



# First Program Year Action Plan

The CPMP First Annual Action Plan includes the SF 424 and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

## Narrative Responses

### GENERAL

#### **Executive Summary**

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

#### **Executive Summary 91.220(b)**

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

#### ***Program Year 1 Action Plan Executive Summary***

The Fiscal 2010–2011 Action Plan is the City’s first plan of the Consolidated Plan (the “ConPlan”) 2010–2015. The one-year Action Plan (the “Plan”) proposes projects and activities to meet the priorities described in the strategic plan section of the ConPlan. It describes eligible programs, projects and activities to be undertaken with anticipated funds made available in fiscal 2010–2011 and their relationship to the housing, homelessness, and community and economic development needs identified in the ConPlan.

The total estimated funds available for fiscal 2010–2011 are \$1,892,192, which represents \$1,331,190 of CDBG funds and \$561,002 of HOME funds. All of the allocation priorities (projected use of funds) can be tied back to the strategic plan priorities and housing and community development needs assessment outlined in the 2010–2015 ConPlan. The general priority categories of housing, homelessness, special needs and community development needs and their related goals are addressed in the various activities to be undertaken. These activities estimate the number and type of families that will benefit from the proposed activities, including special local objectives and priority needs. The projected “use

of funds” identifies the proposed accomplishments. Area benefit activities were qualified using 2000 data from the U.S. Census Bureau.

The Action Plan also provides information related to the proposed geographic distribution of investment. It includes a general description of homeless and other community development needs activities to be undertaken and other actions to address obstacles to meet underserved needs and reduce poverty. This plan can also be found at the City’s Web site at [www.ci.visalia.ca.us](http://www.ci.visalia.ca.us).

Table 1 shows the specific needs objectives for the 2010–2011 program year.

**Table 1  
Summary of Specific Needs Objectives**

Objective	Goal	Units Need
<i>Affordable Housing</i>		
Provide decent affordable housing	Provide decent affordable housing by promoting homeownership opportunities for low-and moderate-income households.	10
	Provide decent affordable housing by sustaining neighborhoods.	1
Suitable living environment through neighborhood preservation	Maintain and preserve quality housing by addressing substandard housing.	200
	Provide educational services to low-income families.	120
<i>Homelessless</i>		
Suitable living environment by supporting special needs programs and facilities	Increase accessibility to support facilities to end chronic homelessness.	1
<i>Economic and Community Development</i>		
Create economic development opportunities and community development opportunities needs services	Demonstrate a commitment to long-term economic growth by promoting the expansion of existing jobs and job retention.	1
Suitable living environment through public improvements	Increase availability of handicapped access benefiting population with special needs.	10
	Improve quality and increase quantity of public improvements that benefit low- and moderate-income residents.	1
		1
<i>Non-Homeless Special Needs Housing</i>		
Suitable living environment by supporting special needs services	Maintain quality owner-occupied housing for the elderly.	620
	Increase accessibility and the range	14

Source: City of Visalia 2010–2011 Action Plan Draft



The specific goals and outcomes for the estimated CDBG and HOME funding allocations are shown in Table 2.

**Table 2  
Objectives and Goals for CDBG and HOME Funding Allocations for 2010–2011**

Objective	Goal	Program	Amount (\$)
Provide decent affordable housing	Provide decent affordable housing by promoting homeownership opportunities for low- and moderate-income households.	First Time Homebuyers Program (FTHB)	420,752
	Provide decent affordable housing by sustaining neighborhoods.	Property Acquisition (CHDO)	84,150
Suitable living environment through neighborhood preservation	Maintain and preserve quality housing by addressing substandard housing.	Code Enforcement—Target Areas	160,000
	Provide educational services to low-income families.	Fair Housing Hotline	15,000
Suitable living environment by supporting special needs programs and facilities	Increase accessibility to support facilities to end chronic homelessness.	Continuum of Care	10,000
Create economic development opportunities and community development opportunities needs services	Demonstrate a commitment to long-term economic growth by promoting the expansion of existing jobs and job retention.	West Parking Structure Loan Payment (Section 108 Loan)	506,855
Suitable living environment through public improvements	Increase availability of handicapped access benefiting population with special needs.	ADA Compliance Projects	40,000
		Oval Park Improvements	29,025
		Oval Park Area Lighting Project Recreation Park	40,000 98,072
Suitable living environment by supporting special needs services	Maintain quality owner-occupied housing for the elderly.	Senior Home Minor Repairs	91,000
	Increase accessibility and the range of housing options for persons with special needs.	Mobile Home Senior Repair and Handicapped Access	90,000

Source: City of Visalia 2010–2011 Action Plan Draft

ADA: Americans with Disabilities Act; CDBG: Community Development Block Grant; CHDO: Community Housing Development Organization; HOME: HOME Investment Partnerships Program

### Evaluation of Past Performance

Each year, the U.S. Department of Housing and Urban Development (HUD) assesses the City of Visalia’s management of CDBG and HOME program funds, the City’s compliance with the ConPlan and the extent to which the City is preserving and developing decent affordable housing, creating a suitable living environment and expanding economic opportunities. Overall, the City has performed satisfactorily in addressing its priority needs and carrying out the programs described in the ConPlan.

### 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 during the next year. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) during the next year and the rationale for assigning the priorities.

3. Describe actions that will take place during the next year to address obstacles to meeting underserved needs.
4. Identify the federal, state, and local resources expected to be made available to address the needs identified in the plan. Federal resources should include Section 8 funds made available to the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be available to address priority needs and specific objectives identified in the strategic plan.

### **Action Plan General Questions Response**

Visalia is one of California's fastest growing cities, a reflection of the community's quality of life, affordability and easy access to retail outlets and services. Visalia's market trade area covers parts of three counties, encompassing nearly 500,000 people within a 25-mile radius.

Visalia is the county seat of Tulare County, the top dairy- and milk-producing county in the nation and the second most productive agricultural county in the world, with more than 250 different commodities. Like most San Joaquin Valley cities weathering the economic recession, the unemployment rate is in double digits, reaching 11 percent in January 2010.<sup>1</sup>



Historic Downtown Visalia, located in the heart of the City, is a thriving business and social locus. Recent renovation efforts in the downtown area reflect the City's commitment to maintaining the quality of life, community spirit and retail health of the City. Downtown merchants participate in a voluntary improvement district to finance environmental and business improvements. The Property-Based Improvement District (PBID) targets needs such as parking, traffic circulation, streetscape improvements, maintenance, security, economic development and marketing. Home to the Kaweah Delta Health Care District, the City of Visalia and several other large private businesses, Downtown Visalia is also the financial center of Tulare County.

It is the City's intent to fund activities in areas most directly affected by the needs of low-income residents and those with other special needs. A map that shows these areas of concentration in the City is located in the ConPlan.

To create substantive neighborhood improvements and stimulate additional, unassisted improvement efforts, the City will focus a portion of its housing-related funding in targeted low-income neighborhoods. Based

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<sup>1</sup>California Employment Development Department (EDD)



on the widespread need for affordable housing, however, assistance will be available Citywide. Distribution of funding for accessibility purposes will also be Citywide.

The geographic distribution of funding is predicated somewhat on the nature of the activity to be funded. As discussed in the Strategic Plan section of the ConPlan, it is the City's intent to fund activities in areas most directly affected by the needs of low-income residents and those with other special needs. A map that shows areas of lower-income residents (U.S. Census Bureau, 2000) in the City is located in the ConPlan.

To create substantive neighborhood improvements and stimulate additional, unassisted improvement efforts, the City will provide a portion of its housing-related funding in targeted low-income neighborhoods, with a particular focus on the distressed Washington Elementary School and Lincoln Oval Park neighborhoods and CDBG-targeted areas, where there are high percentages of renter-occupied housing for low-income families. Based on the widespread need for affordable housing, assistance is also available Citywide. Distribution of funding for accessibility purposes is Citywide. The primary focus of economic development efforts will include downtown business districts located in qualified low-income areas, as well as redevelopment areas, industrial parks and commercial sites in various City locations.

There are several obstacles to meeting the needs of underserved residents in Visalia, as housing affordability is influenced by a complex set of economic conditions. Some of these obstacles are a result of interest rates, lack of disposable income, lack of funding, governmental actions, tax policies and land-use policies and regulations, in addition to other nongovernmental market factors.

### **Housing**

***Affordable Housing.*** In December 2009, the median price for a house in Visalia was \$148,200. As a general rule, a house is deemed affordable, considering there is nothing out of the ordinary when financing, when its cost is three times the amount of a person's annual income. According to HUD, the 2009 median family income in Tulare County was \$47,169, indicating that affordable housing in Visalia is not a major issue.

***Lack of Financial Resources for Low- and Moderate-Income and Working Poor Residents.*** There are limited resources county-wide or in Visalia to address the income gap experienced by low- and moderate-income seniors, large families and residents with disabilities. For instance, 37.8 percent of low-income senior citizens spend more than 50 percent of their income on housing.

For those who qualify, the City makes it possible for families to own their home through the Homebuyers Assistance Program (HAP), which is a deferred second mortgage program. In addition, when equity is available, the Housing Rehabilitation Program provides for major repair and minor deferred maintenance for this group as a low-rate second mortgage. This program has been put on hold due to the reduction of equity available.

### **Non-Housing Community Development**

*Lack of Collaborative Efforts among Agencies and the Private Sector.* There is a need for a comprehensive community needs assessment to be developed to assist agencies, government and private businesses in understanding how to increase the level of supportive services that are available to low- and moderate-income households in Visalia.

### **Foreclosures**

The Visalia-Porterville metropolitan area ranked 23rd nationally in foreclosures for 2009 according to the *Visalia Times-Delta*. Several new developments were built in the northeastern, southwestern and eastern areas of the City after 2000. Home prices in the Central Valley are historically less than the Los Angeles metropolitan area, and outside investors purchased homes, aggressively driving up prices on local permanent homebuyers who then purchased with higher-risk financing arrangements.

With the combination of home prices declining, rates on interest-only financing beginning to adjust upward and double-digit unemployment, families began losing their homes to foreclosure. The Visalia-Porterville metropolitan area was thus one of the highest ranking areas for foreclosures in the country with a foreclosure rate of 4.69 percent.

