

Program/Activities for 2009-2010 PY

Entitlement

1,415,800.00

Activity	Description	Dept	Entitlement	CFR	Objective	Eligibility
29-10 Admin (20% Admin Cap)	Administrative Costs/Training/Planning	HNR	171,460.00	570.206	N/A	Admin
29-20 Housing Rights (20% Admin Cap)	Fair Housing Services	HNR	25,100.00	570.206	N/A	Admin
29-55 Section 108 28-60 \$320K	Fox Field Corridor	HNR	32,000.00	570.705	N/A	Loan
29-60 Section 108 28-65 \$1.45M	Mental Health Association	HNR	120,000.00	570.705	N/A	Loan
29-65 Section 108 28-70 \$1.5M	Children's Center	HNR	130,000.00	570.705	N/A	Loan
29-70 Section 108 28-55 \$3.1M	Rite Aid/Soccer/Fairgrounds	HNR	269,000.00	570.705	N/A	Loan
29-100 Code Enforcement Officer I	Promote social & physical revitalization	HNR	107,380.00	570.201	LMA	Property Improvements
29-130 Code Enforcement Officer II	Promote social & physical revitalization	HNR	96,560.00	570.201	LMA	Property Improvements
29-110 Fee Waiver (15% Pub Svcs Cap)	City-Wide affordable recreational programs	Parks & Rec	9,300.00	570.201e(1	LMC	Public Service
29-120 Cares (15% Pub Svcs Cap)	After school educational & recreational	Parks & Rec	150,000.00	570.208(c	LMC	Public Service
28-160 Primary Neighborhoods	Rehabilitation and Improvements	HNR	152,500	570.201	LMA	Public Facilities Imp
28-170 Secondary Neighborhoods	Rehabilitation and Improvements	HNR	152,500	570.201	LMA	Public Facilities Imp
			\$	1,415,800		



**CITY OF LANCASTER**  
**CONSOLIDATED PLAN AND STRATEGY**  
**2009 PROGRAM YEAR**  
**ACTION PLAN**

**I EXECUTIVE SUMMARY**

**A. OVERVIEW OF CONSOLIDATED PLAN**

In 1995, the U.S. Department of Housing and Urban Development implemented a process that combines the planning and application aspects of the Community Planning and Development (CPD) formula programs, including the Community Development Block Grant (CDBG), into a single consolidated document submission. This process is called the Consolidated Plan and Strategy and represents a five-year plan for the administration of HUD funded CPD Programs, including the Community Development Block Grant (CDBG) program in which the City of Lancaster currently participates. The City of Lancaster is entering the second year of the 2005-2010 Consolidated Plan cycle.

The Consolidated Plan and Strategy also represents a comprehensive citywide program for addressing priority community needs. It provides the opportunity for defining a community vision through comprehensive planning and translating that vision into action through a well-defined set of strategies.

**B. CONSOLIDATED PLAN GOALS/PRIORITIES**

In its Consolidated Plan Strategic Plan, the City of Lancaster identified thirteen priorities, along with specific objectives, to be addressed during its current five-year planning period. These priorities are as follows:

1. Rehabilitate owner and/or renter-occupied residences for extremely low- to moderate-income households, elderly, and the physically disabled.
2. Construct affordable housing meeting the special needs of the elderly population.
3. Construct congregate housing to meet the special needs of veterans.
4. Provide shelter and services to meet the needs of the homeless and “at risk” populations.

5. Provide financial assistance to first-time home buyers who do not exceed the moderate-income level to help them purchase affordable housing.
6. Construct affordable housing meeting the needs of the low- to moderate-income population.
7. Promote and stimulate job creation/retention activities for low/moderate-income residents through economic development activities.
8. Enhance the City's public facility needs through the expansion and development of new parks, recreational, and neighborhood facilities.
9. Provide for a safe and healthy environment through the construction and rehabilitation of City infrastructure.
10. Provide for the public safety needs of Lancaster residents through enhanced crime awareness services.
11. Provide for public service needs for Lancaster residents through enhanced transportation services.
12. Provide for neighborhood revitalization within blighted areas.
13. Promote and support enhanced skills assessment, employment training, and job placement for very low- and low-income residents.

**C. ANNUAL ACTION PLAN PROJECTS**

To receive Community Development Block Grant funds, the City must produce an Annual Action Plan each year. The Annual Action Plan describes the City's planned investments for the coming program year, including proposed actions and proposed CDBG projects. An Annual Action Plan is similar to a yearly operating plan for a business; and, it outlines the City's proposed activities in several areas and relates these activities back to the five-year strategies to address priority needs described in the Consolidated Plan.

To continue the City's efforts in meeting new and continuing priorities, the City of Lancaster will fund the following CDBG projects during the 2008 program year in support of its approved 2005-2010 Consolidated Plan five-year Strategic Plan. The new entitlement funding allocation for the 2008 program year is \$1,370,043.

## **PROPOSED PROJECTS**

### **A. PROPOSED PROJECTS**

#### **1. Planning and Administration - \$171,410 (new funds)**

The City will provide staff and resources to support the administration of the City's CDBG programs and projects. This support will include planning, environmental review, training, inspection, general administrative, clerical, and monitoring.

#### **2. Fair Housing Services - \$25,100 (new funds)**

As provided in its current agreement with the Housing Rights Center, the City will enter into a new Sub-recipient Agreement for fair housing services for the 2009 program year to provide fair housing services to the City's housing providers, financial institutions, and an estimated 675 Lancaster residents. Fair housing services provided will include training, counseling, testing, mediation, informational printed materials (English, Spanish, and Asian languages), community outreach and education, on-site clinics, monitoring, and telephone/message accessibility. Providing fair housing services is a requirement of the Community Development Block Grant program under the U.S. Department of Housing and Urban Development Title 24 regulations.

