spreadsheet, allowing ongoing review of activity expenditures. Data entry into IDIS was completed, on a monthly basis, and standard IDIS reports were reviewed, by the appropriate program staff, for the purpose of determining accuracy. IDIS reports were reviewed either on a monthly basis or quarterly basis which is determined by the IDIS Standard Operating Procedure.

Action Plan activity outputs and outcomes were reviewed quarterly to determine which activities were projected to meet planned performance goals.

The City ensured timely expenditure of CDBG funds by the following actions:

1. Establishing and tracking expenditure benchmarks for projects;
2. Careful selection of qualified subrecipients and ongoing technical assistance provided to new and experienced subrecipients;
3. Annual subrecipient workshop to review monthly reporting, contract and regulation compliance, and monitoring requirements;
4. Monthly desk monitoring and tracking of subrecipient expenditures;
5. Reprogramming of funds for activities that move forward slowly.

City grants coordinators monitor internal operations and subrecipient agreements. Monitoring was conducted to assure compliance with Davis-Bacon construction project requirements, proper submittal of program reimbursements, adherence to national objectives, and attainment of match requirements.

Procedures for monitoring subrecipients are detailed in a Standard Operating Procedure. Monitoring includes monthly desk reviews of all monthly performance reports and requests for reimbursement. A risk analysis of all subrecipients was conducted at the beginning of the contract year. On-site monitoring visits are conducted for selected subrecipients based on an assigned level of risk.

The level of monitoring is often adjusted during the contract year as circumstances dictate. Provisions are in place which provide for the suspension of funds, termination of the contract, and request for repayment of funds.

2. Results of monitoring, including any improvements

During Program Year 2007, eight out of 24 non-profit social service organizations received on-site monitoring. Five organizations received findings. All monitoring letters have been mailed and the City is working with these agencies to resolve the findings. It is anticipated that the remaining findings will be resolved in the near future. The City is closely monitoring CHDO proceeds to assure that they are expended prior to HOME funds being used.

During Program Year 2007, the City of Arlington monitored the following construction projects for compliance with Davis-Bacon; Vandergriff, Center Street Streetscape: Phase I, Founders Plaza NRSA Street Improvements, Parkway Central, and Arlington New Beginnings. No outstanding monitoring issues, including Davis Bacon, exist.

3. Self-evaluation

- a. Describe the effects programs have in solving neighborhood and community problems.

The City of Arlington has used federal funds to meet high priority needs and solve identified community problems. The following examples illustrate the positive effects of programs in meeting the needs of low- and moderate-income residents of Arlington.

- Access to higher wage jobs is a high priority for low and moderate income citizens. Job creation activities were added during the program year in the form of a micro-enterprise loan program. ACCION Texas, a non-profit micro-lending organization, opened a new office in Arlington in February 2008 to provide technical assistance to new and existing small businesses and to provide loans for business expansion or start-up.
- Increased homeownership is a priority goal in the Consolidated Plan. In the last year, 57 persons became homeowners through the Arlington Homebuyers' Assistance Program. These individuals, along with an additional 271 households, received homeownership counseling to increase the likelihood of successful long term homeownership and to provide tools such as credit counseling and foreclosure avoidance. Arlington Housing Finance Corporation also provided 20 loans for low-moderate income households.
- Health and safety issues were repaired in 74 deteriorating houses through the Housing Rehabilitation Program. Twenty-two of these repairs included the removal of architectural barriers and were provided to elderly and/or disabled residents.
- Emergency shelter was provided to 2562 homeless individuals including 1107 children and 1455 adults. Many of those who received shelter were without a job. Transportation and other supportive services were provided. Mission Metroplex assisted these individuals by providing transportation to 1095 for services such as job training, job interviews, medical appointments, and other destinations. Job training resources were also provided through the Arlington Workforce Center, Arlington Life Shelter, and Water from the Rock, a new Community Based Development Organization.

- b. Progress in meeting needs

The City of Arlington made significant progress in meeting priority needs established in its Consolidated Plan (see summary chart in section B).

