

# 2024

ANNUAL REPORT

Improve the Quality of Life of  
Families and Strengthen  
Communities



Housing Authority of Maricopa County

8910 N. 78<sup>TH</sup> AVE. PEORIA, ARIZONA 85345

MARICOPAHOUSING.ORG

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# BUSINESS OBJECTIVES

## AGENCY MISSION

To improve the quality of life of families and strengthen communities by developing and sustaining affordable housing programs; and to become a leading housing authority by exemplifying best practices, offering innovative affordable housing programs, and expanding accessibility throughout Maricopa County.

## VISION

To provide housing to all in need of a place to call home.

## CORE VALUES

Treat all people with dignity and respect.

Conduct our business in an honest, responsible, and accountable fashion.

Help all people realize their full potential.



TO MAKE  
SOMETHING SPECIAL  
YOU JUST  
HAVE TO BELIEVE  
IT'S SPECIAL

**CINDY STOTLER – CHAIRPERSON**

**(DISTRICT THREE)**

As the former Director of the City of Phoenix Housing Authority and Deputy Director of the State Department of Housing, Cindy now serves faithfully with the Phoenix IDA. The Phoenix IDA advances responsible low- to moderate-income homeownership through various programs to strengthen communities and the economy.

**JOSE MARTINEZ – VICE CHAIR**

**(DISTRICT FIVE)**

Over 20 years of experience in non-profit management, and fund development. Jose serves as both Executive Vice President of Economic Development for Chicanos Por La Causa, Inc., and President of Prestamos CDFI, LLC. He is responsible for the strategic direction and oversight of Prestamos, a subsidiary lending division of Chicanos Por La Causa.

**KATHY DINOLFI**

**(DISTRICT ONE)**

With many years of experience working in the roles of community advocate, staff leader, Board member, and volunteer. She has worked for A New Leaf for more than 20 years and has worked in the areas surrounding domestic violence, homelessness prevention, and community action with roles of direct service and administration.

**MICKEY LUND**

**(DISTRICT FOUR)**

An Associate Broker with ProSmart Realty and has been active in the field of real estate since 1980. Mickey has previously served as the Planning and Zoning Commissioner and currently serves on the Historic Preservation Commission for the City of Glendale.

**THELMA CHARLESTON - RESIDENT COMMISSIONER**

As a program participant, Thelma is a mother of seven children, 30 grandchildren and five great-grandchildren. A recent graduated from Truth Academy Bible College with my PhD in Philosophy of Theology.

District 2 BOC position is vacant.

# A NOTE FROM THE EXECUTIVE DIRECTOR

The Housing Authority of Maricopa County (HAMC) believes that every individual and family deserves to have an opportunity at decent, safe, and affordable housing. Our Board of Commissioners and dedicated staff support this commitment each and every day, whether it's attending a community meeting, speaking with participants or implementing new rules and regulations. It begins and ends with the pride of our mission to improve the quality of life of families and strengthen communities.

I want to take this opportunity to thank everyone that has contributed their time, talent, and trust in the continued process of making HAMC an exemplary housing authority. It has been such a privilege to work side-by-side with so many great municipalities, officials, developers, staff, and stakeholders to offer high-quality housing options.

In 2024, we have experienced substantial changes in the affordable housing industry which caused HAMC to fine-tune internal controls and expanded departmental capabilities. These actions were an effective response to the increase demand for affordable housing stock, performance goals and physical needs of aging units.

Moreover, HAMC's considerable achievement of expanding affordable housing rests in the enormously successful construction completion of Norton Circle and the highly anticipated completion of Estrella Springs and Suncrest Vista. For the first time, development and financial expertise were all administered in-house to place in service a beautiful \$26,000,000 project. GEM Housing Solutions's partnership with Dominion, a national affordable housing developer, will produce 652 new units in the City of Goodyear, Arizona. Scheduled for a December 2025 opening, 256 of the 652 newly constructed units are designated for seniors (55+).

