



# 5 Year Strategic Plan

This document includes Narrative Responses to specific questions that grantees of the Community Development Block Grant, HOME Investment Partnership, Housing Opportunities for People with AIDS and Emergency Shelter Grants Programs must respond to in order to be compliant with the Consolidated Planning Regulations.

## GENERAL

### Executive Summary

The Executive Summary is optional, but encouraged. If you choose to complete it, please provide a brief overview that includes major initiatives and highlights that are proposed throughout the 5-year strategic planning period.

5 Year Strategic Plan Executive Summary:

**In 1974, the Federal Government entered into partnership with local governments to address national priorities related to poverty, housing and blight. The Community Development Block Grant and, later, the HOME Investment Partnerships Program and the American Dream Downpayment Initiatives program (ADDI) allocated federal funds on formula bases rather than on the political power or will of the Congressional delegation.**

**Community Development Block Grant (CDBG) and the HOME Investment Partnerships Program (HOME) funds, including the American Dream Downpayment Initiatives program (ADDI) may well be the most heavily accountable investments made by the federal government. Funding from these grants is contracted revenue to the local government and, as such, is subject to the same requirements for budgeting, accountability and audit as other public funding. Over and above these requirements are the grant requirements for:**

- **A Five-year Consolidated Plan prepared in consultation with the community, service providers, potentially eligible beneficiaries and their advocates,**
- **A publicly adopted Citizens Participation Plan,**
- **A publicly adopted Annual Action Plan that results in a contract between the United States Department of Housing and Urban Development (HUD) and the community,**
- **An annual performance report to the community and HUD and**
- **A *Single Audit*, which adds programmatic compliance to the financial audit.**

**Maricopa County is a unit of local government that is an entitlement recipient of CDBG funds from the United States Department of Housing and Urban Development (HUD). The Maricopa County Community Development Department administers the County's contract with HUD for CDBG.**

The Department also serves as the Lead Agency for the Maricopa HOME Consortium in the administration of the HOME/ADDI funds. The Maricopa HOME Consortium is a separate entity created through an intergovernmental agreement between Maricopa County, six cities and one town within the County to administer HOME/ADDI funds to increase the supply of and preserve affordable housing.

This Maricopa Urban County Consolidated Plan 2005-2009 (also referred to as *The Consolidated Plan* and *The Plan*) covers the non-housing needs and goals for the Urban County including the needs and goals for Emergency Shelter Grant (ESG) administered by the County's Human Services Department. It also documents the goals for housing development and rehabilitation in the Urban County. This Consolidated Plan does not stand alone. It incorporates by reference the Maricopa HOME Consortium Consolidated Plan 2005-2009. Federal regulations require that the needs and goals for affordable housing be planned and submitted by the Consortium. While every effort is being made to minimize repetition in the two documents, there is some. To the greatest extent feasible, this plan focuses on the goals and structures of Urban Maricopa County as they pertain to the delivery of housing and non-housing community development projects.

Representatives of local communities began their involvement in the development of this plan in June 2004; and, through public meetings in each community, assessed needs and adopted local goals and objectives which have been analyzed and attached in a separate file in the final submission of this Consolidated Plan. This information was supplemented by surveys, letters from interested citizens and a telephone survey of 1,192 county residents conducted by Maricopa County Research Reporting in September 2004. The needs and goals represent community desires for improvement of the physical environment as it impacts low to moderate income people. The process was guided by the Maricopa County Community Development Advisory Committee (CDAC) made up of elected and appointed representatives of the participating communities. The focus on the physical infrastructure is a function of the CDAC determination that these limited resources can have the most significant impact on the built environment in their communities. The term of this plan is from July 1, 2005 through June 30, 2010.

Key components of the Plan are:

- Consultation,
- Needs assessment,
- Strategic goals,
- The delivery system,
- Accountability and performance measurement.

Primary categories of need that are addressed in the Plan are:

- Needs assessment,
- Barriers to housing affordability,
- Homelessness,
- Non-housing community development,
- Supportive services to special needs populations,
- Fair Housing,

- Significant changes anticipated.

The key strategic objectives of this Plan are:

- Increase the quality of owner-occupied housing through housing rehabilitation assistance to low and moderate-income households,
- Increase the supply of affordable owner-occupied housing by providing down payment assistance to low and moderate-income households,
- Increase the supply of affordable owner occupied housing by providing land acquisition and development assistance,
- Increase the supply of rental housing by providing acquisition and rehabilitation assistance,
- Increase the supply of rental housing by providing assistance for land acquisition and development of units,
- Preserve the supply of quality rental units in the public and private market through continuation of public housing and Housing Choice Voucher assistance,
- Through participation in the MAG Continuum of Care Homeless Committee,
  - Contribute to completion of the Human Services Campus,
  - Contribute to the Human Services Campus facility for the mentally ill,
  - Support the implementation of the Homeless Management Information System (HMIS),
  - Continue homeless prevention services through administration of the ESG,
  - Increase performance and accountability through evaluation.
- Provide a suitable living environment, particularly benefiting low and moderate-income people through,
  - Public improvements,
  - Public facilities,
  - Public services,
  - Commercial rehabilitation.

This Plan incorporates a number of other documents by reference. Some of these documents are included in their entirety in an electronic folder titled *Strategic Plan Additional Files*. Others are available by contacting Maricopa County Community Development at (602) 240 2210. These documents include:

- The Maricopa HOME Consortium Consolidated Plan 2005-2009
- The Citizens Participation Plan,
- The Antidisplacement Plan,
- The Affirmative Marketing Policy,
- The MBE/WBE Policy,
- The Monitoring Procedure,
- The Recapture/Resale Policy,
- The Tenant Based Rental Assistance option,
- The MAG Continuum of Care Committee Regional Plan to End Homelessness as updated in draft 2005,
- The MAG Continuum of Care Committee Gaps Analysis,
- The Analysis of Impediments to Fair Housing Choice for Maricopa Urban County, 2004,

- **The Arizona Department of Health Services' Childhood Lead Poisoning Targeted Screening Plan,**
- **The Housing Element of the Maricopa County General Plan,**
- **The Public Housing Agency Plan for the Housing Authority of Maricopa County,**
- **Tabulations of the telephone surveys performed by Maricopa County Research Reporting 2004.**

**Changes currently anticipated during the term of this Plan include:**

- **Proposed elimination or reduction of funding for all types of federal assistance for housing and community development,**
- **The possible addition of Cave Creek to the Cooperation Agreement for the Community Development Block Grant Program,**
- **Removal of at least two communities from this Consolidated Plan because they will exercise an option to become entitlement recipients under the CDBG program.**

**This Consolidated Plan will serve as a guide for Maricopa Urban County in the use of HUD funds for housing and community development during the next five years. The Plan is updated annually through the adoption of the Annual Action Plan and may be amended from time to time as circumstances change. The Annual Action Plan and amendments to the Plan must allow for public review and comment consistent with the Citizens Participation Plan.**

## **Strategic Plan**

Due every three, four, or five years (length of period is at the grantee's discretion) no less than 45 days prior to the start of the grantee's program year start date.