On September 29, 2008, the Office of the Secretary of HUD released an emergency assistance program, the Housing and Economic Recovery Act (HERA), to help state and local governments acquire and redevelop foreclosed properties. The City of Visalia was allocated a total of \$2,388,331 in funding to purchase foreclosed or abandoned homes and to rehabilitate, resell or redevelop these homes to stabilize neighborhoods.

### **Actions to Address Obstacles**

The City of Visalia will take the following actions during fiscal 2010–2011 to address obstacles to meeting underserved needs.

#### ***Provide Decent Affordable Housing***

**Outcome Goal (DH-1):** Provide decent affordable housing by promoting homeownership opportunities for low- and moderate-income households earning less than 80 percent of the area median family income.



- ***First-Time Homebuyers Program.*** The First-Time Homebuyers (FTHB) program is currently administered by Community Services and Employment Training, Inc. (CSET). It has been successful in providing second mortgages at a below-market interest rate to new homeowners. Staff anticipate providing 10 families with down payment assistance for the program year.

**Outcome Goal (DH-3):** Provide decent affordable housing by sustaining neighborhoods.

- ***CHDO Funds.*** The HOME Investment Partnerships Program requires that 15 percent of its annual allocation be set aside exclusively for housing that is owned, developed or sponsored by a 501(c)3 nonprofit, community-based service organization, known as a HOME-funded Community Housing Development Organization (CHDO), to develop affordable housing within the community. Currently, the City works with three certified HOME-funded CHDOs: Visalians Interested in Affordable Housing (VIAH), Self-Help Enterprises (SHE) and Community Services Employment Training, Inc. (CSET). This project is coded as an “01-Acquisition” until a specific project is identified with a certified CHDO.

### ***Suitable Living Environment through Neighborhood Preservation***

**Outcome Goal (SL-3):** Maintain and preserve quality housing by addressing substandard housing.

- ***Code Enforcement.*** The Neighborhood Preservation Division is responsible for the management of the Code Enforcement Program. The primary emphasis of the program is on life safety noncompliance. Considerable efforts are focused on Health and Safety Code enforcement as it primarily relates to housing standards. Some of the common violations include unsafe structures, abandoned properties, contaminated and/or unsecured swimming pools, construction without permits and unlicensed vendors. Anticipated code cases: 200.

**Outcome Goal (SL-1):** Provide educational services to low-income families.

- ***Fair Housing.*** This program provides fair housing services to Visalia residents. Callers with complaints are assisted in filling out official discrimination complaint forms, which are then forwarded to the Department of Fair Employment and Housing. It is anticipated that approximately 120 calls will come through the hotline during the program year. The program also educates the public regarding fair

housing rights. This program cost is part of the 20 percent administration cap for the use of CDBG funding.

### ***Suitable Living Environment by Supporting Special Needs Programs***

**Outcome Goal (SL-1):** Increase accessibility to support facilities to end chronic homelessness

- ***Continuum of Care.*** The City has a partnership with the Continuum of Care to address issues of homelessness. The Continuum of Care is a consortium of housing providers, service providers and local governments that work together to end homelessness in Kings and Tulare counties. To strengthen their capacity, the Continuum is currently pursuing 501(c)3 status to competitively apply for foundation and corporate funding. The continuum is focused on systematically implementing systems and programs that will help support existing homeless organizations and offer the resources that are needed locally to be successful. The continuum views the 501(c)3 status as a major capacity barrier and anticipates that the process will cost approximately \$10,000. In the 2010–2011 program year, the City is allocating a total of \$10,000 in CDBG funds to assist the continuum in achieving this goal.

### ***Suitable Living Environment through Public Improvements***

**Outcome Goal (SL-1):** Increase availability of handicapped access benefiting the population with special needs.

- ***Streets—ADA Compliance Projects.*** The City is committed to addressing the needs of the disabled community. City staff attend the Disability Advocacy Committee meetings to understand what the needs are within the disabled community. On an annual basis, the committee requests additional curb cuts and truncated domes. In this Action Plan, the City has allocated a total of \$40,000 in CDBG funds for the construction of at least 10 ADA-compliant ramps and warning detection panels for the blind throughout areas of downtown within the City's CDBG target areas.

### ***Create Economic Development Opportunities and Community Development Opportunities (Parking Facility) Needs Services***

**Outcome Goal (EO-1):** Demonstrate a commitment to long-term economic growth by promoting the expansion of existing and job retention.

- ***Parking Structure (West Acequia Parking Structure)—Section 108 Loan.*** The City of Visalia is committed to providing adequate parking in



the downtown area to further promote jobs. In 2007, the City finalized construction of a second four-story parking structure, which supports the hospital's current expansion. Kaweah Delta Hospital, which employs a diverse group of employees in a variety of income groups, completed its north expansion. Staff continue monitoring the number of jobs created on an annual basis. This year, the City will make its second Section 108 payment in the amount of \$506,855. In addition, the parking structure supports downtown businesses furthering the creation of many jobs throughout the downtown area.

### *Suitable Living Environment through Public Improvements*

**Outcome Goal (SL-1):** Improve the quality and increase the quantity of public improvements that benefit low- and moderate-income residents. The City also utilizes other funding sources for public and park improvement projects.

- *Oval Park.* In 2008, the City Council directed staff to work with residents and businesses from the Washington School and Oval Park neighborhoods to foster revitalization efforts. The Housing and Economic Development, Building, Police, Engineering, Public Works, Fire and Community Development departments actively participate in these efforts.

The City Council also provided staff with the direction to identify the needs of the Oval Park Area. In addition to leveraging CDBG funds in 2008, the City received a Caltrans grant to analyze the area as it relates to traffic, safety and lighting. Community meetings have been held at Oval Park, obtaining community input, coordinating with local nonprofit agencies to utilize the existing building and creating a more family-friendly park.

The City contributed \$60,000 in 2007–2008 and an additional \$20,000 from an amendment completed in July 2008, for which funds were derived from the 2007–2008 program year funding. This brings the total allocated funds for the Oval Park Area improvements to \$166,000. This year's recommended allocation of \$29,025 will assist with efforts to improve public parks.

- *Oval Park Area Lighting Project.* This area has some of the highest levels of crime in the City and is one of the most densely populated areas. The area is home to several multi-family dwellings but lacks lighting. It is an older neighborhood lacking adequate infrastructure, and lighting is a key concern due to the criminal element in the neighborhood. The addition of nine new lights, possibly solar, will help improve safety and reduce crime in the area.

- **Recreation Park.** Funding for this park has been set aside to address the Skate Park graffiti and fencing in addition to other necessary improvements to maintain a safe environment for the community.

### ***Suitable Living Environment by Supporting Special Needs Services***

**Outcome Goal (SL-2):** Maintain quality owner-occupied housing for the elderly.

- **Senior Home Minor Repair.** The City has allocated \$91,000 to CSET for the administration of the Senior Home Minor Repair Program. Assistance is provided to senior citizens to assist with minor repairs in their homes. Examples of services are plumbing repairs, cooler/air conditioning repairs, roof repairs, door and window repairs, electrical repairs, appliance repairs, flooring and carpentry repairs. It is anticipated that this program will assist at least 120 clients and provide 600 service repairs during the program year.

**Outcome Goal (SL-2):** Increase the accessibility and range of housing options for persons with special needs.

- **Mobile Home Senior Handicapped Assistance Repair Program.** The CDBG-funded Mobile Home Senior Handicapped Assistance Repair program is administered by Self-Help Enterprises. The program serves very low income families by addressing health and safety issues with their mobile homes in the form of a grant of \$5,000 and up to \$7,000 on a case-by-case basis. A majority of the grants are utilized toward floor and roof repairs. This program continues to be successful, with an average grant of \$5,800. Fourteen grants are projected to be completed for the year. For fiscal 2010–2011, \$90,000 has been set aside for this program.

### **Resources to Address Priority Needs and Specific Objectives**

Table 3 shows the resources available to the City during the 2010–2011 program year. These funds are resources that the City will use to address the housing, non-housing and supportive service needs of Visalia’s low- and moderate-income families, and to reduce or eliminate conditions contributing to slum and blight in target areas.



**Table 3  
Available Resources for Fiscal 2010–2011**

<b>Program</b>	<b>Amount (\$)</b>
<i>HOME and CDBG</i>	
Affordable Housing	504,902
Neighborhood Preservation	175,000
<i>CDBG</i>	
Homelessness	10,000
Community Development	713,952
Non-Homeless Special Needs	181,000

Source: City of Visalia 2010–2011 Action Plan Draft

Below is a list of potential financial resources considered a part of the City’s overall financial plan to address priority needs and specific objectives identified in the five-year plan. The number and availability of these programs to assist cities is limited and funding for new projects is unpredictable. The following programs are local, state and federal programs. None of these is managed locally by the City through funds accessed directly from HUD.

- ***Tulare County Housing Authority (TCHA).*** The TCHA is a public housing authority with jurisdiction within the City of Visalia and the County of Tulare. It administers federal and state funds for its public housing projects and government-assisted housing units such as the Section 8 Rent Subsidy.
- ***Redevelopment Agency Tax-Increment Funds.*** The City’s Housing and Economic Development Department (HEDD) provides staff support for administering tax-increment set-aside funds for low-income housing by state law, and the Visalia Redevelopment Agency (RDA) sets aside 20 percent of the gross tax-increment revenues received from redevelopment areas into a low- to moderate-income housing fund for affordable housing activities. The RDA utilizes tax-increment funding to assist nonprofit and private developers in developing and preserving affordable housing and for first-time homebuyer down payment assistance.
- ***Community Reinvestment Act (CRA).*** Federal law requires that banks, savings and loan associations, thrifts and their affiliated mortgaging subsidiaries annually evaluate the credit needs for public projects in communities where they operate. Although an unpredictable resource, it is important to establish a working relationship for future problem solving.
- ***Low-Income Housing Tax Credit Program (LIHTC).*** The LIHTC program provides for federal and state tax credits for private

developers and investors who agree to set aside all or an established percentage of their rental units for low-income households for no less than 30 years. Tax credits may also be utilized on rehabilitation projects, contributing to the preservation program. The program begins when developers and investors apply for an allocation of tax credits from the California Tax Credit Allocation Committee (CTCAC). Tax credits are awarded on a competitive basis at varying times. Compliance is monitored according to Internal Revenue Service (IRS) rules and regulations.

- ***Multi-Family Housing Program.*** If California’s Housing and Community Development Department awards Multi-Family Housing Program loans to assist rental housing developments affordable to low-income households in the City of Visalia, the City will assist the developers with identifying local funding.