#### **3. Repayment of Section 108 Loan - Industrial Infrastructure (Fox Field); Housing Site Property Acquisition (Sate Fairgrounds); and Recreational Facilities (Soccer Complex) - \$269,000 (new funds)**

This \$3.1 million loan was secured for the purpose of meeting high priority community development needs outlined in the City's 2000-2005 Consolidated Plan Strategic Plan. These priorities included job creation through economic development activities, acquisition of property for the purpose of providing affordable housing, and the elimination of blight through the construction of public facilities.

All three projects have been completed; however, the following is a brief summary outlining each of the projects covered by this loan.

- a. Public improvements and economic development activities in the Fox Field Industrial Corridor (\$500,000) - Infrastructure improvements in support of retaining the new jobs created as a result of the Avenue H Overpass project (850 new jobs) and providing for future business expansion as well as attraction of other industrial/manufacturing businesses.
- b. Acquisition of state fairground property located at Division Street and East Avenue I for the construction of future affordable housing, neighborhood park, and retail center in a low/moderate-income area (\$1.3 million); and

c. Elimination of blighting conditions through the development of recreational facilities in Redevelopment Project Area No. 6 (\$1.3 million).

**4. Repayment of Section 108 Loan (Industrial Corridor Infrastructure) - \$32,000 (new funds)**

Job creation continues to be a high priority for the City of Lancaster and this Section 108 Loan was used to assist the City in addressing a community development need. This \$320,000 loan was secured to assist the City of Lancaster with additional economic development activities and the construction of public improvements in the Fox Field Industrial area. It was used to augment the \$500,000 in loan funding that was received through the \$3.1 million Section 108 Loan as noted previously in item A.3, page 3.

As previously stated, these improvements are completed and will continue to aid in bringing new industrial and manufacturing businesses to the area and create additional new jobs for low and moderate-income residents.

**5. Repayment of Section 108 Loan (Mental Health Association) - \$120,000 (new funds)**

In August, 2003, the City received \$1.45 million in Section 108 Loan funding for the relocation and expansion of the Antelope Valley Mental Health Association facility to a more centralized location within the City's North Downtown Neighborhood Revitalization/Transit Village project area. The Section 108 Loan funds have been used to acquire the property needed for the construction of the new facility.

The purpose of this loan is to assist in meeting the goal/priority need of providing neighborhood revitalization identified in the City's Consolidated Plan Strategic Plan in addition to supporting the homeless and special needs populations along with addressing community development needs.

**6. Repayment of Section 108 Loan (Antelope Valley Child Abuse Center) - \$130,000 (new funds)**

During the 2003 program year, the City received approval of its application for \$1.5 million in Section 108 Loan funding for the construction of a new Antelope Valley Child Abuse Center (Children's Center) facility. This facility is located in a more convenient, centralized location within the City's North Downtown Neighborhood Revitalization/Transit Village project area. These Section 108 Loan funds were used to support construction of the new 15,445 sq. ft. facility.

The purpose of this loan is to meet the goal/priority need of providing neighborhood revitalization identified in the City's Consolidated Plan Strategic

Plan in addition to supporting the “special needs” and youth populations along with addressing community development needs.

As part of the City’s comprehensive, multi-year rehabilitation plan resources will continue to be allocated to targeted areas of the City. The City shall ensure that these resources / activities do not benefit moderate income persons to the exclusion of low-income persons of which at least 51 percent exist in all the census tract areas that are under this project and as outlined in 24 CFR, Part 570.208(a)(1).

**7. Code Enforcement Officer A - \$ 107,380 (new funds)**

During the 2009 program year the City of Lancaster will allocate \$107,380 for salary and overhead costs incurred by a Code Enforcement Officer. The Code Enforcement Officer will focus resources on targeted areas of the City to promote social and physical revitalization as well as enhance the quality of life for its residents through rehabilitation efforts. These code enforcement activities together with public improvements, rehabilitation, and services to be provided, are expected to arrest the decline of the deteriorating or deteriorated areas.

As part of the City’s comprehensive, multi-year rehabilitation plan resources will continue to be allocated to targeted areas of the City. The City shall ensure that these resources / activities do not benefit moderate income persons to the exclusion of low-income persons of which at least 51 percent exist in all the census tract areas that will be affected under this project and as outlined in 24 CFR, Part 570.208(a)(1).

**8. Code Enforcement Officer B - \$96,560 (new funds)**

During the 2009 program year the City of Lancaster will allocate an additional \$96,560 for salary and overhead costs incurred by a Code Enforcement Officer. The Code Enforcement Officer will focus resources on targeted areas of the City to promote social and physical revitalization as well as enhance the quality of life for its residents through rehabilitation efforts. These code enforcement activities together with public improvements, rehabilitation, and services to be provided, are expected to arrest the decline of the deteriorating or deteriorated areas.

As part of the City’s comprehensive, multi-year rehabilitation plan resources will continue to be allocated to targeted areas of the City. The City shall ensure that these resources / activities do not benefit moderate income persons to the exclusion of low-income persons of which at least 51 percent exist in all the census tract areas that will be affected under this project (see Attachment 8a) and as outlined in 24 CFR, Part 570.208(a)(1).

