



Improving the Quality of Life of Families and Strengthen Communities

PUBLIC NOTICE

January 31, 2025

NOTICE IS HEREBY GIVEN to the general public that the Housing Authority of Maricopa County (HAMC) Public Housing Authority (PHA) 5-Year (2025-2029) and Annual Plan (2025-2026) draft is available for public review and comment. The draft plan includes changes in the agency's Housing Choice Voucher plans and policies.

Both the PHA 5-Year and Annual Plan draft may be viewed on our website at maricopahousing.org, or on-site at any of the following HAMC locations:

- HAMC Administrative Office, 8910 N. 78th Avenue, Peoria AZ 85345
- Norton Circle Leasing Office, 551 W. Norton St., Avondale AZ 85323
- Casa Bonita Leasing Office, 12976 W. Cottonwood, Surprise AZ 85378
- River at Eastline Village Leasing Office, 2106 E. Apache Blvd, Tempe AZ 85281
- Heritage at Surprise Leasing Office, 12669 W Rimrock St. Surprise, AZ 85374

Written comments may be submitted at any of the above HAMC locations, or through email at marketing@maricopahousing.org until the Board of Commissioners hears this plan at its regularly scheduled Committee meeting on March 26, 2025, at 9:30 a.m. These meetings are routinely held telephonically, and members attending telephonically are announced at the meeting.

All public meeting and proceedings are held in accordance with Arizona Revised Statutes, §38-431 through §38-431.09.





FIVE YEAR (2025-2029) AND ANNUAL (JULY 2025-JUNE 2026) PUBLIC HOUSING AGENCY PLANS

HOUSING AUTHORITY OF MARICOPA COUNTY

This plan includes basic PHA policies, rules, and requirements concerning HAMC's programs and services; and informs HUD, families served, and members of the public of HAMC's mission, goals, and strategic priorities for serving the needs of low income, very low income, and extremely low income families.



maricopahousing.org | Telephone 602-744-4500 | TDD 602-744-4500

TABLE OF CONTENTS

PHA 5-Year Plan HUD 50075-5Y4

PHA Annual Plan HUD 50075-ST8

Appendix A - 5-Year Plan Goals and Objectives..... 11

Appendix B - Progress Report on 5-Year Plan (2020-2024) Goals and Objectives14

Maricopa County Strategic Goals, Milestones and Regional Objectives..... 21

Appendix C - Revision of Existing PHA Plan Elements.....22

Housing Choice Voucher Program23

Financial Resources24

Project Based Voucher Program25

5-Year PHA Plan (for All PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing DRAFT	OMB No. 2577-0226 Expires: 03/31/2024
---	---	--

Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA’s operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA’s mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. The Form HUD-50075-5Y is to be completed once every 5 PHA fiscal years by all PHAs.

A.	PHA Information.																																					
A.1	<p>PHA Name: <u>Housing Authority of Maricopa County</u> PHA Code: <u>AZ009</u></p> <p>PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>07/2025</u></p> <p>The Five-Year Period of the Plan (i.e. 2019-2023): <u>2025-2029</u></p> <p>PHA Plan Submission Type: <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p>Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information on the PHA policies contained in the standard Annual Plan, but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at each Asset Management Project (AMP) and main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official websites. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p>The 5-Year PHA Plan and the PHA Annual plan may be reviewed at maricopahousing.org or at any of the following locations:</p> <ul style="list-style-type: none"> • Housing Authority of Maricopa County Administrative Office, 8910 N. 78th Avenue, Peoria AZ 85345 • Norton Circle Leasing Office, 551 W. Norton Street, Avondale AZ 85323 • Casa Bonitas Leasing Office, 12976 W. Cottonwood, Surprise AZ 85378 • River at Eastline Leasing Office, 2106 E. Apache Blvd, Tempe AZ 85281 • Heritage at Surprise Leasing Office, 12669 W Rimrock St. Surprise, AZ 85374 <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below.)</p> <table border="1" data-bbox="212 1241 1471 1875"> <thead> <tr> <th rowspan="2">Participating PHAs</th> <th rowspan="2">PHA Code</th> <th rowspan="2">Program(s) in the Consortia</th> <th rowspan="2">Program(s) not in the Consortia</th> <th colspan="2">No. of Units in Each Program</th> </tr> <tr> <th>PH</th> <th>HCV</th> </tr> </thead> <tbody> <tr> <td>Lead PHA:</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>						Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program		PH	HCV	Lead PHA:																							
Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program																																		
				PH	HCV																																	
Lead PHA:																																						

B.	Plan Elements. Required for <u>all</u> PHAs completing this form.
B.1	<p>Mission. State the PHA’s mission for serving the needs of low-income, very low-income, and extremely low-income families in the PHA’s jurisdiction for the next five years.</p> <p>Our Mission is 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.</p>
B.2	<p>Goals and Objectives. Identify the PHA’s quantifiable goals and objectives that will enable the PHA to serve the needs of low-income, very low-income, and extremely low-income families for the next five years.</p> <p>Refer to Appendix A “5-Year Plan Goals and Objectives”</p>
B.3	<p>Progress Report. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.</p> <p>Refer to Appendix C “Progress Report on 5-Year Plan (2020-2024) Goals and Objectives”</p>