## **Managing the Process**

1. *Identify the lead agency, entity, and 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 actions that will take place during the next year to enhance coordination between public and private housing, health, and social service agencies.*

### ***Action Plan Managing the Process Response***

The City of Visalia’s Housing and Economic Development Department (HEDD) is the lead department responsible for overseeing the development of the ConPlan and the significant aspects of the process by which the Plan was developed. As a means to enhance coordination between public and assisted housing providers, and among private and governmental health, mental health and service agencies, the City has prepared a Citizen Participation Plan to involve and contact the public as part of the consolidated action planning process.

The HEDD coordinates with City departments, county agencies and community stakeholders in developing housing and community development priorities and activities. The partnerships and collaborative efforts will continue to be the focus of the lead agency in implementing the ConPlan.

To further enhance cooperation and coordination among agencies and groups, a series of ConPlan stakeholder workshops were held to discuss



the needs assessment and the following strategic planning categories: affordable housing, homelessness, special needs, economic development and community development. There were many interested persons and representatives who attended and gave valuable input and dialogue for improving the ConPlan.

Throughout the preparation of the ConPlan, consultation was sought and obtained by the City with other public and private providers of housing, health and social services. The types of agencies invited to stakeholder meetings included social service agencies, health service organizations, providers of low-income housing, financial institutions that have or may provide financial assistance for lower-income housing and faith-based organizations. Focus group participants highlighted the priority needs in general terms and specific to their target population. Table 4 lists the agencies that were contacted to participate in the two different focus groups.

**Table 4  
List of Contacted Agencies**

Focus Group and Survey Contacts	
<i>Housing and Economic Development</i>	
1. Center for Independent Living	10. Salvation Army
2. Central Valley Christian Housing	11. Self-Help Enterprises
3. Community Services and Employment Training, Inc. (CSET)	12. Tulare County Economic Development Corporation
4. Downtown Visalians	13. Tulare County Health and Human Services—Homeless Assistance
5. Family Services of Tulare County	14. Tulare County Housing Authority (TCHA)
6. Habitat for Humanity	15. Tulare Kings Hispanic Chamber of Commerce
7. Home Builders Association of Tulare & Kings Counties	16. Visalia Chamber of Commerce
8. Kings/Tulare Continuum of Care	17. Visalia Economic Development Corporation
9. Proteus Inc.	18. Visalia Rescue Mission
<i>Youth and Health and Human Services</i>	
1. Boys and Girls Club	11. Tulare County Health and Human Services Agency
2. City of Visalia City Hall East—Visalia Parks and Recreation Department	12. Tulare County HHSA—Child Protective Services
3. Evergreen Residence Assisted Living	13. Tulare County HHSA—Environmental Health
4. Golden State YMCA	14. Tulare County HHSA—Homeless Assistance
5. Healthy Kids/Children's Health Initiative	15. Tulare County Mental Health Services
6. Kaweah Delta Mental Health Hospital	16. Tulare County Office of Education
7. Kings-Tulare Area Agency on Aging	17. United Community Youth Center
8. Owens Valley Career Development Center	18. Visalia Police Activities League (PAL)
9. Proteus Inc.	19. Visalia Unified School District
10. Synchrony of Visalia, Inc.	20. Visalia Volunteers Services Program
	21. Visalia Youth Services

HHSA: (Tulare County) Health and Human Services Agency

The focus groups addressed specific questions regarding the needs of the community relative to the current economic environment, how current policies address these needs and what collaborative efforts might better address these needs to enhance coordination between public and private

housing and health and social service agencies. In addition, consultations are ongoing with the county and state governments and appropriate regional bodies relative to the areas discussed herein.

## **Citizen Participation**

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.*

### ***Action Plan Citizen Participation Response***

City staff developed a detailed participation plan that is part of this ConPlan. As required by HUD, citizens, nonprofits and community residents will be provided adequate opportunity to review and comment on the original Citizen Participation Plan and on substantial amendments to the plan. The purpose of the plan is to encourage citizens, particularly low- to moderate-income residents, to participate in the development of the ConPlan and any substantial amendments to the ConPlan. Citizens were engaged through community meetings, surveys, public hearings and individual meetings.

The primary goals of the City's citizen participation process are to

- Generate significant public participation particularly from extremely low, very low and low-income persons and groups residing within various areas of the City where program funds will be used.
- Gather data that accurately describe and quantify housing and community development needs and to suggest workable solutions.
- Obtain comments on proposals for allocating resources.

### **Public Notice and Availability of the Plan**

The City of Visalia published all public hearings and ConPlan summaries in the *Visalia Times-Delta* and *El Sol del Valle de San Joaquin* newspapers for public review and comment. The summary described the contents and purpose of the ConPlan and listed the locations where copies of the entire plan could be examined. Upon completion of the draft ConPlan, it was available for public review and comment for 30 days. Copies of the ConPlan were available to the public at the City offices, the post office and one community center, as well as on the City's Web site.



### **Access to Records**

A list of all projects using CDBG and HOME funds will be made available upon request; the list is also available on the City's Web site. The list will include the names of the sub-recipients, the amount of the allocation, a brief description of the activity and the fiscal year in which the funds were distributed.

### **Public Hearings**

The City of Visalia conducted two separate public hearings to obtain citizens' views and to respond to proposals and questions. The first public hearing was held on November 12, 2009, to discuss community needs and proposed uses of funds for the upcoming program year. The second public hearing was held on April 19, 2010, to assess how funds are planned to be spent during the next program year. The time, date, location and subject of the hearings were announced in the *Visalia Times-Delta* and *El Sol del Valle de San Joaquin* newspapers no less than 15 days before the hearings.

If an interpreter was needed, one would be provided with ample notification as stated on the public notice. The City was prepared to provide interpreters for non-English-speaking citizens upon request, however, no such request was made. All public hearings and meetings were conducted in the evening hours and were held at convenient and accessible locations that accommodate persons with disabilities.

### **Comments and Complaints**

All comments or complaints made on the ConPlan and any amendments to the plan will be accepted through all components of the preparation of these documents until the closing of the formal public review and comment period. Written copies of the complaints and comments received during the public review and comment period are attached to the ConPlan and the amendments to the plan, with appropriate responses to all questions asked and issues raised. Oral comments received at the public hearings will be represented, commented on and attached to the final copy of the plan.

### **Summary of Citizen Participation**

Citizens were encouraged to participate in two community meetings that were held in different parts of the City: the Senior Citizen Center and CSET's center. The first meeting was held on November 12, 2009. The second meeting was held on November 19, 2009. At these meetings, members of the public were asked to identify community needs and priorities before the drafting of the ConPlan.

Citizens who participated in the process received extensive information about the ConPlan, the citizen participation process, the HUD requirements for an entitlement city, the amount of funding that the City anticipates receiving and how those funds can be used by the City. Residents were given the opportunity to provide City staff with their input on the prioritization of community needs.

#### **Summary of Efforts Made to Broaden Public Participation**

The HEDD actively encouraged low- and moderate-income residents, persons of color, persons with disabilities and non-English-speaking residents to attend community meetings and hearings. In accordance with the Citizen Participation Plan, the City will provide translation services to any resident who requests the need for those services. Through the extensive participation of internal departments, agency and nonprofit focus groups and the community at-large, the City was effectively able to involve a broad swath of the City's residents in the planning process.

#### **Community Needs Priorities for the Next Five Years**

Citizens were asked to name the priorities in terms of community needs for the coming five-year period. After providing this list of needs, participants were then asked to prioritize those as high, medium or low.

### **Housing**

#### **High**

- More infill development
- Rehabilitation of existing units
- Better accessibility in mobile home parks, particularly for seniors and the disabled (raise cap from \$5K to \$7.5K)/Essential home improvements for seniors (e.g., heating)
- Program for ADA (Americans with Disabilities Act) assistance to seniors, veterans and others

#### **Medium**

- Permanent supportive housing
- Provide overnight (temporary) housing for the homeless (especially families and transitional aged youth)
- Basic emergency shelter needs (e.g., cold weather shelter, food, clothing)
- Increased transitional housing (into permanent housing)

#### **Low**

- Transitional and permanent supportive housing for the homeless
- Provide City assistance to elevate vacant lots out of the flood zone in all CDBG-eligible areas
- Use vacant properties for homeless housing



- Additional resources for the acquisition and rehabilitation of foreclosed or blighted homes
- More housing in the Lincoln/Oval community (including a partnership with Habitat for Humanity)
- Foreclosure counseling
- Permanent supportive housing (e.g., Housing First model)

## **Economic Development**

### **High**

- Business incubators to encourage the creation of new enterprises
- Connecting people to the jobs that are available/Create relationships between the industrial base, downtown and depressed neighborhoods

### **Medium**

- Create more industrial parks to attract jobs
- More partnerships with private commercial developers in downtown and south central Visalia
- Downtown façade improvement to encourage additional patronage
- Business incubator in vacant buildings (e.g., Lincoln/Oval service center)
- Mentoring and apprenticeship opportunities/Job skills training/Program to supplement wages for on-the-job training

### **Low**

- Micro business loan program in depressed areas
- Provide satellite job skills training services and better access to employment in areas where people live (e.g., blighted areas)
- Child care facilities
- Entrepreneurship training programs

## **Community Development**

### **High**

- Public safety
- Oval Park improvements

### **Medium**

- Downtown “Gathering Place”
- More parks in low-income neighborhoods
- Overall revitalization in Lincoln/Oval area
- Corridor revitalization between downtown and the Lincoln/Oval area
- Expand The Loop to Riverway Sports Park and other recreation areas

**Low**

- Address psychological and substance-abuse issues of the homeless/Address psychosocial needs of the homeless
- Organize a community center in the Washington neighborhood for adults and children
- Expand existing youth services to focus on the issue of health disparity

Agencies, nonprofits and interested members of the community were encouraged to participate in the ConPlan process via a survey that was made available both by hard copy and online. Dissemination of the survey was actively promoted by the Housing and Economic Development Department. The effort was effective at reaching a broad base of the community as more than 130 surveys were returned. The following discussion addresses the community’s responses to the survey.

**PRIORITY NEEDS**

**Public Facilities**

Table 5 shows the feedback from respondents relative to the scale of importance of various public facilities.