Mission:

**To provide Community Development Block Grant (CDBG), HOME Investment Partnerships funding, ADDI and ESG to municipalities and other subrecipients not eligible for direct HUD funding so they can develop viable communities to primarily benefit low and moderate income people.**

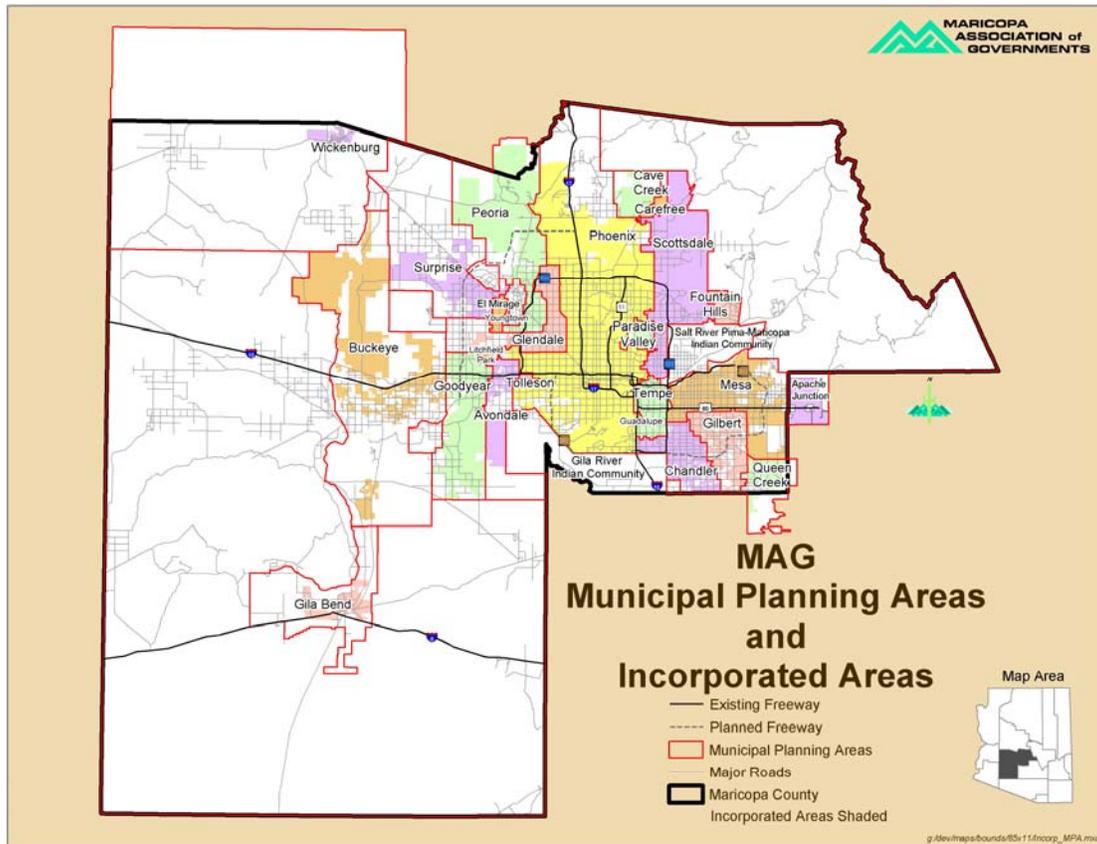
## **General Questions**

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed.
2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) and the basis for assigning the priority (including the relative priority, where required) given to each category of priority needs (91.215(a)(2)).
3. Identify any obstacles to meeting underserved needs (91.215(a)(3)).

5 Year Strategic Plan General Questions response:

1. **The service area for the Maricopa Urban County Consolidated Plan 2005-2009 includes the unincorporated areas of Maricopa County and the Cities and Towns of Avondale, Buckeye, El Mirage, Goodyear, Gila Bend,**

Guadalupe, Queen Creek, Tolleson, Surprise, Wickenburg and Youngtown. Many of these communities are experiencing explosive residential development and their demographics are changing rapidly; but all have pockets of poverty. There are areas of minority concentration in Surprise, El Mirage, Tolleson, Guadalupe and the unincorporated area.



2. The unincorporated areas and the communities of Avondale, Buckeye, El Mirage, Goodyear, Gila Bend, Guadalupe, Queen Creek, Tolleson, Surprise, Wickenburg and Youngtown are represented on the Community Development Advisory Committee (CDAC). This Committee advises the Maricopa County Board of Supervisors on the Consolidated Plan and the annual allocation of CDBG and HOME/ADDI funds. The broad participation in a public forum guided by adopted by-laws and the mandatory community development objectives of each of the participating communities is intended to provide for a reasonable distribution of the available HUD resources.

- However, within these parameters, CDAC recommendations to the Board of Supervisors take into account:
  - past performance,
  - monitoring results,
  - quality of proposed annual activities and
  - rates of expenditure on current, funded activities.
- Priorities for each category of needswere developed through several steps.

- The first was through surveys, both by telephone and through printed forms, which invited comment. Tabulations of the telephone surveys performed by Maricopa County Research Reporting are available in the Maricopa County Community Development offices. Tabulations of the printed survey forms are included in the Additional Files folder.
  - The second step evaluated the reported needs against the goals and objectives proposed by the participating jurisdictions.
  - The third step considered the funding limits of the likely resources and the administrative capacity of the County and the locality.
  - Finally, the priorities were reviewed in consultation with the CDAC.
3. Obstacles to underserved needs include but are not limited to the following:
- The geographic area of Maricopa County is very large.
  - The area includes eleven incorporated cities and towns and unincorporated areas across the Valley from Wickenburg to Queen Creek. Each locality is represented on CDAC by an elected or appointed official and each has its own individual needs, goals and priorities.
  - The growth of the communities is very rapid. At least two of the communities will likely become CDBG entitlements during the term of this Consolidated Plan. This will result in a significant change in the resources available and will require one or more amendments to this plan.
  - The explosive growth in individual communities results in stresses and movement among staff assigned to manage the funded projects.
  - The resources available to the Urban County for housing and community development are becoming increasingly unstable and unpredictable. In many cases, funding has been reduced while costs for development have increased.
  - Conflicting objectives exist at the federal level, e.g., a goal to end chronic homelessness in ten years is juxtaposed against cuts in Housing Choice Voucher rental assistance and there is increased movement of housing resources to homeownership.
  - New resources come with increased administrative burden, less flexibility and little or no administrative funding, e.g. the American Dream Downpayment Initiative.

### **Managing the Process (91.200 (b))**

1. Lead Agency. Identify the lead agency or entity for overseeing the development of the plan and the major public and private agencies responsible for administering programs covered by the consolidated plan.
2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.
3. Describe the jurisdiction's consultations with housing, social service agencies, and other entities, including those focusing on services to children, elderly persons, persons with disabilities, persons with HIV/AIDS and their families, and homeless

persons.

\*Note: HOPWA grantees must consult broadly to develop a metropolitan-wide strategy and other jurisdictions must assist in the preparation of the HOPWA submission.