<p>B.4</p>	<p>Violence Against Women Act (VAWA) Goals. Provide a statement of the PHA’s goals, activities, objectives, policies, or programs that will enable the PHA to serve the needs of child and adult victims of domestic violence, dating violence, sexual assault, or stalking.</p> <p>The Violence Against Women Reauthorization Act of 2013 (Public Law 113–4, 127, Stat. 54), Title VI, entitled “Safe Homes for Victims of Domestic Violence, Dating Violence, Sexual Assault and Stalking,” added some rights to Residents living in properties that are part of Assisted Housing Programs (42 U.S.C. 14043e et seq.). The protections of VAWA apply to both male and female residents of Assisted Housing Programs, and affiliated individuals of the Resident who are victims or threatened victims of domestic violence, dating violence, sexual assault and stalking regardless of sex, gender identity, sexual orientation or age. VAWA protections are consistent with HUD’s nondiscrimination and equal opportunity requirements and cannot be discriminated against on the basis of any protected characteristics including race, color, religion, sex, disability, familial status, national or ethnic origin, or age and available to otherwise eligible individuals or families without regard to actual or perceived sexual orientation, gender identity or marital status.</p> <p>HAMC updated its Administrative Plan and Tenant Selection Plan to comply with the Violence Against Women Act Reauthorization Act of 2022 which includes:</p> <ul style="list-style-type: none"> • Amending the definition of “domestic violence” to include “any felony or misdemeanor crimes committed under the family or domestic violence laws of the jurisdiction receiving grant funding.” In addition, “affiliated individual(s)” of the victim defined as immediate family or any individual living in the household. • Prohibiting Retaliation Against Victims under covered housing programs • Right to Report Crime and Emergencies • Changes to McKinney-Vento Homeless Assistance Act Definition of Homelessness <p>The HAMC uses HUD’s standardized forms and provides the same to each applicant and resident household including at the time the applicant is denied assistance or admission; at the time of admission; and with any notification of eviction or termination of assistance.</p> <p>HAMC does not determine ineligibility or terminate tenancy, assistance or occupancy rights based on criminal activity directly relating to domestic violence, dating violence, sexual assault, or stalking that is engaged in by a member of a resident's household or any guest or other person under the resident's control if the resident or an affiliated individual of the resident is the victim or threatened victim of the domestic violence, dating violence, sexual assault, or stalking.</p> <p>A program participant who is a victim of domestic violence, dating violence, sexual assault or stalking is eligible for an emergency transfer if the program participant expressly requests the transfer; the program participant reasonably believes that there is a threat of imminent harm from further violence if the program participant remains in the current unit; in the case of sexual assault, the assault occurred on in the unit during the ninety (90) calendar day period preceding the request of the transfer. Program participants who are not in good standing may still request an emergency transfer if they meet the eligibility requirements.</p> <p>All information provided to HAMC, including the Resident’s status as a victim, is kept confidential.</p>
<p>C.</p>	<p>Other Document and/or Certification Requirements.</p>
<p>C.1</p>	<p>Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.</p> <p>The Housing Authority of Maricopa County after submitting its required PHA plan(s) to HUD, may modify, amend or change any policy, rule, regulation or other aspect of its plan. If any modifications, amendments or changes in any policy, rule, regulation or other aspect of the plan(s) is not consistent with the HAMC Mission Statement, its Goals and Objectives, or HUD regulations, then these shall not be deemed significant amendments or modifications to the Annual and 5-Year Plan. If new program activities are required or adopted to reflect changes in HUD regulations or as a result of national or local emergencies, these activities are exempt actions and will not be considered as Substantial Deviation from the 5-Year Plan.</p>

<p>C.2</p>	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) have comments to the 5-Year PHA Plan?</p> <p>Y N <input type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the 5-Year PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
<p>C.3</p>	<p>Certification by State or Local Officials.</p> <p>Form HUD-50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>
<p>C.4</p>	<p>Required Submission for HUD FO Review.</p> <p>(a) Did the public challenge any elements of the Plan?</p> <p>Y N <input type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, include Challenged Elements.</p>
<p>D.</p>	<p>Affirmatively Furthering Fair Housing (AFFH).</p>
<p>D.1</p>	<p>Affirmatively Furthering Fair Housing. (Non-qualified PHAs are only required to complete this section on the Annual PHA Plan. All qualified PHAs must complete this section.)</p> <p>Provide a statement of the PHA’s strategies and actions to achieve fair housing goals outlined in an accepted Assessment of Fair Housing (AFH) consistent with 24 CFR § 5.154(d)(5). Use the chart provided below. (PHAs should add as many goals as necessary to overcome fair housing issues and contributing factors.) Until such time as the PHA is required to submit an AFH, the PHA is not obligated to complete this chart. The PHA will fulfill, nevertheless, the requirements at 24 CFR § 903.7(o) enacted prior to August 17, 2015. See Instructions for further detail on completing this item.</p> <p>n/a HAMC is a non-qualified PHA</p>

Streamlined Annual PHA Plan (HCV Only PHAs)	U.S. Department of Housing and Urban Development Office of Public and Indian Housing DRAFT	OMB No. 2577-0226 Expires 03/31/2024
--	---	---

Purpose. The 5-Year and Annual PHA Plans provide a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, including changes to these policies, and informs HUD, families served by the PHA, and members of the public of the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families

Applicability. The Form HUD-50075-HCV is to be completed annually by **HCV-Only PHAs**. PHAs that meet the definition of a Standard PHA, Troubled PHA, High Performer PHA, Small PHA, or Qualified PHA do not need to submit this form. Where applicable, separate Annual PHA Plan forms are available for each of these types of PHAs.

Definitions.

- (1) **High-Performer PHA** – A PHA that owns or manages more than 550 combined public housing units and housing choice vouchers, and was designated as a high performer on both the most recent Public Housing Assessment System (PHAS) and Section Eight Management Assessment Program (SEMAP) assessments if administering both programs, or PHAS if only administering public housing.
- (2) **Small PHA** - A PHA that is not designated as PHAS or SEMAP troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceed 550.
- (3) **Housing Choice Voucher (HCV) Only PHA** - A PHA that administers more than 550 HCVs, was not designated as troubled in its most recent SEMAP assessment and does not own or manage public housing.
- (4) **Standard PHA** - A PHA that owns or manages 250 or more public housing units and any number of vouchers where the total combined units exceed 550, and that was designated as a standard performer in the most recent PHAS and SEMAP assessments.
- (5) **Troubled PHA** - A PHA that achieves an overall PHAS or SEMAP score of less than 60 percent.
- (6) **Qualified PHA** - A PHA with 550 or fewer public housing dwelling units and/or housing choice vouchers combined and is not PHAS or SEMAP troubled.

A.	PHA Information.																				
A.1	<p>PHA Name: <u>Housing Authority of Maricopa County</u> PHA Code: <u>AZ099</u></p> <p>PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>07/2025</u></p> <p>PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above) <u>1,862 (5 VASH, 29 FUP, 53 RAD-PBV, 200 PBV, 59 Mainstream, 89 EHV)</u></p> <p>Number of Housing Choice Vouchers (HCVs) <u>1,427</u></p> <p>PHA Plan Submission Type: <input checked="" type="checkbox"/> Annual Submission <input type="checkbox"/> Revised Annual Submission</p> <p>Availability of Information. In addition to the items listed in this form, PHAs must have the elements listed below readily available to the public. A PHA must identify the specific location(s) where the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan are available for inspection by the public. Additionally, the PHA must provide information on how the public may reasonably obtain additional information of the PHA policies contained in the standard Annual Plan but excluded from their streamlined submissions. At a minimum, PHAs must post PHA Plans, including updates, at the main office or central office of the PHA. PHAs are strongly encouraged to post complete PHA Plans on their official website.</p> <p>The 5-Year PHA Plan and the PHA Annual plan may be reviewed at maricopahousing.org or at any of the following locations:</p> <ul style="list-style-type: none"> • Housing Authority of Maricopa County Administrative Office, 8910 N. 78th Avenue, Peoria AZ 85345 • Norton Circle Leasing Office, 551 W. Norton Street, Avondale AZ 85323 • Casa Bonitas Leasing Office, 12976 W. Cottonwood, Surprise AZ 85378 • River at Eastline Leasing Office, 2106 E. Apache Blvd, Tempe AZ 85281 • Heritage at Surprise Leasing Office, 12669 W Rimrock St. Surprise, AZ 85374 <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a joint Plan and complete table below)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Participating PHAs</th> <th style="width: 10%;">PHA Code</th> <th style="width: 25%;">Program(s) in the Consortia</th> <th style="width: 20%;">Program(s) not in the Consortia</th> <th style="width: 20%;">No. of Units in Each Program</th> </tr> </thead> <tbody> <tr> <td>Lead HA:</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program	Lead HA:														
Participating PHAs	PHA Code	Program(s) in the Consortia	Program(s) not in the Consortia	No. of Units in Each Program																	
Lead HA:																					