**Table 5  
Priority Need for Public Facilities**

<b>Public Facility Need</b>	<b>No Need</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
Youth Centers	4.8%	15.2%	35.2%	44.8%
Shelters for Abused and Neglected Children	5.8%	16.5%	38.8%	38.8%
Facilities for the Homeless	14.3%	24.8%	28.6%	32.4%
Child Care Centers	10.7%	34.0%	29.1%	26.2%
Healthcare Facilities	7.5%	26.4%	40.6%	25.5%
Parking	21.9%	32.4%	21.9%	23.8%
Parks and Recreation	4.8%	33.3%	39.0%	22.9%
Senior Citizen Centers	6.6%	24.5%	50.0%	18.9%
Centers for the Disabled	4.8%	38.5%	44.2%	12.5%
Community Centers	12.5%	40.4%	38.5%	8.7%

Youth centers were identified as a high priority need by a plurality of participants, followed by shelters for abused and neglected children and facilities for the homeless.

**Snapshot of Respondent Comments**

- “A lot of problems with gang life and irresponsible behavior could be solved if people under 21 actually had something to do! The only things around here are a few parks, a rundown arcade and bars.



Try something for the middle- and low-class community’s children to do and the community can improve.”

- “Instead of giving everything to the police and fire departments, they need to give it to help the homeless, which could be us someday and the seniors which will be us someday. And, most important create jobs. Give companies money to build factories here that could employ a lot of people not just the higher up paying jobs.”
- “Centers for the homeless is a big issue. If the government/city/county is going to allow all the transients to remain here and pander/beg for money on our street corners then they (officials) need to house them as well; otherwise, run them out! Real homeless people (mortgage) who lost their homes or may lose [them] in the future need somewhere to stay and take care of their children and set as much a positive example as possible, given the situation.”
- “The Sequoia mall would make a great youth center. Some pool tables, Bacci Ball, climbing walls, an area for musical instruments, and artistic promotion.”
- “I believe any shelters we develop should be multi-use. Since oil and gas prices are only going to go up, people will turn more to alternative forms of transportation. Turn parking lots into community gardens, outdoor markets, and parks. We need places to shelter women and children! The homeless are a fact of life and our community needs to act.”

*Note:* For a comprehensive listing of comments, see Attachment C.

### Infrastructure

Table 6 shows the feedback from respondents relative to the scale of importance of infrastructure needs.

**Table 6  
Priority Need for Infrastructure**

Infrastructure Need	No Need	Low	Medium	High
Street Improvements	0.9%	16.0%	38.7%	44.3%
Flood Prevention and/or Drainage	5.7%	28.3%	34.0%	32.1%
Sidewalks	1.9%	34.3%	34.3%	29.5%
Fire/Station Equipment	12.4%	21.9%	41.0%	24.8%
Tree Planting	14.3%	41.9%	25.7%	18.1%
Sewer Improvements	7.7%	41.3%	38.5%	12.5%

The primary infrastructure need was identified as street improvements with the next highest concern being flood prevention and/or drainage.

### Snapshot of Respondent Comments

- “I see kids walking from Lovers Lane on St. John’s Parkway, and they have to walk on the street and since the road now connects with Riggins, people are now going way too fast for the area.”
- “Need more bike lanes/walkways.”
- “Public safety has to be No. 1. If a city cannot protect its citizens all the other categories are frivolous.”
- “East Houston Ave. (Ben Maddox to McAuliffe) has been neglected for 25 years. If it is an arterial, it should be made into one. Please don’t wait forever for adjacent land to be developed. It may never happen, as the west side of town is so much more attractive to developers.”
- “Maintaining our streets enables us to get around in our community and helps us in maintaining our vehicles. Plus [it] helps the local economy.”
- “Flood prevention and drainage: Use and/or leverage grant money with the county’s to fix the levees to prevent FEMA’s (Federal Emergency Management Agency) flood insurance.”
- “For the streets, just maintain what we have regularly and better than now. We need more continuous sidewalks to promote increased pedestrian traffic and safe bike lanes that are well maintained.”
- “It is a crime that many Visalia residents are paying flood insurance when if the levees had been maintained it would not be necessary! We need a less chemically abrasive way to treat our sewage such as certain plants and mushrooms. Yes to trees that give a return on our investment beyond shade.”
- “Need to improve the area around the Oval with landscaping, historical street lighting and Valley Oak trees.”
- “Sidewalks needed in SW Visalia. Linwood and Walnut south near the COS (College of the Sequoias) farm, Mary Avenue, Laura Avenue, etc., between Chinowth and Linwood.”
- “Tree planting and sidewalk improvements around the Oval.”

*Note:* For a comprehensive listing of comments, see Attachment C.

### **Social and Public Service Needs**

Table 7 shows the feedback from respondents relative to the scale of importance of social and public service needs.



**Table 7  
Priority Need for Social and Public Services**

<b>Social and Public Service Need</b>	<b>No Need</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
Crime Prevention and Awareness	7.8%	8.8%	35.3%	48.0%
Youth Services	4.8%	18.3%	34.6%	42.3%
Employment Training	8.7%	20.2%	31.7%	39.4%
Health Services	8.6%	24.8%	39.0%	27.6%
Child Care	12.5%	33.7%	26.9%	26.9%
Senior Citizen Services	9.5%	19.0%	45.7%	25.7%
Substance Abuse Services	6.8%	41.7%	27.2%	24.3%
Services for the Disabled	7.7%	28.8%	50.0%	13.5%
Transportation Services	7.7%	39.4%	40.4%	12.5%
Tenant/Landlord Counseling	29.8%	39.4%	22.1%	8.7%

The primary needs that were identified for social and public services are all closely related, with the highest need assigned to crime prevention and awareness and following that youth services and employment training. There is a clear theme emerging on providing more services and opportunities for youth to succeed.

**Snapshot of Respondent Comments**

- “Teach/educate the children, focus on keeping God in the schools and really provide a Bible-based atmosphere and the children will grasp it and carry it on into their adult lives, and the need for substance abuse will remain a non-essential need.”
- “The bus routes are laid out with a ‘small town’ mentality. Each arterial should have a bus that goes straight down that street, and can be depended upon to be there every 10–15 minutes. With free transfers, every shopping and employment center can be served, without confusion as to ‘where the bus might go next’? Ridership will improve. Check out Chicago’s plan.”
- “Qualification: Employment training is worthless without jobs to fill!”
- “No need for employment training as there are no jobs. Crime and prevention have been covered by the tax increases for those services.”
- “Crime prevention in SW Visalia. This is now run by gangs. Need help now. Need street lights in SW Visalia.”
- “Job placement training and employment opportunities.”

*Note:* For a comprehensive listing of comments, see Attachment C.

**Economic Development Needs**

Table 8 shows the feedback from respondents relative to the scale of importance of economic development needs.

**Table 8  
Priority Need for Economic Development**

Economic Development Need	No Need	Low	Medium	High
Job Creation	3.8%	3.8%	20.0%	72.4%
Business Support Services	10.1%	31.3%	30.3%	28.3%
Microenterprise Assistance	7.9%	27.7%	37.6%	26.7%
Technical Support to Nonprofit Businesses	20.8%	36.6%	23.8%	18.8%

The overwhelming priority need for economic development is job creation.

**Snapshot of Respondent Comments**

- “Bring more non-ag jobs to the City.”
- “We need a business incubator program/facility that offers pooled services like receptionist, office equipment—all the capital-intensive overhead items that are difficult to come by for startups.”
- “I’m not sure what business support services means. Yes, we need to create jobs for a new century! Our kids get a decent education and they move away because there are no jobs here for them.”

*Note:* For a comprehensive listing of comments, see Attachment C.

**Housing Needs**

Table 9 shows the feedback from respondents relative to the scale of importance of the City’s housing needs.

**Table 9  
Priority Need for Housing**

Housing Need	No Need	Low	Medium	High
Energy-Efficient Improvements	5.8%	17.5%	35.9%	40.8%
Residential Property Maintenance/Code Enforcement	7.7%	26.9%	32.7%	32.7%
Homeless Transitional Housing	17.6%	24.5%	29.4%	28.4%
Homeownership Assistance	15.5%	34.0%	24.3%	26.2%
Multifamily Rehabilitation	15.5%	32.0%	35.0%	17.5%
Homeless Permanent Housing	16.7%	16.7%	50.0%	16.7%
Rental Housing Subsidies	26.2%	30.1%	30.1%	13.6%
Improvements for Disabled Accessibility	9.7%	32.0%	45.6%	12.6%
Lead-Based Paint Testing and Abatement for Single-Family Residential	31.1%	38.8%	21.4%	8.7%
Residential Historic Preservation	20.6%	43.1%	30.4%	5.9%

The key housing need was identified as energy-efficient improvements. Additional high priorities are residential property maintenance and code enforcement, homeless transitional housing and homeownership assistance.



### Snapshot of Respondent Comments

- “The Rescue Mission is doing a wonderful job, but can’t be expected to handle alcohol and drug dependence. Those require medical, psychological help. Then, the issue of families wanting to stay together; this tests the capabilities of homeless care. Perhaps a plan could be provided for vacant homes to be made available to qualified homeless families, along with the landlord’s assistance and care.”
- “Homeownership assistance and classes on financial responsibility will increase city/county profit and reduce the need for the homeless shelters.”
- “Mix of affordable and market rate downtown mixed-use transit-oriented development with urban core residential/commercial offering convenient transit access. Where do singles, house shares, [and] empty nesters go when a house isn’t the best choice? We have no options in Visalia that fits any but a boring conventional lifestyle.”
- “Lead-based paint is a crime that robs our children of their productive futures! We need to rethink housing in a big way! Water usage, wasted farmland, and alternate forms of energy generation abilities (to name a few): These need to be community concerns on our community agenda if we are to have a decent future here.”
- “Need additional low-income housing around the transit center.”

*Note:* For a comprehensive listing of comments, see Attachment C.

#### *Summary of Efforts Made to Broaden Public Participation*

The City of Visalia actively encourages more low- and moderate-income residents, minorities, those with disabilities and non-English-speaking residents to attend community meetings and hearings. In accordance with the Citizen Participation Plan, the City will provide translation services to any resident who requests the need for those services at such hearings and meetings.

Also, the City utilized interactive, collaborative and open Web-based tools, which allowed easy distribution of project information and surveys and allowed citizens to submit comments and questions as the project progressed. Other interactive Web capabilities allowed citizens to upload photos and relevant descriptions of the project area to highlight issues for the project team. These tools become a forum open to the larger community, including employees and visitors who might not reside in Visalia and who might not be able to participate in a more traditional workshop setting.

