



FIVE YEAR (2020-2025) AND ANNUAL (2020 -2021) PUBLIC HOUSING AGENCY PLANS

HOUSING AUTHORITY OF MARICOPA COUNTY

River at Eastline (photo left)
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.

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B.	5-Year Plan. Required for <u>all</u> PHAs completing this form.
B.1	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. 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.

B.2

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.

HAMC IDENTITY STATEMENT

The HAMC is the leading provider in affordable housing. We provide housing options and connections to 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 innovation, 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

1. Strategy: Employee Engagement, Recruitment, and Development – Everyone has the tools, supports to be successful at their job.

Theme: Retention

 - a. Year 1
 - i. Assess employee work schedule alternatives
 - ii. Assess employee engagement
 - iii. Assess current state of recruitment, retention, and employee development
 - iv. Gain employee input on new projects
 - v. Train staff in Yardi and on special populations
 - b. Year 2
 - i. Develop employee investment plan
 - ii. Address employee resource needs (tools needed for success)
 - c. Year 3
 - i. Promote our brand to candidates
 - d. Year 4
 - i. Assess employee engagement
 - e. Year 5
 - i. Develop succession plan
2. Strategy: The Foundation – Lease ups go up, search times go down; increased inventory

Themes: Respond to community needs; partnerships; the data

 - a. Year 1
 - i. Assess unit inventory with a focus on 1) deconcentration of affordable housing and 2) collaboration with friends in development of senior housing
 - ii. Research and benchmark
 - iii. Update policies to serve changing family structure
 - iv. Identify gaps in current state to desired state
 - v. Explore funding opportunities
 - b. Year 2
 - i. Focus on deconcentration
 - ii. Identify resources needed, engage partners
 - iii. Recruit talent and apply for more funding
 - iv. Increase financial resources to expand housing
 - v. Collaborate with other jurisdictions, PHAs
 - vi. Increase partnerships with behavioral health providers
 - c. Year 3
 - i. Respond to community needs for accessibility (units)
 - ii. HAMC properties will bridge the digital divide. Sites will provide full access to the internet
 - d. Year 4
 - i. Develop a plan that addresses the unit size types (i.e. studios, 1bdrm, etc.)
 - ii. Increase the variety of housing types
 - e. Year 5
 - i. Improve the variety of housing options (homeownership, senior housing, shared housing)

	<p>3. Strategy: The Pillars – Respond to program participants’ needs; partnerships; the data Themes: Respond to our communities needs; partnerships; the data</p> <ul style="list-style-type: none"> a. Year 1 <ul style="list-style-type: none"> i. Assess services inventory with a focus on using this data to purposefully and positively impact residents, participants in our programs and meet the needs of our communities ii. Research and benchmark iii. Update policies to service changing family structure iv. Identify gaps in current state to desired state b. Year 2 <ul style="list-style-type: none"> i. Increase financial resources to expand housing ii. Identify resources needed, engage partners iii. Recruit talent and apply for more funding iv. Collaborate with other jurisdictions, PHAs, nonprofits v. Increase partnerships with behavioral health providers c. Year 3 <ul style="list-style-type: none"> i. Respond to community needs for accessibility (market landlords, waitlist, resident services, family self sufficiency programming) ii. Create housing navigator position iii. Develop a social enterprise development program iv. Respond to community needs to accessibility d. Year 5 <ul style="list-style-type: none"> i. Improve the variety of housing program options (MH, TBRA, etc.) <p>4. Strategy: Promote, advocate, and share our story Theme: Visibility</p> <ul style="list-style-type: none"> a. Year 1 <ul style="list-style-type: none"> i. Get more involved in industry leadership ii. Explore more funding opportunities iii. Create and promote a social media presence iv. Create the materials and information about our work in the community b. Year 2 <ul style="list-style-type: none"> i. Submit proposals to speak at conferences ii. Seek site visit opportunities c. Year 3 <ul style="list-style-type: none"> i. Apply for awards ii. Create university partnerships to educate and provide support around affordable housing, self sufficiency
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<p>B.3</p>	<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. Refer to Appendix C</p>
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<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 implemented the standard forms provided in the final rule published in the federal register November 16, 2016, as follows:</p> <p>Appendix A: Notice of Occupancy Rights Under the Violence Against Women Act; Appendix B: Model Emergency Transfer Plan for Victims of Domestic Violence, Dating Violence, Sexual Assault or Stalking. The Department updated the Emergency Transfer Plan to include all regulatory requirements; Appendix C: Certification of Domestic Violence, Dating Violence, Sexual Assault, or Stalking and Alternate Documentation; and Appendix D: Emergency Transfer Request for Certain Victims of Domestic Violence, Dating Violence, Sexual Assault, or Stalking.</p> <p>HAMC provides the Notice of Occupancy Rights Under the Violence Against Women Act and the Certification of Domestic Violence, Dating Violence, Sexual Assault, or Stalking 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 confidential.</p>
<p>B.5</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 Annual Plan 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 are 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 exempted actions and will not be considered as Substantial Deviation from the 5-Year Plan.</p>

B.6	Resident Advisory Board (RAB) Comments. (a) Did the RAB(s) provide comments to the 5-Year PHA Plan? Y N <input type="checkbox"/> <input checked="" type="checkbox"/> (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.
B.7	Certification by State or Local Officials. 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. Refer to Appendix D