As a new calendar year approaches, HAMC is preparing to accomplish greater heights and longer strides that position families and communities in reaching one of their most important goals "suitable and safe" housing. By 2025, a substantial investment of over \$210,828,870 in the region's affordable housing market will emerge. Along with resident "wrap-around" services to sustain healthy families and communities, our mission and vision becomes more vitally important.

Gerald A. Minott II  
Executive Director  
Housing Authority of Maricopa County



# TO OUR STOCKHOLDERS

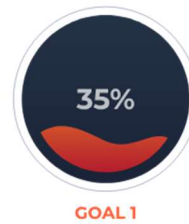
## Maricopa County Strategic Goals, Milestones and Regional Objectives

In a regional collaboration with local officials and leadership have adopted a countywide strategic plan to guide decision-making as we work to address current and future needs in Maricopa County. Calendar Year 2022-2026 Regional Services included the following affordable housing goals:

1. Develop a 10-year comprehensive housing plan that includes expanding access to affordable housing, rental assistance, home ownership programs, preserving and rehabilitating existing affordable housing stock as well as new developments, and identify the requisite funding sources.

### Progress Status:

- HAMC has started conversations with Cities and Municipalities to partner in developing properties that set aside a portion of units for homeless individuals, including but not limited to City of Avondale, Buckeye, Goodyear, and Surprise. Additional municipalities have provided feedback on affordable housing plans and objectives in their area

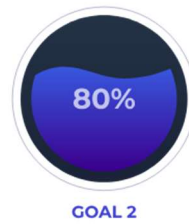


GOAL 1

2. Set aside between 5% and 20% of the units in all new developments for homeless individuals and families.

### Progress Status:

- Norton Circle Apartments reached 100% occupancy for 3 consecutive months while housing 100 new families, 7% of them which are reserved for homeless individuals and families.
- Conversing with Municipalities to partner in developing properties that set aside units for homeless individuals.

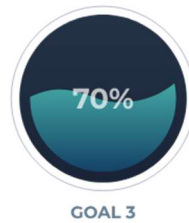


GOAL 2

3. Develop 150 new affordable units with supportive services for seniors to age in place.

### Progress Status:

- Estrella Springs, Goodyear, AZ | 256 Units for 55+. 60% construction completion | Placed in service by 12/2025.
- Heritage Senior Apartments, Surprise, AZ | 99 units for 62+ 40% construction completion | Placed in Service 9/2025

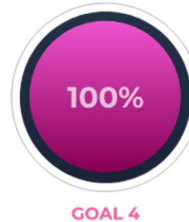


GOAL 3

4. Develop 1,500 new affordable units with modern amenities for families.

### Progress Status:

- Developments being constructed in Goodyear include 396 affordable units for families. Norton Circle Apartments in Avondale provided 100 affordable units to families. Construction begins 2025 2nd Quarter on new Wickenburg project that will bring 208 new units to the community.



GOAL 4

More information about Maricopa County Strategic Plan may be found at:

<https://www.maricopa.gov/DocumentCenter/View/79396/FY23-26-Strategic-Plan>

## Financial Highlights

The HAMC ended the Fiscal Year (FY) 2024 with a modified cash surplus of **\$3,003,868.08**, with an **increase in cash balance of \$1,054,610.15** from the previous fiscal year. Improved reporting for internal and external use allowed financial data collection to be analyzed, and presented with efficiency, timeliness, and relevance. Flow and outflow of cash insights of program and property financial health and operational efficiency went live with quarterly reporting.

## Operating Highlights

Expanded the Development and Compliance Department to include development assistance and compliance personnel. Increased the size of accounting department to manage the growing development and compliance department. Developed Remote Work Policy to provide additional business options for operational growth.

## Management Highlights

The Housing Authority of Maricopa County increased its owned, operated, and managed housing communities, from 716 to 765 units. Added an additional leasing office to serve customers and community residents. Along with partnership oversight of two properties, total HAMC portfolio is 19 communities, 1,209 units located throughout Maricopa County.