B.	Plan Elements.
B.1	<p>Revision of Existing PHA Plan Elements.</p> <p>a) Have the following PHA Plan elements been revised by the PHA since its last Annual Plan submission?</p> <p>Y N</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Statement of Housing Needs and Strategy for Addressing Housing Needs.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Financial Resources.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Rent Determination.</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Operation and Management.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Informal Review and Hearing Procedures.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Homeownership Programs.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Self Sufficiency Programs and Treatment of Income Changes Resulting from Welfare Program Requirements.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Substantial Deviation.</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> Significant Amendment/Modification.</p> <p>(b) If the PHA answered yes for any element, describe the revisions for each element(s):</p> <p><u>Refer to Appendix B - Revision of Existing PHA Plan Elements</u></p>
B.2	New Activities. – <u>Not Applicable HCV-Only PHA.</u>
B.3	<p>Progress Report.</p> <p><u>Refer to Appendix B “Progress Report on 5-Year Plan (2020-2024) Goals and Objectives”</u></p>
B.4	Capital Improvements. – <u>Not Applicable</u>
B.5	<p>Most Recent Fiscal Year Audit.</p> <p>(a) Were there any findings in the most recent FY Audit?</p> <p>Y N N/A</p> <p><input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, please describe:</p>
C.	Other Document and/or Certification Requirements.
C.1	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) have comments to the PHA Plan?</p> <p>Y N</p> <p><input type="checkbox"/> <input type="checkbox"/></p> <p>(b) If yes, comments must be submitted by the PHA as an attachment to the PHA Plan. PHAs must also include a narrative describing their analysis of the RAB recommendations and the decisions made on these recommendations.</p>
C.2	<p>Certification by State or Local Officials.</p> <p>Form HUD 50077-SL, <i>Certification by State or Local Officials of PHA Plans Consistency with the Consolidated Plan</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>
C.3	<p>Civil Rights Certification/ Certification Listing Policies and Programs that the PHA has Revised since Submission of its Last Annual Plan.</p> <p>Form HUD-50077-ST-HCV-HP, <i>PHA Certifications of Compliance with PHA Plan, Civil Rights, and Related Laws and Regulations Including PHA Plan Elements that Have Changed</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p>

C.4	<p>Challenged Elements. If any element of the PHA Plan is challenged, a PHA must include such information as an attachment with a description of any challenges to Plan elements, the source of the challenge, and the PHA's response to the public.</p> <p>(a) Did the public challenge any elements of the Plan?</p> <p style="margin-left: 40px;">Y N</p> <p style="margin-left: 40px;"><input type="checkbox"/> <input type="checkbox"/></p> <p>If yes, include Challenged Elements.</p>
-----	--

D. Affirmatively Furthering Fair Housing (AFFH).

D.1 Affirmatively Furthering Fair Housing (AFFH).

Provide a statement of the PHA's strategies and actions to achieve fair housing goals outlined in an accepted Assessment of Fair Housing (AFH) consistent with 24 CFR § 5.154(d)(5). Use the chart provided below. (PHAs should add as many goals as necessary to overcome fair housing issues and contributing factors.) Until such time as the PHA is required to submit an AFH, the PHA is not obligated to complete this chart. The PHA will fulfill, nevertheless, the requirements at 24 CFR § 903.7(o) enacted prior to August 17, 2015. See Instructions for further detail on completing this item.

Fair Housing Goal:
<p><i>Describe fair housing strategies and actions to achieve the goal</i></p> <p>A. It is the policy of HAMC to comply fully with all Federal, State, and local non-discrimination laws and with the rules and regulations governing Fair Housing and Equal Opportunity in housing and employment including:</p> <ol style="list-style-type: none"> 1. Title VI of the Civil Rights Acts of 1964. 2. Title VIII of the Civil Rights Act of 1968 (as amended by the Community Development Act of 1974 and the Fair Housing Amendments Act of 1988). 3. Executive Order 11063. 4. Section 504 of the Rehabilitation Act of 1973. 5. The Age Discrimination Act of 1975. 6. Title II of the Americans with Disabilities Act (to the extent it applies, otherwise Section 504 and the Fair Housing Amendments govern). 7. Violence Against Women Reauthorization Act of 2013 (VAWA). <p>B. HAMC takes steps to assure families and owners are fully aware of all applicable civil rights laws. HAMC provides, as part of the briefing process, information to HCV applicants about civil rights requirements and the opportunity to rent in a broad range of neighborhoods.</p> <p>C. The Housing Assistance Payments (HAP) Contract informs owners of the requirements not to discriminate against any person because of race, color, religion, sex, national origin, age, familial status, or disability in connection with the contract. The HAMC shall not:</p> <ol style="list-style-type: none"> 1. Deny any family the opportunity to apply for housing nor deny any qualified applicant the opportunity to lease housing suitable to its needs. 2. Provide housing which is different from that provided to others. 3. Subject a person to segregation or disparate treatment. 4. Restrict a person's access to any benefit enjoyed by others in connection with the housing program. 5. Treat a person differently in determining eligibility or other requirements for admission. 6. Steer an applicant or participant toward or away from a particular area based on any of these factors. 7. Deny a person access to the same level of services. 8. Deny an individual opportunity to participate in HAMC HCV programs with prior drug charges if a person has issues of mental health. <p>D. Applicants or participants who believe that they have been subject to unlawful discrimination may notify HAMC either orally or in writing. HAMC will provide a copy of a discrimination complaint form to the complainant and provide them with information on how to complete and submit the form to HUD's Office of Fair Housing and Equal Opportunity (FHCO). HAMC will make every attempt to remedy any discrimination complaints made against HAMC but if unsuccessful, the same information will be provided to complainants.</p>

Appendix A
5-Year Plan Goals and Objectives

HAMC IDENTITY STATEMENT

The HAMC is a leading provider in affordable housing. We provide a menu of housing options and supportive services for low income, vulnerable and underserved populations in Maricopa County. We do this through rental assistance, resident services, private landlords and developing new housing sites. Through collaborations, we leverage public/private partnerships and are constantly enhancing our programs and understanding of the community's needs. We are a compassionate and dedicated team that models respectful treatment of our residents at all levels in our organization. We know that there is a high demand for adequate, safe affordable housing, attributed to rising costs in housing, amplifying homelessness and poverty.