Streamlined Annual PHA Plan <i>(HCV Only PHAs)</i>	U.S. Department of Housing and Urban Development Office of Public and Indian Housing	OMB No. 2577-0226 Expires 02/29/2016
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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. 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 of 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, or at risk of being designated as troubled, that owns or manages less than 250 public housing units and any number of vouchers where the total combined units exceeds 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 exceeds 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: HOUSING AUTHORITY OF MARICOPA COUNTY PHA Code: AZ009 PHA Plan for Fiscal Year Beginning: (MM/YYYY): 07/2020 PHA Inventory (Based on Annual Contributions Contract (ACC) units at time of FY beginning, above) 1724 (53 RAD PBVs, 45 Mainstream, 29 FUP, 5 VASH) Number of Housing Choice Vouchers (HCVs) 1592 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> HAMC Website www.maricopahousing.org HAMC Administrative Office, 8910 N. 78th Avenue, Peoria AZ 85345 Peoria Housing Office, 10950 N. 87th Avenue, Peoria AZ 85345 Rose Terrace Property Management Office, 525 E. Harrison Drive, Avondale AZ 85323 Surprise Housing Office, 12976 W. Cottonwood, Surprise AZ 85378 River at Eastline Property Management Office, 2106 E. Apache Blvd, Tempe AZ 85281 </p> <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: 15%;">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: 15%;">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> <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:																			
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B.	Annual Plan.
B.1	<p>Revision of 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"/> Housing Needs and Strategy for Addressing Housing Needs.</p> <p><input type="checkbox"/> <input checked="" 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 type="checkbox"/> <input checked="" type="checkbox"/> Rent Determination.</p> <p><input type="checkbox"/> <input checked="" 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>Refer to Appendix A</p>
B.2	<p>New Activities</p> <p>(a) Does the PHA intend to undertake any new activities related to the following in the PHA's current Fiscal Year?</p> <p>Y N</p> <p><input checked="" type="checkbox"/> <input type="checkbox"/> Project Based Vouchers.</p> <p>(b) If this activity is planned for the current Fiscal Year, describe the activities. Provide the projected number of project-based units and general locations, and describe how project-basing would be consistent with the PHA Plan.</p> <p>Refer to Appendix B</p>
B.3	<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: N/A</p>
B.4	<p>Civil Rights Certification</p> <p>Form HUD-50077, <i>PHA Certifications of Compliance with the PHA Plans and Related Regulations</i>, must be submitted by the PHA as an electronic attachment to the PHA Plan.</p> <p>Refer to Appendix D</p>
B.5	<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>Refer to Appendix D</p>
B.6	<p>Progress Report.</p> <p>Provide a description of the PHA's progress in meeting its Mission and Goals described in its 5-Year PHA Plan.</p> <p>Refer to Appendix C</p>

B.7

Resident Advisory Board (RAB) Comments.

(a) Did the RAB(s) provide comments to the PHA Plan?

Y N

(a) 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.

B.2 Housing Choice Voucher – Administrative Plan Changes & New Activities

Administrative Plan Changes

Chapter	Subject	Comments
2.3	Placement on Waiting List	Added HAMC will provide priority placement on its waiting list to those wishing to exercise Choice Mobility (Section 21.15 E) and families displaced by HAMC action.
3.2	Opening and Closing the Wait List	Added HAMC may open its waiting list at the same time and/or in collaboration with other local housing authorities.
3.4	Local Preferences	Added language regarding homeless initiatives and Move on Initiative
3.5	Application Process	Updated process to include Rent Café language
3.6	Reporting Changes and Updating the Wait List	Updated to include Rent Café language
3.7	Selection from the Waiting List	Added Families will be selected from the waiting list in order based on priority placement (Section 2.3), if applicable, then total combined preference points and the number assigned to each application, by lottery, at the time the applications were placed on the waiting list. Updated process to include Rent Café language
3.9	Completing the Application Process	Updated to refer to the online portal
3.11	Targeted Funding	Added Mercy Care's Bridge to Permanency Program
4.3	Determining Voucher Size	Removed zero bedrooms. Added The voucher size issued will generally be based on the following guidelines taking into consideration the subsidy standards described above.
4.8	Unit Size Selected	Removed Unit Size 0
9.3	Timing of HQS Inspections	Amended timeframe of notice to be provided to the family prior to the first attempt for an inspection from fifteen (15) days to 24 hours. Amended all areas that referenced annual inspections to biennial inspections. Added Owner and participant have access to scheduled inspection dates and results on the portal.maricopahousing.org.
11.2	Annual Re-certification	Updated process to include Rent Café language
11.3	Timing of Rent Changes	Amended language to reference electronic processing methods
11.4	Interim Re-certifications	Added Interim changes will be processed for households in the <i>moves process</i> before voucher issuance and/or after a household has entered a lease.
16.2	Program Fraud	Added Repayment payments will only be accepted through Automated Clearing House (ACH) electronic payments, money orders or cashiers' checks.

Chapter	Subject	Comments
21.14	Housing Assistance Payments Contract	Amended HAMC will decide on a case-by-case basis if it will provide vacancy payments to the Owner as stipulated in the PBV contract. Added Additionally, vacancies may not be due to the lack of eligible referrals from a referring partner, if applicable.
21.5	Tenant Selection	Amended E. Conversion to Tenant Based Assistance (Choice Mobility) Amended PBV and PBRA participants have choice mobility, meaning, after one year of occupancy in a PBV unit, or after two years of occupancy in a PBRA unit, a tenant may exercise their choice mobility rights and receive priority position on the waiting list. Housing Assistance Payments will continue on the PBV unit until the tenant vacates the PBV unit. Families who wish to exercise choice mobility must inform the Owner and HAMC in writing on a Choice Mobility Request Form. Participants wishing to exercise this option will need to qualify for the HCV program, including meeting any income requirements.
22.10	Conversion to Tenant Based Assistance	Removed by providing them the next available voucher with written approval from the RBHA.
23.1	Tenant Based Rental Assistance	Removed 23.8 Waiting List section and 23.10 Conversion to Tenant Based Assistance.

Tenant Based Rental Assistance

HAMC and the Maricopa County Human Services Department may expand a pilot program for tenant based rental assistance for individuals and families who are homeless or at risk of becoming homeless.

HAMC and the City of Surprise may implement a tenant based rental assistance pilot program for individuals and families who are very low income, homeless or at risk of becoming homeless.

The City of Phoenix has seen a large increase in the number of street homeless. To address this growing issue, the State of Arizona's Medicaid Department AHCCCS, the regional behavioral healthcare authority called Mercy Care, and the Housing Authorities of Maricopa County, Phoenix, and Tempe came together to house 100 street homeless. Arizona's Medicaid Department pay rental subsidy to the Housing Authorities through Mercy Care for the initial 12-24 months. The Housing Authorities will then "bridge" the 100 individuals onto their permanent Housing Choice Voucher programs once they are stabilized with help from their health plans and supported housing providers.

Project Based Vouchers

Projected # of PBV Units	General Location
40	Avondale, AZ
20	Buckeye, AZ
40	Mesa, AZ
60	Other HAMC jurisdiction

HAMC intends to use 40 Project Based Vouchers at its Norton Circle Apartments, located in Avondale. HAMC is proposing to redevelop the project, increasing density from 46 units to 100 units by building a new energy efficient project with amenities

competitive in the rental market. The redevelopment of Norton Circle would be financed using 9% Low Income Housing Tax Credits from the Arizona Department of Housing (ADOH). HAMC will be the sole developer for this project.