**9. Parks, Recreation and Arts Fee Waiver Program - \$9,300 (new funds)**

The City of Lancaster recognizes the value of participating in recreational programs for people of all ages and income levels. Therefore, in an effort to make the recreational programs available to the widest range of Lancaster's residents, the Parks Recreation and Arts Department will continue to implement, through the use of CDBG funding, a Fee Waiver Program that will provide financial assistance to those who wish to participate in a City recreation program. Individuals who apply for financial assistance through the Parks, Recreation and Arts Fee Waiver Program must provide one of the following justifications:

- a. Proof of enrollment in a reduced/free lunch program at school
- b. Family recipient of State or County assistance
- c. Proof of care for a foster or institutionalized child

The objective of this program is to meet the goal/priority need of providing neighborhood revitalization identified in the City's Consolidated Strategic Plan in addition to supporting the "special needs" and youth populations along with addressing community development needs.

**10. The Lancaster CARES Program - \$150,000 (new funds)**

For the 2009 program year, the City will allocate \$150,000 in new funding for the Lancaster CARES Program. The Lancaster CARES Program is an after school combination program consisting of an educational and a recreational element that promotes services at eight (8) separate elementary schools for approximately 650 children. The City of Lancaster, partners with Lancaster Elementary School District to provide the Lancaster CARES Program at schools where 51% or more of the student population participate in the free or reduced meal program. The School District is responsible for the administrative duties of this program and provides the educational component of Lancaster CARES. The City of Lancaster provides a full-time Recreation Coordinator who oversees the part-time staff who supervises the recreational element of the Lancaster CARES Program.

**11. Primary Neighborhoods Improvements/Rehabilitation - \$152,500 (new funds), \$19,944 (reprogrammed funds) & \$ (carry forward funds)**

For the 2009 program year, the City will continue to fund and will allocate an additional \$152,500 in new funds, \$19,944 in reprogrammed funds for improvements and rehabilitation in the primary neighborhoods. This funding will be used to rehabilitate and improve neighborhoods and properties in decline in order to prevent further deterioration and blight within Redevelopment Project Area 5 East of Division Street.



12. **Secondary Neighborhoods Improvements/Rehabilitation** - \$152,500 (new funds), \$19,944 (reprogrammed funds) & \$ (carry forward funds)

For the 2009 program year, the City will continue to fund and will allocate an additional \$152,500 in new funds, \$19,944 in reprogrammed funds for improvements and rehabilitation in the secondary neighborhoods. This funding will be used to rehabilitate and improve neighborhoods and properties in decline in order to prevent further deterioration and blight within Redevelopment Project Area 5 West of Division Street.

**D. GEOGRAPHIC DISTRIBUTION**

The City's CDBG entitlement funds for the 2009 program year will be focused on addressing the Consolidated Plan goals/priorities on a citywide basis. The City will continue to: allocate resources toward targeted areas of the City, promote social and physical revitalization, and enhance the quality of life for its residents through rehabilitation efforts.

The City shall ensure that these resources and activities do not benefit moderate income persons to the exclusion of low-income persons of which at least 51 percent exist in all census tract areas that will be affected under these projects.

**E. HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES**

The City of Lancaster was awarded a \$1 million grant from the Los Angeles County Community Development Commission for the expansion of the existing Lancaster Homeless Shelter to construct 14 transitional housing units for families. Construction began in the 2007 program year and completed in October 2008. The shelter now has a total of 16 units to assist persons in the Antelope Valley with transitional housing.

In addition, the City of Lancaster will continue to work with the regional Homeless Coalition, the Los Angeles Homeless Service Authority (LAHSA), and area service providers for the development of additional support programs and shelter for homeless and/or "at risk" families in the Antelope Valley as part of the regional Continuum of Care for SPA 1.

An initial Homeless Needs Assessment was conducted in 2007 to identify the many unique characteristics fundamental to Lancaster that are not adequately represented in the larger studies. This study along with the Los Angeles Homeless Services Authority's findings promote a deeper understanding of homelessness in the community, such as whom they are, where they come from, where they concentrate, and how best to address the problem. The assessment identified the short-comings and gaps and is being utilized as a tool in Lancaster's proactive approach in addressing homelessness within the community.

A Continuum of Care Assessment is underway to incorporate not only homeless issues but also community wide needs and identify any gaps in coverage. This assessment is a community wide effort that involves representatives from a diverse group of agencies, school districts, law enforcement and outreach services. Upon completion of the assessment, scheduled for the spring of 2009, the City will gain a better understanding of populations in need and how best to serve and meet their needs.

The City will continue to assist the Antelope Valley Child Abuse Center (Children's Center), through the repayment of a Section 108 Loan in the amount of \$1.5 million. The Center relocated and expanded its operations within the City's North Downtown Neighborhood Revitalization/Transit Village project area.

The City will also continue to assist the Antelope Valley Chapter of the Mental Health Association with its expansion and relocation efforts through the repayment of a \$1.45 million Section 108 Loan used for property acquisition.

**F. OTHER ACTIONS**

**1. Planned Action to Address Obstacles to Meeting Underserved Needs**

Obstacles to meeting undeserved needs primarily stem from funding and staffing availability. The bulk of financial assistance for delivery of services provided by the City comes from the Lancaster Redevelopment Agency and the City's general fund. Gaps in this delivery system are primarily related to declining state and federal funding sources due to current economic conditions facing the state and nation. The City and the Redevelopment Agency rely primarily on funding generated as a direct result of economic and development growth through sales and property taxes.

With the lull in the economy, the City is facing the need to limit funding for new and existing programs and to assess non-essential functions. Nevertheless, the Redevelopment Agency is reaching the desired staffing levels and is moving forward to implement a plan to meet the needs of this community within a reasonable timeframe based upon projected growth.

The City will continue to determine priority housing and service needs by income group and take into consideration resource factors, such as staff capacity, timing, and local political and community interests. As in the past, priority consideration will be given to those groups

experiencing the most significant housing problems or where the most serious neighborhood problems exist.