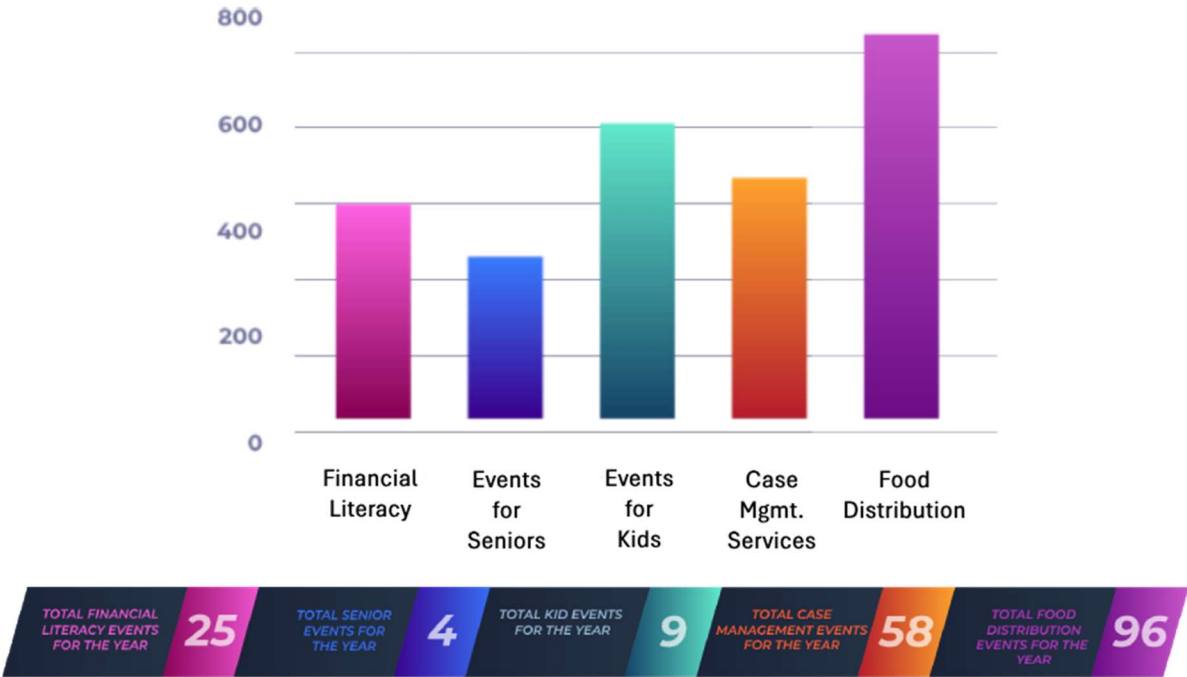
In addition, HAMC increased its Rental Assistance Department's voucher subsidy programs from 1,789 to 1,862. This number continues to expand as the agency optimizes its voucher utilization levels.

## Supportive Services Highlights

Resident Services offers HAMC communities and neighborhoods to bridge economic gaps that can lead to eviction and/or homelessness. Community impacts and on-going success in Resident Services has taken place in 2024 in part with the following supporters:



Resident Services offered throughout the calendar year 2024 are detailed below along with populations served:



### FSS Case Management Highlights

HAMC’s Family Self-Sufficiency Program (FSS) is a US Department of Housing and Urban Development (HUD) program that helps HUD-assisted families increase their earnings and become more financially independent. Thirteen (13) new participants enrolled in the FSS program in 2024, increasing our total participants to fifty-eight (58) active participants who are working for self-sufficiency, while three (3) graduates have completed the FSS program and received an accrued escrow to work towards homeownership. The FSS Program has assisted six (6) participants in returning to post-secondary school. See featured photos for AZNAHRO FSS Scholarship Award Winner.

### Non-Profit Affiliate Highlights

HAMC’s non-profit, GEM Housing Solutions (GEM) continues to be a suitable choice for developers and municipalities who seek collaboration with 501(c)3 Nonprofit entities. With projects under construction in Surprise, AZ (GEM Heritage LLC) and Goodyear, AZ (GEM



Goodyear Senior/Family), GEM renews its mission to lessen the burdens of government through the performance of activities to expand affordable housing.