H.M. Watson Homes, located in Buckeye, has been in service since 1958 and has 20 units; 1 one-bedroom unit, 7 two-bedroom units, 10 three-bedroom units and 2 four-bedroom units. HAMC is in the process of evaluating the best re-use of the property given the changing dynamic of the Buckeye community and their housing needs. The Agency is exploring the possibility of using a combination of PBVs, HUD Section 811 Project Rental Assistance (PRA) Program or engaging the Healthcare community to providing integrated supportive housing for people with disabilities.

Clare Feldstadt I & II is a 56-unit Multi Family development located in Mesa Arizona. HAMC is in the process of evaluating the best re-use of the property given the needs of Mesa. The Agency is exploring the possibility of using a combination of PBVs and market affordable rents to occupy the site and increase housing options in the area.

HAMC may consider entering into partnerships and collaborating with other developers for up to 60 project-based vouchers. These vouchers may be used in one or more developments, locations for which are to be determined but will be in areas determined in need for affordable housing in the HAMC jurisdiction.

Additionally, HAMC may explore the option of using more HCVs in the future years, in accordance with the Housing Opportunities Through Modernization Act (HOTMA), as deemed necessary to address the need for affordable housing in Maricopa County. HAMC may also consider applying for Tenant Protection Vouchers in the future.

HAMC may request proposals or consider proposals for up to 100 project-based vouchers. Locales are to be determined but will be in areas determined higher opportunity for the purposes of increasing housing options in the Maricopa County jurisdiction.

New or Expanded Programming

HAMC and the City of Phoenix are housing authorities participating in a local Move On pilot program and will provide up to 25 HCV or Mainstream vouchers to persons currently in scattered site permanent supportive housing.

The HAMC expanded its partnership with Mercy Maricopa Integrated Care in its BRIDGE to Permanency Programming from initially 50 subsidies, then to 100. HAMC will seek to contractually increase to 150.

HAMC was successful in its bid to partner with the PHX VA in delivering affordable housing with an array of supportive services to Veterans experiencing homelessness. In 2019 HAMC was awarded 5 vouchers to be administered in partnership with the VA. HAMC may seek additional allocation.

HAMC was also successful in its application to HUD for Mainstream Vouchers. Effective March 1, 2019, 45 Mainstream vouchers were administered by HAMC in partnership with Ability360, Mercy Maricopa Integrated Care, AHCCCS, Maricopa County Human Services, and Department of Economic Security/Division of Developmental Disabilities and focused on delivering affordable housing and necessary supportive services to non-elderly disabled persons who are institutionalized, in danger of being institutionalized, homeless, or in danger of becoming homeless. HAMC may seek additional allocation.

HAMC and the Arizona Department of Child Safety partnered in an application to HUD for Family Unification Vouchers. Effective March 1, 2019, these 29 vouchers enabled HAMC to help children be safe and secure and not subject to neglect because of homelessness or inadequate housing. These vouchers also enable HAMC in being a resource to youth who have left the foster care system. HAMC may seek additional allocation.

HAMC may use rental subsidies (HCV, VASH, FUP, Mainstream, Bridge to Permanency, TBRA, H2) programs for properties managed, operated or developed to provide housing solutions for low income families, seniors, veterans or persons with disabilities.

HAMC may provide an HCV for households living in HAMC properties who may need to be relocated because of redevelopment or development activities.

In accordance with the Housing Opportunities Through Modernization Act (HOTMA), PHA owned units may be assisted under the PBV program without following a competitive process and HAMC may add eligible units within the same project to a HAP contract anytime during the term without being subject to any additional competitive process.

HAMC will submit to HUD a Letter of Interest or Application to the Moving to Work Demonstration Program when the opportunity presents itself.

HAMC will continue to look for other ways to offer housing assistance by partnering with outside agencies. HAMC is dedicated to offering housing outside the traditional subsidized housing in its pursuit to assist our community's most vulnerable populations.

HAMC will seek partnerships that create more affordable housing options for the populations it serves.

B.6 Progress Report

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.

2019 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, HAMC has maintained linkages to Maricopa County Human Services Department programming allowing HAMC residents and voucher holders to improve their credit scores, obtain GED certificates, attend college, earn workforce/technology certificates, increase wage based incomes, and reduce reliance on welfare assistance. Elderly and disabled families benefit from these partnerships through improved access to programming such as SAIL case management and personal care and home health assistance.

The relationship with Maricopa County Human Services has been expanded to include properties and participants in its RAD conversions. Coffelt and Madison Heights have access to resident services provided by many partners to include Maricopa County Human Services, A New Leaf, Valle de Sol, Avondale Elementary School District, Kid's Café with St Mary's Food Bank, City of Phoenix Parks and Recreational Department and Si Se Puede Robotics Program. The services include access to clinical services, recreational activities, STEM & after school programming with snacks, workforce connections, training/education, access to head start, referrals for assistance from Community Action Agencies and senior programming.

2019 Service activities and service expansion accomplishments were realized through several key efforts. The addition of new housing development service requirements also helped guide new approaches in our Resident Services activities and explore new ways to coordinate and monitor service deliverables. Individual housing property centered approaches became more defined in 2019. This included creating local agency partner stakeholder groups, securing partner contracted services and establishing service relationships with organizations thru initiatives addressing common service needs example; youth and teen social development, hunger/ nutrition, school attendance and education attainment, access to senior health and socialization).

Personal Development services and partnerships were initiated in all housing communities and included targeting specific customer populations. example; families with young children, school aged youth and teens, and Seniors). Service providers and partners with expertise in these areas were then engaged and secured to provide services in to respond to the target population group and the expressed highest needs being experienced. Examples of outcomes realized in the area of family, youth and teen services, 2019 efforts included establishing agreements with several organizations including Az Children's Association that provided a series of 6- and 8-week workshop sessions to educate parents of children 0-5 on child development. The series was provided in two communities in Avondale and served 25 parents while also connecting other families to services offered by the organization and their partners (i.e.; WIC, Head Start, Care 1st Avondale).

