

*City of Chandler Housing and
Redevelopment's Strategic Plan*

*An Updated Vision for
Affordable Housing in Chandler*

2015-2020



Chandler ♦ Arizona
Where Values Make The Difference

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I. Purpose of the Strategic Plan

The City of Chandler Housing and Redevelopment Division (a.k.a. the Chandler Housing Authority) has historically served the housing needs of persons whose income is low and very low in the City of Chandler through HUD funded low rent public and Section 8 housing. CHRD has provided “decent, safe, and sanitary” low-income public housing to Chandler’s citizens since 1972. Throughout the decades the needs of our community have changed, and our agency needs a strategic plan to meet the changing needs proactively.

The Chandler’s Housing and Redevelopment Division is poised to transition from a provider of decent safe and sanitary housing to the provider of housing that meets a higher community vision. This transition involves the potential disposition, demolition, redevelopment, or conversion of obsolete properties that no longer meets CHRD’s and City of Chandler viability and community standards. In order to facilitate this challenging and lofty agenda, CHRD will pursue leveraging some of its limited resources to develop a creative plan that may allow CHRD to fund and execute the change. We must consider doing some things we have never done before.

The planning and hopeful achievement of our updated vision will result in the delivery of higher quality, affordable housing for our residents and applicants; and the utilization of staff intellectual resources to effectively direct the assets of the Chandler Housing Authority. Staff comprised of resources positioned in the Central Cost Center will investigate and potentially function more as a quasi-enterprise entity to become financially stronger and less dependent on unreliable HUD funding. This is one of the principle purposes of our Strategic Plan.

The Public Housing Authority Commission (the governing Board), the Housing and Redevelopment Manager, and staff of the CHRD, envision an evolving affordable housing product to better serve the modern needs of the City of Chandler. The older “Public Housing” product has served the needs of our community but is now at the point that it is dated and lacking modern design and functionality to fit the needs of our family residents. Meeting the needs is a challenging objective that significantly impacts the lives of our residents and the future of the community. To systematically transition our housing assets from the current federally funded “Low Rent and Section 8 Public Housing” to a product of mixed-income affordable housing products will take the coordination and cooperation of the CHRD, residents, City of Chandler and the federal government.

II. The Vision Statement

Vision Statement:

The City of Chandler, Housing and Redevelopment Division, together with our community partners dedicate ourselves to creating and sustaining healthy, diverse neighborhood housing opportunities that promote individual responsibility, economic growth, human dignity and hope for the future.

III. The Mission Statement

Mission Statement:

Having a quality living environment in a sustainable neighborhood is the foundation of society and our community. Providing the structural foundation for a quality home life fosters hope and facilitates a pathway to meeting other needs and goals. Responsible and respectful people deserve the opportunity to contribute to attaining an efficient, functional, quality home and neighborhood we can all have pride in. The City of Chandler Housing Division, together with our community partners are working to maintain affordable housing and promote other housing opportunities when available for those families that are in need within our community.

IV. Strategic Goals and Objectives:

1) Maintain and strengthen financial viability.

Work to achieve positive cash flow within each managed program and asset. This includes continuing to increase the sources of nonfederal funding. This may require a number of years of transition to accomplish. The Administrative and Management center may also look for opportunities to manage or acquire other affordable housing units and added them to the portfolio.

2) Develop Non-HUD income streams

Development of Non-HUD income streams may involve developing partnerships with private or nonprofit entities through the use of tax credits and project based vouchers as well as other innovative financing vehicles. It may also include revenues from fee for service based professional property management services.

3) Through demolition, disposition, or a combination of redevelopment and demolition, transition our residents into more modern affordable housing family developments.

Research and potentially develop a variety of housing options including mixed income housing, scattered site housing, housing development, homeownership options, tax credit projects, the utilization of project base vouchers, RAD and other innovative approaches which enhance quality of life and promote responsibility and accountability of our residents.

4) Reposition the Scattered Site (nonfederal) program

Through rehabilitation, disposition, (sale of properties) reposition assets to more multi-family style properties that are consolidated and less costly to manage. Utilize the proceeds from the sale of any assets to support and develop a new rental units and a self-sustaining community enhancing homeownership program.