To overcome current and projected financial obstacles in meeting underserved needs, the City will continue to aggressively pursue leveraging resources through public and private partnerships as well as searching for additional funding sources to augment CDBG funds in providing housing programs and services to the underserved segment of the community. As additional funding sources become available, those funds will be used to support ongoing programs as well as finance additional programs.

**2. Planned Action to Foster and Maintain Affordable Housing**

During the 2009 program year, the City of Lancaster will continue to foster and maintain the provision of affordable housing for its residents. Through the City's Neighborhood Foreclosure Homeownership Program and Preservation Mobilehome Grant Program, the City will foster and maintain affordable housing through a repair program designed to assist lower income mobilehome owners by providing grants for rehabilitation.

In addition to providing rehabilitation opportunities, the City will continue to work in partnership with local developers in providing affordable housing to low/moderate-income families including the City's senior population.

City staff will continue to examine policies, ordinances, resolutions, and procedures, as they are introduced, to identify and correct any potential constraints which may inhibit the City's ability to foster, implement, and maintain affordable housing and housing assistance.

**3. Planned Action to Remove Barriers to Affordable Housing**

In planning for the development, maintenance, and improvement of housing, barriers to the construction of housing must be identified. The primary constraints imposed by governments relate to decreasing federal and state commitments to housing, conflicting local responsibilities, development standards/zoning requirements, fees, and processing times.

The emphasis placed by the federal and state governments on housing policies and funding has traditionally shifted with changing administrations and priorities. As a result, federal funding for housing programs has either declined or remained stagnant. This trend has left local governments with a mandate to provide programs to facilitate housing for all economic segments of the community with limited

access to the funds necessary to initiate and/or maintain such programs. As noted previously, this problem may be exacerbated during the coming years with on-going state and federal budget problems that will, in all probability, continue to reduce available resources to both Cities and Redevelopment Agencies for the creation and rehabilitation of affordable housing.

The City of Lancaster is aware that state and federal deficits may impact budgetary expenditures during the 2009 program year. The City of Lancaster is currently experiencing the same downward trend that many other communities are dealing with. Development and economic growth are stagnant at best. Foreclosures are on the rise and the City is addressing such issues through the creation of purposeful ordinances, proactive code enforcement and educational outreach programs. The Housing Division will be able to maintain current programs and initiate additional programs based upon current tax increment projections and planned housing bonds.

The City of Lancaster recently amended its park-in-lieu development fee and will continue to review its fee structure so that, in compliance with state law, fees charged by the City continue to bear a reasonable relationship to the actual costs incurred by the City and do not become excessive and hinder development.

In addition, the City is reviewing final drafts of its General Plan, which will provide a "roadmap" for future land use and development standards within the city.

The City will also continue to use the Development Review Committee (DRC) to provide a unified, single-point review team that will work directly with the developer/applicant, relative to any development changes that may be required. This process significantly cuts the timeline for development and also helps in reducing project processing time.

In addition, the City's Subdivision Ordinance incorporates an administrative parcel map section. Subdivision review is now performed entirely by City staff which eliminates the requirement for a Public Hearing thereby reducing processing time.

The Lancaster Redevelopment Agency will also continue to provide an ombudsman to assist developers through the City's development process.

Because Lancaster's management has taken a proactive approach in creating a climate for housing development, there are no identified

City policies, ordinances, resolutions, or procedures that inhibit the City's ability to implement affordable housing and housing assistance.

4. **Planned Action to Affirmatively Further Fair Housing**

An update to the City's 1996 Analysis of Impediments to Fair Housing (AI), conducted by the Empirical Research Group – UCLA, was completed in April 2002. A further update will be available for review and analysis by mid-spring 2008. Nevertheless, the 2002 "update" focused on four specific areas: Demographics, Fair Lending, Fair Housing, and Land Use/Zoning. The following is a brief summary of findings related to these four specific areas:

a. **Demographic Context in Lancaster** - The 2000 census counted 118,718 residents in Lancaster -- about a 22% increase over 1990. As of January 2008, Lancaster's population has grown to 143,818 a change of approximate 21% from the 2000 census and a 3.75% increase from January 2007.

Much of that growth does not come from an increase in ex-urban commuters but from the maturing of the area's own commercial and retail base which has produced more jobs within the valley as a whole as well as the abundance of affordable housing.

Overall, Lancaster has become very racially diverse; with a narrowing split now between whites (58.7%) and racial minorities (41.3%), consisting of African Americans (18.8%), Asian/Pacific Islanders (4.1%) and other races (18.4%). The substantial and widespread racial integration in Lancaster makes it a very attractive destination for individuals and families seeking to live in an outlying area that has both a real minority presence and high integration.

Lancaster is almost evenly split now between whites (58.7%) and racial minorities (41.3%). The substantial and widespread racial integration in Lancaster makes it a very attractive destination for families seeking to live in an outlying area that has both a real minority presence and high integration. In addition, there is an equal split between males (49.44%) and females (50.56%) with a median age of 32.18 years. The average family income as of January 2008 was \$65,810 according to the GAVEA 2008 Economic Roundtable Report.

In addition, housing in Lancaster continues to be substantially more affordable than in other parts of Los Angeles County (particularly the "suburban" areas). The average home price in Lancaster for 2008 was \$190,000 in contrast to neighboring

Palmdale at \$206,000 and our neighbor to the south, Santa Clarita, at \$477,000.