5 Year Strategic Plan Managing the Process response:

**1. Maricopa County Community Development is the County agency responsible for developing and implementing the plan and administering the CDBG and HOME/ADDI grants. The roles of the staff of eight primarily focus on**

- **planning,**
- **technical assistance,**
- **regulatory compliance,**
- **financial management,**
- **reporting,**
- **monitoring and**
- **staff support to the CDAC and the Board of Supervisors.**

**The Community Development Advisory Committee provides a vehicle for community involvement, oversight and advice to the Board of Supervisors. Other activities included in the plan but not funded by CDBG and HOME/ADDI are administered as follows:**

- **ESG: Maricopa County Human Services,**
- **Public Housing and Housing Choice Vouchers: the Housing Authority of Maricopa County,**
- **County Funding for Economic Development: Maricopa County Community Development,**
- **Affordable Housing Bonds: Maricopa County Industrial Development Authority,**
- **County Participation in the MAG Continuum of Care: Maricopa County Human Services.**

**2. The process used to develop the plan:**

- **Selection, by RFP, of a planning consultant to guide the development of the plan.**
- **Meetings with the staff of the Urban County Communities**
  - **On June 22 and August 24, 2004 to solicit community input in the assessment of needs and development of local goals, objectives and performance measures. and**
- **Meetings with the CDAC**
  - **in August 2004 to introduce the planning process and**
  - **on February 16, 2005 for the first public hearing on the draft Consolidated Plan.**
  - **on April 13, 2005 for a second public hearing.**
- **Meetings in the Fall of 2004 with the Maricopa HOME Consortium to finalize updates to**
  - **the Citizens Participation Plan,**
  - **the Antidisplacement Plan,**
  - **the Affirmative Marketing Policy,**
  - **the MBE/WBE Policy,**
  - **the Monitoring Procedure,**
  - **the Recapture/Resale Policy**
  - **the Tenant Based Rental Assistance option.**

**(See the Additional Files folder for these documents.)**

- **Approval by the Board of Supervisors on May 4, 2005.**
- 3. **Consultations included:**
  - **Lead Based Paint-Jason Mihalic, Epidemiology Specialist II, Arizona Department of Health Services**
  - **Homelessness**
    - **Amy St.Peter, Human Services Planner, MAG, 602-452-5049.**
    - **Charlene Moran Flaherty, State Homeless Coordinator, 602-542-9949.**
  - **ESG**
    - **Annette Stein, Director, Maricopa County Human Services.**
    - **Marge Leyvas, Assistant Director, Human Services, 602-506 4983.**
    - **Mindy Wakefield, Human Services Planner, 602-506-2316.**
  - **Housing Needs and Resources-The Maricopa County Industrial Development Authority staff, October 7, 2004.**
  - **Survey of Housing and Community Development Needs - circulated to housing services providers.**
  - **Survey of Public Housing Agency plans for public and assisted housing including the Housing Authority of Maricopa County.**

After the Consolidated Plan was drafted, copies of relevant sections were distributed to the following individuals for their review.

- **Joy Rich, Director, Maricopa County Planning and Development**
- **Tom Manos, Director, Maricopa County Industrial Development Authority**
- **Al Patrick, Executive Director, Housing Authority of Maricopa County**
- **Acting Director, Department of Public Health**
- **Annette Stein, Director, Maricopa County Human Services**

### **Citizen Participation (91.200 (b))**

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

\*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

5 Year Strategic Plan Citizen Participation response:

**1. The Citizens Participation Plan (CP Plan) has been updated as part of the preparation of this Consolidated Plan and is located in the Additional Files folder of this document. It mirrors the requirements of 24 CFR 91.200. It is specifically adopted along with the Antidisplacement Policy as a component of this Consolidated Plan. Participation by communities, agencies and individual citizens is solicited through at least two public hearings**

- **for the adoption of the Consolidated Plan,**
- **for each subsequent Annual Action Plan and**

- for any defined amendment to the plans. Public notices invite participation in alternate languages and formats to encourage participation by minorities, low-income persons and persons with disabilities.

Each participating Urban County community was obliged to approve the community's needs and objectives at a publicly noticed meeting and its annual action plan at a separate meeting. Public hearings were held before the CDAC on February 16, 2005 and April 13, 2005, and the Plan was presented to the Maricopa County Board of Supervisors on May 4, 2005.

2. Written comments received during the preparation of the plan addressed:

- needs of low-income people for affordable housing,
- the need for health facilities,
- the need for a variety of facilities and services to serve
  - low-income people,
  - seniors and
  - people with disabilities.
- One commentor raised the need for communities to begin serious regional cooperation in the development of affordable housing resources and solutions.

3. Efforts to broaden public participation:

- Maricopa County Research and Reporting conducted a Community Development Needs Assessment Survey by telephone in September 2004. The number of people surveyed was 1,192. Of this number, 559 identified the household as having at least one elderly person. 140 responded that some health-related problem affected housing choice. 233 responded that the household contained at least 1 minority member.
- Eleven participating communities in the Urban County approved their needs assessments and goals at publicly noticed meetings. Their efforts to involve citizens included mailings, focus groups, advisory committees and postings in CAP offices.
- Printed surveys were mailed out to 26 agencies that provide services to single parent families, persons with disabilities, persons with AIDS and agencies with large minority clientele. The mailing list and cover letter are included in the Additional Files folder. Seven agencies responded regarding the needs of their clientele and one recommended that the Urban County engage in a regional effort with other communities to address housing affordability in a manner similar to the way that the Maricopa Association of Governments is addressing homelessness.
- A notice and invitation for public comment was posted on the Maricopa County Community Development web page from December 2004 through April of 2005.

4. Comments not accepted:

- The issue of transportation was raised by a number of persons in the telephone survey. While the issue is an important one in the outlying communities, it is considered to be better addressed by the Regional Public Transit Authority and the recently extended half-cent sales tax.
- A number of respondents to written and telephone surveys indicated a need for increased public services. The CDAC has made a formal commitment to target HUD resources to bricks and mortar activities.
- Two commenters raised health facility issues that were not supported by the communities where the facility would be located. The CDAC

**and the County Board of Supervisors hold the local community accountable for applications and implementation of planned activity within the community.**

### **Institutional Structure (91.215 (i))**

3. Explain the institutional structure through which the jurisdiction will carry out its consolidated plan, including private industry, non-profit organizations, and public institutions.
3. Assess the strengths and gaps in the delivery system.
3. Assess the strengths and gaps in the delivery system for public housing, including a description of the organizational relationship between the jurisdiction and the public housing agency, including the appointing authority for the commissioners or board of housing agency, relationship regarding hiring, contracting and procurement; provision of services funded by the jurisdiction; review by the jurisdiction of proposed capital improvements as well as proposed development, demolition or disposition of public housing developments.