All comments were accepted during the citizen participation process.

## **Institutional Structure**

1. *Describe actions that will take place during the next year to develop institutional structure.*

### ***Action Plan Institutional Structure Response***

Visalia is a charter city and is managed utilizing the council-manager form of government. The five-person City Council provides policy direction to the City Manager who is responsible for administering city operations. The City Council members are the leaders and policy makers elected to represent the community and to concentrate on policy issues that are responsive to citizens' needs and wishes. The City Manager is appointed by the City Council to carry out policy and ensure that the entire community is being served. The City Council is the legislative body; its members are the community's decision makers.

The City Council serves as the Redevelopment Agency board, and the City Manager serves as the executive director. The HEDD director administers the day-to-day activities of the Redevelopment Agency and the CDBG and HOME programs. The staff within the divisions work closely with other City departments and the community to develop programs and activities that improve low- and moderate-income neighborhoods throughout Visalia. The administration of program activities includes housing, public facility and infrastructure improvements, public and social service activities and economic development activities.

The strengths in the delivery system are interdepartmental communication and collaboration. City staff from various departments work with each other, with organizations and agencies that assist low-income individuals and with families in Visalia and community residents to establish priorities for utilizing CDBG and HOME funding. The gaps in the delivery system are due to limited funding. The need far outpaces the funding resources. As a result, even projects with a high priority may have to wait years to be funded.

The principal provider of community development and economic development programs, housing projects and financial support will be the City of Visalia. Other key public agencies that work together to increase Visalia's supply of affordable housing include the Community Redevelopment Agency of the City of Visalia and the Tulare County Housing Authority. Visalians Interested in Affordable Housing (VIAH), the Kings/Tulare County Continuum of Care, Self-Help Enterprises (SHE), Community Services and Employment Training, Inc. (CSET), and Habitat for Humanity are CHDOs and nonprofit agencies that also provide support.



## **Monitoring**

1. *Describe actions that will take place during the next year to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.*

### ***Action Plan Monitoring Response***

To monitor that funds are being utilized to carry out affordable housing strategies through the acquisition, rehabilitation and new construction of housing units, the City of Visalia's monitoring plan includes tracking HUD-approved programs in accordance with the national objectives and regulations.

The City has compliance monitoring guidelines for its CDBG and HOME funds with priority given to activities that benefit low- and moderate-income persons. That monitoring process incorporates the following:

#### **Routine Monitoring Responsibilities by City Staff**

1. To assess performance and identify any compliance problems, City staff monitor application information from homeowners, assist with sub-recipient checklists, conduct periodic reviews to ensure regulatory compliance and track performance.
2. Ongoing monitoring involves an examination of both routine and special reports assessing two areas: compliance and performance.
3. Sub-recipients have independent audit actions conducted on a yearly basis.
4. Sub-recipients prepare periodic progress reports and provide those reports to the City of Visalia on a monthly basis.
5. If the sub-recipient is slow in setting up projects or in drawing down funds, City staff contact the sub-recipient to discuss the reasons for the slow progress.
6. If the sub-recipient is not able to commit and spend its designated funds within the period of the HOME agreement, an onsite review may be requested.
7. If it is determined that HOME funds will not be drawn down, staff may take steps to reprogram the funds to another entity or program upon taking the appropriate amendment actions.
8. Based on the data submitted, City staff generate regular reports on the status of all HOME- and CDBG-funded activities, as well as program-wide data such as the number of units developed or families assisted, income guidelines, ethnicity, Census data and the ongoing expenditure of HOME and CDBG funds.
9. The results are presented in the yearly Consolidated Annual Performance and Evaluation Report (CAPER) report and preserved in the program master file.

### **In-Depth Monitoring and Onsite Reviews**

1. These activities identify whether performance or compliance problems exist and identify the aspects of the programs or projects that are contributing to the adverse situation.
2. These activities include an onsite visit, observation of actual program elements and the use of a monitoring checklist.
3. City staff identify aspects of the programs or projects where the organization is performing well and poorly, assess compliance with program requirements, determine whether record-keeping is adequate, prepare a report summarizing the results of the review and describe any required follow-up activity.

### **Monthly Status Report**

1. The sub-recipient is required to submit a monthly report detailing the progress of the development projects, programs and activities utilizing CDBG and HOME funds.
2. This report is to include the following:
  - Project progress in meeting stated goals and benchmarks.
  - Problems encountered and steps taken to resolve them.
  - Other general information as appropriate.
3. This report is required to be filed at the City office by the seventh working day of the month following the month when services were provided.

### **File Review or “Desk Review”**

1. Throughout the year, City staff review the sub-recipients’ submitted project files for compliance.
2. City staff may be made aware of important or valuable information in a City “Single Audit” Review, conducted by an independent auditor.
3. In addition to the ongoing file monitoring and prior to the onsite visit, City staff review the organizations/sub-recipients on the projects.

### **Financial Review**

1. Sub-recipients submit a weekly or monthly report, depending on the type of project, concerning the financial and accounting status of the project(s).
2. The weekly/monthly financial report includes the following:
  - Summary of all disbursements of CDBG or HOME funds.
  - Percentage of funds expended and remaining by cost category.

### **Site Review**

1. City staff gather information from a variety of sources.
2. During the onsite review, the following steps are completed:



- Conduct an initial meeting with the director or other official to explain the purpose and schedule for the review.
  - Review additional materials provided to obtain more detailed information about the program or projects in question.
  - Examine a sampling of files to verify the existence of required documentation and the accuracy of reports being submitted to the agency.
  - Visit a sampling of program or project sites to confirm information contained in the program files; this may also include interviewing residences.
  - Meet with local lending or other partners, if applicable.
  - Conduct an exit conference with appropriate senior staff to discuss the preliminary conclusions of the review and identify any follow-up actions necessary.
3. After completion of the onsite visit, the following steps are completed:
- Properly record the results of the review.
  - Fill out all applicable checklists.
  - Attach to the checklists all documentation required to support conclusions from the review (if applicable).
  - Place the checklists and documentation in the monitoring file for that organization.
  - Place an additional copy of the checklist in the project file.
  - Meet with the program staff to review the findings of the monitoring visit and agree on a course of action (if applicable).
  - After the in-depth review, City staff prepares and sends to the sub-recipients a report describing the results of the review.
4. The monitoring report must include the reasons underlying all conclusions.

#### **CDBG Project Management**

1. Each project utilizing CDBG funds is managed by a project manager.
2. The project manager monitors the use of the funds and is the “Labor Standards Coordinator,” having responsibility for National Environmental Policy Act compliance and CDBG labor standards compliance and reporting, as well as Section 3 requirements.
3. A CDBG Project Compliance Manual has been prepared and is issued to all project managers in the City.
4. Records shall be maintained from the inception of the project, documenting the compliance requirements for receiving this federal funding.
5. A separate Labor Standards Enforcement file shall be maintained.

6. A record-keeping action checklist, issued by HUD, as well as a CDBG Project Compliance Record Summary, shall be complied with.<sup>2</sup>

## **Lead-Based Paint**

1. Describe the actions that will take place during the next year to evaluate and reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead-safe housing available to extremely low-income, low-income, and moderate-income families, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

### ***Action Plan Lead-Based Paint Response***

#### **Estimation of the Number of Housing Units with Lead-Based Paint**

There were 19,854 housing units that, according to the 2000 Census, were built before 1980 in Visalia. The use of lead-based paint was banned nationwide in 1978. Per this Census information, it is estimated that 46.5 percent of the City's 42,728 units could have had lead-based paint in 2000. As units have been repaired, rehabilitated or replaced since 1978, non-lead-based paint has been used.

According to the federal Centers for Disease Control (CDC), in 2006 California tested 505,303 children for lead poisoning. Confirmed cases totaled 3,172 children or 0.63 percent of all children. This was down considerably from 2000 when 11.61 percent of tested children in the state were confirmed with lead poisoning. Lead poisoning can come from other sources besides paint, such as soil and pottery.

Tulare County tested 132 children in 2006 with a 49.2 percent confirm rate per CDC statistics. Five of the cases involved multiple children in a family. No data was found specifically addressing the statistics for the City of Visalia.

#### **Proposed Action to Evaluate and Reduce Lead-Based Paint Hazards**

The Tulare County Childhood Lead Poisoning Prevention Program provides educational information and training for inspectors. For all of the City's housing programs, applicants are informed of the danger of lead-based paint through a brochure as part of the application process. In addition, City building inspectors are alert to signs of this hazard as they perform their substandard housing inspections. All housing owners and occupants with which the City interacts through its various programs are required to abate this hazard as a condition of assistance from the City.

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<sup>2</sup>City of Visalia Housing and Economic Development Department



**HOUSING**

**Specific Housing Objectives**

*\*Please also refer to the Housing Needs Table in the Needs.xls workbook.*

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve during the next year.
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 this Action Plan.

**Action Plan Specific Objectives Response**

From July 1, 2010, through June 30, 2011, the City of Visalia plans to address the priorities and specific objectives shown in Table 10.

**Table 10  
Housing Objectives and Goals**

Objective	Goals	Program	Units Need
Provide decent affordable housing	Provide decent affordable housing by promoting homeownership opportunities for low-and moderate-income households.	First Time Homebuyers Program (FTHB)	10
	Provide decent affordable housing by sustaining neighborhoods.	Property Acquisition (CHDO)	1
Suitable living environment through neighborhood preservation	Maintain and preserve quality housing by addressing substandard housing.	Code Enforcement—Target Areas	200
	Provide educational services to low-income families.	Fair Housing Hotline	120

Source: City of Visalia Draft 2010–2011 Action Plan  
CHDO: Community Housing Development Organization

**Provide Decent Housing**

This objective focuses on housing programs where the purpose of the program is to meet individual, family or community needs and not programs where housing is an element of a larger effort, because such programs would be more appropriately reported under a suitable living environment.

**Create a Suitable Living Environment**

This objective relates to activities that are designed to benefit communities, families or individuals by addressing issues in their living environment (such as poor quality infrastructure) to social issues such as crime prevention, literacy or elderly health services.

The Executive Summary of this Action Plan describes 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 this Action Plan.

## Needs of Public Housing

*Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership.*

1. *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 during the next year.*

### **Action Plan Public Housing Strategy Response**

The City of Visalia does not own public housing. However, the City does routinely consult with the TCHA. In addition, it is the policy of the City to support the TCHA to provide housing assistance to extremely low, very low, low- and moderate-income households.