- b. **Fair Lending in the City of Lancaster** - The Home Mortgage Disclosure Act data (HMDA) data provides information about the lending patterns of financial institutions. The City of Lancaster's 2002 AI update showed that approval rates are relatively high for all groups of loan applicants in the City of Lancaster when the information is evaluated in the aggregate.
- c. **Fair Housing Services in Lancaster** - The updated AI Study found that overall the City of Lancaster's Fair Housing operation is well-run. Record-keeping is excellent, intake and investigation of complaints is effective, and complaints are resolved in over half the cases. One area that can be improved is the area of testing which is currently used only as a tertiary tool.
- d. **Lancaster Land Use and Zoning** - Over the past fifteen years, one of the most important new concerns of fair housing law has been the protection of persons with disabilities. The AI update reviewed the key documents that embody land use policies in Lancaster; namely, the Zoning Code and the General Plan. Overall, the City's policies appear to be more progressive and less problematic than those of most California jurisdictions.

5. **Planned Action to Eliminate Identified Impediments to Fair Housing**

Based on the City's 2008 updated AI study, the City of Lancaster has implemented a Fair Housing Implementation Plan with its fair housing provider to address identified impediments to fair housing. To remain in compliance with HUD guidelines and also remain proactive in its fair housing efforts, the City of Lancaster is conducting a comprehensive update of the 1996 Analysis of Impediments to Fair Housing for the 2009-2010 program year. This update will allow the City to make prudent decisions in regards to addressing any impediments that may exist.

6. **Planned Action to Evaluate and Reduce Lead-Based Paint Hazards**

The City of Lancaster has a relatively young housing stock with the majority of homes constructed after 1980. As a result, lead-based paint has not been a significant problem in Lancaster.

7. **Planned Action to Reduce the Number of Poverty Level Families**

The City's five-year Consolidated Strategic Plan is aimed at reducing the number of poverty level families and individuals in the City. The plan takes into consideration the multitude of factors, such as economic conditions, company downsizing, and funding resources – both from the state and federal governments.

- a. **Continuum of Care** - The Department of Housing and Urban Development encourages jurisdictions to develop and maintain a comprehensive continuum of care. The City of Lancaster is part of the Antelope Valley Service Planning Area (SPA 1) within the Los Angeles Housing Services Authority which provides a regional continuum of care program for Los Angeles County. However, to continue its pro-active approach in providing a comprehensive continuum of care to local residents, the City of Lancaster is currently revising and expanding upon the document in order to develop a more comprehensive approach to develop solutions to public concerns. In the meantime, the City will continue to provide support to local service providers and non-profit agencies in developing additional facilities that will provide new services and enhance existing services for all people in need.

During the 2009 program year, the City of Lancaster will continue to assist the Antelope Valley Child Abuse Center (Children's Center) and the Mental Health Association within the North Downtown Neighborhood Revitalization/Transit Village project area. Both of these projects will provide residents with expanded services that will be centrally located for easy public transportation access.

The Lancaster Community Shelter is the only dedicated facility that provides shelter and services for the homeless in the Antelope Valley Service Population Area (SPA 1). Its jurisdiction includes the cities of Lancaster and Palmdale and the unincorporated areas of Los Angeles County. The City of Lancaster was awarded a \$1 million grant from Los Angeles County to construct 14 additional transitional family for homeless and/or "at risk" families in the Antelope Valley.

b. **Job Creation/Job Training**

- 1) **Job Creation** - During this program year, the City will provide assistance to local non-profit organizations in efforts to relocate and expand their services for the residents of the Antelope Valley as well as continue its economic development efforts in

the Fox Field Industrial area to support the creation of new jobs for area residents.

- 2) Job Training - The City of Lancaster will continue to work with local training providers, Antelope Valley Community College, surrounding jurisdictions, and the Los Angeles County Workforce Investment Board in developing and implementing programs for the purpose of job training and job placement for local residents.

**c. Preservation and Provision of Housing** – The City will continue its efforts toward the direct preservation and provision of housing through its CDBG and/or Redevelopment Housing programs. Along with coordinated programs undertaken by other public agencies, service providers, and private industry, the City of Lancaster's current and proposed programs will continue to preserve and produce housing units intended for lower-income individuals and families.

- 1) Housing Restoration/Preservation and New Housing - One phase of the City's long-range, comprehensive rehabilitation plan involves the restoration and preservation of existing homes in the North Downtown Neighborhood Revitalization target area known as Arbor Walk as well as providing for the construction of new infill housing for low-income and senior residents.

The City has mapped out and implemented a plan to expand the residential rehabilitation programs citywide in support of findings in the Housing Needs Assessment that focused on areas within the seven Redevelopment projects. The Citywide Rental Rehabilitation Program is helping to rehabilitate rental housing units within targeted low- and moderate-income areas where rental housing is in the greatest need of repair.

- 2) Housing and Home Improvement Programs – To continue the City's efforts in meeting the goal/priority of rehabilitating owner and/or renter-occupied residences for extremely low- to moderate-income households, elderly, and the physically disabled as identified in its Consolidated Plan Strategic Plan the City of Lancaster will offer several Housing and Home Improvement Programs. The Housing programs are an integral component of deterring blight and deterioration in the identified neighborhoods, programs include; Senior Citizen Home Improvement Programs, Home Improvement Programs, Rental Improvement Programs, Maintenance Programs and Acquisition Programs, these programs will be funded through



the use of Low and Moderate Income Housing funds. These housing programs and funds will be used to support and assist the development, improvement and preservation of affordable housing.

- 3) Code Enforcement – The City’s housing goals/priorities continue to be those of furthering the provision of affordable, safe, healthy, and livable housing to its residents as well as providing safe neighborhoods. The City will support this through the enforcement of codes provided by the Code Enforcement Division and use of housing programs and projects provided by the Housing Division. The City’s goal is to enhance the quality of life in our city and to maintain healthy neighborhoods free of unsightly or hazardous conditions that have a negative impact on surrounding property values.

d. **Low-Income Housing** - As part of the City’s comprehensive, multi-year rehabilitation plan resources will continue to be allocated to targeted areas of the City. The following low-income housing projects will be completed during the 2009 program year:

- 1) Home Mortgage Loan Program - This program provides mobile home rehabilitation and new mobile home purchase capability for low-income individuals and families.