The City received confirmation of HUD approval for the Central Arlington NRSA in November 2005. Since that time, the City Council appointed Steering Committee of NRSA stakeholders to assist with the planning and implementation of revitalization activities in the target area. Committee members were actively involved in tracking results, assisting with public awareness, and in facilitating connections among available resources.

c. Provision of decent housing, a suitable living environment, and expanded economic opportunity

Decent housing was provided through several residential rehabilitation programs. HOME and CDBG funds were used for the housing rehabilitation program, including architectural barrier removal and emergency rehabilitation, as well as for non-profit owned rental housing in the NRSA. HOME funds were also used for homeownership programs, tenant-based rental assistance, and new housing construction, and acquisition/rehabilitation. See the Housing section for a description of accomplishments.

The City of Arlington provided ESG funds to address housing issues faced by the homeless. The Arlington Life Shelter, SafeHaven of Tarrant County, The Salvation Army, and the Arlington Housing Authority received funds. Providers focused on helping clients achieve self-sufficiency and making a successful transition to unsubsidized housing. The City also made progress in developing its Ten Year Plan to End Chronic Homelessness.

The City of Arlington, in cooperation with human service organizations, helps provide for a suitable living environment for its citizens. The City contracted with non-profit organizations to provide services to persons with diverse needs. These organizations secured additional funds from various resources. The diversity of clients reflects the diversity of low- and moderate-income citizens of Arlington. Individuals and families, ranging from infants to the elderly, from different races and ethnicities, receive a full range of services that improve their quality of life. Childcare, youth recreational and educational programs, counseling, case management, dental services, and meals for the elderly are examples of the programs assisted with HUD funds.

Economic opportunities for low- and moderate-income persons were addressed principally through the creation of jobs. The Arlington Tax Increment Finance District was created to provide additional funds for the redevelopment of central Arlington and other targeted areas of the city.

Two enterprise zones have been developed under the Texas Enterprise Zone Program. The Great Southwest Enterprise Zone is in the Great Southwest Industrial District, a regional manufacturing and warehouse district. The Centre Arlington Enterprise Zone encompasses the city's downtown corridor and surrounding residential neighborhoods. Local incentives are designed to encourage retail and office development, as well as to promote the revitalization of residential neighborhoods. This zone is an area that exceeds 51 percent low and moderate income.

During the program year, staff met with a variety of housing and community groups to increase awareness of resources available to low- and moderate-income individuals and families. The City subcontracted with a Community Based Development Organization, Water From the Rock, to provide job related services to residents of the Central Arlington NRSA. This organization enhanced services to include ESL classes and targeted job training workshops to increase employment opportunities.

d. Activities falling behind schedule

The following activities were in progress but not completed in Program Year 2007: business façade program and mixed-use development projects in the Central Arlington NRSA.

The City received inquiries for the business façade grants, but only one proposal was recommended for funding. The applicant declined the award due to CDBG requirements. Staff created brochures for outreach and utilize NRSA Steering Committee members to assist in identifying viable projects for these funds.

No suitable mixed-use development projects were identified in the program year. Funds for mixed-use development were reprogrammed to new construction of owner-occupied housing. The City plans to pursue a green building pilot project with a portion of these funds.

The goal of constructing new single family housing was met during this Program Year; however, these units are not yet occupied by eligible homeowners. The City is working on marketing strategies to improve results.

e. Activities making an impact

Examples of activities that have made a community impact include the following.

- The City of Arlington is partnering with Tarrant County Housing Partnership (TCHP), a CHDO utilizing HOME funds, for the redevelopment of Jordan Lane. Eleven deteriorated structures were demolished and new construction of four single family homes were completed during this program year. An additional structure was rehabilitated and available for sale to an income eligible household.
- The SMILES program provides oral health education for first through third graders in 23 low-income, majority minority Arlington elementary schools who otherwise would not have access to these services. In the thirteen years the program has been in the Arlington schools, decay rates among low-income children have fallen 22.5% and



severe decay has been cut in half.

- The Community Enrichment Center (CEC) provided intensive case management and transitional housing to homeless families in Arlington. CEC works with the entire family to move them from homeless to self-sufficiency by focusing on education, job training, budgeting, and financial management. As a result of this initiative, 20 families were able to remain in transitional housing.
- Big Brothers Big Sisters (BBBS) provides one-to-one mentoring services to children, focusing on minorities. Most of these children are from single parent families. Program evaluation demonstrates that a positive role model helps the children avoid engaging in at-risk behavior such as alcohol, drugs, early parenting, and involvement with the juvenile justice system. BBBS also partners with the Arlington ISD. Arlington High School juniors and seniors are paired with an elementary school child. Both parties benefit as the older youth is introduced to the rewards of volunteerism.
- The Recovery Resource Council (RRC) provided services at Arlington Life Shelter and SafeHaven locations. Clients experiencing impairment as a result of substance abuse participate in developing case management plans. RRC is the single largest provider for linkage and admission into substance abuse treatment programs. Clients are assisted in decreasing the severity levels of their substance abuse, thereby increasing the likelihood of turning their lives around.
- Foundation Communities provided affordable housing and valuable public services through the Shadowbrook Apartments, which it operates. Their Community Tax Center assisted 791 Arlington residents in submitting tax forms that resulted in \$1,325,844 in total refunds and \$557,756 in Earned Income Tax Credits. The Shadowbrook Learning Center, operated by the Boys & Girls Clubs of Arlington, served an average of 100 youth daily.