It is our mission to provide stability and be a catalyst for change. We are highly respected and recognized as a National and local model, differentiating us from others doing similar work. Through our strategic planning, willingness to take risks, we are widely known to be trailblazers in our field, while continuing to maintain efficiency, well manage our resources and deliver results. Our uniqueness is attributed to our expert leadership and staff. We are sustained by a variety of funding sources, assets, reserves, partners who share our passion, and willingness to adapt to the community's changing needs.

STRATEGIC GOALS AND OBJECTIVES

Strategy 1: Increase Employee Capacity

Employee advancement significantly impacts customer success by boosting employee motivation, engagement, and competency, leading to higher retention rates, and ultimately, a more positive customer experience.

- a. Year 1
 - i. Define and address drive and internal excellence of departments
 - ii. Redevelop employee on-boarding and training protocols and procedures
 - iii. Foster and utilize employee input to promote innovation
 - iv. Address employee resource needs (tools needed for successful agency outcomes)
 - v. Assess employee engagement and upper mobility
- b. Year 2
 - i. Develop Succession Plan
 - ii. Assess internal motivation plans and methodologies
 - iii. Foster and utilize employee input to promote innovation
 - iv. Assess Employee Engagement and Competency
- c. Year 3
 - i. Create employee investment plan
 - ii. Complete Business Process Review of housing systems and equipment
 - iii. Assess Agency Culture and Environment
- d. Year 4
 - i. Assess current state of recruitment, retention, and employee development
 - ii. Review interdepartmental activities, communication and effects
- e. Year 5
 - i. Evaluate prior four (4) year goals and accomplishments for efficiency and effectiveness
 - ii. Assess Organizational needs and areas of improvement

Strategy 2: Operational Efficiency

Business performance directly impacts customer success by ensuring faster service delivery, quicker issue resolution, and a more consistent high-quality customer experience.

- a. Year 1
 - i. Align with County Goals and Objectives by addressing housing concerns
 - ii. Revitalize properties and programs by completing comprehensive study and planning
 - iii. Focus on deconcentration and underserved populations when developing new business
 - iv. Maintain collaboration with other jurisdictions, PHAs for improved operations and efficiency
 - v. Explore new funding opportunities to supplement increased operational costs
- b. Year 2
 - i. Research and benchmark program and service deliverables
 - ii. Update policies to serve changing family needs and local initiatives
 - iii. Identify disparities in current operations and develop plans to achieve desired state
- c. Year 3
 - i. Refine streamlined operational processes to maintain efficiency
 - ii. Evaluate procurement and compliance departments for operational productivity
 - iii. Respond to community needs for accessibility (units)

- d. Year 4
 - i. Improve the variety of housing options (homeownership, senior housing, shared housing)
 - ii. Increase the variety of housing types and unit mix of new projects
- e. Year 5
 - i. Evaluate prior four (4) year goals and assess operational improvement
 - ii. Continuing to increase financial resources to expand housing

Strategy 3: Deliver excellence in Customer Service

Customer service significantly impacts a business by influencing customer loyalty, building brand reputation, enhancing customer retention, and providing a competitive advantage, ultimately contributing to overall business success.

- a. Year 1
 - i. Expand and enhance social media platforms
 - ii. Improve and disburse current marketing tools and resources
 - iii. Create momentum of public perception by holding community events
 - iv. Improve tele-communications protocols
 - v. Assess and design customer service performance matrixes
- b. Year 2
 - i. Create university partnerships to educate and provide support around affordable housing, self-sufficiency
 - ii. Provide consistent inter-departmental materials to service customers more effectively
 - iii. Offer more resources at the leasing office and administrative
- c. Year 3
 - i. Leverage technology and resources to improve customer experience
 - ii. Utilize leasing office and administrative space for customer service area
 - iii. Assess website and social media usage for efficiency and customer success
- d. Year 4
 - i. Evaluate customer phone, email correspondence and determine if new strategies are needed.
 - ii. Review and refresh as needed, forms, documents and literature circulated to customers
- e. Year 5
 - i. Evaluate prior four (4) year goals and assess customer service matrixes
 - ii. Review community events and customer relations by agency and area

Strategy 4: Organizational Image and Partnerships

A positive image helps to attract new customers and retain existing ones. It can also make it easier for the organization to attract the right candidates for job vacancies and to attract shareholders and business partners because these stakeholders feel that the organization shares their values.

- a. Year 1
 - i. Increase community and regional visibility among leadership
 - ii. Improve resident services and non-profit partnerships
 - iii. Demonstrate and organize County relations and common goal alignment
 - iv. Increase and promote HAMC branding
 - v. Acquire 3rd party expert to assist with branding and marketing
- b. Year 2
 - i. Align branding and marketing with current events and housing needs
 - ii. Continuing involvement in regional housing forum and planning
 - iii. Review consolidated plans of area municipalities and state legislation
- c. Year 3
 - i. Increase partnerships with behavioral health providers, lending institutions and medical providers
 - ii. Utilize 10-year comprehensive plan to target and form local partnerships
 - iii. Review County consolidated plan to assure consistency and alignment with housing goals and objectives
- d. Year 4
 - i. Evaluate 3rd party expert branding and marketing campaign for effectiveness using surveys
 - ii. Optimize unused space to further local small business partnerships who have a housing emphasis in their mission statement
- e. Year 5
 - i. Evaluate prior four (4) year goals and assess organizational image and customer service
 - ii. Review consolidated plans of area municipalities and state legislation

Appendix B

Progress Report on 5-Year Plan (2020-2024) Goals and Objectives

Goal: Increase opportunities for our residents to move beyond their housing needs towards self-sufficiency.

Work with partners to increase services in support of customer personal development, education, and employability.