5 Year Strategic Plan Institutional Structure response:

- 1. The term "Institutional Structure" does not communicate the intention of this regulation very well. Institutional structure would generally be understood as the organizational chart for the responsible entity. However, in this context, the *institutional structure* is the overall delivery system for carrying out the Five-Year Consolidated Plan. That institutional structure for Urban Maricopa County is as follows:**
  - a. The governing authority for this Consolidated Plan is the Maricopa County Board of Supervisors. The County is the:**
    - i. Grant recipient for CDBG,**
    - ii. Lead Agency for the Maricopa HOME Consortium for receipt of HOME/ADDI,**
    - iii. Administrator for the Maricopa County Fair Housing Program,**
    - iv. Grant recipient for ESG.**
  - b. Administrative responsibility for these grants is delegated to**
    - i. Maricopa County Community Development for CDBG and HOME/ADDI.**
      - a. The Department administers, monitors and reports on expenditure of funds from these grants through**
        - i. Participation agreements with Urban County cities and towns for CDBG and HOME/ADDI funds**
        - ii. An intergovernmental agreement that forms the Maricopa HOME Consortium.**
        - iii. Annual peer review with other members of the Maricopa HOME Consortium**
    - b. The Department is advised on the allocation**

and expenditure of these grants by the Maricopa County Community Development Advisory Committee. The CDAC

- i. Monitors Consolidated Plan development,
        - ii. Adopts guidelines for funding applications,
        - iii. Prioritizes funding applications,
        - iv. Makes recommendations to the Board of Supervisors on the funding allocations for the Annual Action Plans,
        - v. Reviews performance on annual activities:
          1. Progress on activities,
          2. Progress on 1.5 rule for grant expenditures,
          3. Change orders and
          4. Program amendments.
      - ii. Maricopa County Human Services for the ESG.
        - a. Contracting
        - b. Reporting
        - c. Draw-down
      - c. These grants are finally reviewed by the County's internal and external auditors in the annual single audit.
    2. Contracted delivery of the programs and projects funded from these grants includes
      - a. For CDBG
        - i. Local communities for public facilities and improvements
        - ii. Non-profits for public facilities
        - iii. Consultants for
          1. Fair Housing and
          2. Performance reporting
      - b. For HOME/ADDI
        - i. Local communities,
        - ii. Non-profits,
        - iii. Community Housing Development Organizations,
        - iv. Consultants,
          1. Housing rehabilitation services,
          2. Performance reporting and
          3. Environmental review.
        - v. For profit housing developers for development of new affordable housing units.
      - c. For ESG
        - i. Community Action Programs,
        - ii. Non-profit providers of emergency housing.
    3. Other resources for the implementation of the Consolidated Plan include:
      - a. The Maricopa Association of Governments Continuum of Care Committee on Homelessness for the funding of Homeless programs
      - b. Maricopa County Industrial Development Authority for single and multi-family housing financing

- c. **Maricopa County Human Services for**
    - i. **Human services**
    - ii. **Senior services**
    - iii. **Employment services**
    - iv. **Special transportation services**
  - d. **Maricopa County Department of Health Services**
    - i. **Services to persons with HIV/AIDS and their families.**
  - e. **The Housing Authority of Maricopa County (HAMC)-more fully described in the next section.**
  - f. **Private sector economic development**
    - i. **Each year, Maricopa County Community Development administers contracts funded from approximately \$1,500,000 in County general funds, budgeted to economic development. Funded agencies include:**
      - 1. **Greater Phoenix Economic Council**
      - 2. **Phoenix Chamber of Commerce**
      - 3. **Greater Phoenix Convention and Visitors Bureau**
      - 4. **Western Maricopa Enterprise Zone**
      - 5. **Collaboration for a New Century**

**GPEC will assist nearly 900 prospect companies with location and expansion in Maricopa County during the term of the Consolidated Plan. The Western Maricopa Enterprise Zone, which incorporates 5,600 square miles in Western Maricopa County, is an alliance of 11 political jurisdictions. The enterprise zone offers incentives in property tax reductions and/or corporate income tax credits to new and expanding businesses that increase job opportunities, capital investment and business vitality to the zone. The Collaboration for a New Century receives technical assistance funding to provide training and one-on-one technical assistance to small, community and faith-based organizations.**
  - g. **The State Department of Housing for the administration of Low Income Housing Trust Funds and the State Housing Trust Fund.**
- 4. There are strengths and gaps in this delivery system:**
- a. **Strengths**
    - i. **Contractual relationships-All governmental relationships are guided by either participation agreements or intergovernmental agreements (IGA).**
    - ii. **Open participation on a regional basis has been effective in developing predictability in the application processes for multiple communities and non-profit providers.**
      - 1. **The CDAC provides local communities in the Urban County with the opportunity and responsibility to be involved in allocation, monitoring, changes and performance reporting.**
      - 2. **HOME/ADDI funds are managed similarly through an IGA in which the County serves as the lead agency. (This IGA is more fully described in the Consolidated Plan for the Maricopa HOME Consortium.)**
      - 3. **The County is an active participant and a funding partner in the MAG Continuum of Care Regional**

**Committee on Homelessness.**

- iii. **Regional interaction has**
  - 1. **Improved consistency in application processes**
  - 2. **Developed capacity in**
    - a. **The staff of local communities**
    - b. **The non-profit and CHDO agencies**
  - 3. **Reduced duplication of effort**
  - 4. **Provided single sources of contact for entities interested in addressing regional problems.**
  - 5. **Helped to develop a more comprehensive performance report on the variety of resources being brought to bear on community development problems.**
- b. **Gaps in the delivery system**
  - i. **Population growth is so fast in the Urban County service area that it impacts**
    - 1. **Staff capacity at every level**
      - a. **Based on staff changes that occur as the communities grow in size and complexity**
      - b. **Based on staff being multitasked to the point that time may not be available to fully administer grant mandates.**
      - c. **Maricopa County Community Development's ability to maintain quality program management because it's own administrative budget is reduced as Urban County communities reach the population threshold to become separate entitlement communities.**
    - 2. **Eligibility of certain types of public improvements because of changes in the percentages of low and moderate-income people in census tracts.**
    - 3. **Availability of land for affordable housing.**
  - ii. **The number of communities that are involved in the Urban County**
    - 1. **Communities have different**
      - a. **Populations in**
        - i. **Size**
        - ii. **Demographics**
      - b. **Values based on**
        - i. **Rates of growth and**
        - ii. **Elections**
  - iii. **Federal funding for housing and community development, which is generally based on population**
    - 1. **Always lags population growth**
    - 2. **Has traditionally been biased toward the Eastern part of the Country**
    - 3. **Is currently being reduced in nearly every area of the federal budget to address deficits related to**
      - a. **The war on terror**
      - b. **Tax cuts and**
      - c. **The administration's priorities related to**
        - i. **A bias for home ownership and**

- ii. A focus on the needs of the military and business community over the needs of low and moderate-income people.
- c. The Housing Authority of Maricopa County provides Public Housing and Housing Choice Voucher rental assistance in the Urban County. Since July 1, 2003, the HAMC has been a separate, delegated, freestanding entity under State enabling legislation. The purpose for this delegation was to provide a level of autonomy sufficient to allow the Housing Authority to directly participate in development of affordable rental property. The agency board of directors is appointed by the County Board of Supervisors; and the Executive Director, although appointed by the County Manager, reports to the agency board. Certain services related to personnel administration are still contracted back to the County. The County Manager has recently reorganized the Maricopa County organizational chart to have reporting for Housing, Community Development, Human Services and the regional homeless campus report through the same County Officer. The last two years have been a time of considerable transition in the administration of the Housing Authority and it will take some time to identify the strengths and assess the gaps in this particular arrangement. That assessment will develop over the next two to three years as the agency works with HUD to address issues related to administration in the two most recent HUD reviews.

