

# HOUSING AUTHORITY OF MARICOPA COUNTY



## *2023 Annual Report*



**Improve the Quality of Life of  
Families and Strengthen  
Communities**

Housing Authority of Maricopa County  
8910 N. 78<sup>th</sup> Ave. Peoria, AZ 85345



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# BUSINESS OBJECTIVES

## AGENCY MISSION

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

## VISION

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

## CORE VALUES

Treat all people with dignity and respect.

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

Help all people realize their full potential.



# BOARD OF COMMISSIONERS

## KATHY DINOLFI – CHAIRPERSON

(DISTRICT ONE)

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

## JOSE MARTINEZ – VICE CHAIR

(DISTRICT FIVE)

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

## MICKEY LUND

(DISTRICT FOUR)

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

## CINDY STOTLER

(DISTRICT THREE)

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

## THELMA CHARLESTON - RESIDENT COMMISSIONER

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

District 2 BOC position is vacant.

***“The work that we do is going to fill a large part of our life, and the only way to be satisfied is to do what we believe is great work.”***

# A NOTE FROM THE EXECUTIVE DIRECTOR

The Housing Authority of Maricopa County (HAMC) has endured the test of time by being one of the premier public housing authorities in Arizona. For the last 80 years, with sound leadership, regional support, and resourceful decision-making, HAMC has realized its true regional and economic impacts. By providing a menu of housing options that can change the lives of the elderly, families and veterans, our state can continue to lead the way to the most sought-after destination. Since April 16, 1943, the resolve to address the acute shortage of housing is the staple by which HAMC fulfills its mission and vision.

During times of transition in leadership, it affords time to learn from the past and embrace the future. It is with great excitement and anticipation that the HAMC core competencies and programs begin to be re-tooled and re-launched to accomplish a new era of growth, opportunity, and strategic housing planning with development. Utilizing a transactional leadership style, the HAMC is positioned to master its housing programs and services with a focus on supervision, organization, and group performance. There are so many skilled and committed employees that work for us and the possibilities of changing the lives of others are endless. It has been my privilege and honor to experience the financial growth and emergence of great leadership within the ranks of this agency.

This is a time to build and brand the rich legacy of this agency and expand our innovations, efficiencies, and productivity. By diversifying our project developments to cities and municipalities within our jurisdictional purview we will begin to see the true reach of our programs and services. Equipping staff, management and investing partners with clear vision and planning we will arise to greater prominence with welcomed challenges.

Surely, we have accomplished many things through this year because of our governing board and hard-working staff. New partnerships with the City of Surprise, Chandler and Mesa have resulted in housing opportunity expansions. Launching official social media platforms (NextDoor and LinkedIn) have afforded new marketing opportunities. Publishing our new simplistic, rebranded, and resourceful website has provided our customers and clients with improved customer-centric information and housing support.

Gerald A. Minott II  
Executive Director



# MILESTONES AND OBJECTIVES

## Strategic Highlights

2022-2026 Regional Objectives

## Maricopa County Strategic Plan

### Progress Status

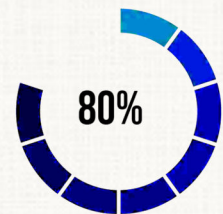
1. Develop a 10-year comprehensive housing plan that includes expanding access to affordable housing, rental assistance, home ownership programs, preserving and rehabilitating existing affordable housing stock as well as new developments, and identify the requisite funding sources.

- Utilized the AZ Housing Supply Study (Final Report 12/2022) for input on community housing needs and planned approach for resolution.



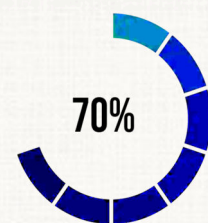
2. Set aside between 5% and 20% of the units in all new developments for homeless individuals and families.

- Debt and Equity Closing completed for new development with 100 units in Avondale, AZ that sets aside 7% of its units for homeless individuals and families.
- 62% construction completion of HAMC's Norton Circle Apartments in Avondale, AZ providing 100 affordable units to families.