## Looking Ahead

Two (2) new construction projects will be completed in 2025 in both Goodyear, AZ and Surprise, AZ. One (1) redevelopment and syndication project are scheduled to begin in Avondale, AZ. Discovering new partnerships that expand affordable housing programs using federal, state, and local funds will be on-going to achieve local housing needs. Working with newly elected government officials and community partners to strategize and resolve housing concerns will be underway in the upcoming year to ensure consolidated plans and strategic priorities are identified.

Refine procurement and compliance practices to improve operational efficiencies and fiscal responsibilities. Expand community awareness and general public knowledge of housing options offered through HAMC. Successfully launch the Agency's new Strategic Five-Year Plan (2025-2029) which will be composed Quarter 1 of 2025.

A continued effort will be made to focus on housing sustainability and appropriately respond to environmental challenges. This includes purchasing of hybrid/electric vehicles for agency business needs; constructing green communities, which give us the power to slow the pace of climate change through thoughtful building design, construction, and operation; commit to deconcentrating efforts by examining urban and rural areas for development and affordable housing partnerships.

Funding opportunities with federal and state funds will be sought through both competitive and non-competitive channels to strengthen the menu of housing options offered at the Housing Authority of Maricopa County.



# FEATURED PHOTOS



AZNAHRO FSS Scholarship award winner, Lori Goodspeed- HAMC FSS Participant



Housing Stability Workshop – Coffelt-Lamoreaux



Construction Completion – Norton Circle Apartments Avondale, AZ

# RESIDENT SERVICES



Kids Afterschool Program



Coffelt-Lamoreaux Food Pantry



Mother's Day Karaoke Celebration



Housing Stability Workshop at Coffelt-Lamoreaux

## Department Highlights

- 428 Residents served
- Successful close out of Phoenix IDA ACF Grant Housing Stability Program Grant
- Two (2) homeownership candidates with Newtown
- Financial Literacy Event with PNC Bank
- Resident APS delinquent bills funded totaling \$1,500.00
- On-going resident resources including rental and utility assistance
- Recreation Program at Coffelt City of Phoenix
- Community Center Events for Dysart and Peoria Area Residents

# FINANCIAL MANAGEMENT

## Department Highlights

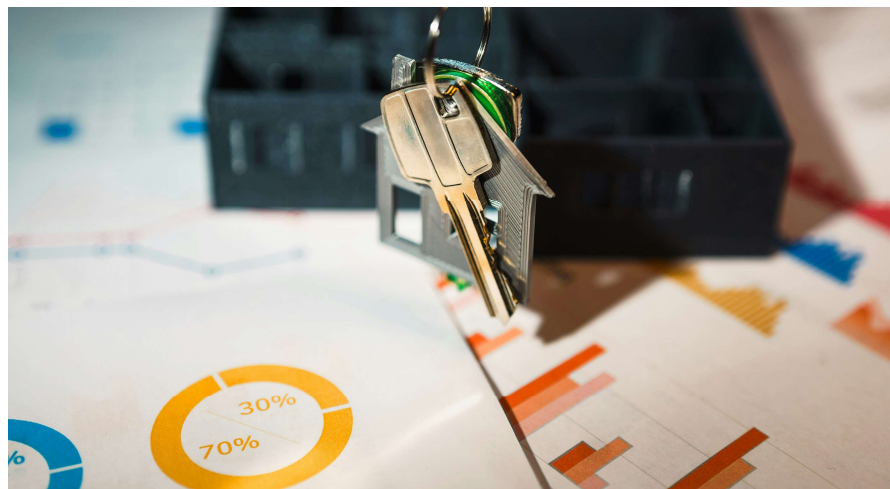
Achieved second (2<sup>nd</sup>) consecutive year of unmodified opinion with zero (0) audit findings. Met all agency financial reporting requirements timely. Secured over 7% savings for the entire Agency in insurance benefit premiums and increased business net income over \$90,000 compared to Calendar Year 2023.

Accurately operated and managed in-house construction draw process, predevelopment cost accounting for new construction project. Improved financial transparency through quarterly cash flow statements, implemented formal record keeping of due to/due from transactions. Met Governmental Accounting Standards Board (GASB) 96 conformity requirements.