The City of Visalia partnered with the TCHA to develop a 71-unit multi-family affordable housing complex that was completed in late 2008. Currently, the City is working with the TCHA through Kaweah Management Company, a nonprofit 501(c)3, to rehabilitate 11 units and construct nine units to complete a 20-unit multi-family rental project known as Paradise & Court. The current Housing Market Analysis (see Table 11) displays the number of public housing units within the City of Visalia owned and managed by the TCHA.

**Table 11  
Housing Market Analysis**

Housing Stock Inventory	Vacancy Rate	0 & 1 Bedroom	2 Bedrooms	3+ Bedrooms	Total	Substandard Units
<i>Affordability Mismatch</i>						
Occupied Units: Renter		3,234	4,879	3,400	11,513	192
Occupied Units: Owner		1,108	2,919	15,405	19,432	342
Vacant Units: For Rent	2.8%	121	630	180	931	21
Vacant Units: For Sale	1.2%	4	89	305	398	4
<b>Total Units Occupied and Vacant</b>		<b>4,467</b>	<b>8,517</b>	<b>19,290</b>	<b>32,274</b>	<b>559</b>
<i>Rent</i>						
Applicable FMR (\$)		\$481	\$538	\$625		
Affordable at 31%–50% of MFI (\$)		\$476	\$571	\$660		
<i>Public Housing Units</i>						
Occupied Units		21	70	88	179	0
Vacant Units		0	0	0	0	0
<b>Total Units Occupied and Vacant</b>		<b>21</b>	<b>70</b>	<b>88</b>	<b>179</b>	<b>0</b>
<i>Rehabilitation Needs (\$)</i>					\$200,000	

Source: U.S. Census Bureau, 2000; HUD Comprehensive Housing Affordability Strategy (CHAS), 2000  
FMR: Fair Market Rent; MFI: Median Family Income



The TCHA administers the Family Self-Sufficiency (FSS) program, which provides clients with counseling and the opportunity to save for a down payment to become homeowners. The City will continue to work with the TCHA to determine strategies to enhance the program. The TCHA is not designated as “troubled” by HUD.

## **Barriers to Affordable Housing**

1. *Describe the actions that will take place during the next year to remove barriers to affordable housing.*

### ***Action Plan Barriers to Affordable Housing Response***

The following actions are currently being utilized or will be completed during the next year to remove barriers to affordable housing.

#### **Actions to Alleviate Barriers Created by Market Conditions**

*Homeownership.* Through the FTHB program, up to \$40,000 will be evaluated as to the appropriate gap financing.

*Housing Element.* The City updated its Housing Element in 2009 in conformance with jurisdictions in the Tulare Council of Governments (COG) sub-region. Achievement of the objectives contained in the 2009–2014 Housing Element are expected to be accomplished through actions by the City to provide appropriate regulatory concessions and incentives through its land-use and development controls and through the utilization of available federal and state housing programs. The priorities identified through the 2009–2014 Housing Element are to provide housing opportunities and accessibility for all economic segments of the City; provide and maintain an adequate supply of sites for the development of affordable new housing; preserve, rehabilitate and enhance existing housing and neighborhoods; ensure that all housing programs are available without discrimination on the basis of race, color, religion, sex, national origin, ancestry, marital status, age, household composition or size, or any other arbitrary factor; and to encourage and enhance intergovernmental, public and private coordination and cooperation to achieve an adequate supply of housing for all economic and social segments of the community.

*Affordable Housing.* To create substantive neighborhood improvements and stimulate additional, unassisted improvement efforts, the City focuses a portion of its housing-related funding (including partnering, nonprofit, tax-increment, housing set-aside, HOME and CDBG) in targeted low-

income neighborhoods. Based on the widespread need for affordable housing, however, assistance is also available Citywide.

- ***Removal of Affordable Housing.*** The City ensures that staff comply with the Uniform Relocation Act when considering the removal of affordable housing units. As a means of preventing displacements caused by construction or rehabilitation, the City will survey, or cause to be surveyed, each owner or tenant and determine what type of assistance, if any, would be offered. A family will not be displaced without financial and advisory assistance sufficient, in the determination of the City, to enable the family to obtain decent, safe and sanitary housing at an affordable cost. Also, HUD Section 104(d) of the Housing and Community Development Act (HCD) provides the following minimum requirements for certain CDBG and HOME funded programs or projects:
  - Funding recipients must certify that they have in effect and are following a Residential Antidisplacement and Relocation Assistance Plan (RARAP).
  - Relocation assistance to lower-income residential tenants displaced as a direct result of demolition of any dwelling unit or conversion of a lower-income dwelling unit in connection with an assisted activity.
  - Replacement, on a one-for-one basis, of all occupied and vacant occupiable lower-income dwelling units that are demolished or converted to a use other than lower-income dwelling units in connection with an assisted activity.

#### **Actions to Alleviate Barriers Created by Governmental Constraints**

Under government-based constraints, City strategies to alleviate any potential negative effects of government barriers to affordable housing include the following:

***Administrative Policies Concerning Community Development and Housing Activities.*** For the City, areas of high minority concentration are in central northeast Visalia, which has adequate opportunity for major new development projects and/or infill development. These areas of minority concentration are also low-income areas. Although no public policies exist that restrict the provision of housing and community development resources to areas of minority concentration, because of greater need in low-income areas, many services are targeted to those central areas. The geographic distribution of funding is predicated, somewhat, on the nature of the activity to be funded. Site selection for affordable housing is encouraged throughout the City, in order to distribute assisted housing units citywide.



**Zoning Flexibility.** Currently, the processing and permitting procedures have supported a continuum of housing needs and have not constituted a constraint within the City of Visalia. The City has approved three emergency shelters as well as a new community center under construction in the Oval Park Area for the Visalia Rescue Mission. In addition, Habitat for Humanity will develop a four- unit transitional housing complex, which will be eventually owned and managed by Family Services of Tulare County.

The City is looking at amending the Zoning Code to streamline the permitting process of future affordable housing projects as a development incentive. In addition, However, since the City of Visalia’s Municipal Code does not allow emergency shelters without a conditional use permit in any zone, the City does not meet the new State requirements established by SB 2. To ensure compliance with State law, the City has included Program 1.8, which states that the City will amend the Zoning Code use matrix to allow emergency shelters “by right” (i.e., as a permitted use, without discretionary approval) in the IL zone. There are currently (2009) about 75 acres of vacant land in this zone, with a variety of parcel sizes. Parcel sizes generally break down as follows:

- Less than 0.5 acres: 51 parcels
- 0.5-1 acres: 49 parcels
- 1-5 acres: 29 parcels
- 5-20 acres: 1 parcel
- Larger than 20 acres: 2 parcels

While the IL zone is an industrial zone, it is relatively close to services such as food, parks, social services, and schools. The IL zone emphasizes low-intensity research and development, warehousing, and limiting manufacturing. It is not a heavy industrial zone. The zone also permits other compatible uses such as restaurants, fast food restaurants, medical clinics, churches and other religious institutions, and residential units associated with a commercial activity. There is abundant land in this zone with adequate infrastructure to support new development, and land costs are generally lower in this zone than in commercial or residential zones. There are some vacant or available industrial buildings in this zone that could be converted to emergency shelters. For example, the Olive Plant Warehouse on Tulare Avenue at Bridge Street and several service commercial buildings, approximately 5,000 square feet on average, along Pershing Avenue near Shirk Road. The Zoning Code currently (2009) allows emergency shelters in this zone with a conditional use permit.

The City does not have any residential development standards for planned commercial districts. Currently, new residential development is permitted within all P-C zones, with increasing residential uses within commercial zones. This is a primary concern for the City. Finally, Visalia utilizes a density bonus program for developers of affordable housing units, however, the City needs to place a bonus cap of 35 percent in order to be compliant with SB 1818 (2009 Housing Element).

The Visalia Zoning Ordinance permits manufactured housing parks in three residential zones with a conditional-use permit. The City has no policies that would put constraints on the development of farmworker housing. In addition,

- On January 8, 2004, the City adopted a second dwelling unit ordinance that follows the requirements of state law.
- The Visalia Zoning Ordinance permits group homes in four residential zones; the City has approved three emergency shelters through the use of the conditional-use permit (CUP) process in the last decade and will continue to do this on a case by case basis.
- Brochures regarding housing programs are regularly distributed to the public.

***Density Bonuses.*** The Visalia Zoning Ordinance will grant a 25 percent density bonus over the housing unit density allowed by existing zoning if the developer agrees to meet one of the following conditions:

- At least 10 percent of the units are for very low income households
- At least 20 percent of the units are for lower-income households
- At least 50 percent of the units are for seniors

***Housing Set-Aside Requirements.*** Sections 33334.2 and 33334.3 of the Health and Safety Code require redevelopment agencies to set aside 20 percent of the tax-increment revenue to a special Low and Moderate Income Housing Fund (Low/Mod Fund). The Low/Mod Fund must be used to “increase, improve and preserve the community’s supply of low- and moderate-income housing” within the territorial jurisdiction of the agency. These monies will be allocated toward the preservation, development and/or rehabilitation of low- and moderate-income housing units, and the RDA will seek to leverage these funds with other federal, state, local and private resources.

***Site Development and Public Facility Requirements.*** The General Plan and Zoning Ordinance for Visalia contains policies and requirements for the provision of adequate public facilities and services, such as potable water supply, sewage disposal systems, electricity, flood protection, fire protection, parks and public or private access. Although these factors add incrementally to the cost of housing, they are essential to protect



public health and safety, and meet the objectives of the federal and state governments regarding air quality, water quality, threatened and endangered species, the California Environmental Quality Act (CEQA) and other policies and regulations.