3. Develop 150 new affordable units with supportive services for seniors (62+) to age in place.

- HAMC Development Partner Dominion Arizona Management Services closed debt and equity financing to construct Estrella Springs and Suncrest Vista in Goodyear, AZ, which includes 256 affordable units for seniors.



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

- Working as an independent entity with the City of Chandler on its Villas on McQueen Project, which is 157 affordable units for families.
- Working with Developer in Wickenburg, AZ to provide Rental Assistance to a new modern and affordable property with over 100 units.



The HAMC ended the Fiscal Year (FY) 2023 with a modified cash surplus of **\$7,743,392.03**, seeing an increase of **\$3,944,547.66** from the previous fiscal year. Obtained a positive net position for the Housing Choice Voucher Program’s Administrative (UNP) Fee in Fiscal Year End (FYE) 2023. Reduced sizable loan debt by more than \$2.1 million.

**Operating Highlights**

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

**Management Highlights**

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

**Supportive Services Highlights**

Resident Services provides wraparound services to HAMC communities and neighborhoods to bridge the economic and self-sufficiency gaps that can lead to eviction and/or homelessness. 125 Households received Resident Emergency Food and HH Supplies. 115 Households received personal case management that included: housing stability and eviction prevention information, senior independence and care, mental health, childcare support, Parenting referral, financial coaching, health and government assistance applications and support services, domestic violence and child abuse prevention, teen support services, housekeeping information. Some of our partnerships include:



## FSS Case Management Highlights

The Family Self-Sufficiency Program (FSS) is a voluntary program that assists participants in working towards achieving economic independence. A total of forty-five (45) active participants are working for self-sufficiency, while four (4) graduates have completed the FSS program and received an accrued escrow to work towards homeownership.

## Non-Profit Affiliate Highlights

HAMC's non-profit, GEM Housing Solutions (GEM) continues to expand to meet its mission. GEM has organized 5 additional limited liability corporations, one of which (GEM Heritage LLC) has started construction on its new 99-unit Senior (62+) Living Project; the other (GEM Goodyear Senior/Family) has started construction on its 256-unit Senior and a 396-unit Family Project in Surprise, Arizona.

## Looking Ahead

Three (3) new construction projects will be sought in Buckeye, Wickenburg, and Mesa. Exploring new affordable housing programs with federal, state, and local funding and grants. Revitalize and refresh older housing communities and develop distressed properties. Streamline core program procedures and refine out-of-date policies and methods with practical and cost-effective practices. Training enrichment programs and knowledge core modules for staff and managers which will provide an improved program compliance. Expand social media presence to keep partners, general public aware of HAMC development and news. Successfully complete the Agency's Strategic Five-Year Plan (2020-2025), which includes the following 4 strategic categories:

### Employee Engagement

Everyone has the tools and supports to be successful at their jobs.

### The Foundation

Lease-ups and inventory increase, search times decrease.

### The Pillars

Respond to program participant needs.

### Promote, and Share Our Story

Enhance visibility.



# HAMC IN ACTION



"So beyond grateful for the program, it's a true blessing". - 2023 Family Self Sufficiency (FSS) Graduate