5) Upgrade and modernize the senior complex and any remaining developments

For developments that will be retained, creatively utilize a variety of grant funding sources to leverage investment capital including; Capital Fund, Capital Fund leveraging, tax credits and future grant opportunities.

6) Continue to expand case management capabilities in our Family Self-Sufficiency Program and link to other Human and Social Service Providers

Target and acquire available grants for continued development of innovative approaches for aiding responsible residents to achieve increased self-sufficiency.

The challenge for the Chandler Housing and Redevelopment Division is to determine how to identify the different tenant population types that utilize our affordable housing products and examine how to best serve those individuals and families to aid them to become self-sufficient or less reliant on the welfare system. Transportation, family support and economic restrictions limit many of those in Public Housing from the prospects for self-sufficiency.

The challenge is to find resources to evaluate, match and link tenants/families that have social/human services needs with providers that can assist our families. The Housing Division needs to successfully identify tenant families that can eventually become self-sufficient. Tenant self-sufficiency will free up existing affordable housing for others to use. This will bend the curve for the growing need for more affordable housing.

7) Require greater accountability for participants and landlords of all HCV programs

Educate and train staff, participating and potential landlords in how existing HCV program regulations support stricter lease enforcement by landlords and lease compliance by participants to ensure that responsible and respectful participants are welcomed in every neighborhood. Expand Chandler's family self-sufficiency participation to

demonstrate increased responsibility of participants to the community as more become self-supporting and free of all sources of subsidy.

8) Achieve greater accountability for public housing residents through strengthening lease enforcement and lease provisions as well as enhanced monitoring and training.

Develop, revise and refine lease provisions, administrative rules and supporting policies and procedures to create an enforceable lease that will sustain challenges through the hearing and court processes. Link appropriate infractions to a fee structure. Allocate staff time and resources to the timely processing of lease and rule enforcement.

9) Continue to improve efficiency and effectiveness of our work force through targeted training programs, ongoing evaluations and hiring/retention practices.

Key staff and leadership positions will be retiring and leaving the Housing and Redevelopment Division over the next five years. Recruitment and retention of qualified staff will become critical as the Division transitions to new leadership in all key supervisory positions. Training and elevation of qualified existing Housing staff will be necessary as long term experienced staff leave the Division. Consultants and on-site training may become necessary as vacancies occur.

10) Continue to focus on curb appeal of the exterior and interior of all of our developments.

Focus staff on the importance of attention to detail in improving resident and public perception as well as our ability to effectively market our buildings. Monitor Housing Division Performance Indicators within the Central Cost Center and report to the Housing and Human Services Commissioners.

11) Provide a safe environment for our residents.

Utilize lease enforcement, pre-lease screening, as well as city security efforts to screen out or remove from tenancy those who are irresponsible and / or disrespectful with respect to the lease, vision and mission objectives. All programmatic efforts for families are to be focused on measures that will aid families to develop abilities necessary to move up and out of public housing.

V. Guiding Principles:

1) Partnership and continued relationship and participation in Chandler's housing programs is contingent upon the partner maintaining alignment with Chandler's Vision and Mission quality criteria. This guiding principle applies to existing and future landlords, development partners, and recipients of housing assistance.

2) Affordable housing exists and Chandler may develop, and/or acquire affordable housing that delivers an income mix ratio to the maximum extent feasible with the following targets: (+/- 10 percent tolerance of):

- a. 80% - Low-Income/Public Housing/Housing Choice Voucher - Section 8
- b. 15 % - Affordable Housing /Tax Credit
- c. 5% - Market Rate or Near Market Rate income

3) For strategic planning purposes, planning term lengths shall be as follows:

- a. **Short Term** - 1 Year or Less.
- b. **Mid Term** - Greater than 1 Year and less than 3 Years.
- c. **Long Term** - Greater than 3 years

4) Homeownership – Chandler will seek to develop appropriate homeownership opportunities to assist in transitioning residents who demonstrate capacity to independently own and manage a home.

5) The Housing Division staff will build capacity for development, acquisition, and management of new/rehabilitated units through the Operating/Capital Fund Leveraging, Tax Credits, Acquisition, Partnership and other affordable housing opportunities with developers whose products align with our vision and mission.

8) Develop, acquire or rehabilitate affordable housing utilizing energy efficient building practices and environmentally friendly building designs/products to the maximum extent feasible.