f. Indicators that describe results

The City of Arlington's subrecipients are required to submit performance measurement goals, inputs, activities, outputs, and outcomes for each of their programs in the form of a performance chart. This chart is included as an exhibit in each contract and serves as a benchmark for an assessment of program effectiveness and productivity. Subrecipients submit monthly performance reports which provide data on the number of persons, households, units assisted, income levels, racial/ethnic

backgrounds, and disability status. ESG and HOME subrecipients also provide information on matching funds.

The City has worked with subrecipients to incorporate the HUD Performance Measurement System into their scope of work and is included as an exhibit to their contract. The City is committed to providing activities and services that benefit targeted clientele and geographic areas. Results are documented to verify the benefits provided from the expenditure of funds.

Examples of indicators that serve as evidence of benefit to low- and moderate-income individuals and households include:

- The number of housing units rehabilitated;
- The number of new first-time homebuyers;
- The number of individuals receiving new access to case management services through organizations such as the AIDS Outreach Center;
- Number of children and adults receiving dental health education and services.

The table in Appendix G summarizes the City's performance results according to the new HUD Performance Measurement System.

g. Barriers with a negative impact on fulfilling strategies and overall vision

Service delivery has been negatively impacted by reduced funds. Fewer dollars, coupled with increasing costs, is a principal barrier to the fulfillment of strategies. Regulatory barriers also increase project costs and prevent some worthwhile projects from being completed.

h. Identify whether major goals are on target and discuss reasons for those that are not on target.

The majority of primary goals are on target (see Table at B.1.a.). Several goals for mixed-use, business façade improvements and new housing construction have been delayed but are on target to be completed within the five year planning period. Delays have occurred because of the complexity of the projects and the long-range nature of the development process for new housing concepts (e.g., mixed-use).

i. Adjustments to strategies

The City has adjusted its strategy to fund mixed-use developments for housing and job creation. A request for proposals was issued for a job creation project and ACCION Texas was selected to provide micro-lending to small business start ups and expansions. ACCION plans assist small businesses with loans that will result in creation of 81 jobs over the next three years. Funds budgeted for mixed-use development have been reprogrammed to other areas of need such as tenant based rental assistance, new construction of owner-occupied housing, and housing rehabilitation.

G. Lead-Based Paint

Actions taken to reduce lead-based paint hazards include the provision of an education program for tenants and new homeowners. All recipients of federally funded housing assistance (i.e., Arlington Homebuyers' Assistance, Section 8, Tenant-Based Rental Assistance, Supportive Housing Program, and Shelter Plus Care) were provided brochures describing the hazards of lead-based paint.

Housing rehabilitation contractors used by the City of Arlington have Lead-Safe Work Practices certificates, a one-time only certification. All contractors also have a Lead Abatement certificate which is required every two years. Consequently, it was determined that additional lead-based training for contractors was not required. The City Rehabilitation Specialists have a Lead Risk Assessment certification renewed every two years. They conduct a lead-based paint visual inspection of houses that are rehabilitated when the scope of work is developed. Lead testing was conducted as indicated by the inspection and the scope of each project. Any required containment or abatement measures were included in the scope of work.

This program year the Housing Rehabilitation Program added a valuable diagnostic tool, the Niton X-Ray Fluorescence Lead Gun. The addition of the Niton X-Ray Fluorescence Lead Gun enabled field staff to take quick and accurate readings in properties where lead based paint may exist. The user-friendly software that accompanied the Lead Gun populates those readings into an easily interpreted and client-friendly report.

During Program Year 2007, 19 houses that were to be rehabilitated were tested for the presence of lead-based paint. As indicated by testing results, all received appropriate containment or abatement.