Sponsored On-Site Information Events - Resident Services



# FINANCIAL MANAGEMENT

## Department Highlights

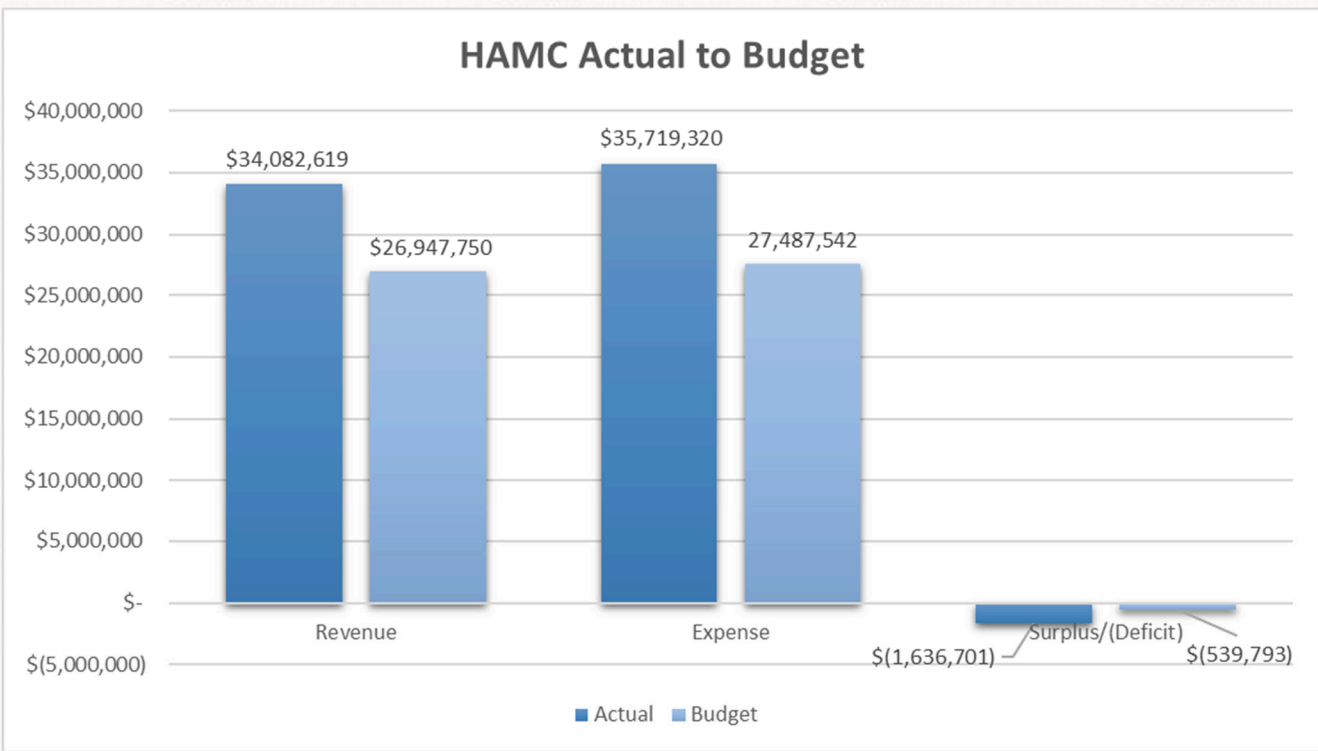
Streamlined the annual operating budget process by leveraging existing software’s financial forecasting and budgeting tools. Providing real-time accuracy and budgeting trends to assist all HAMC departments in identifying actual revenue and expenditure positions.

Saving the Agency over \$28,000 in annual auditing services, the department hired veteran staff to oversee the agency’s unaudited financial data schedule (FDS) and Multi-Family Report to HUD. Completed annual single audit with no audit findings and unmodified opinion.

Implemented modernized accounting practices and procedures in accordance with Board-approved Internal Control Policy:

- FSS Action Plan
- Asset Management Assessments
- Grant Reporting
- Non-Profit Affiliation

Revenue	Actual Surplus/(Deficit)	Surplus/(Deficit)	Modified Cash Surplus/(Deficit)	Cash	HUD Held Reserves
<b>Actual</b>	<b>\$ 34,082,619</b>	<b>\$ (1,636,701)</b>	<b>\$ 4,741,707</b>	<b>\$16,256,380</b>	<b>\$1,898,887</b>



# DEVELOPMENT AND COMPLIANCE

## Department Highlights

With the closing of two (2) multi-million-dollar projects, HAMC has established a track record of in-house development services to complement its array of affordable housing options.

Construction Completion of Norton Circle scheduled for March 2024, is 89% complete.

Q4 2023 Closing of Heritage Senior Apartments, largest HUD 202 Award in Arizona History.