Our Teen services was increased through three partnerships established, with each focused on different approaches to the service delivery. Family Centered support services focusing on Mental Health and Substance Abuse Prevention were provided by Touchstone Health Services and targeted youth in two communities, serving both through education and group sessions that impacted 30 families and provided referral support for additional individual intervention if needed. Families Unidos, another family and youth service provider, coordinated on site sessions with parents and youth focusing on the dynamic of communication and family stability to prevent behavior issues. This provider served parents who were Spanish speaking as well as provided an afterschool program series of workshops for teens (12 teens – 6 weeks). AZ Facts of Life focused their services to pre -teens/teens 9- 17 to participate in 2-hour weekly sessions that included social group activities and community service opportunities. This lead the way for discussions on positive healthy sexual behavior and building positive peer relationship skills as part of the program approach. The AZ Facts of Life services were provided to groups of teens (22 youth) over a period of 1 year. AZ Facts of Life also provided in home supportive counselling service for families of youth in the community. HAMC's After School Kids Program was offered in partnership with St Mary's Kids Café as a year-round service that also drew on support from residents to facilitate these services. Fifteen community parents and seniors provided the after-school program of services in three housing sites and served an average of 20 youth daily (60 total) and included homework support, social events physical activity and an after-school meal service. HAMC's participation in larger community initiatives to address issues impacting our Housing population became natural areas to expand the efforts in bringing attention to needs and contributing to the wider understanding of conditions being experienced by our families. Food Insecurity, Health Access, and School Success Community Initiative efforts were areas where HAMC Resident Services was able to share expertise and garner needed support. Food Insecurity and Nutrition was addressed through collaboration

with Fresh Express and Market on the Move- this partnership served an average of 70 families per month and provided nutrition and budget friendly food access at one housing community. A program enhancement grew from this effort and an HAMC resident operated food pantry was added to the effort in October 2019. This project serves 20 additional families monthly with free food/meal items. The Pantry also links the onsite resident services staff to help assess the on-going food needs, financial support and other basic needs for these families/ seniors.

2019 Senior support services included partnership with several organizations and a community business partners. United Health Care provided a series of education an information events to assist families and seniors with health care questions and information on insurance plan enrollment needs. Six community events were hosted in five housing communities providing information and direct contact with Untied Health care staff for approximately 90 individuals attending these events. A partnership with ASU Hope Network resulted in three – 4-hour community wide education evets where residents were trained on a variety of senior population focused health concerns including Alzheimer’s education. A total of 50 community members attended these training activities.

2015 – 2020 Overall Accomplishments

HAMC developed a method for assessing partner delivery of resident services as specified in our agreements and the LURAs. Staff executed and in April 2019, we provided the first ever LURA outcomes assessment from which to provide feedback to our partners about performance and opportunities for improvement.

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 Partnerships:

- 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

Explore whether to apply for Move to Work.

2019 Progress
HAMC will submit to HUD a Letter of Interest or Application to the Moving to Work Demonstration Program when the opportunity presents itself and HAMC qualifies.
2015 – 2020 Overall Accomplishments
The 2016 Appropriations Act authorized MTW expansion, but HAMC was not qualified for the demonstration project it was interested in participating.

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

2019 Progress
Assessed current state and service offerings inventory, defined desired state, and based on interviews with Vivian and Gloria and my research, identified the Four Pillars of Resident Services: Childcare; Before and After School Programming; Education/Workforce; and Health & Housing Stability. Designed and facilitated Resident Services strategy session where feedback and next steps were identified. Additional sessions will be needed.
Developed a method for assessing partner delivery of resident services as specified in our agreements and the LURAs. Staff executed and in April 2019, we provided the first ever LURA outcomes assessment from which to provide feedback to our partners about performance and opportunities for improvement.
Participants enrolled in education or training programs: 3 Participants completed education or training programs: 1 Total participants employed PT: 24 Total participants employed FT: 20
2015 – 2020 Overall Accomplishments
2016 Participants enrolled in education or training programs: 3 Participants completed education or training programs: 2 Total participants employed PT: 24 Total participants employed FT: 24 4 Participants graduated – Average escrow \$3,088.00
2017 Participants enrolled in education or training programs: 4 Participants completed education or training programs: 1 Total participants employed PT: 27 Total participants employed FT: 24 4 Participants graduated – Average escrow \$2,724.00
2018 Participants enrolled in education or training programs: 4 Participants completed education or training programs: 2 Total participants employed PT: 30 Total participants employed FT: 22 7 Participants graduated – Average escrow \$2,558.00
2019 Participants enrolled in education or training programs: 3 Participants completed education or training programs: 1 Total participants employed PT: 24 Total participants employed FT: 20 6 Participants graduated – Average escrow \$4,319.00

2020

Participants enrolled in education or training programs: 5

Participants completed education or training programs:

Total participants employed PT: 14

Total participants employed FT: 17

Goal: Increase housing options in underserved communities.

Serve in the County's efforts to end chronic homelessness (Bridge program, PH point system).

2019 Progress

HAMC sought out opportunities to increase housing options and increase the capacity and reputation of the agency. We determined need, collaborated with local stakeholders, established partnerships, developed and submitted NOFA proposal responses, negotiated supports, and 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.

Due to the reputation HAMC has in the community and with HUD, the relationships we've been able to forge, and HAMC's commitment to saying "Yes!" to increasing housing options, we've been sought out as partners, e.g., NAHRO award winning Project H2 Governor's Goal Council effort to solve a regional issue and house 100 street homeless; our invitation to participate in HUD's Move On strategy for our region which will provide long term housing stability for families in permanent supportive housing by transitioning onto a housing choice voucher; and MCHSD's desire to renew and expand our NACo Award winning Justice Involved programming.

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.

Case conferences weekly with homeless community navigators to identify opportunities and resources to keep Justice Involved participants stably housed.

Collaborates quarterly with Mercy Care to discuss best practices for permanent supportive housing.

2015 – 2020 Overall Accomplishments

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.

The Bridge to Permanency program was fully implemented to capacity, and to date HAMC bridged ~78 on to the HCV program.

HAMC was asked to participate/partner in Maricopa County's Hand in Hand Collaborative. The Collaborative includes representatives from Maricopa County Correctional Health Services, (CHS), Justice Systems Planning & Information (JSPI), Human Services Department (HSD), Mercy Maricopa Integrated Care (MMIC), and HAMC. We created a partnership to reduce recidivism, and connect people experiencing homelessness, and are justice engaged, to appropriate housing, and supportive services. It was this where TBRA Justice Involved programming idea was born. As a partner, we've participated in educating other likeminded organizations (Statewide Conference for Ending Homelessness, AHADA Board, all HAMC staff, etc.) on Justice-Involved issues and housing assistance possibilities. HAMC's Justice Involved TBRA program finally has some traction. We are currently 100% leased up. Maricopa County Human Services Department renewed our partnership with another 20 assisted (\$330,000). The collaborative from which this program was born was a 2018 NACo Award Winner Hand In Hand.