2023-2024 Progress

HAMC has built partnerships with other local government and nonprofit agencies to increase services and resources available to HAMC residents and HCV voucher holders to move towards personal development, education, and employability. Of note, Southwest Phoenix, Avondale, and Buckeye

- Provided thirty (33) households the following resident service programming:
 1. Parenting and Behavioral Services ,
 2. Housing Stability Program Training,
 3. Financial Education Services.
- Two (2) homeownership candidates endorsed with Newtown Community Development Corporation
- Financial Literacy Event with PNC Bank
- Service Follow-up and Partners: City of Phoenix Parks, Child Crisis Center, United Healthcare, St Mary's Food Bank Alliance, Parents as Teachers Child and Family Resources, Family Housing HUB, Lutheran Social Services, Valley of the Sun United Way, Maricopa County Public Health, Phoenix Police Department, CPLC Family Services, Avondale CAP, Avondale Resource Center, Avondale Senior Services, Raising A Reader, Area Agency on Aging, Goodwill Workforce Resources/Workshops
- New Partner Meeting-Parents as Teachers- developed referral and in home support services engagement process for residents – Free service-
- Referrals and individual meetings with residents to assist with applications and follow-up with providers (community partners); food support services, APS Utility Assistance with CPLC Family Service assistance applications-
- Goodwill Monthly Workshop at Coffelt – Workforce Career Counselling
- Property Management Service Meetings and/or Referral Communications (15). Gorman Monthly Huddle Up Service Review- 12 Meetings with Partner -
- Computer Assistance/Training – 15 HH's- Housing Application HCV Mobility – 10 HH
- Kids Café/ Summer Meal Program startup transition - Madison Heights- Three days per week – 16 youth average attendance -Meals served to youth:
- Mental Health/Wellness Resources: 2- Senior Services Support , ASU Health Events with Sana Sana and Farm Express partner at Coffelt
- Housing Stability Cleaning Resources: 5 HH
- Summer Youth Programs, Young Rembrandts

Northwest Area Including Peoria

- Service Follow-up and Partners: Maricopa County Public Health, City of Surprise Resource Center, St Mary's Food Bank Alliance, Dysart Community Center (DCC), Peoria Community Center, Peoria Police Department, Foundation for Senior Living, United Health Care, GEN Phones
- DCC- Youth Program – Summer Meal Program Transition Youth served in afterschool program from Heritage (12)- Total Youth served daily: 44.
- Summer DCC Camp scholarships for Heritage youth (provided 7 @ \$350 per child)
- Peoria Parkview- Parkview Senior Information Event- 24 Seniors- Community Info session Resident Spring Event – 15 Food Packs- 10 Household Packs-
- Individual Senior contacts (18)- 2 onsite meetings with community- Neighbor to Neighbor Crime Prevention- Info and Safety Meeting – 3 senior residents
- Follow-up- Peoria apartments; 2 residents – contact and problem resolution issues- Peoria PD engaged-
- Child Crisis Center: Parenting 0-5- Housing Stability Workshop Partnership- Scheduled June event start up series – quarterly-@ multiple sites- Raising Sons and Daughters workshop.
- Individual In Home Case Management – 7 total HH' served/ 21, one on one contacts- Services Provided: Eviction Prevention, 6 HH's- Mental Health, 5 HH's- Emergency Food, 2 HH's-Child Health Resources, 3 HH's- Employment, 1 HH' – Senior Services-
- Kids Café Summer Meal Location – Newly Added- Villa Monte Rosa El Mirage Apts. with St Mary's Food Bank – 3 Resident Volunteers- first week daily x 3 days per week (7 youth)

East Valley Area:

- Service Follow-up and Partners: Maricopa County Health Department, City of Tempe CAP, St Mary's Food Bank Alliance, City of Tempe Housing Navigator, La Frontera Mental Health Support Services Valley of the Sun United Way, Casa de Amor Church GEN Phones, Kids After School Program/ Kids Summer Meal Program transition, A New Leaf,
- Summer Meal Program Services- 3 days per week –nutrition support for River at Eastline Youth (daily attendance- 7)- New Resident Program Volunteers engaged- 3.
- Casa De Amor- Food Box proxy partnership – seniors and disability Community Distribution X1- monthly :8 HH's- Families- 5
- Case Management Support – 3 HH's- Services: Housing Stability /Eviction Prevention X2 HH's- Housing Upkeep assistance resources
- May 2023 GEN Phones/Free Internet and Computer Tablets: Contact with Residents: 2 HH's Enrolled:

Other Services and Ancillary Activities: WE Ride -Heritage to Surprise Resource Center – introduction of We Ride services to Heritage Residents- established contact for ongoing transportation support for service accessibility- Understanding Fentanyl- Child Crisis Center- Resident Education Series- Coffelt on 5/11 (6) Madison Heights 5/31 (5)-

National HUD Fatherhood -Celebration – our 7th year – event on June 15-at Coffelt- Community Event and Celebration – Include PRIDE Month and Juneteenth Jubilee-

2020 -2022 –Overall Accomplishments

RESIDENT SERVICES

Received the following local grant funds or donations to support Resident Services:

- SCOPE Surprise \$7,500
- United Health Care Resident Services 15,000
- Phoenix IDA / AZ CF GEM 25,000

HAMC set up phone lines for Coffelt and Madison residents . Residents from these two properties would call in to leave a message and be helped with individual social services referral support for a variety of needs

HAMC's Resident Service Program strategic plan was created to accommodate HAMC's new and future developments. Assessed current state and service offerings inventory, defined desired state, and based on interviews with internal subject matter experts, identified the Four Pillars of Resident Services: Childcare; Before and After School Programming; Education/Workforce; and Health & Housing Stability.

- Partnered with Arizona @Work on site for orientation for SWIFI for parents, job fairs, and employment skills classes
- Partnered with Dress for Success on site to support jobseekers with obtaining clothing for interviews/employment as well as job support resources
- Partnered with Newtown to assess and set financial planning goals with participants
- Partnered with Zumba instructor from Dress for Success to bring on-site fitness classes to residents
- Partnered with AZ Facts of Life to bring weekly on-site teen programming

Other Local Partnerships established to support resident services:

- | | |
|---------------------------------------|--|
| - DES | - Arizona @ Work |
| - City of Tempe | - Dress for Success |
| - Goodwill | - City of Avondale |
| - Avondale Elementary School District | - St. Vianney Church (and food pantry) |
| - AZ Facts of Life | - Family Bridges |
| - Agua Fria Food Bank | - Adelante Healthcare |
| - A New Leaf | - United Health |
| - City of Phoenix | - Area Agency on Aging |
| - Touchstone Health Services | - International Rescue Committee |
| - Gorman & Co. | - Valley of the Sun United Way |
| - Vocational Rehabilitation | |

Goal: Focus on delivering self-sufficiency programming that enables HAMC to be an incubator of education and economic improvement for HAMC families.