### BEFORE



Norton Circle Apartments (Pre-construction)

### 60% COMPLETION



Norton Circle Apartments (Aerial photo during construction)

# RESIDENT SERVICES

## Department Highlights

- Individual Walk in Request Support of 300 Households
- 5,700 Total Meals provided to youth during 2023.
- Monthly Family Food Box Support for 90 East Valley families.
- 205 days of After School Programming with 25 youth per day.



Avondale Police Community Services



National HUD Father's Day

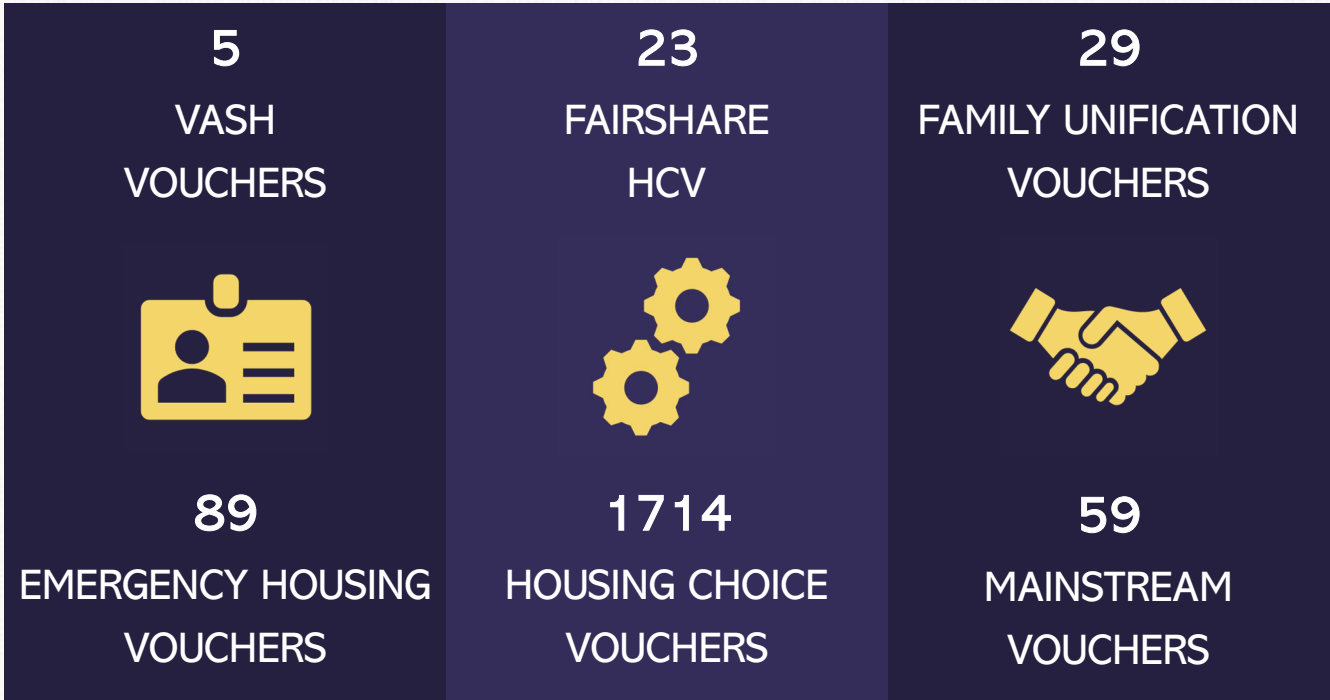


National HUD Father's Day

Family Food Boxes



# RENTAL ASSISTANCE PROGRAM



## Department Highlights

For the ninth (9<sup>th</sup>) year in a row, the HAMC has achieved HUD’s “HIGH PERFORMER” designation for the Housing Choice Voucher (HCV) Program, with an overall score rating of 96% for fiscal year 2023. More importantly, the Department continues to show positive growth in the housing of families throughout Maricopa County.

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.