Adopted Government Accountability Office (GAO) Standards for Internal Control framework for designing, implementing, and operating an effective internal control system. Restructured the forecasting and budget process by utilizing employee knowledge base and existing software capabilities. Continue to provide accurate financial records and statements that assist department decision making.

Maintain and monitor Restricted Net Position (RNP)/Unrestricted Net Position (UNP) for Voucher programs including Voucher management System (VMS) and HCV 2-Year Tool forecasting for internal decision making and external assessment. These tools along with others including HUD's Payment Standard Tools help management to make major financial decisions to retain fiscal responsibility within the

agency and adhere to recent HUD changes with the Voucher programs. Satisfied Quality Assurance Division, Financial Management Review Corrections for Housing Choice Voucher Program.



# DEVELOPMENT AND COMPLIANCE

## Department Highlights

- 100% Construction Completion of Norton Circle – March 6, 2024
- 40% Construction Completion of Heritage Senior Apartments, largest HUD 202 Award in Arizona History.
- 60% Construction Completion as General Partner of two (2) construction projects in Goodyear, AZ (Estella Springs \$115,532,905.00, 396 units) (Suncrest Vista \$71,483,074.00, 256 units).
- Developed a program for private housing developers to partner with HAMC to propose affordable housing plans to Maricopa County.



Norton Circle Apartments (Aerial photo post-construction)



Heritage Senior Apartments (Overall view 40% construction completion)



Estrella Springs and Suncrest Vista (Aerial photo 60% construction completion)



Suncrest Vista (Apartment interior photo 60% construction completion)



Estrella Springs (Community Space interior photo 60% construction completion)

# RENTAL ASSISTANCE PROGRAM

## Department Highlights

- Increased Voucher Utilization from 85% to 90% in ten (10) months.
- Achieved a fiscal year Voucher Utilization of 93% for the Housing Choice Voucher Program.
- 229 New Admissions for all Rental Assistance programs, including Special Programs.
- 100% Project Based Voucher (PBV) lease up for Norton Circle.
- HOTMA, VASH, SAFMR and FSS Compliant-Ready

## Achievements and Milestones

Below is a summary of performance for the Rental Assistance Department:

Key Indicator	Calendar Year 2024	Calendar Year 2023
Move-Ins/ New Admissions	229	133
Terminations/EOP's	126	153
Voucher Utilization	90%	82%
Vouchers Issued	622	573
FSS Participant Escrow Total	\$380,191.96	\$245,555.18

### Letter from HCV Landlord -

"Thank you for all that you do and how well you do it!  
 In this season of gratitude, I want to extend mine for how hard  
 you all work and how great you all are to work with! It is  
 much appreciated!" - Aspen Square

### Letter from HCV Participant -

Thank you for the apartment referral and all the advice and  
 help as well as your time and patience. We are blessed to  
 have an outstanding case worker that you are! Along with a  
 beautiful place we call home. I, along with Tammy, want to  
 say thank you and may good things come your way!  
 Thank you for all you have done and do.

- C. Woodruff



Dear Cherelle,

I wanted to take a moment to express my sincere gratitude for the outstanding job you did in helping me and my family find our new home. You are truly amazing, and I feel incredibly lucky to have had you as our FSS Housing Worker. Your knowledge, expertise, and approachability made the process so much easier, and I cannot thank you enough for your dedication and hard work.

During a time when I was feeling overwhelmed and stressed, you went above and beyond to ensure that everything was taken care of, and I am deeply grateful for all the extra effort you put in to make sure we found a home that met our needs and exceeded our expectations.

I feel blessed to have met you and had the opportunity to work with you. Your kindness, professionalism, and positive attitude have made such a difference in our lives. I want to thank you from the bottom of my heart, and I hope that you know how much your assistance has meant to us and my family.

May God bless you abundantly, and I wish you all the best in your future endeavors. Thank you again for everything.