The State of Arizona's Medicaid Department AHCCCS, the regional behavioral healthcare authority called Mercy Care, and the Housing Authorities of Maricopa County, Phoenix, and Tempe came together to house 100 street homeless and call their efforts Project h2 Healthcare and Housing. Arizona's Medicaid Department will pay rental subsidy through Mercy Care for the initial 12-24 months. The Housing Authorities will then "bridge" the 100 individuals onto their permanent Housing Choice Voucher programs once they are stabilized with help from their health plans and supported housing providers.

Due to the reputation HAMC has in the community and with HUD, the relationships we've been able to forge, and HAMC's commitment to saying "Yes!" to increasing housing options, we've been sought out as partners, e.g., NAHRO award winning Project H2 Governor's Goal Council effort to solve a regional issue and house 100 street homeless; our invitation to participate in HUD's Move On strategy for our region; and MCHSD's desire to renew and expand our NACo Award winning Justice Involved programming.

Explore options for mixed income communities throughout Maricopa County jurisdiction.

2019 Progress
HAMC has established various partnerships with municipalities and private developers to develop or add affordable housing units in mixed income communities.
2015 – 2020 Overall Accomplishments
One developing partnership is in the negotiation phase with an expected contract date in mid 2020. Four properties, Clare Feldstat I and II, Norton and Watson were converted from public housing to unsubsidized market affordable retaining 122 affordable housing units in Maricopa County.

Investigate the availability of VASH voucher funding or the viability of establishing a veterans housing program.

2019 Progress
Effective March 2019, HAMC was awarded five VASH vouchers.
2015 – 2020 Overall Accomplishments
HAMC was successful in its bid to partner with the PHX VA in delivering affordable housing with an array of supportive services to Veterans experiencing homelessness. HAMC was awarded 5 vouchers to be administered in partnership with the VA.

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

2019 Progress
GEM Housing received the IRS determination letter to operate as a 501c3 non profit agency. A new property was developed and placed in service, Eastline Village expanding our affordable housing unit count by 56. HAMC is currently developing Heritage at surprise with an in service date of 3/1/2020, adding 100 units to our portfolio of affordable housing units.
2015 – 2020 Overall Accomplishments
The Board of Commissioners supported HAMC in the establishment of an affiliate non-profit for the purposes of aiding HAMC in its endeavor to increase housing options in Maricopa County. In August 2017, the Board approved Gem Housing Solutions Articles of Incorporation and Bylaws, and in November 2017 approved the appointments of Gloria Munoz, Mario Aniles, and Irma Hollamby to the Board of Directors. The nonprofit was incorporated in December 2017.
The affiliate Non-Profit created to diversify housing options and programs for customers, and so far has developed 2 new sites and added 156 total units. Repositioned and repurposed 1163 units through RAD Conversions, new financing, new developments and maintaining units with transfer of subsidies as affordable rentals. Seventy (70) West Valley single family homes rentals transitioned to affordable homeownership. Mesa single family homes (35) converting to duplexes, triplexes and fourplexes to create more units in the rental program.

Explore creating a home ownership program.

2019 Progress
HAMC has 70 single-family homes disbursed throughout the cities of Avondale, El Mirage, Glendale, Goodyear, Litchfield Park, Peoria, Phoenix and Tolleson. Several households have successfully raised their income where they have sustained self-sufficiency and are paying their full rent without subsidy. Families that are currently housed in the 70 single-family

2019 Progress
homes are being relocated to a new construction site Heritage at Surprise. HAMC has offered all families, regardless of income, the opportunity to purchase their home as an alternative housing option to relocating to the Heritage at Surprise.
2015 – 2020 Overall Accomplishments
HAMC ultimately elected to not create an HCV home ownership program; however, HAMC has created homeownership opportunities and offered all families living in its single family homes going through RAD conversion, regardless of income, the opportunity to purchase their home as an alternative housing option to relocating to the Heritage at Surprise. One former tenant successfully purchased a home.

Create and implement redevelopment strategies for HAMC portfolio to include divestiture.

2019 Progress
HAMC repositioned two sites, Clare Fedlstat I & II and preserved additional affordable housing units by maintaining rents below market and also commenced a divesture of the single-family home portfolio.
2015 – 2020 Overall Accomplishments
Clare Fedlstat I and II have been repositioned as market affordable preserving 56 affordable housing units. Disposition of the single-family home portfolio has started with two of the seventy sold to date. Norton Circle is in the application phase for tax credit funding to redevelop and expand the current unit account from 46 to 100.

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

2019 Progress
HAMC sought out opportunities to increase housing options and increase the capacity and reputation of the agency. We determined need, collaborated with local stakeholders, established partnerships, developed and submitted NOFA proposal responses, negotiated supports, and 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.
2015 – 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.

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

2019 Progress
Identified and secured landlord data within HAMC jurisdiction so that HAMC can create a landlord strategy to diversify affordable housing options.
Identified most popular cities in HAMC jurisdiction and revised briefing packet to include top 10 municipalities employers, school districts, and maps of cities with poverty levels to provide higher opportunities to participants.
HAMC participated with the housing authorities of City of Phoenix and again with City of Mesa in landlord outreach events.
2015 – 2020 Overall Accomplishments
Rental Assistance Programs includes a listing of low-income and LIHTC rental options in 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.

Explore smoke free options for HAMC properties.

2019 Progress
HAMC properties continue to be managed as smoke free and seek collaboration with community agencies to offer education around cessation.
2015 – 2020 Overall Accomplishments
All HAMC properties went smokefree in 2016.

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

Create an “Idea Factory” system of employee feedback, place to get info, share info, innovation, and positive recognition.