## 8. **Planned Action to Develop Institutional Structure**

The primary components of the institutional structure continue to be the Lancaster Redevelopment Agency and the City of Lancaster. The solvency of the Lancaster Redevelopment Agency and the City of Lancaster has been, and will continue to be, the major strength of the permanent housing delivery system. However, maintaining the strength to meet the housing and economic needs of the community poses a challenge in the coming year with cities and redevelopment agencies continuing to face the uncertainty of state and federal budget cutbacks.

As noted previously, gaps, or weaknesses, in the City’s delivery system are primarily related to declining state and federal funding resources as well as fluctuations in the level of economic and development growth that occurs within the community. These conditions affect the delivery systems of both the City and private non-profit agencies in their ability to provide all the programs that are needed in the community. With the state and federal economic conditions in turmoil, the upcoming year poses great challenges for all sectors in providing much needed programs to area residents.

Even though the City leverages resources through partnerships with outside agencies, gaps still remain. However, to support their efforts in closing these gaps, the City will continue to work with outside agencies in locating additional funding sources to support and enhance their individual programs and projects.

The City and Redevelopment Agency's support of the Lancaster Community Shelter will continue to remain stable, since this facility is recognized as a priority recipient of housing assistance resources and the only dedicated homeless shelter in the Antelope Valley region.

**9. Planned Action to Enhance Coordination between Public and Private Housing and Social Service Agencies**

The City recognizes the importance of coordinating its planning efforts with other public and private service agencies in order to accomplish the programs necessary to meet the community's needs of providing decent housing, providing a suitable living environment, and expanding economic opportunities particularly for low/moderate-income persons.

- a. **Public and Private Housing** - The City's mobile home parks will continue to be managed through the Lancaster Housing Authority and the City's Housing Department. Through these two entities, the City is able to maintain affordable housing stock as well as provide well-managed and well-maintained mobile home parks.

The City will also continue to apply all State HOME program income funds towards the purchase of new mobile homes for placement in the existing Redevelopment Agency and Housing Authority-owned mobile home parks through the Home Mortgage Assistance Program.

- b. **Non-Profit Agencies** - The City relies on non-profit agencies to provide social services to the community. In the upcoming program year, the City will continue to work with the Catholic Charities, the Antelope Valley Homeless Coalition, and the Los Angeles Homeless Services Authority to provide assistance to families and individuals who are homeless or threatened with homelessness. The City will also continue its strong relationship and assistance to the Work-Source California Antelope Valley One Stop Career Center for continued business support and job placement activities.

The City will also continue coordination efforts with the various agencies that provide housing services to the community including the County of Los Angeles Housing Authority which provides

Section 8 assistance to meet the needs of lower-income renter households.

In addition to the above programs, the City and Redevelopment Agency Housing Department, through the use of various funding vehicles such as mortgage revenue bond financing, Cal-Home grants, and state HOME funding, will continue to work with private contractors to build new, affordable housing and rehabilitate existing housing for lower-income households as well as provide needed public improvements.

**10. Planned Action for the Restoration/Preservation of Housing**

As part of the City's comprehensive, multi-year North Downtown Neighborhood Revitalization/Transit Village project, a portion of the project area known as "Arbor Walk" will involve the restoration and preservation of existing mixed single-family and duplex residences (owner-occupied and rental units) as well as the construction of in-fill housing for low-income and senior residents.

The Northeast Gateway Corridor Project, Lowtree Neighborhood Project, the upcoming Trend Neighborhood Project and the South Downtown Neighborhood Project all focus on a comprehensive plan that includes identified areas from the Housing Needs Assessment (August 2006). These areas will involve the preservation and restoration of existing mixed single-family and duplex residences (owner-occupied and rental units) as well as the construction of in-fill housing for low-income and senior residents.

The goal of the Neighborhood Foreclosure Preservation Homeownership Program is to reclaim vacant, abandoned properties for affordable housing, to strengthen blocks and neighborhoods by eliminating the blighting effects of vacant properties, and enforce the city codes and city building code requirements. The Program is designed to preserve sustainable homeownership for Lancaster residents by reclaiming foreclosed homes as neighborhood assets. The foreclosure preservation program is funded through the use of Low and Moderate Income Housing funds. The owner-occupied housing is for qualifying low- or moderate-income families. The foreclosure preservation program is used to improve and preserve the City's stock of affordable housing.

In September 2008, pursuant to the Housing and Economic Recovery Act of 2008, the U.S. Department of Housing and Urban Development allocated a total of \$3.92 billion to the Neighborhood Stabilization Program. This program, which is similar in nature to Lancaster's Neighborhood Foreclosure Preservation Home Ownership Program,

assists cities with federal funds for the purpose of addressing the effects of abandoned and foreclosed properties in the nation's communities. The City of Lancaster received a NSP allocation of \$6,983,533 from the U.S. Department of Housing and Urban Development. These funds will be used to benefit persons of low-, moderate- and middle-income in areas within the community with the greatest percentage of home foreclosures, homes financed by subprime mortgage related loans and areas likely to face a significant rise in the rate of home foreclosures. The goal of the program is to sustain the City's stock of affordable housing while addressing the blighting conditions caused by vacant and foreclosed homes.

The City has expanded the residential rehabilitation program citywide in support of findings in the Housing Needs Assessment (August 2006), identifying several other areas of significant need throughout the community for housing rehabilitation. The Citywide Rental Rehabilitation Program will be funded through tax increment set aside funds to support the rehabilitation of rental units city-wide within targeted low- and moderate-income areas in the greatest need of repair.