Sincerely,  
 Lori

Thank you

LORI & FAMILY



# ASSET MANAGEMENT

## Department Highlights

- 100% occupancy and stabilization for Norton Circle Apartments.
- Increase unit count from 765 to 770 HAMC owned and managed units.
- Reduction in move-outs from 165 (CY2023) to 119 (CY 2024)
- HOTMA Section 102 and 104 Compliant-Ready
- Two (2) property management portfolios achieving 100% occupancy
- Commencement of Rose Terrace's Re-syndication and Redevelopment



Norton Circle Apartments Playground and Common Area



Norton Circle Apartment Kitchen



Inner Courtyard at Norton Circle Apartment



# PROPERTY AND PROGRAMS

## HAMC Properties

Baden Homes (20 units) 1003 N. 93rd Avenue   Tolleson, AZ 85353	Madison Heights I and II (143 Units) 1103 N. 6th Street   Avondale, AZ 85323
Casa Bonitas Homes (30 units) 2976 Cottonwood St.   Surprise, AZ 85374	Maricopa Revitalization Partner. (35 homes) Various Scattered Site Locations   Mesa, AZ 85210
Clare-Feldstadt Homes I & II (56 units) 710 W. 8th Ave./8146 E. University   Mesa, AZ 85210	Norton Circle (100 units) 551 W. Norton St.   Avondale, AZ 85323
Coffelt-Lamoreaux Homes (301 Units) * 1510 S. 19th Drive   Phoenix, AZ 85009	Paradise Homes (24 units) 12618 Paradise Lane   Surprise, AZ 85374
Father Fidelis Homes (48 units) 9209 Calle Tomi   Guadalupe, AZ 85283	Park View Estates (45 units) 10950 N. 87th Avenue   Peoria, AZ 85345
Flora M. Staler Homes (30 units) 14102 N. First Ave.   El Mirage, AZ 85335	Rose Terrace Apartments (120 units) 525 E. Harrison   Avondale, AZ 85323
Heritage at Surprise (100 units) 12669 Rimrock St.   Surprise, AZ 85378	The River at Eastline (56 units) 2106 E. Apache Blvd.   Tempe, AZ 85281
H.M. Watson Homes (20 units) 415 S. 5th Street   Buckeye, AZ 85326	Varney Homes (12 units) 82nd & 80th Drive   Peoria, AZ 85345
John Hammond Homes (30 units) 8500 W. Washington St.   Peoria, AZ 85345	Villa Monte Rosa (20 units) 14001 N. 5 <sup>th</sup>   El Mirage, AZ 8533
John Hollar Gardens (25 units) 9201 W. Roosevelt/9202 W. Baden   Tolleson, AZ 85353	

## HAMC Rental Assistance Programs

Housing Choice Voucher Program   1714 Vouchers	Project Based Vouchers   253 units
Veteran Affairs Supportive Housing (VASH)   5 Vouchers	Family Unification Vouchers   29 Vouchers
Mainstream Program   59 Vouchers	
Emergency Housing Voucher Program   89 Vouchers *	

\* Voucher issuance no longer available

# HAMC 2024 ANNUAL EMPLOYEE AWARDS

In recognition of outstanding achievements, pursuit of excellence and exceptional productivity, the following three (3) HAMC Annual Employee Awards were presented to this year's recipients:

## Platinum Service Award

Recognizes Maintenance and Inspector employees who have gone above and beyond to achieve outstanding results in their department.

**2024 Recipient John Howard**



John Howard  
Rental Assistance Department  
HQS Housing Inspector

John has been with HAMC for five (5) years, demonstrating a strong tenure.

## HAMC 360 Leadership Award

Recognizes a supervisor or employee who models positive change and support to their team that impacts organizational objectives.

**2024 Recipient Alicia Hernandez**



Alicia Hernandez  
Rental Assistance Department  
Lead Housing Specialist

Alicia has been with HAMC for eleven (11) years, displaying a long-term commitment to affordable housing.

## Spotlight of Excellence Award

Recognizes a non-supervisory employee who exemplifies HAMC values and demonstrates outstanding teamwork.

### 2024 Recipient Lori Denault



Lori Denault  
Finance Department  
Accountant III

Lori has been with HAMC for many years showcasing her pursuit of excellence in affordable housing.

# 2024 ANNUAL REPORT

## HOUSING AUTHORITY OF MARICOPA COUNTY



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