### **Monitoring (91.230)**

1. Describe the standards and procedures the jurisdiction will use to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

3-5 Year Strategic Plan Monitoring response:

#### **Monitoring**

1. **Monitoring begins at the application process that is part of the development of the Annual Action Plan.**
  - a. Each application for funding is reviewed for compliance with national objectives and the Consolidated Plan.
  - b. Applications are then reviewed for past performance with the CDAC as a part of the preparation of the Annual Action Plan.
2. The second monitoring step is the review of invoices for reimbursement of costs incurred against the grant. This occurs before reimbursements are authorized for contracted work. This ongoing review is documented in monthly performance reports made by staff to the CDAC. This review addresses performance on funded projects and tracks rate of expenditure to ensure compliance with the 1.5 drawdown requirement. Any community not in compliance with the 1.5 expenditure schedule may not be considered for new funding during the next application cycle.
3. The more formal monitoring

- a. begins with a risk assessment of all grant-funded projects and subrecipient contracts. The risk assessment considers size of the grant contract, changes in organizational structure and how long it has been since the last on-site monitoring. For HOME-funded multifamily projects, the risk assessment also includes whether it has been more than two years since the last on-site monitoring. Based on the risk assessment, there are two possible options:
  - i. Desk review
  - ii. On-site monitoring follows a formal monitoring tool and includes site inspections of a sample of assisted rental units to verify housing quality. Monitoring may result in findings, concerns or suggestions for improvement. The agency is given an opportunity to correct any findings. The need for follow-up review is considered in the risk assessment for the next year and corrections to prior year findings are specifically included in the subsequent monitoring. The Monitoring Policy and the monitoring questionnaire are included in the Additional Files folder.

### **Priority Needs Analysis and Strategies (91.215 (a))**

1. Describe the basis for assigning the priority given to each category of priority needs.
2. Identify any obstacles to meeting underserved needs.

5 Year Strategic Plan Priority Needs Analysis and Strategies response:

1. **The process for assigning priority and the obstacles to meeting underserved needs were addressed in *General Questions* above. The basis for the assignment of priority is as follows:**
  - a. ***High priority:*** The need for projects or programs in this category is generally recognized as
    - i. Significant
    - ii. Appropriate for available funding sources
    - iii. Addressable with available funding levels and
    - iv. Within the capacity of the locality or agency to accomplish.
  - b. ***Medium priority:*** The need for projects or programs in this category is considered to be important enough to address if appropriate funding were to become available during the planning period but:
    - i. Less urgent than other needs
    - ii. Not clearly appropriate to the objectives of the federal or local funding available
    - iii. More costly than the resources reasonably expected to be available.
  - c. ***Low priority:*** The need for projects in this category will not be addressed during this planning period because it is considered to be:
    - i. Less critical than other identified needs
    - ii. Inappropriate to the public objectives of the locality or the funding sources.
    - iii. More costly than the resources reasonably expected to be available and/or

iv. Beyond the capacity locally available to successfully address the problem.

2. The obstacles are described in each priority above.

Note: The Consolidated Plan is a federally mandated plan for the use of HUD funds for housing and community development activity. Activities that are funded from regular HUD appropriations must be ranked as high or medium priorities to qualify for funding. A low priority activity cannot receive CDBG, HOME/ADDI, ESG or other covered federal funds during the Consolidated Plan period unless a program amendment is proposed and approved by HUD. While it is important to plan for all housing and community development activities anticipated during the next five years, the Consolidated Plan can not control the expenditure of local funds; and amendments to the Consolidated Plan are only required if changes in priorities would affect the expenditure of regular HUD appropriations.

**Lead-based Paint (91.215 (g))**

1. Estimate the number of housing units that contain lead-based paint hazards, as defined in section 1004 of the Residential Lead-Based Paint Hazard Reduction Act of 1992, and are occupied by extremely low-income, low-income, and moderate-income families.
2. Outline actions proposed or being taken to evaluate and reduce lead-based paint hazards and describe how lead based paint hazards will be integrated into housing policies and programs.

5 Year Strategic Plan Lead-based Paint response:

1. **Records provided by the Arizona Department of Health Services indicate that between January 1, 2000 and June 30, 2004, 46 children under the age of 16 who were living in Urban County communities tested positive for an elevated level of lead in their blood. The following estimates for the number of housing units that contain lead hazards is based on 2000 Census data for age of dwelling units, households with children in poverty. The methodology for the development of the estimates applied the findings of a national study entitled "The Prevalence of Lead Based Paint Hazards in U.S. Housing" published October, 2002. The applied calculations are as follows**
  - a. Based on age of housing and owner/renter tenure, it is estimated that as many as 2,259 owner-occupied units and 617 rental units would test positive for presence of lead in painted surfaces.
  - b. These numbers represent the likely outside risk based on the application of the findings of the national study.
  - c. Since the study indicates that risk is generally 25% both for households below poverty and above the poverty line, and since that number would be greater than the number of units expected to have lead contamination, the unit numbers for all occupied units are estimated to be the upper limit.

| Sample         | Study | UMC | Prevalence     | Study      | UMC # of units |        |
|----------------|-------|-----|----------------|------------|----------------|--------|
|                |       |     |                | %w/hazards | Owner          | Renter |
| Western region |       |     | Western region | 15%        |                |        |

|  |     |     |                       |     |       |       |
|--|-----|-----|-----------------------|-----|-------|-------|
| Owner renter split   |     |     | Construction year     |     |       |       |
| Owner  | 69% | 85% | 1978+w/hazards        | 3%  | 2,306 | 335   |
| Renter   | 30% | 15% | 1960-1977             | 8%  | 3,796 | 676   |
| In poverty   | 14% | 6%  | 1940-1959             | 43% | 2,304 | 1,082 |
| Income   |     |     | Before 1940           | 69% | 631   | 375   |
| 0-\$19,999   | 20% |     | Tenure                |     |       |       |
| \$20-39,999  | 27% |     | Owner                 | 23% | 9,038 |       |
| \$40-+   | 44% |     | Renter                | 30% |       | 2,469 |
| Calculations are derived from 2000 Census based on findings of "The prevalence of Lead Based Paint Hazards in U.S Housing" October 2002. |     |     | In poverty            | 38% |       |       |
|  |     |     | W/children regardless | 25% | 2,259 | 617   |
|  |     |     | Race                  |     |       |       |
|  |     |     | White                 | 25% |       |       |
|  |     |     | African American      | 29% |       |       |
|  |     |     | Other                 | 23% |       |       |
|  |     |     | Ethnicity             |     |       |       |
|  |     |     | Hispanic              | 32% |       |       |
| Non-Hispanic   | 24% |     |                       |     |       |       |

2. The Housing Authority of Maricopa County inspects all rental units prior to occupancy by households who have Housing Choice Vouchers. For units built before 1978, chipped or peeling paint must be removed prior to occupancy. Renter and owner occupied units built before 1978 that are being rehabilitated with CDBG or HOME funds must be professionally assessed and abated as part of the assisted contract. These are the primary ways that lead paint hazard is assessed and abated in the Urban County.