## **HOME/American Dream Down Payment Initiative (ADDI)**

1. *Describe other forms of investment not described in § 92.205(b).*
2. *If the participating jurisdiction (PJ) will use HOME or ADDI funds for homebuyers, it must state the guidelines for resale or recapture, as required in § 92.254 of the HOME rule.*
3. *If the PJ will use HOME funds to refinance existing debt secured by multi-family housing that is that is being rehabilitated with HOME funds, it must state its refinancing guidelines required under § 92.206(b). The guidelines shall describe the conditions under which the PJ will refinance existing debt. At a minimum these guidelines must:*
  - a. *Demonstrate that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing.*
  - b. *Require a review of management practices to demonstrate that disinvestments in the property has not occurred; that the long-term needs of the project can be met; and that the feasibility of serving the targeted population over an extended affordability period can be demonstrated.*
  - c. *State whether the new investment is being made to maintain current affordable units, create additional affordable units, or both.*
  - d. *Specify the required period of affordability, whether it is the minimum 15 years or longer.*
  - e. *Specify whether the investment of HOME funds may be jurisdiction-wide or limited to a specific geographic area, such as a neighborhood identified in a neighborhood revitalization strategy under 24 CFR 91.215(e)(2) or a Federally designated Empowerment Zone or Enterprise Community.*
  - f. *State that HOME funds cannot be used to refinance multi-family loans made or insured by any federal program, including CDBG.*
4. *If the PJ is going to receive American Dream Down payment Initiative (ADDI) funds, please complete the following narratives:*
  - a. *Describe the planned use of the ADDI funds.*
  - b. *Describe the PJ's plan for conducting targeted outreach to residents and tenants of public housing and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide down payment assistance for such residents, tenants, and families.*
  - c. *Describe the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership, such as provision of housing counseling to homebuyers.*

### **Action Plan HOME/ADDI Response**

The City uses HOME funds to administer the First-Time Homebuyers program, which offers down payment assistance loans. The HOME program requires local or state matching funds. The federal HOME funds must be matched by non-federal resources (Sec. 92.218-222). All HOME-eligible activities require a match of 25 percent (one dollar of local or state

resources for every four federal dollars spent) unless specific exemptions have been granted by HUD.

The City of Visalia has implemented the Foreclosure Acquisition Program. The program is intended to address the current foreclosure crisis using federal Neighborhood Stabilization Program (NSP) funds. As approved by HUD and the City Council, the City has used funds to purchase the following four foreclosed properties within the City of Visalia:



2431 N. Charter Oak – This house built in 1981 is located in the NE section of Visalia (Cross St: St. Johns) and has approximately 1,563 sq. feet, with 3 bedrooms and 1.75 baths. To schedule a tour, please contact Suzette Knopf at 559-786-4289 or email at [suzetteknopf@kw.com](mailto:suzetteknopf@kw.com).



2450 N. Clark – This house built in 1987 is located in the NE section of Visalia (Cross St: Sunnyview) and has approximately 1,615 sq. feet, with 4 bedrooms and 2.5 baths. To schedule a tour, please contact Suzette Knopf at 559-786-4289 or email at [suzetteknopf@kw.com](mailto:suzetteknopf@kw.com).



1032 Oakridge – This house built in 1982 is located in the NE section of Visalia (Cross St: Burke) and has approximately 1,511 sq. feet, with 3 bedrooms and 2.5 baths. To schedule a tour, please contact Suzette Knopf at 559-786-4289 or email at [suzetteknopf@kw.com](mailto:suzetteknopf@kw.com).



1922 E. Harold – This house built in 1980 is located in the NE section of Visalia (Cross St: Houston) and has approximately 1,521 sq. feet, with 3 bedrooms and 2.5 baths. To schedule a tour, please contact Suzette Knopf at 559-786-4289 or email at [suzetteknopf@kw.com](mailto:suzetteknopf@kw.com).

The City has utilized \$1.5 million to acquire, rehabilitate and resell properties to families with income ranging from 50 percent to 120 percent of the area median income (AMI), and approximately \$600,000 has been reserved to assist families with income not exceeding 50 percent of AMI. Of the \$600,000 set aside for those families with income of 50 percent of AMI and below, the City allots \$300,000 to acquire or rehabilitate housing and will maintain ownership for permanent rental housing. To meet more



goals and objectives, the City will continue to leverage CDBG and HOME funding with other public funds and private investment thus expanding opportunities for low- and moderate-income families.

The City of Visalia adheres to the resale and recapture guidelines as set forth by HUD. The City has two options (resale or recapture) for controlling the resale of any property or development that is HOME funded. The City enforces the recapture option to ensure that it recuperates the entire HOME subsidy if the HOME recipient decides to sell the property within the affordability period.

The City of Visalia does not utilize HOME funds to refinance existing debt secured by multi-family dwellings for rehabilitation loans.

The City of Visalia has not been allocated funds for the ADDI.

## HOMELESS

### Specific Homeless Prevention Elements

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

1. *Sources of Funds—Identify the private and public resources that the jurisdiction expects to receive during the next year to address homeless needs and to prevent homelessness. These include the McKinney-Vento Homeless Assistance Act programs, other special federal, state and local and private funds targeted to homeless individuals and families with children, especially the chronically homeless, the HUD formula programs, and any publicly-owned land or property. Please describe, briefly, the jurisdiction's plan for the investment and use of funds directed toward homelessness.*
2. *Homelessness—In a narrative, describe how the action plan will address the specific objectives of the Strategic Plan and, ultimately, the priority needs identified. Please also identify potential obstacles to completing these action steps.*
3. *Chronic homelessness—The jurisdiction must describe the specific planned action steps it will take over the next year aimed at eliminating chronic homelessness by 2012. Again, please identify barriers to achieving this.*
4. *Homelessness Prevention—The jurisdiction must describe its planned action steps over the next year to address the individual and families with children at imminent risk of becoming homeless.*
5. *Discharge Coordination Policy—Explain planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how, in the coming year, the community will move toward such a policy.*

### Action Plan Special Needs Response:

**Affordability** is defined as a household spending 30 percent or less of household income for shelter. **Shelter** is defined as gross rent or gross

monthly owner costs. *Gross rent* is defined as the contract rent plus utilities. In most cases, the contract rent includes payment for water, sewer and garbage. “Gross monthly owner costs” includes mortgage payments, taxes, insurance, utilities, condominium fees and site rent for mobile homes.

**Table 12  
Number of Homeless, Non-Homeless  
and Special Needs Households To Be Provided Affordable Housing**

Objective	Goals	Program	Units Need
<i>Homelessness</i>			
Suitable living environment by supporting special needs programs and facilities	Increase accessibility to support facilities to end chronic homelessness.	Continuum of Care	1
<i>Non-Homeless Special Needs Housing</i>			
Suitable living environment by supporting special needs services	Maintain quality owner-occupied housing for the elderly.	Senior Home Minor Repairs	620
	Increase accessibility and the range of housing options for persons with special needs.	Mobile Home Senior Repair and Handicapped Access	14

Source: City of Visalia Draft 2010–2011 Action Plan

At this time, the City does not use the McKinney-Vento Homeless Assistance Act program or receive special funding from the state or federal government. However, the City continues its partnership with the Kings-Tulare County Continuum of Care to address issues of homelessness. Through the continuum, the City continues to move forward to accomplish the goals of combating homelessness; the Point-in-Time Survey of 2009 showed that even with the nation’s current recession there were fewer homeless people in Tulare and Kings Counties than a year earlier.

The Continuum of Care administers an annual Point-in-Time survey in the late winter during a week designated by HUD. Volunteers throughout the surrounding cities pick specific locations to target the homeless. In exchange for an “incentive bag” containing basic necessities such as toothbrushes, lotion, socks, etc., volunteers gather information on the homeless by asking questions such as age, language, how long they have been homeless, employment, number of children, etc.

The results of the 2009 survey showed that in Tulare and Kings counties there were 966 homeless people in January 2009 versus 1,055 the same month in 2008, a drop of 8.4 percent. The survey also showed that the two counties had 238 homeless children in 2009, a decrease of 24.4 percent from 315 homeless children in 2008.

With the completion of this survey, the Continuum of Care can better gauge the progress of its efforts to combat homelessness and improve the allocation of funding. With the data, the continuum also fulfills reporting requirements to HUD. To strengthen its capacity, the continuum is



currently pursuing 501(c)3 status to competitively apply for foundation and corporate funding. The continuum is focused on systematically implementing systems and programs that will help support existing homeless organizations and offer the resources that are needed locally to be successful. During fiscal 2010–2011, the City of Visalia will allocate \$10,000 to help the continuum achieve its goals. The continuum views the 501(c)3 status as a major capacity barrier and anticipates that the process will cost approximately \$10,000. The City will continue to support the needs of homeless individuals through its partnership with the Continuum of Care.

The City will continue working with the Continuum of Care on goals aimed toward eliminating chronic homelessness. Through its commitment and dedication, the continuum, along with supporting agencies, will continue to strategize on approaches and ways to acquire more shelters and/or organizations that will provide homeless individuals not only with basic care needs but also job training and guidance. The issues associated with homelessness are complicated. Solutions to resolve this problem require considerable time, energy and financial resources, which, if not available, put an obstacle on achieving goals.

The City of Visalia presently has a number of organizations that provide services to the homeless, each addressing a specific population:

- ***Visalia Rescue Mission.*** This faith-based recovery program has a 42-bed men’s shelter and can accommodate 60 men as part of its overnight emergency services. In addition, the Visalia Rescue Mission has one apartment, the Alpha House, which is designated as transitional housing, accommodating seven men. The Rescue Mission also has a short-term women’s shelter, Shelter of Hope. Here, the mission offers emergency and transitional services for homeless single women and women with children. This rescue program is designated to help women and women with children transition from living on the streets to becoming self-sufficient through offering meals, housing and the gospel.
- ***Partners for Youth Vision.*** This program for homeless teens offers a safe haven from the street and provides basic necessities. Youth Vision works within the community to provide resources and referrals to youth.
- ***Alternative Services.*** This program for recently released prisoners/drug court clients has a transitional house for men (6 beds) and women (6 beds).
- ***Central California Family Crisis Center.*** This domestic violence shelter has space for 38 women and children with a 16-bed transitional housing program.

- **Visalia Emergency Aid.** To help prevent homelessness, this organization assists hundreds of families yearly who are affected by unexpected changes in employment, loss of shelter due to fire or other family emergencies that affect their ability to work.

The City is not in a position to implement a Discharge Coordination Policy.

## **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.*

### **Action Plan ESG Response**

The City of Visalia is not a state recipient of ESG.

## **COMMUNITY DEVELOPMENT**

### **Community Development**

*\*Please also refer to the Community Development Table in the Needs.xls workbook.*

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), public facilities, public improvements, public services and economic development.
2. 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.*

### **Action Plan Community Development Response**

In this Action Plan year, the City will address non-housing community development needs through the following programs to meet the specific objectives.