### Letter from an HCV Participant -

“I am writing this letter to let you know how much you have gone above and beyond as my caseworker. You have displayed in so many ways, over the years, how much your clients mean to you. You have shown dedication, loyalty, your prompt on emailing back in a timely manner, and answering any questions that I may have and for that I appreciate you and wouldn't want any other caseworker.”  
- J. Fleming

# ASSET MANAGEMENT

## Department Highlights

REAC Score of 91% for a 282-unit HUD PBRA project (Casa Bonitas), spanning 10 separate properties in 5 different cities.

Increase unit count from 711 to 765 HAMC owned and managed units.

## Stories of Success

**Martinez- Family:** Single mother with five children, found herself struggling after a separation. She was working a minimum wage job and had five children to care for. She had exhausted all family networks. Last known the family is thriving and the children have a safe secure home.

**Robberson Family:** Single mother with one child, found themselves homeless when she lost her fiancé. She had no claims to his house and the family sold the home and kicked them out. Due to her severe health conditions, and no transportation, she was unable to find housing. They are doing very well now, and she can babysit her grandchild when she can.

**Spruill Family:** Family of four with both parents. Due to severe health issues the mother found herself in a position unable to work. With rising housing costs, the family were unable to continue renting at their residence. Now they are doing well, and the father was able to find work nearby. The Family's school-aged child is in school and doing very well.

**Widmayer Family:** Family of five with both parents. Due to severe health conditions of the mother and lack of income. They were without housing and income. They have a high school aged child that visits biological parent, and two younger children. Because of the dad's performance on job, the company decided to open another location near the family's home.

**Amaya Family:** Single father of a teenage daughter. With the death of the mother, this family found themselves in despair. Coping with the loss, no steady employment and in need of housing, family resources were exhausted. Father is working with steady employment and child is in high school doing well.

# OUR LOCATIONS

Baden Homes (20 units)

1003 N. 93rd Avenue  
Tolleson, AZ 85353

Casa Bonitas Homes (30 units)

2976 Cottonwood St.  
Surprise, AZ 85374

Clare-Feldstadt Homes I & II (56 units)

710 W. 8th Ave. & 8146 E. University  
Mesa, AZ 85210

Coffelt-Lamoreaux Homes (301 Units) \*

1510 S. 19th Drive Phoenix, AZ 85009

Father Fidelis Homes (48 units)

9209 Calle Tomi Guadalupe, AZ 85283

Flora M. Staler Homes (30 units)

14102 N. First Ave. El Mirage, AZ 85335

Heritage at Surprise (100 units)

12669 Rimrock St. Surprise, AZ 85378

H.M. Watson Homes (20 units)

415 S. 5th Street Buckeye, AZ 85326

John Hammond Homes (30 units)

8500 W. Washington St.  
Peoria, AZ 85345

John Hollar Gardens (25 units)

9201 W. Roosevelt & 9202 W. Baden  
Tolleson, AZ 85353

Madison Heights I and II (143 Units) \*

1103 N. 6th Street  
Avondale, AZ 85323

Maricopa Revitalization Partner. (35 homes)

Mesa, AZ 85210

Norton Circle (100 units)

551 W. Norton St. Avondale, AZ 85323

Paradise Homes (24 units)

12618 Paradise Lane Surprise, AZ 85374

Park View Estates (45 units)

10950 N. 87th Avenue Peoria, AZ 85345

Rose Terrace Apartments (120 units)

525 E. Harrison Avondale, AZ 85323

The River at Eastline (56 units)

2106 E. Apache Blvd. Tempe, AZ 85281

Varney Homes (12 units)

82<sup>nd</sup> & 80<sup>th</sup> Drive Peoria, AZ 85345

Villa Monte Rosa (20 units)

14001 N. 5<sup>th</sup> El Mirage, AZ 85335

\* Indicates Tax Credit Partnership

# 2023 ANNUAL REPORT

## HOUSING AUTHORITY OF MARICOPA COUNTY



Address:  
8910 N. 78<sup>th</sup> Ave.  
Peoria, Arizona 85345

Email:  
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Website:  
[Maricopahousing.org](http://Maricopahousing.org)