**11. Planned Action to Foster Public Housing Improvements and Resident Initiatives**

Although the City of Lancaster does not have a Public Housing Authority and does not have public housing units within the City, other than Section 8 housing administered through the Los Angeles County Housing Authority, it takes an active role in working with private developers to construct and provide affordable housing.

One of the most important activities in fostering all housing improvements is the City's participation and assistance in working with private industry, non-profit organizations, and local residents to facilitate development projects that will benefit the community and provide additional housing opportunities for qualifying individuals and/or families. This has recently been shown by the completion of a 116-unit affordable senior housing complex located in the city's downtown core as well as the housing rehabilitation, low-income multi-family housing, and senior housing that was completed in the 2007 program year within the City's targeted North Downtown Neighborhood Revitalization/Transit Village project area.

**G. PUBLIC HOUSING**

The City of Lancaster does not have a public housing authority. Public housing issues and assistance, such as Section 8 housing, are handled through the County of Los Angeles.

**H. HOME PROGRAM FUNDS**

The City of Lancaster does not participate in the Federal HOME Program. The City applied for State HOME funds and was awarded a \$4 million grant that will be utilized in the 2009 program year.

**I. CITIZEN COMMENTS**

The City held a 30-day public comment period from March 11, 2009 to April 9 12, 2008. In addition a public hearing was held on May 12, 2009 to receive public comment on the proposed 2009 Action Plan.

**J. OTHER COMMENTS**

The City of Lancaster does not foresee receiving program income from CDBG activities nor does the City foresee initiating "urgent need" projects or activities during the 2009 program year.

The aggregate use of CDBG funds for program years 2007, 2008, and 2009 shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period.

**K. OUTCOME PERFORMANCE MEASUREMENTS**

To continue the City's efforts in meeting new and continuing priorities, the City of Lancaster will fund a total of twelve (12) CDBG projects. These twelve (12) CDBG projects for program year 2009 are in support of the City's approved 2005-2010 Consolidated Five-year Strategic Plan. Four (4) of the 2009 CDBG program year projects are for the repayment of Section 108 loans and two (2) projects are for the City's Planning and Administration of the Community Development Block Grant program. Two (2) of the activities qualify as public service needs targeted at low- to moderate income persons. The remaining activities are geared at reversing and preventing deterioration and blight within the established neighborhoods through code enforcement, neighborhood rehabilitation and community improvements.

**1. PROPOSED PROJECTS FOR PROGRAM YEAR 2009**

**a. Fair Housing Services - \$25,100 (new funds)**

The City's purpose in providing fair housing services is a requirement of the Community Development Block Grant program under the U.S. Department of Housing and Urban Development regulations Title 24 for the purpose of sustaining decent affordable housing to persons of low to

moderate income. Fair housing services provided will include training, counseling, testing mediation, informational printed materials, community outreach and education, on-site clinics, monitoring and telephone message accessibility, which will be provided to the City's housing providers, financial institutions, and an estimated 675 Lancaster residents.

Outcome: Sustainable  
Objective: to provide decent housing to persons of low and moderate income.  
Indicator: Persons served

**b. Code Enforcement Officer A - \$ 107,380 (new funds)**

This program to add a new Code Enforcement Officer will help the City focus its resources to promote social and physical revitalization and enhance the quality of life for residents within the target areas of the rehabilitation efforts. The enforcement of existing code together with the revitalization of public improvements and expansion of services are expected to assist in reversing the decline of the deteriorating areas in several low and moderate areas of the City. Added enforcement efforts will be part of a multi-year program of revitalization, which will continue to be allocated to targeted areas of the City.

Outcome: Sustainability  
Objective: to provide suitable living environments within deteriorating target areas of the City  
Indicator: Household/neighborhood revitalization

**c. Code Enforcement Officer B - \$ 96,560 (new funds)**

This program to add a new Code Enforcement Officer will help the City focus its resources to promote social and physical revitalization and enhance the quality of life for residents within the target areas of the rehabilitation efforts. The enforcement of existing code together with the revitalization of public improvements and expansion of services are expected to assist in reversing the decline of the deteriorating areas in several low and moderate areas of the City. Added enforcement efforts will be part of a multi-year program of revitalization, which will continue to be allocated to targeted areas of the City.

Outcome: Sustainability

Objective: to provide suitable living environments within deteriorating target areas of the City  
Indicator: Household/neighborhood revitalization

d. **Parks, Recreation and Arts Fee Waiver Program - \$9,300 (new funds)**

The Fee Waiver Program will help to increase the participation level in City recreational programs for people of all ages and income levels. Added opportunities to participate in City Parks Recreation and Arts programs will be available through CDBG funded fee waivers to persons meeting either proof of enrollment in school reduced/free lunch programs, recipient of State or County assistance, or proof of foster or institutionalized child care

Outcome: Affordability  
Objective: to provide suitable living environments by encouraging qualifying residents to participate citywide in City sponsored recreational programs.  
Indicator: Number of persons participating

d. **The Lancaster CARES Program - \$150,000 (new funds)**

CARES Program is an after-school combination education and recreation program offered at eight (8) separate elementary schools for approximately 650 children. The City of Lancaster, partners with Lancaster Elementary School district to provide the Lancaster CARES Program at schools with qualifying students. The School District provides the educational component while the City of Lancaster provides full-time recreation staff for recreation activities

Outcome: Accessibility  
Objective: to provide suitable living environments by encouraging qualifying residents to participate in the City's recreational programs citywide  
Indicator: Number of persons participating

e. **Primary Neighborhoods Rehabilitation - \$152,500 (new funds), \$19,944 (reprogrammed funds) & \$ (carry forward funds)**

For rehabilitating and improving neighborhoods and properties in decline and to prevent further deterioration

and blight within Redevelopment Project Areas West of Sierra Highway.