**HOUSING**

**Housing Needs (91.205)**

\*Please also refer to the Housing Needs Table in the Needs.xls workbook

1. Describe the estimated housing needs projected for the next five year period for the following categories of persons: extremely low-income, low-income, moderate-income, and middle-income families, renters and owners, elderly persons, persons with disabilities, including persons with HIV/AIDS and their families, single persons, large families, public housing residents, families on the public housing and section 8 tenant-based waiting list, and discuss specific housing problems, including: cost-burden, severe cost-burden, substandard housing, and overcrowding (especially large families).
2. To the extent that any racial or ethnic group has a disproportionately greater need for any income category in comparison to the needs of that category as a whole, the jurisdiction must complete an assessment of that specific need. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial or ethnic group is at least ten percentage points higher than the percentage of persons in the category as a whole.

5 Year Strategic Plan Housing Needs response:

**See the Consolidated Plan for the Maricopa HOME Consortium. The Consortium performs the housing and homeless needs assessment and housing market analysis for the entire Consortium regional area but establishes goals and strategies at the local community level.**

Urban Maricopa County is a member of a Consortium for the HOME/ADDI program. 24CFR91.405 requires that "Housing and homeless needs must be described in the consolidated plan in accordance with the provisions of Sec. 91.205 for the entire consortium". Although the regulations allow a Consortium to describe needs by individual locality, the Maricopa HOME Consortium has elected to retain the regional approach to needs assessment and housing market analysis and establish strategies for addressing need at the local community level. This also complies with the Consolidated Plan regulation for the Strategic Plan, 24CFR91.415, to set forth priorities for allocating housing (including CDBG and ESG, where applicable) resources geographically within the Consortium.

### **Priority Housing Needs (91.215 (b))**

1. Identify the priority housing needs in accordance with the categories specified in the Housing Needs Table (formerly Table 2A). These categories correspond with special tabulations of U.S. census data provided by HUD for the preparation of the Consolidated Plan.
2. Provide an analysis of how the characteristics of the housing market and the severity of housing problems and needs of each category of residents provided the basis for determining the relative priority of each priority housing need category.

Note: Family and income types may be grouped in the case of closely related categories of residents where the analysis would apply to more than one family or income type.

3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.

5 Year Strategic Plan Priority Housing Needs response:

**See the Consolidated Plan for the Maricopa HOME Consortium. The Consortium performs the housing and homeless needs assessment and housing market analysis for the entire Consortium regional area but establishes goals and strategies at the local community level.**

### **Housing Market Analysis (91.210)**

\*Please also refer to the Housing Market Analysis Table in the Needs.xls workbook

1. Based on information available to the jurisdiction, describe the significant characteristics of the housing market in terms of supply, demand, condition, and the cost of housing; the housing stock available to serve persons with disabilities; and to serve persons with HIV/AIDS and their families.

2. Describe the number and targeting (income level and type of household served) of units currently assisted by local, state, or federally funded programs, and an assessment of whether any such units are expected to be lost from the assisted housing inventory for any reason, (i.e. expiration of Section 8 contracts).
3. Indicate how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units. Please note, the goal of affordable housing is not met by beds in nursing homes.

5 Year Strategic Plan Housing Market Analysis responses:

**See the Consolidated Plan for the Maricopa HOME Consortium. The Consortium performs the housing and homeless needs assessment and housing market analysis for the entire Consortium regional area but establishes goals and strategies at the local community level.**

**Specific Housing Objectives (91.215 (b))**

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

5 Year Strategic Plan Specific Housing Objectives response:

**The following chart consolidates the goals and objectives for affordable housing prepared by the participating communities in Urban Maricopa County along with anticipated sources of funds.**

| <b>National Objective met by: <i>Providing decent housing.</i></b>                    |  |   |  |   |
|---|--|---|--|---|
| <b>Desired outcome: <i>An increase in the number of quality affordable units.</i></b> |  |   |  |   |
| <b>Need to be addressed/ from the Needs Assessment</b>                                | <b>Goal to address high priority needs</b>                         | <b>Activity</b>   | <b>Unit of measure (Completed housing units)</b> | <b>Anticipated fund sources</b>   |
| Single-family housing rehabilitation  | Increase the quality of owner-occupied housing by providing        | Housing rehabilitation assistance to low and moderate income households | 226 homes  | HOME Funds<br>State Housing Trust Funds<br>Fee Waivers<br>Owners' Funds                         |
| Homebuyer Assistance  | Increase the availability of affordable owner housing by providing | Down payment assistance to low and moderate income households           | 199 homes  | HOME Funds<br>ADDI Funds<br>IDEA Grants<br>FSS Escrow<br>Private Mortgages<br>IDAs and Mortgage |

|   |  |   |            |  |
|---|--|---|------------|--|
|   |  |   |            | Credit Certificates  |
| Acquisition of land and construction of new housing for owner occupants | Increase the availability of affordable owner housing by providing | Acquisition and development for owner-occupied housing                                | 90 units   | HOME/ADDI Funds<br>Habitat<br>Sweat Equity<br>Private Mortgages<br>State Housing Trust Funds   |
| Acquisition and rehabilitation of rental housing                        | Increase the supply of affordable rental housing by providing      | Acquisition and rehabilitation assistance to house low and moderate income households | 5 projects | HOME Funds<br>State Housing Trust Funds<br>Low Income Housing Tax Credits<br>Private Financing<br>Affordable Housing Bonds<br>Non-Federal Match Fee Waivers      |
| Acquisition of land and construction of new rental housing              | Increase the supply of affordable rental housing by providing      | Acquisition and development assistance to house low and moderate income households    | 48 units   | HOME/ADDI Funds<br>State Housing Trust Funds<br>Low Income Housing Tax Credits<br>Private Financing<br>Affordable Housing Bonds<br>Non-Federal Match Fee Waivers |

| Five-year goals             |                      |                           |                           | Maricopa Urban County |
|-----------------------------|----------------------|---------------------------|---------------------------|-----------------------|
| Household Income <= 30% MFI | Renter               | Elderly                   | NUMBER OF HOUSEHOLDS      |                       |
|                             |                      |                           | Any housing problems      | 153                   |
|                             |                      |                           | Cost Burden > 30%         |                       |
|                             |                      |                           | Cost Burden >50%          |                       |
|                             |                      | Small Related             | NUMBER OF HOUSEHOLDS      |                       |
|                             |                      |                           | With Any Housing Problems | 2,421                 |
|                             |                      |                           | Cost Burden > 30%         |                       |
|                             |                      |                           | Cost Burden >50%          |                       |
|                             |                      | Large Related             | NUMBER OF HOUSEHOLDS      |                       |
|                             |                      |                           | With Any Housing Problems | 2,103                 |
|                             |                      |                           | Cost Burden > 30%         |                       |
|                             |                      |                           | Cost Burden >50%          |                       |
|                             | All other households | NUMBER OF HOUSEHOLDS      |                           |                       |
|                             |                      | With Any Housing Problems | 0                         |                       |