2019 Progress
<p>Revamped HERO program policy to include Recognition Leave, a new tool to recognize HAMC’s strongest performers with time off.</p> <p>A monthly HAMC newsletter is distributed to all staff with news about HAMC projects, HERO awards, anniversaries, and introduction to new hires.</p> <p>Positively HAMC Events team was established in 2018 to enable an environment that values and supports employee relationship building. This self-led team serving 1-year terms host events that have goals of high employee participation held 3 HAMC team building events in 2019.</p>
2020 Overall Accomplishments
<p>An Employee Engagement survey was rolled out in October 2016, diverse teams formed around areas of improvement shortly thereafter, improvements identified and debriefed in March 2017, and all staff was provided insight/update of results and improvements in April 2017. Many improvements based on employee feedback have been tried and successful. The improvement areas identified were “Personal Recognition,” “Manager Encouragement,” and “Senior Leadership Integrity.” Some notable improvement areas rolled out this year:</p> <p>Revamped HERO program policy to include increased award maximums to \$100, eliminated max per person, recognition leave established, and peer nominations were formalized. This was done to make the program more public, immediate, inclusive, well publicized.</p> <p>A monthly HAMC newsletter is distributed to all staff with news about HAMC projects, HERO awards, anniversaries, and introduction to new hires.</p> <p>Focus groups with employees held to obtain input on HAMC work and future growth/goals.</p> <p>Positively HAMC Events team was established in 2018 to enable an environment that values and supports employee relationship building. This self-led team serving 1-year terms host events that have goals of high employee participation (at least 50%) and “satisfied” (75% satisfied) with the event. 100% of Positively HAMC events exceeded participation (~75% participation) and satisfaction (~100% satisfied) metrics. HAMC annual report summarizes housing and resident successes.</p>

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

2019 Progress
<p>In October 2019, Irma Hollamby was elected President of the State Chapter of the National Association of Housing and Redevelopment Professionals.</p>
2015 – 2020 Overall Accomplishments
<p>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.</p> <p>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.</p>

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

2019 Progress
A surplus of \$2,229,660 was produced this year along with a total asset value of \$119,941,15 and net equity position of \$74,420,196. An increase in cash of \$3,911,791 was also produced which is net of all debt service an operating obligations.
2015 – 2020 Overall Accomplishments
Increase in Net Assets from 2015-2020 totaled \$48,384,473, total assets increased by \$76,007,695 and cash in the bank increased by \$8,101,478.

Prepare HAMC workforce to be competitive in the housing industry.

2019 Progress
Rental Assistance Manager became HCV Management Certified, two housing specialists obtained their HCV Housing Specialist certification and one HQS Specialist obtained their HQS certification. These certifications provided knowledge and skills that allow staff to work more efficiently. Subsequently, this has allowed for opportunities for program evaluation, process improvement and improved overall customer access.
HAMC’s Administrative Services Manager received professional HR Professional certification and designation.
All HAMC staff was provided training in Unconscious Bias in the Workplace and Sexual Harassment.
New training standards for Asset Management and Finance were set in 2019 that require a minimum of 3 trainings in their respective area of responsibility and agency wide mandatory trainings are also held on various valuable areas.
2015 – 2020 Overall Accomplishments
Monthly safety training is delivered that is relevant and holding managers accountable to take time and review the safety trainings with staff and has effectively contributed to decreasing workplace accidents.
In an effort to prepare HAMC workforce to be competitive in the housing industry, Project Based Rental Assistance (PBRA), RAD PBV, and HCV Housing Specialist Training and certification taken by multiple staff. Rental Assistance Manager became HCV Management Certified, two housing specialists obtained their HCV Housing Specialist certification and one HQS Specialist obtained their HQS certification. These certifications provided knowledge and skills that allow staff to work more efficiently. Subsequently, this has allowed for opportunities for program evaluation, process improvement and improved overall customer access.
HAMC has agreed to pilot HUD’s new inspection protocol called UPCS-V. This new protocol will enhance the consistency and objectivity of the inspection process, and will provide more information about the condition of individual housing units. Through this initiative, HUD aims to clarify and streamline inspection processes for housing authorities and inspectors while increasing owners’ and tenants’ access to detailed information about their homes in a national database. The HCV Inspections Department is on track to work side by side with HUD on their pilot program for UPCS-V where they will receive hands on training from HUD staff.
All property managers obtained Property Management Certifications and ADOH Compliance Certifications, peer training programs have been established to leverage internal knowledge. An Asset Manager with extensive experience in the field was brought on board to manage the HAMC property portfolio and a new property management structure is being implemented in 2020 to increase capacity and support at our sites.
2015 – HAMC staff attended one or some of 27 different training options to include local and national conferences. All HAMC staff participated in training pertaining to Emotional Intelligence and Leadership.
2016 – HAMC staff attended one or some of 35+ different training options to include local or national conferences. All HAMC staff participated in training pertaining to Intergenerational Communications, Real Colors Communications, and Managing Critical Incidents in the Workplace.
2017 -- HAMC staff attended one or some of 35+ different training options to include local or national conferences. All HAMC staff participated in training pertaining to the Violence Against Women’s Act.
2018 -- HAMC staff attended one or some of 40 different training options to include local or national conferences. All HAMC staff participated in training pertaining to Workplace Respect, Enhancing Interpersonal Awareness, Conflict Management, and Harassment Prevention.

2019 -- HAMC staff attended one or some of 30+ different training options to include local or national conferences. All HAMC staff participated in training pertaining to Unconscious Bias in the Workplace and Sexual Harassment.

Goal: Emphasize organizational performance and results by being responsive to our customers.

Establish property maintenance standards for consistency throughout HAMC- owned and managed properties.

2019 Progress
With the addition of a new development, Eastline, the rehabilitation completion of over 300 units, and the implementation of a new system, Yardi, we revamped our property management maintenance standards to preserve the recent investment made. This includes monitoring useful life of assets, conducting walk troughs of all sites and producing a daily report for the Asset Management review, responding to work orders within a reasonable time and leveraging technology to communication with residents on work order and feedback
2015 – 2020 Overall Accomplishments
Benchmarking for operational and financial performance based on market standards was implemented, budget target was met in 2019 and 90% of the portfolio met operating benchmarks. The implementation of Yardi has facilitated the ease to monitor operational and financial performance, track critical information, and interact with residents.

Provide customers additional forums for allowing HAMC to respond to their concerns and needs.

2019 Progress
Fully implement the application intake process online via the RentCafe Applicant Portal. The portal permits applicants to check their application status, send message to the intake housing specialist and once selected from a waiting list for the eligibility determination to complete the workflow process online. Implement the landlord portal to replace our previous Housing Assistance Payment viewer website and provide additional information beyond payments that relate to their concerns related about the status of inspections, holds and abatements. Beginning in 2019 initiate the development process for the resident portal to facilitate HAMC ability to respond via the portal to their concerns and needs.
2015 – 2020 Overall Accomplishments
“Design the Team Now That We Need to Achieve Our Goals For the Future” has been HAMC’s motto, particularly as it pertains to our IT infrastructure. HAMC determined it had outgrown its enterprise financial/operations system and decided to convert to Yardi. HAMC has implemented internet portals (applicant, resident and landlord) through Rent Café for customers to facilitate HAMC’s communication of information related to inspections, annual recertifications, housing assistance payments / landlord payment ledgers, unit hold / abatements, provide electronic copies of letters and notifications sent from HAMC.

