

# Five Year Plan

City of Flagstaff Housing Authority

# Our Mission

The Mission of the City of Flagstaff Housing Authority is to assist low income families with safe, decent and affordable housing opportunities as they strive to improve the quality of their lives. The City of Flagstaff Housing Authority (CFHA) will create and maintain partnerships with its Residents, Applicants, Participants, the Public and appropriate community organizations in order to accomplish this Mission.

# What is the Five Year Plan?

- Blueprint for our goals (what we wish to do) and objectives (how we wish to do it) as an agency which guides our decisions over the next five years
  - Policies and Procedures
  - Maintenance
  - Staff relations
  - Budgeting

# Goal One

- Manage our programs in an efficient and financially responsible manner
- Remain in compliance with federal law
- Provide excellent service

# Objectives

- Remain a high performing agency
- Provide a work environment which encourages excellent and service oriented staff
- Provide appropriate training for staff
- Review organizational structure to balance excellent service with efficiency and fiscal responsibility
- Maintain policies in compliance with federal law
- Explore the *Moving to Work* program which provides for regulatory flexibility

# What is Moving to Work Program?

- Allows regulatory flexibility
- Could decrease paperwork for Residents and Staff
- Could result in alternative rent structure so rent would change less often and lower reporting burden

# Goal Two

- Provide a safe, drug free and secure environment in our developments

# Objectives

- Continue to maintain low crime rates in developments through continued partnership with Flag PD to provide an Officer and background checks
- Continue thorough applicant screening procedures



# Goal Three

- Maintain our homes in habitable, safe, decent and sanitary conditions

# Objectives

- Maintain a resident friendly, homey and accessible environment in its developments as measured by ongoing customer surveys and formal annual resident input and participation.
  - Continue to use Capital Funds to maintain facilities, and systems, improve accessibility in homes and on the grounds and replace aging equipment.
  - Provide training on an annual basis for Maintenance Staff to allow them to grow professionally.
  - Provide training prior to occupancy for public housing residents in the maintenance and repair of their residence.
  - Explore options to redevelop aging housing stock including HUD's Rental Assistance Demonstration (RAD) program.

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# Goal Four

- Expand the range and quality of housing choices available to participants in the CFHA's tenant-based (Section 8) assistance programs.

# Objectives

- Investigate establishment of a homeownership program
- Investigate implementation of a security deposit assistance fund
- Maintain 98% utilization
- Hold regular Landlord outreach and appreciation events.
- Partner with local nonprofits to investigate the possibility of obtaining special purpose vouchers and/or provide project-based vouchers.
- Continue current SRO Section 8 assistance in partnership with the Guidance Center to house SMI individuals.
- Continue to administer VASH Vouchers for homeless veterans; seek additional VASH Vouchers from HUD as appropriate and available.

# Goal Five

- Improve the quality of life and economic vitality in public housing.

# Objectives

- Utilize the Siler Homes Activity Center as a base for various resident services
- Work toward expanding staff knowledge of and relationships with community programs to allow them to provide accurate and appropriate referrals.
- Seek to continue to work with our community partners to provide youth activities and drug prevention programs.
- Continue to contract with the Flagstaff Police department to have a full-time officer assigned to our developments to minimize criminal and drug related activity.
- Continue to partner with Head Start to provide early childhood education at our sites.

# Goal Six

- Educate community regarding who lives in public housing/receives Section 8 Housing Choice Voucher Assistance and their contributions to our community in order to enhance the image of our programs

# Objectives

- The CFHA Board of Commissioners, Executive Director and Staff shall speak to civic, religious and fraternal groups periodically to explain how important public housing is to the community.
- Maintain our web page so that the public has access to information regarding our programs and history.
- Provide web based access to the application and recertification processes.
- Make periodic presentations to the City Council regarding the need for expansion of the housing stock for low-income families. Flagstaff is a high cost area with a low wage base.
- Participate in the local Continuum of Care to improve partnerships and communication with affordable housing/homelessness prevention stakeholders.



# Goal Seven

- Explore renovation or redevelopment of current public housing stock and pursue expansion of affordable housing.

# Objectives

- Participate in and support local groups dedicated to affordable housing.
- Submit Letters of intent for HUD's RAD program in order to analyze the options this program presents in the renovation or redevelopment of all public housing stock and expand the overall affordable housing portfolio. Current resident rights will be honored, and resident input will be requested and considered throughout the assessment process.
- Investigate use of alternative funding sources such as National Housing Trust Fund Low-Income Tax Credits, HOME funds, etc. for financing affordable housing expansion.
- Partner with local nonprofits to investigate the possibility of obtaining special purpose vouchers and/or provide project-based vouchers .

# What is RAD?

- Changes source of subsidy
- Allows us to borrow money, seek grants or apply for Tax Credits which will give us the money to renovate or redevelop our homes
- Also allows us to use these sources to add other housing to our stock (but no additional Public Housing)
- Would allow us to change bedroom size distribution to better reflect current need
- Would allow us to change the location (but not number) of Public Housing Units

# What does this mean to our Residents?

- Rent would be computed using the same formula on Public Housing homes, so there would be no cost increase to Residents
- Could provide major renovation or replacement of current homes
- Resident input will be required through the entire process
- If home is renovated or replaced Residents will have the right to return to the home when work is completed with no new eligibility determination
- Relocation during work is at the cost of CFHA
- Would provide options to transition to Housing Choice Voucher program

# Five Year Capital Fund Priorities

- Replacement of gutters and ice mitigation measures at Brannen
- Improve accessibility in homes and on grounds
- Replace/Paint Siding
- Roof replacements on certain units
- Water Heater replacement
- Carport repair/replacement
- Retaining wall repairs

- Replace Lateral Water Lines
- Windows and Doors in select homes
- Replace Countertops/sinks/faucets in select homes
- Remove/Replace upstairs floors in two story scattered sites
- Exterior Lighting

- Interior Lighting
- Replace Countertops/sinks/faucets Brannen Circle

# Comments welcome and appreciated

- Comments may be submitted in writing to:
  - Flagstaff Housing Authority Main Office, 3481 N Fanning Dr
  - Brannen Homes Office, 1 Brannen Circle
  - Via email to [kaldinger@flagstaffaz.gov](mailto:kaldinger@flagstaffaz.gov)
  - During Public Hearing, March 24, 2020, 5:00 PM, Flagstaff Housing Authority Main Office 3481 N Fanning Dr