| Five-year goals                     |                           |                           | Maricopa Urban County     |     |
|-------------------------------------|---------------------------|---------------------------|---------------------------|-----|
| Household Income > 30 to < =50% MFI | Owner                     | Elderly                   | Cost Burden > 30%         |     |
|                                     |                           |                           | Cost Burden >50%          |     |
|                                     |                           | Small Related             | NUMBER OF HOUSEHOLDS      |     |
|                                     |                           |                           | With Any Housing Problems | 10  |
|                                     |                           |                           | Cost Burden > 30%         |     |
|                                     |                           |                           | Cost Burden >50%          |     |
|                                     |                           | Large Related             | NUMBER OF HOUSEHOLDS      |     |
|                                     |                           |                           | With Any Housing Problems | 15  |
|                                     |                           |                           | Cost Burden > 30%         |     |
|                                     |                           |                           | Cost Burden >50%          |     |
|                                     | All other hsholds         | NUMBER OF HOUSEHOLDS      |                           |     |
|                                     |                           | With Any Housing Problems | 0                         |     |
|                                     |                           | Cost Burden > 30%         |                           |     |
|                                     |                           | Cost Burden >50%          |                           |     |
|                                     | Renter                    | Elderly                   | NUMBER OF HOUSEHOLDS      |     |
|                                     |                           |                           | With Any Housing Problems | 0   |
|                                     |                           |                           | Cost Burden > 30%         |     |
|                                     |                           |                           | Cost Burden >50%          |     |
|                                     |                           | Small Related             | NUMBER OF HOUSEHOLDS      |     |
|                                     |                           |                           | With Any Housing Problems | 323 |
| Cost Burden > 30%                   |                           |                           |                           |     |
| Cost Burden >50%                    |                           |                           |                           |     |
| Large Related                       |                           | NUMBER OF HOUSEHOLDS      |                           |     |
|                                     |                           | With Any Housing Problems | 540                       |     |
|                                     | Cost Burden > 30%         |                           |                           |     |
|                                     | Cost Burden >50%          |                           |                           |     |
| All other hsholds                   | NUMBER OF HOUSEHOLDS      |                           |                           |     |
|                                     | With Any Housing Problems | 0                         |                           |     |
|                                     | Cost Burden > 30%         |                           |                           |     |
|                                     | Cost Burden >50%          |                           |                           |     |
| Owner                               | Elderly                   | NUMBER OF HOUSEHOLDS      |                           |     |
|                                     |                           | With Any Housing Problems | 30                        |     |
|                                     |                           | Cost Burden > 30%         |                           |     |

| Five-year goals                   |                           |                           | Maricopa Urban County     |    |
|-----------------------------------|---------------------------|---------------------------|---------------------------|----|
| Household Income >50 to <=80% MFI | Renter                    | Small Related             | Cost Burden >50%          |    |
|                                   |                           |                           | NUMBER OF HOUSEHOLDS      |    |
|                                   |                           |                           | With Any Housing Problems | 30 |
|                                   |                           |                           | Cost Burden > 30%         |    |
|                                   |                           | Large Related             | Cost Burden >50%          |    |
|                                   |                           |                           | NUMBER OF HOUSEHOLDS      |    |
|                                   |                           |                           | With Any Housing Problems | 30 |
|                                   |                           |                           | Cost Burden > 30%         |    |
|                                   |                           | All other hsholds         | Cost Burden >50%          |    |
|                                   |                           |                           | NUMBER OF HOUSEHOLDS      |    |
|                                   |                           |                           | With Any Housing Problems | 0  |
|                                   |                           |                           | Cost Burden > 30%         |    |
| Owner                             | Elderly                   | Cost Burden >50%          |                           |    |
|                                   |                           | NUMBER OF HOUSEHOLDS      |                           |    |
|                                   |                           | With Any Housing Problems | 0                         |    |
|                                   |                           | Cost Burden > 30%         |                           |    |
|                                   | Small Related             | Cost Burden >50%          |                           |    |
|                                   |                           | NUMBER OF HOUSEHOLDS      |                           |    |
|                                   |                           | With Any Housing Problems | 46                        |    |
|                                   |                           | Cost Burden > 30%         |                           |    |
|                                   | Large Related             | Cost Burden >50%          |                           |    |
|                                   |                           | NUMBER OF HOUSEHOLDS      |                           |    |
|                                   |                           | With Any Housing Problems | 141                       |    |
|                                   |                           | Cost Burden > 30%         |                           |    |
| All other hsholds                 | Cost Burden >50%          |                           |                           |    |
|                                   | NUMBER OF HOUSEHOLDS      |                           |                           |    |
|                                   | With Any Housing Problems | 48                        |                           |    |
|                                   | Cost Burden > 30%         |                           |                           |    |
| Elderly                           | Cost Burden >50%          |                           |                           |    |
|                                   | NUMBER OF HOUSEHOLDS      |                           |                           |    |
|                                   | With Any Housing Problems | 10                        |                           |    |
|                                   | Cost Burden > 30%         |                           |                           |    |
| Small Related                     | Cost Burden >50%          |                           |                           |    |
|                                   | NUMBER OF HOUSEHOLDS      |                           |                           |    |
|                                   | With Any Housing Problems | 60                        |                           |    |

| Five-year goals |                   |                           | Maricopa Urban County     |   |
|-----------------|-------------------|---------------------------|---------------------------|---|
| Large Related   |                   | Cost Burden >50%          |                           |   |
|                 |                   | NUMBER OF HOUSEHOLDS      |                           |   |
|                 |                   | With Any Housing Problems | 30                        |   |
|                 |                   | Cost Burden > 30%         |                           |   |
|                 |                   | Cost Burden >50%          |                           |   |
|                 | All other hsholds |                           | NUMBER OF HOUSEHOLDS      |   |
|                 |                   |                           | With Any Housing Problems | 0 |
|                 |                   |                           | Cost Burden > 30%         |   |
|                 |                   | Cost Burden >50%          |                           |   |

### Needs of Public Housing (91.210 (b))

In cooperation with the public housing agency or agencies located within its boundaries, describe the needs of public housing, including the number of public housing units in the jurisdiction, the physical condition of such units, the restoration and revitalization needs of public housing projects within the jurisdiction, and other factors, including the number of families on public housing and tenant-based waiting lists and results from the Section 504 needs assessment of public housing projects located within its boundaries (i.e. assessment of needs of tenants and applicants on waiting list for accessible units as required by 24 CFR 8.25). The public housing agency and jurisdiction can use the optional Priority Public Housing Needs Table (formerly Table 4) of the Consolidated Plan to identify priority public housing needs to assist in this process.