Improve customer access to HAMC programs and people.

2019 Progress
HAMC executed a strategy to enroll +1,800 of our program participants in APS discount program (25% monthly discount) by May 2019.
2015 – 2020 Overall Accomplishments
Updated the HAMC phone system to provide better choices for callers. Developed customer portals through Rent Café which allow for detail and information to customers including applications, recertifications and rental payment options.
The website was upgraded for improved accessibility for those who are sight-impaired and those with Limited English Proficiency.
Waitlist applications for both the Public Housing and Housing Choice Voucher programs are received both online and by telephone.
HAMC realized savings through a new postcard and web-based waitlist interest confirmation process, and was able to efficiently refresh our waitlist with interested applicants and save time, materials, and labor in comparison to the previous process.

Develop a comprehensive customer orientation process to discern customer education, economic, employment, and family needs in order to match service response.

2019 Progress

HAMC's conversion to Yardi platform, specifically Rent Café internet portal, is a tool HAM uses to educate and communicate with applicants, participants and landlords of HAMC's activities.

Rental Assistance Teams briefing content has been updated to better inform participants of education, economic and employment opportunities within HAMC's jurisdiction.

In 2019, we determined that our recent housing expansion would require that our Resident Services approach include a determination of what process would best result in customers receiving responses to their needs. We needed to assess local community service accessibility, on site space for service deliverables, partner capability based on customer request input and overall customer ability and willingness to adapt to service delivery methods to be offered.

To do this, Resident Services met with several organizational partners designated as key stakeholders in these communities for specific service response planning. Association for Supportive Child Care, City of Phoenix Parks and Recreation, City of Avondale, Boys and Girls Club, YMCA, CPLC Parenting AZ. HAMC Resident Services with support from MC Human Services Resident Services Coordinators, met to discuss what service categories were most likely to be relational and common across two key geographic areas. This also helped the Service Coordinators at these sites to focus their service activity approaches in their community (Madison, Coffelt). "Anchor Services" helped generate a manageable menu of target service deliverables for each community.

Combining responses to several related needs could support customer's overall success in addressing self-sufficiency goals. For example, addressing childcare needs across all housing communities (Anchor Service), generated a wider cross sector of providers to contact and a wider choice in resource pool for customers to consider. This also provided opportunity to tailor the service response for each community, help service coordination staff and others such as our assigned AARP Trainees and Resident Liaisons (22) to support partners in delivery , and focus the work of Resident Services to identify other partnerships for customer related goals. A customer that expressed inability to attend a workforce training event or seek employment that had childcare secured was more likely to engage with workforce or education service offerings than those that would still be challenged by childcare needs. This made engaging new service partners less of an effort and helped assure their resources were being well dedicated. Meetings throughout the year with service providers (generally monthly and quarterly) helped continue to define Anchor Services, partners who would best serve as key stakeholders in these and promote engaging and collaborating with service providers that would bring related service programming to our residents. The first step taken on by HAMC Resident Services was developing tools that would help collect initial customer input on service needs. This was to identify individual family needs and methods for responding to these, as well as information that could be utilized to help define common by housing community service menus and partners service delivery approaches that would best respond to these. The surveys focused on identifying our customers individual needs with questions that reflected community wide service indicators and needs assessments that have been conducted in the community.

Resident Services looked three factors in developing the surveys- known conditions of customers of low-income status, general poverty indicators, geographic assets and barriers to addressing needs (i.e. Transportation, local service provider pools, cost of service accessibility, etc.).

Resident Surveys in the following communities were mailed and distributed to customers at different times during contact opportunities on site or at partner events. On a monthly basis, the onsite support services team would review responses and determine what service needs and approach would be employed.

At Rose Terrace, a review of surveys from parents with children participating in the after-school program lead assigned individual contact with these families for follow up on their expressed needs. An average of 12 families per month were contacted. Employment search, nutrition support, mental health, health and domestic violence services were key service referrals made.

Returning to the example of Anchor Services as an approach to improve customer responses; childcare, employment and education were identified as three interconnected needs. Surveys looked at the relationship between these and efforts to develop a combined approach in responding was initiated. Our survey in Rose Terrace, Madison, Coffelt and most recently at Eastline set out to provide a tiered response; addressing all three areas with Childcare as the Anchor to the other two service needs.

2019 Progress

The approach would include providing either onsite childcare, referral to local youth and childcare partners, or directing the customer to more individual needs (age specific or special needs services). Communication with providers helping respond to childcare needs are contacted to help identify families for workforce and education activities. The initial contact provides additional need assessment to help those that would like to learn more about these opportunities. The Access Point Facilitator and Service Coordinator meet to discuss these contact approached monthly to review progress made on engaging families.

In 2019, 3 communities offered year-round after school child watch services on site (Coffelt, Madison, Rose Terrace). In Guadalupe, we offered a summer child watch program that also included 0 -5 age support services. In late 2019 we initiated partnerships with local city sponsored services to mega youth 5- 18 in recreational programs that serve into early evening and on Saturdays. The relationships established were driven by customer input in each case. Additionally, the second related goal of education and employment were addressed through our onsite Access Point locations at 4 of these housing sites. Families with childcare needs addressed were brought into the fold of education and employability services. Access Points became the contact points for addressing additional support to families. Those expressing interest in employment could now pursue this goal having had their childcare needs addressed.

From a data perspective, in 2019 housing communities with onsite child watch programs served 90 school aged youth each day (all child watch service program types combined). The programs served our community free of charge and provided a minimum of 95 meals to youth each day. The Access Point Workforce/ Computer Labs services approach included each of these youths' families to be contacted and connected to education and job opportunities. In the case of our 0-5 support services partnerships, families were also connected to additional health and parenting programming support (30 families).

Customer Needs were also assessed through other types of focused feedback forms.

A Parent Interest Survey was developed /conducted as part of our United Way partnership with Read on Avondale- this survey was partner sponsored and helped track school absenteeism. 2019 outcomes from this survey determined an improvement of 32% in school attendance for our Madison Heights and Rose Terrace Housing communities and an overall 3 reading grade level improvement score for 1- 4th graders in district schools. We also developed an initial survey to capture health perceptions and health needs in the Coffelt Community. This was part of our ASU Health Promotores Project that was initiated in 2019 and has now taken form to operate in the Coffelt Community starting March 2020.

2015 – 2020 Overall Accomplishments

Resident Services developed several methods 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.