<p>2024 Update</p> <p>Revised entire FSS Action Plan to note:</p> <ul style="list-style-type: none"> • Program Size and Characteristics • Family Demographics • Supportive Service Needs • Outreach • FSS Escrow Account and Other Incentives for Participants <p>Employed a housing navigator and landlord liaison to provide participants with improved access to homeownership avenues, rental properties in de-concentrated areas.</p> <p><u>2023</u> A total of forty-five (45) active participants are working for self-sufficiency, while four (4) graduates</p> <p><u>2022</u> A total of thirty-five (35) participants are working for self-sufficiency, while two (2) graduates</p> <p><u>2021</u> A total of forty-four (44) participants are working for self-sufficiency, while three (3) graduates</p>

Goal: Increase housing options in underserved communities.

<p>2024 Update</p> <p>DEVELOPMENT PROJECTS</p> <p><u>NORTON CIRCLE APARTMENTS</u></p> <ul style="list-style-type: none"> • 100 new affordable (1- , 2- and 3-br) units; will include 50 Project-Based Vouchers; • Construction completion March 2024; • 100% Occupancy <p><u>HERITAGE SENIOR APARTMENTS IN SURPRISE</u></p> <ul style="list-style-type: none"> • Received the HUD Section 202 funding award in September 2021 and received a reservation of \$2,080,000 in 9% Low Income Housing Tax Credits (LIHTC) in June, 2022; • Serving Seniors 62 and older • 40% Construction CYE 2024 <p>PARTNERSHIP PROJECTS</p> <p><u>FAMILY AND SENIOR DEVELOPMENTS IN GOODYEAR (DOMINIUM)</u></p> <ul style="list-style-type: none"> • Tax Exempt Bonds have been secured for 640 affordable multifamily units (senior and family) on 28 acres of land in partnership with Dominion; applied for additional bonds to cover funding gap and carryforward in 2022; <p>RENTAL ASSISTANCE</p> <ul style="list-style-type: none"> • Increased Housing Choice 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. • After a three (3) year wait, the Rental Assistance Department opened its highly anticipated Housing Choice Voucher Waiting List. A total of 4,000 new applications were placed on the housing choice voucher waiting list. HAMC services approximately 1,900 housing vouchers for the department of housing and urban development.
<p>2023 Progress</p> <p>Received 89 Emergency Housing Vouchers to serve chronically homeless and VAWA Survivors. Received over 198 referrals from Continuum of Care partners and local coordinated entry partners.</p> <p><u>2023</u> 85 Vouchers Leased</p>

2022

61 Vouchers Leased

2021

62 Vouchers Leased

Finalized and implemented the Homeless preference for the Casa Bonitas 282 Portfolio, which consists of 10 separate housing sites. A Memorandum of Understanding for homeless referrals between HAMC and the Continuum of Care via Lodestar, UMoM, and New Leaf was established. Working with Mercy Care and i-Help to create a similar referral process for the Heritage at Surprise Property. 20 families have been housed to date.

Other activities:

Participated in Arizona Housing Coalitions annual conference to increase knowledge on how to integrate client centered approaches at HAMC for our homeless population.

HAMC serves as a member of the region’s Continuum of Care to collaborate with Maricopa County homeless community.

Actively working with MAG to identify poverty areas within HAMC’s jurisdiction to improve management of deconcentration. HAMC’s website contains mapping of jurisdiction with key indicators for housing and economic improvement.

Heritage at Surprise (built in 2021) and Norton Circle (circa 2024) utilize unit designations for chronically homeless and/or SMI, development disabled (DD) households.

Revised Administrative Plan to incentive PBV project proposals to target population that include Elderly only households; and special needs population only.

Goal: Explore options for mixed income communities throughout Maricopa County jurisdiction.

2023 Progress

HAMC has established various partnerships with municipalities and private developers to develop or add affordable housing units in mixed income communities in the following cities:

City of El Mirage

City of Surprise,

- \$23 Million Project – Senior Only (HAMC owned and managed)

City of Chandler

City of Mesa

City of Wickenburg

City of Goodyear

- \$166 Million Project (3rd Party owned and managed)

Goal: Investigate repositioning and repurposing existing portfolio for supportive or affordable housing options to include the establishment of an affiliate nonprofit.

2024 Update

Finalized agreement to work with consultant on redevelopment and syndication of Rose Terrace Apartment (120 unit project).

2023 Progress

Expanded affiliated LLCs of GEM Housing Solutions to include GEM Heritage LLC, GEM Goodyear Senior LLC, GEM Goodyear Family LLC to partner in the 396 unit project (Estrella Springs) and 256 project (Suncrest Vista).

Goal: Apply for all opportunities to increase the overall size of the Housing Choice Voucher program.

2023 Update
Increase HCV count to 1862 from 1827 in Calendar Year 2023.
2020 Overall Accomplishments
HAMC was awarded new vouchers/new funding: Mainstream, Family Unification, VASH. Increased voucher baseline by 79 vouchers totaling \$688,789 per year in rental assistance revenue, while not increasing expenditures.

Goal: Diversify affordable housing options (deconcentration). Work with tax credit properties in Maricopa County to extend a marketing invitation to HAMC voucher holders.

2024 Update
Implemented a Small Area Fair Market Rent (SAFMR) Payment Standard for all zip codes in jurisdictional catchment. Slated a joint HCV Education and Collaboration Event with City of Gilbert in early 2025 Partnered with local developer to include Project Based Vouchers (PBV) at new workforce development in Wickenburg, AZ
2023 Progress
Hired Housing navigator to give real-time available units, facilitate unit visits and assist with HQS inspections.
2020 Overall Accomplishments
Maximize affordability options by incorporating PBV at new construction properties in following cities: <ul style="list-style-type: none"> • Avondale, AZ • Surprise, AZ Rental Assistance Programs include a listing of low-income and LIHTC rental options in the briefing packet. Additionally, Rental Assistance Programs has participated in community landlord outreach activities such as attending Landlord Open Houses, updating landlord outreach materials, actively soliciting new owners at community forums, and recruiting new units from existing owners including LIHTC properties.

Goal: Promote employee growth and build organizational capacity in support of the agency becoming a High Performer.

2023 Update
Require staff to undertake in the following annual compliance practices: <ul style="list-style-type: none"> • Government Financial Accounting • Annual Fair Housing Training • LIHTC Compliance Training • Virtual classroom on-board and training classes • Connect financial staff with HUD and other knowledgeable financial institutions. Promote longevity within the agency through Employee Service Awards and recognition. Hold a periodic virtual meet and greet with staff, all-hands meeting to create positive work environment and collaborative sharing. Implemented curriculum for on-demand training and software education Require staff to attend annual compliance training Cross training across portfolios is utilized to increase overall staff capacity 25% of the agency's workforce have moved onto higher tier positions of management or direction. Around 10% of higher management and director positions are filled by new hires

Goal: Cultivate partnerships with community agencies and other industry organizations as a resource for information and industry trends.