***Create Economic Development Opportunities and Community Development Opportunities (Parking Facility) Needs Services***



**Outcome Goal (EO-1):** Demonstrate a commitment to long-term economic growth by promoting the expansion of existing jobs and job retention.

- *Parking Structure (West Acequia Parking Structure)—Section 108 Loan.* The City of Visalia is committed to providing adequate parking in the downtown area to further promote jobs. In 2007, the City finalized construction of a second four-story parking structure that supports the hospital's current expansion. Kaweah Delta Hospital, which employs a diverse group of employees in a variety of income groups, completed its north expansion. Staff continue monitoring the number of jobs created on an annual basis. The City will make its second Section 108 payment in the amount of \$506,855 during the 2010–2011 program year. In addition, the parking structure supports downtown businesses furthering the creation of many jobs throughout the downtown area.

### *Suitable Living Environment through Public Improvements*

**Outcome Goal (SL-1):** Increase the availability of handicapped access benefiting the population with special needs.

- *Streets—ADA Compliance Projects.* The City is committed to addressing the needs of the disabled community. City staff attend the Disability Advocacy Committee meetings to understand what the needs are within the disabled community. On an annual basis, the committee requests additional curb cuts and truncated domes. In this Action Plan, the City has allocated a total of \$40,000 in CDBG funds for the construction of at least 10 ADA-compliant ramps and warning detection panels for the blind throughout areas of downtown within the City's CDBG target areas.

### *Suitable Living Environment through Public Improvements*

**Outcome Goal (SL-1):** Improve the quality and increase the quantity of public improvements that benefit low- and moderate-income residents. The City also utilizes other funding sources for public and park improvement projects.

- *Oval Park.* In 2008, the City Council directed staff to work with residents and businesses from the Washington School and Oval Park neighborhoods to foster revitalization efforts. The Housing and Economic Development, Building, Police, Engineering, Public Works, Fire and Community Development departments actively participate in these efforts.

The City Council also provided staff with the direction to identify the needs of the Oval Park Area. In addition to leveraging CDBG funds in

2008, the City received a Caltrans Grant to analyze the area as it relates to traffic, safety and lighting. Community meetings have been held at Oval Park, obtaining community input, coordinating with local nonprofit agencies to utilize the existing building and creating a more family-friendly park.

The City contributed \$60,000 in 2007–2008 and an additional \$20,000 from an amendment completed in July 2008, for which funds were derived from the 2007–2008 program year funding. This brings the total allocated funds for the Oval Park Area improvements to \$166,000. This year’s recommended allocation of \$29,025 will assist with efforts to improve public parks.

- ***Oval Park Area Lighting Project.*** This area has some of the highest levels of crime in the City and is one of the most densely populated areas. The area is home to several multi-family dwellings but lacks lighting. It is an older neighborhood lacking adequate infrastructure, and lighting is a key concern due to the criminal element in the neighborhood. The addition of nine new lights, possibly solar, will help improve safety and reduce crime in the area.
- ***Recreation Park.*** Funding for this park has been set aside to address the Skate Park graffiti and fencing in addition to other necessary improvements to maintain a safe environment for the community.

The City of Visalia developed a specific set of long-term goals in the Consolidated Plan of 2010–2015:

- **To develop viable urban communities** by providing decent housing and a suitable living environment and expanding economic opportunities principally for low- and moderate-income persons.
- **To work with the Community Redevelopment Agency** and fulfill its goals to eliminate existing blight, enhance business viability, attract new capital and business enterprise, facilitate new development through site assembly, provide and upgrade public improvements and encourage long-term home ownership.

The City of Visalia developed a specific set of short-term goals to be completed during the 2010–2011 program year as seen in Table 13.



**Table 13  
Short-Term Goals for the 2010–2011 Program Year**

Objective	Goals	Program
<i>Homelessness</i>		
Suitable living environment by supporting special needs programs	Increase accessibility to support facilities to end chronic homelessness.	Continuum of Care
<i>Community Development</i>		
Create economic development opportunities and community development opportunities needs services	Demonstrate a commitment to long-term economic growth by promoting the expansion of existing jobs and job retention.	West Parking Structure Loan Payment (Section 108 Loan)
	Increase availability of handicapped access benefiting population with special needs.	ADA Compliance Projects
<i>Non-Homeless Special Needs Housing</i>		
Suitable living environment by supporting special needs services	Maintain quality owner-occupied housing for the elderly.	Senior Home Minor Repairs
	Increase accessibility and the range of housing options for persons with special needs.	Mobile Home Senior Repair and Handicapped Access

Source: City of Visalia Draft 2010–2011 Action Plan  
 ADA: Americans with Disabilities Act

## Antipoverty Strategy

1. Describe the actions that will take place during the next year to reduce the number of poverty level families.

### **Action Plan Antipoverty Strategy Response**

Efforts will be concentrated on affordable housing opportunities to renters as well as foreclosure assistance for homeowners. The significant issues are cost burden and substandard housing units. In fiscal 2010–2011, the City plans to support efforts to increase the availability of low-cost housing and assist homeowners who may be at risk of homelessness due to foreclosures.

The City of Visalia has forged cooperative relationships with public and private organizations that share a common mission for improving the quality of life for individuals through housing, social services, employment and skills training, neighborhood revitalization and economic development. These include the following:

- City of Visalia Citizens Advisory Committee
- City of Visalia City Council
- Community Services and Employment Training, Inc. (CSET)
- Continuum of Care
- Economic Development Corporation
- Family Services of Tulare County
- Habitat for Humanity

- Kaweah Delta Health Care District
- Manuel Hernandez Community Center
- North Visalia Neighborhood Advisory Committee
- Proteus, Inc.
- Pro-Youth/Hearth Visalia
- Real Alternative for Youth Organization (RAYO)
- Salvation Army
- Self-Help Enterprises
- Tulare County Association of Realtors
- Tulare County Health and Human Services Agency
- Tulare County Mental Health Association
- Tulare County Resource Management Agency
- Tulare/Kings Hispanic Chamber of Commerce
- Valley Regional Center Visalia
- Visalia Chamber of Commerce
- Visalia Emergency Aid Council
- Visalia Rescue Mission Visalia Unified School District
- Wittman Village Community Center
- YMCA
- YWCA

The City will also continue partnering with organizations to provide a continuum of services addressing the full range of needs of low- and moderate-income families of Although there are coordinated programs and services to reduce poverty, it is recognized that many unmet needs will remain. The City will endeavor to facilitate the meeting of these needs over the duration of its ConPlan through strategically focusing its resources and efforts.

## NON-HOMELESS SPECIAL NEEDS HOUSING

### **Non-Homeless Special Needs (91.220 (c) and (e))**

*\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.*

1. *Describe the priorities and specific objectives the jurisdiction hopes to achieve for the period covered by the Action Plan.*
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 this Action Plan.*



### ***Action Plan Specific Objectives Response***

As individuals, groups, businesses and agencies identify potential funding sources to address the needs of these unique populations (e.g., seniors, disabled persons, single-headed households), the City will support related projects. The geographic distribution of funding from the City's entitlement programs is based solely on the location(s) identified by the individual applicants. Also, the City continually reviews its ordinances, policies and practices for compliance with fair housing laws. As a result, it has broadened and revised the definition of *family* to include state and federal definitions relating to unrelated adults. In this Action Plan year, the City will address non-homeless special needs and meet specific objectives through the following programs:

#### ***Suitable Living Environment by Supporting Special Needs Programs***

**Outcome Goal (SL-1):** Increase accessibility to support facilities to end chronic homelessness.

- ***Continuum of Care.*** The City has a partnership with the Continuum of Care to address issues of homelessness. The Continuum of Care is a consortium of housing providers, service providers and local governments that work together to end homelessness in Kings and Tulare counties. To strengthen its capacity, the continuum is currently pursuing 501(c)3 status to competitively apply for foundation and corporate funding. The Continuum is focused on systematically implementing systems and programs that will help support existing homeless organizations and offer the resources that are needed locally to be successful. The continuum views 501(c)3 status as a major capacity barrier and anticipates that the process will cost approximately \$10,000. In the 2010–2011 program year, the City is allocating a total of \$10,000 in CDBG funds to assist the continuum in achieving this goal.

#### ***Suitable Living Environment by Supporting Special Needs Services***

**Outcome Goal (SL-2):** Maintain quality owner-occupied housing for elderly.

- ***Senior Home Minor Repair.*** The City has allocated \$91,000 to CSET for the administration of the Senior Home Minor Repair Program. Assistance is provided to senior citizens to assist with minor repairs in their homes. Examples of services are plumbing repairs, cooler/air-conditioning repairs, roof repairs, door and window repairs, electrical repairs, appliance repairs, flooring and carpentry repairs. It is

anticipated that this program will assist at least 120 clients and provide 600 service repairs during the program year.

**Outcome Goal (SL-2):** Increase the accessibility and range of housing options for persons with special needs.

- ***Mobile Home Senior Handicapped Assistance Repair Program.*** The CDBG-funded Mobile Home Senior Handicapped Assistance Repair program is administered by Self-Help Enterprises. The program serves very low income families in addressing health and safety issues with their mobile homes in the form of a grant of \$5,000 and up to \$7,000 on a case-by-case basis. A majority of the grants are utilized toward floor and roof repairs. This program continues to be successful, with an average grant of \$5,800. Fourteen grants are projected to be completed for the year.

## **Housing Opportunities for People with AIDS**

*\*Please also refer to the HOPWA Table in the Needs.xls workbook.*

1. *Provide a brief description of the organization, the area of service, the name of the program contacts, and a broad overview of the range/ type of housing activities to be done during the next year.*
2. *Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.*
3. *Evaluate the progress in meeting its specific objective of providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.*
4. *Report on annual HOPWA output goals for the number of households 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. Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.*
5. *Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan.*
6. *Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Consolidated Plan.*
7. *Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement.*
8. *Please describe the expected trends facing the community in meeting the needs of persons*



*living with HIV/AIDS and provide additional information regarding the administration of services to people with HIV/AIDS.*

9. *Please note any evaluations, studies or other assessments that will be conducted on the local HOPWA program during the next year.*

### ***Action Plan HOPWA Response***

**The City does not receive HOPWA funds.**

### **Specific HOPWA Objectives**

*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 Action Plan.*

### ***Specific HOPWA Objectives Response***

**Not applicable.**

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### **Other Narrative**

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

**No additional action plan information is provided.**