APPENDIX D BOARD RESOLUTION, CIVIL RIGHTS CERTIFICATION, CERTIFICATION BY STATE OR LOCAL OFFICIALS

RESOLUTION 20-004

SUBMISSION OF THE ANNUAL PUBLIC HOUSING AGENCY STREAMLINED PLAN (2020-2021) AND FIVE-YEAR PLAN (2020-2025) TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AS REQUIRED BY THE QUALITY HOUSING AND WORK RESPONSIBILITY ACT OF 1998

WHEREAS, the Quality Housing and Work Responsibility Act was passed by the U.S. Congress and signed into law by the President in October of 1998 requiring local housing authorities to annually prepare and submit to the U.S. Department of Housing and Urban Development (HUD) an Annual Plan and every five years prepare and submit a five-year plan; and

WHEREAS, the Housing Authority of Maricopa County (HAMC) Five Year and Annual Plan Public Housing Plans provide a ready source for interested parties to locate basic Public Housing Authority (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;

WHEREAS, the Board of Commissioners of the Housing Authority of Maricopa County is required by the U.S. Department of Housing and Urban Development to certify, by resolution, that the Board approves the submission of the PHA Annual and Five-Year Plans; and

WHEREAS, the Plans must be submitted to the U.S. Department of Housing and Urban Development by April 2020.

NOW THEREFORE, BE IT RESOLVED, the Board of Commissioners of the Housing Authority of Maricopa County hereby adopts Resolution No. 20-004 and authorizes the submission of the Housing Authority of Maricopa County Five Year (2020-2025) and Annual (2020-2021) Public Housing Agency Plans to the U.S. Department of Housing and Urban Development.

BE IT ALSO RESOLVED, the Chairman of the Board of Commissioners is authorized to execute on behalf of the Housing Authority of Maricopa County all HUD required certifications relative to the Plans including form HUD-50077 (Compliance with PHA Plans and Related Regulations).

PASSED AND ADOPTED this 20th day of April, 2020.

HOUSING AUTHORITY OF MARICOPA COUNTY
BOARD OF COMMISSIONERS

[Signature]
Chairperson
4-21-20
Date



ATTEST:

[Signature]
Clerk of the Board
Date

Approved as t form as within the powers and authority of the Housing Authority of Maricopa County under the laws of the State of Arizona.

[Signature]
Attorney
4/24/2020
Date

**PHA Certifications of Compliance
with PHA Plans and Related
R e g u l a t i o n s**

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 08/30/2011

**PHA Certifications of Compliance with the PHA Plans and Related Regulations:
Board Resolution to Accompany the PHA 5-Year and Annual PHA Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the X 5-Year and/or X Annual PHA Plan for the PHA fiscal year beginning, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
2. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan.
3. The PHA certifies that there has been no change, significant or otherwise, to the Capital Fund Program (and Capital Fund Program/Replacement Housing Factor) Annual Statement(s), since submission of its last approved Annual Plan. The Capital Fund Program Annual Statement/Annual Statement/Performance and Evaluation Report must be submitted annually even if there is no change.
4. The PHA has established a Resident Advisory Board or Boards, the membership of which represents the residents assisted by the PHA, consulted with this Board or Boards in developing the Plan, and considered the recommendations of the Board or Boards (24 CFR 903.13). The PHA has included in the Plan submission a copy of the recommendations made by the Resident Advisory Board or Boards and a description of the manner in which the Plan addresses these recommendations.
5. The PHA made the proposed Plan and all information relevant to the public hearing available for public inspection at least 45 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the Plan and invited public comment.
6. The PHA certifies that it will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
7. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
8. For PHA Plan that includes a policy for site based waiting lists:
 - The PHA regularly submits required data to HUD's 50058 PIC/IMS Module in an accurate, complete and timely manner (as specified in PIH Notice 2006-24);
 - The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
 - Adoption of site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
 - The PHA shall take reasonable measures to assure that such waiting list is consistent with affirmatively furthering fair housing;
 - The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR part 903.7(c)(1).
9. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
10. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
11. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
12. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

13. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
14. The PHA will provide the responsible entity or HUD any documentation that the responsible entity or HUD needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58 or Part 50, respectively.
15. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
16. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
17. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act, the Residential Lead-Based Paint Hazard Reduction Act of 1992, and 24 CFR Part 35.
18. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments), 2 CFR Part 225, and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments).
19. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the regulations and included in its Plan.
20. All attachments to the Plan have been and will continue to be available at all times and all locations that the PHA Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its PHA Plan and will continue to be made available at least at the primary business office of the PHA.
21. The PHA provides assurance as part of this certification that:
 - (i) The Resident Advisory Board had an opportunity to review and comment on the changes to the policies and programs before implementation by the PHA;
 - (ii) The changes were duly approved by the PHA Board of Directors (or similar governing body); and
 - (iii) The revised policies and programs are available for review and inspection, at the principal office of the PHA during normal business hours.
22. The PHA certifies that it is in compliance with all applicable Federal statutory and regulatory requirements.

PHA Name

PHA Number/HA Code

5-Year PHA Plan for Fiscal Years 2020 - 2025

Annual PHA Plan for Fiscal Years 2020 - 2021

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Title

Signature



Date

**Certification by State or Local
Official of PHA Plans Consistency
with the Consolidated Plan or
State Consolidated Plan
(All PHAs)**

U. S Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 2/29/2016

**Certification by State or Local Official of PHA Plans
Consistency with the Consolidated Plan or State Consolidated Plan**

I, Bruce Liggett, the Director, Maricopa County Human Services
Official's Name *Official's Title*

certify that the 5-Year PHA Plan and/or Annual PHA Plan of the

Housing Authority of Maricopa County
PHA Name

is consistent with the Consolidated Plan or State Consolidated Plan and the Analysis of

Impediments (AI) to Fair Housing Choice of the

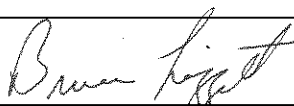
Maricopa County
Local Jurisdiction Name

pursuant to 24 CFR Part 91.

Provide a description of how the PHA Plan is consistent with the Consolidated Plan or State Consolidated Plan and the AI.

The Housing Authority's Plan and the Maricopa County Consolidated Plan both outline priorities to provide affordable housing opportunities to low income residents and opportunities to assist residents in achieving self-sufficiency. Both the Housing Authority and Maricopa County seek to reduce impediments to fair housing by aligning fair housing efforts with the regional Analysis of Impediments to Fair Housing.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official	Title
Bruce Liggett	Director, Maricopa County Human Services Department
Signature	Date
	3/9/20