2023 Update
Continue to affiliate with NAHRO, AZNAHRO, AHADA, AMA and MAG for industry changes and updates.
2020-2023 Overall Accomplishments
One strategy HAMC employed to promote organizational growth and build capacity is through the cultivation of partnerships with community agencies and other industry organizations as a resource for information and industry trends. HAMC is active in these industry groups: Arizona Housing Coalition, Arizona Multi housing Association, NAHRO, PHADA, and

Urban Land Institute (ULI). Partnerships with community organizations include Valle del Sol, Si Se Puede, City of Phoenix Park and Recreation Department, Hamilton School, Avondale School District, Care 1st Resource Center, Maricopa County Human Services, Lutheran Social Services, Workforce Connection, AARP, RAZA Development Fund, LISC, Arizona Community Foundation, Virginia G. Piper Foundation, Maricopa Mercy Integrated Care, AHCCCs, College of Nursing (ASU), WHAM Art Organization, A New Leaf, Valley of Sun United Way, Benevilla, Phoenix Revitalization Corporation, CPLC, Maricopa County Workforce Board, Women Leaders in Government, DES/DDD and Restore Art.

HAMC also holds seats or held seats on the Maricopa Association of Government’s Continuum of Care Committee, Move On Leadership Team, and Downtown Phoenix Homelessness Committee, Youth Homelessness Demonstration.

Goal: Maintain the financial resources necessary to support and grow HAMC operations and programs.

2023 Update

Implemented annual financial training for finance department staff
 Increase finance department size to manage growing capacity of agency.
 Resulting in unmodified opinion for audited financials (FY 2023). Complete FDS submission in-house with back up and crosswalks to minimize auditing costs.

Goal: Improve customer access to HAMC programs and people.

2023 Update

Improve Agency Website to provide instructional videos and user friendly navigation to housing products and services
 Published an updated employee directory for external use.
 Improved social media presence to share HAMC stories and events (Next Door and LinkedIn)

2020-2023 Overall Accomplishments

Develop a comprehensive customer orientation process to discern customer education, economic, employment, and family needs in order to match service response.
 Relaxed complex instructions on completing applications and certifications through changes in Administrative and Tenant Selection Plans
 Provide virtual briefings and online forms for participant and resident convenience.
 Allow online payments for residents to minimize clerical errors and transportation barriers.
 Included Introductory and Training Videos for the public to increase awareness and support for completing complex housing processes.
 Resulted in lower annual write-offs, improve tracking of income reporting and reduce income and household discrepancy
 Resident Services developed several methods to improve service need assessment process in order to match service responses. The focus was to provide housing customers residing in our low-income apartment communities’ opportunities to engage through individual contact and at point of service delivery focused on education, economic, employment and family needs. Resident Services staff developed tools that would gather this information to be use in service partnership development planning with the goal of providing customer input to needed service responses in each community and supporting on-site service coordination to assist partners in the service delivery process and generate more participation by our residents.

HAMC overhauled its PBV referral process to acclimate applicants to properties and programs prior to lease-up.

The HAMC continues to make progress in our continued effort to increase affordable housing options within Maricopa County, we sought out specific development projects to increase housing capacity for low-income, underserved populations, and to ensure our properties are more energy efficient.

1. Heritage Senior Apartments received an award of \$9.1 million from HUD under their Section 202 program to develop 99 one-bedroom units that will be affordable to seniors. The project also received a reservation of \$2,080,000 in Low Income Housing Tax Credits (LIHTC) from the Arizona Department of Housing in June 2022. The project is scheduled for construction completion by Quarter 4 2025.
2. Norton Circle Apartments which is a \$34.73 million project, completed construction completion in February 2024, of its 100 one, two, and three-bedroom affordable units.
3. HAMC's non-profit affiliate, GEM Housing Solutions, 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+).

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: 35%
2. Set aside between 5% and 20% of the units in all new developments for homeless individuals and families. Progress Status: 80%
3. Develop 150 new affordable units with supportive services for seniors to age in place. Progress Status: 70%
4. Develop 1,500 new affordable units with modern amenities for families. Progress Status: 100%

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

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

Appendix C

Revision of Existing PHA Plan Elements

DECONCENTRATION AND OTHER POLICIES THAT GOVERN ELIGIBILITY, SELECTION, AND ADMISSIONS

Housing Choice Voucher (HCV) Program

The Housing Authority of Maricopa County (HAMC) revised its Administrative Plan, which governs the administration of the Housing Choice Voucher (HCV) and other Voucher programs to comply with many HUD changes including HOTMA. The following sections and subject matters were revised to comply with HUD policy:

Chapter and Section	Subject
3.12	Cure of non-compliance (HOTMA)
4.11	Processing Local Preferences
4.12	Assistance Targeted by HUD
4.9	Local Preferences
5.1	Qualifications for Admission
6.1	Jointly owned assets,
6.16	Exemptions to the Real Property Restriction in the Asset Limitation
6.17	Suitability of Real Property for Occupancy
6.18	Necessary and Non-Necessary Personal Property
6.19	Assets with negative equity
6.21	Excluded Assets;
6.3	Asset owned by business entity
6.5	Asset Limitations;
11.1	Reexamination (Streamlined Income Determinations)
11.2	Overview of Calculating Annual Income at Annual Reexamination
11.7	Special Considerations for Terminating Assistance
13.1	Payment Standards
13.2	Updating Payment Standards
13.3	Small Area Fair Market Rents
13.4	Establishing Payment Standards Within The Basic Range of SAMFR
13.5	Payment Standard Groupings for SAFMRs
14.1	Mandatory Denial or Termination
19.21	Special Considerations for Terminating Assistance
19.3	PBV Waiting List Selection and Notification by Property Management
19.4	Eligibility for PBV Assistance
23	Special Programs and HUD Policy
13.1.1	Designation of SAFMR
13.3.1	Decreases in the Small Area Fair Market Rent
19.16.1	Fair Market Rents in the Project Based Voucher Program
23.4.1	Special Program Policies for VASH

HOTMA Changes

In compliance with HUD’s required program changes brought about by the Housing Opportunity Through Modernization Act of 2016 (HOTMA) sections 102, 103, and 104, HAMC previously adopted November 1, 2024, as its compliance date.

However, due to HUD’s concerns of timing of this implementation, there will be a partial compliance of HOTMA effective July 1, 2025 for the following required provisions:

Income Exclusions: For examinations effective on or after July 1, 2025, HAMC will comply with its new and revised income exclusions as outlined in its Administrative Plan.