Outcome: Sustainability  
Objective: to provide suitable living environments by improving and rehabilitating elements that contributes to neighborhood deterioration and blight.  
Indicator: Household/neighborhood revitalization

**f. Secondary Neighborhoods Rehabilitation - \$152,500 (new funds), \$19,944 (reprogrammed funds) & \$ (carry forward funds)**

For rehabilitating and improving neighborhoods and properties in decline and to prevent further deterioration and blight within Redevelopment Project Areas West of Sierra Highway.

Outcome: Sustainability  
Objective: to provide suitable living environments by improving and rehabilitating elements that contributes to neighborhood deterioration and blight.  
Indicator: Household/neighborhood revitalization

**L. MONITORING STANDARDS AND PROCEDURES**

**Project Monitoring** Monitoring of the City's programs and activities is not just a regulatory process, or a fact-finding mission. Rather, it involves effective communication and cooperative, problem-solving relationships to help ensure success.

**1. Project Monitoring Process:** Upon award of grant funds, Redevelopment Agency staff (the "Staff") will develop individual monitoring schedules for each project that may include elements of the following items:

**a. Desk Monitoring.** Staff reviews copies of case files to ensure complete and accurate documentation relative to: i) client eligibility; ii) property eligibility; iii) appropriate activity funding; iv) compliance with program requirements (i.e. environmental review).

**b. Performance Reports.** Staff requires performance reports be prepared to assess the progress and help ensure project timeliness. For capital projects and public service grants, reports are to be prepared quarterly. Housing program reports will be obtained based upon program operations.



c. Annual On-site Reviews. Staff, shall determine as needed site reviews of projects to assess staff capabilities and case file review.

These three (3) items listed above will assist in providing a picture of each program's progress. For housing projects, the Staff will provide additional monitoring procedures that will provide the following assurances:

- a. Ensure consistency with stated objectives and ensure that no less than seventy (70%) percent of CDBG funds used during the program year go toward activities that benefit low and moderate income persons.
- b. Ensure each activity meets the criteria for one or more of the national objectives.
- c. Comply with all regulatory eligibility requirements for each activity.
- d. Comply with regulations regarding displacement pertaining to Consolidated Plan.
- e. Comply with all applicable laws and program requirements.
- f. Ensure production and accountability.
- g. Evaluate organizational and project performance.
- h. Achieve success through: i) Pre-award screening, risk assessment, and orientation; ii) strongly written agreements; iii) performance standards and program objectives; iv) defined monitoring of activities, as needed.

**2. Monitoring Staff:** The Redevelopment Agency Department shall periodically reports on the progress of each project and staff will have the following monitoring duties:

- a. Oversee the planning and budgeting process to ensure that projects and programs are consistent with the City's Consolidated Plan identifying high- and possibly medium-priority objectives and grant requirements. Staff will also provide technical guidance regarding "affirmative marketing" and "fair housing" practices.
- b. Provide technical assistance regarding: program structure, income requirements, and document compliance, as needed, and review monthly expenditure reports. Staff should perform quarterly draw downs in HUD's Integrated Disbursement and Information System (IDIS) against the appropriate grant. For IDIS, Staff will review all program statistical reports and update the appropriate IDIS fields from set-up to completion of each project and activity. Regular updating and draws will help to ensure CDBG timeliness and compliance with deadlines. Staff will perform environmental reviews and Davis Bacon monitoring as needed.

- c. Regularly review project invoicing to ensure timeliness of payments of any and all project related expenditure.
- d. Provide technical guidance regarding all housing construction, demolition, and rehabilitation projects ensuring the correct number of units, timeliness in build-out, and approval of payments. For new construction, ensure compliance with all applicable local codes, ordinances, and zoning ordinances at the time of project completion.
- e. Provide monitoring orientation with all affected Staff, sub-recipients, contractors and partners, if applicable and establish monitoring visits, as needed. The monitoring orientation includes the timing for monitoring visits. Projects without significant problems or findings are subject to receive annual or semi-annual monitoring visits, while new or complex projects will receive monitoring on a quarterly basis.

**Consolidated Plan Monitoring** The Redevelopment Agency Department understands that monitoring the Consolidated Plan (the “Plan”) and the annual activities must be carried out regularly to ensure that statutory and regulatory requirements are met and that, wherever appropriate, information submitted to HUD is correct and complete.

To ensure that the City’s CDBG program further meets the Plan’s goals, the strategies, objectives, and activities are incorporated into its work plan. Staff will measure the achievement of the Plan’s goals by the same standards used to evaluate all CDBG programs and activities.

Staff will appraise its diverse operations and controls and determine whether: i) risks are identified and reduced; ii) acceptable policies and procedures are followed; iii) established standards are met; iv) resources are used efficiently and economically; and, ultimately that v) specific program objectives are achieved.

Staff shall prepare the required HUD documentation and reports, including the Consolidated Annual Performance and Evaluation Report (CAPER). Using a citizen participation and consultation processes, the CAPER describes each year’s performance regarding Consolidated Plan strategies, objectives, actions, and projects.

**Monitoring Strategy.** As the lead agency for the CDBG program, the Redevelopment Agency Department is refining monitoring procedures to ensure that projects have measurable outcomes. This refinement will allow assessment of progress toward the specified goals and objectives of the individual projects, as well as ensuring long-term compliance with all applicable program regulations and statutes. Staff will publish any proposed significant changes to monitoring standards and procedures in a future Annual Action Plans.