Definitions: For all transactions effective on or after July 1, 2025, HAMC will use HOTMA definitions, like "health and medical care expenses," to make use of the new and revised income exclusions.

De Minimis Errors: HAMC will comply no later than July 1, 2025 with HOTMA’s provision for correction to certifications.

FINANCIAL RESOURCES

Sources	Planned \$	Planned Uses
Federal Sources		
Project Based Rental Assistance	\$2,136,502.00	PBRA Property operations
Annual Contributions for Housing Choice Voucher – Based Assistance – Subsidy	\$24,007,426.00 (HCV); \$617,880.00 (MS5); \$972,000.00 (EHV)	Housing and Utility Voucher payments for the HCV Program for Port-Outs and S8 Project based vouchers.
Annual Contributions for Housing Choice Voucher – Based Assistance Administration	\$ 1,094,811.00 (HCV); \$36,661.00 (MS5); \$98,147.00 (EHV)	Operating/Administrative Expenses
FSS Family Self Sufficiency	\$84,714.00	Grant Awarded for FSS programming
Non-Federal Sources		
Tenant Rents	\$1,435,437.00	Rental funds for operations and maintenance of HAMC properties
Resident Support Services-Madison	\$70,600	Funds on site Resident Support Services
Resident Support Services-Coffelt	\$181,010	Funds on site Resident Support Services
Resident Support Services-Eastline	\$25,843	Housing Assistance Payments and Supportive Services for Special Populations
Resident Support Services-Heritage	\$52,549	Housing Assistance Payments and Supportive Services for Special Populations
Total Resources	\$30,813,580	

RENT DETERMINATION

The Phoenix,-Scottsdale-Mesa Metropolitan Area is subject to Small Area Fair Market Rents (SAFMR) and all PHAs within the region must adopt them. Under SAFMRs, PHAs use ZIP code-based fair market rents (FMRs) to set payment standards, rather than relying on a single FMR for the entire metropolitan area. HAMC has chosen to adopt the HUD-allowed “grouped” ZIP code method to establish a voucher payment standard schedule for each ZIP code area within the basic range of 90% to 110% of FY2025 Final SAFMR.

Effective January 1, 2025, the HAMC will increase the payment standard to 105% of the SAFMR for 0-6 bedroom units updating the Payment Standards as followed for tenant based vouchers:

Group	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom	Five-Bedroom	Six-Bedroom	Zip Codes
1	\$1,460	\$1,596	\$1,859	\$2,499	\$2,793	\$3,212	\$3,631	85119, 85120, 85329, 85337, 85342, 85361, 85363, 85301, 85302, 85390, 85322, 85378, 85201, 85203, 85205
2	\$1,554	\$1,701	\$1,974	\$2,657	\$2,972	\$3,417	\$3,863	85351, 85354, 85204, 85210, 85345, 85375, 85335
3	\$1,596	\$1,754	\$2,037	\$2,741	\$3,066	\$3,526	\$3,986	85208, 85202, 85207
4	\$1,617	\$1,775	\$2,058	\$2,772	\$3,098	\$3,562	\$4,027	85127, 85213, 85323, 85373, 85236, 85385, 85380, 85269, 85299, 85320, 85327, 85372, 85376
5	\$1,754	\$1,922	\$2,237	\$3,014	\$3,360	\$3,864	\$4,368	85326, 85343, 85381, 85206, 85307
6	\$1,859	\$2,048	\$2,373	\$3,192	\$3,570	\$4,106	\$4,641	85353, 85283, 85392, 85264, 85374
7	\$1,901	\$2,090	\$2,426	\$3,266	\$3,654	\$4,202	\$4,750	85268, 85387, 85338, 85377, 85382
8	\$2,048	\$2,247	\$2,615	\$3,518	\$3,938	\$4,528	\$5,119	85234, 85233, 85295, 85340, 85395
9	\$2,163	\$2,373	\$2,793	\$3,759	\$4,179	\$4,806	\$5,433	85142, 85087, 85212, 85379, 85339, 85263
10	\$2,205	\$2,426	\$2,814	\$3,791	\$4,232	\$4,866	\$5,501	85388, 85297, 85396, 85296
11	\$2,363	\$2,594	\$3,014	\$4,053	\$4,536	\$5,216	\$5,897	85086, 85253, 85355, 85383
12	\$2,415	\$2,646	\$3,077	\$4,137	\$4,631	\$5,325	\$6,020	85298, 85331

PIH Notice 2023-32 clarifies that no PHA is required to use SAFMRs for its Project Based Voucher (PBV) program, thus HAMC will continue to use MAFMRs at its PBV-assisted projects within the basic range of 90% to 110% of FY2025 Final MAFMR.

Project Based Vouchers

Effective January 1, 2025, the HAMC will set the payment standard at 100% of the MAFMR for 0-6 bedroom units updating the Payment Standard Schedule as follows for project based vouchers:

Bedroom Size	Fair Market Rent 2025	HAMC Payment Standard
Efficiency	\$1,530	\$1,530
1	\$1,679	\$1,679
2	\$1,950	\$1,950
3	\$2,624	\$2,624
4	\$2,934	\$2,934
5	\$3,374	\$3,374
6	\$3,814	\$3,814

OPERATION AND MANAGEMENT

The HAMC is governed by a Board of Commissioners (BOC) who assist the Housing Authority to further its mission. The BOC is comprised of at least six, but not more than seven members, which are appointed by the Maricopa County Board of Supervisors.

1. At the appointed approval of Supervisorial District 3, on February 9, 2024, the BOC provided certification of a new Board member to represent District 3 of Maricopa County. In addition, the certifying new board member was appointed as Board Chair of HAMC.
2. The BOC provided certification of re-appointment of current Board Vice-Chair to another term.
3. The BOC must appoint at least one, but no more than two eligible resident members ("Resident Commissioners") must be: A.) in good standing, and B.) either a Housing Authority housing resident (Category 1) or a Housing Authority Rental Assistance recipient (Category 2). Resident Commissioners must meet any and all eligibility requirements imposed by law. On February 9, 2024, a current resident commissioner was reappointed.

Two (2) existing affordable Housing Projects, Rose Terrace I & II, along with Maricopa Revitalization changed its accounting period from calendar year to fiscal year.

Effective October 23, 2024 revised its internal control policy to reflect current, comprehensive procedures to ensure program and department oversight are in place, compliant with HUD regulations, and permit a speedy and effective audit or systematic monitoring. This revision also includes the Internal Control framework standards used by the Government Accountability Office (GAO).