5 Year Strategic Plan Needs of Public Housing response:

**The Housing Authority of Maricopa County (HAMC) manages 827 Public Housing rental units at eighteen sites throughout Maricopa County and administers 1,478 Housing Choice Vouchers. Currently there are 2,095 applicants on the Public Housing waitlist and 320 applicants on the list for Housing Choice Vouchers. In addition, HAMC manages one scattered site single-family tax credit/mixed finance development. The first of the developments was planned and constructed a half a century ago and the last traditional Public Housing development was built a little over a decade ago. Because of various changes in federal housing policy it is imperative that the HAMC engage in new policies to provide for the accomplishment of its mission, "to increase the supply of affordable rental housing for low-income households who cannot afford to pay market rents and promote training, educational opportunities and economic self-sufficiency so they can become homeowners.**

| Local Housing Agency | Number of Public Housing Units | Number of public housing units in need of rehab | Number of public housing units not accessible to persons with disabilities (504 Needs Assessment) | Number of Public Housing Units expected to be lost from the agency's inventory, 2005 through 2009 | Activities planned to encourage involvement of tenants in housing management | Activities planned to encourage home ownership by tenants  | Public housing needs which may be appropriate for assistance from the community, 2005 through 2009 |
|----------------------|--------------------------------|---|---|---|--|--|--|
| Maricopa County      | 792 habitable PH units         | 369 units                                       | 750 units not accessible  | Total of 75   | Resident-Councils<br><br>Annual plan participation                           | Submitted application for homeownership June 28, 2005<br><br>BOC approved home ownership policy Nov 2004 | Create a Partnership with the cities of Glendale, Avondale and Tolleson for homeownership          |

**Public Housing Strategy (91.210)**

1. Describe the public housing agency's strategy to serve the needs of extremely low-income, low-income, and moderate-income families residing in the jurisdiction served by the public housing agency (including families on the public housing and section 8 tenant-based waiting list), the public housing agency's strategy for addressing the revitalization and restoration needs of public housing projects within the jurisdiction and improving the management and operation of such public housing, and the public housing agency's strategy for improving the living environment of extremely low-income, low-income, and moderate families residing in public housing.
2. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake to encourage public housing residents to become more involved in management and participate in homeownership. (NAHA Sec. 105 (b)(11) and (91.215 (k))
3. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such
4. designation. (NAHA Sec. 105 (g))

5 Year Strategic Plan Public Housing Strategy response:

1. **During the term of this Consolidated Plan HAMC will:**
  - a. **Pursue varying and flexible partnerships and funding opportunities to develop additional affordable housing both for rental and homeownership**
  - b. **Develop a real-property asset management program to provide for the direction of Capital Funds.**

- c. Revitalize the Family Self-Sufficiency Program with an emphasis on homeownership training, savings, job training and independent living.
  - d. Become more engaged in comprehensive regional solutions with other authorities, municipalities, private entities and financial institutions in order to leverage funding and policy for the benefit of residents and communities.
  - e. Consider potential designation of certain developments to the status of elderly or near elderly housing so as to permit the elderly to have a safe and secure environment in which to live.
  - f. Undertake a fundamental examination of all of the Authority's properties so as to determine both best use and additional management options. Analyze all management operations and take all necessarily preliminary steps to meet HUD site-based property management objectives. The results will place an emphasis on an asset-oriented organization.
2. Establish a Public Housing Homeownership program and at the same time a Housing Choice Voucher Homeownership Program, which may permit the sales of housing to eligible residents so as to fund the development of additional affordable housing.
  3. At the time of the preparation of this Consolidated Plan, the HAMC is not designated as troubled.

Overall, the Housing Authority of Maricopa County will develop a comprehensive, detailed and ambitious plan for the coming year. Through teamwork, the plan can be achieved. We are hopeful that many of the items will be set into motion, to the betterment of the Authority and to the residents, which it serves.

### **Barriers to Affordable Housing (91.210 (e) and 91.215 (f))**

1. Explain whether the cost of housing or the incentives to develop, maintain, or improve affordable housing are affected by public policies, particularly those of the local jurisdiction. Such policies include tax policy affecting land and other property, land use controls, zoning ordinances, building codes, fees and charges, growth limits, and policies that affect the return on residential investment.
2. Describe the strategy to remove or ameliorate negative effects of public policies that serve as barriers to affordable housing, except that, if a State requires a unit of general local government to submit a regulatory barrier assessment that is substantially equivalent to the information required under this part, as determined by HUD, the unit of general local government may submit that assessment to HUD and it shall be considered to have complied with this requirement.

5 Year Strategic Plan Barriers to Affordable Housing response:

- 1) **Development of subsidized affordable housing in the unincorporated areas of the County is rare. Generally, development in these areas has fewer land use and development restrictions than in cities and towns and the result is a more inexpensive development. The County does have an affordable housing component in the adopted general plan and the county does not assess impact fees.**

- 2) The County does not intend to introduce impact fees during the Consolidated Plan period. And the County will continue to work with developers interested in preservation, development and single-family construction or replacement housing within the jurisdiction. CDBG funded infrastructure and land acquisition and direct subsidy through HOME/ADDI will continue to be the main components of the affordable housing strategy.

**Urban Maricopa County  
Assessment of Barriers to Affordability**

| PART A.—LOCAL JURISDICTIONS, COUNTIES EXERCISING LAND USE AND BUILDING REGULATORY AUTHORITY AND OTHER APPLICANTS APPLYING FOR PROJECTS LOCATED IN SUCH JURISDICTIONS OR COUNTIES |  |     |   |     |   |
|--|--|-----|---|-----|---|
|  |  | 1   | 1 | 2   | 2 |
| 1  | Does your jurisdiction’s comprehensive plan (or in the case of a tribe or TDHE, a local Indian Housing Plan) include a housing element? A local comprehensive plan means the adopted official statement of a legislative body of a local government that sets forth (in words, maps, illustrations, and/or tables) goals, policies, and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction and that includes a unified physical plan for the public development of land and water. If your jurisdiction does not have a local comprehensive plan with a “housing element,” please enter no. If no, skip to question # 4.   | No  |   | Yes | X |
| 2  | If your jurisdiction has a comprehensive plan with a housing element, does the plan provide estimates of current and anticipated housing needs, taking into account the anticipated growth of the region, for existing and future residents, including low-, moderate-, and middle-income families, for at least the next five years?  | No  | X | Yes |   |
| 3  | Does your zoning ordinance and map, development and subdivision regulations or other land use controls conform to the jurisdiction’s comprehensive plan regarding housing needs by providing: (a) sufficient land use and density categories (multifamily housing, duplexes, small lot homes and other similar elements); and (b) sufficient land zoned or mapped “as of right” in these categories, that can permit the building of affordable housing addressing the needs identified in the plan? (For purposes of this notice, “as-of-right,” as applied to zoning, means uses and development standards that are determined in advance and specifically authorized by the zoning ordinance. The ordinance is largely self-enforcing because little or no discretion occurs in its administration.) If the jurisdiction has chosen not to have either zoning, or other development controls that have varying standards based upon districts or zones, the applicant may also enter yes. | No  |   | Yes | X |
| 4  | Does your jurisdiction’s zoning ordinance set minimum building size requirements that exceed the local housing or health code or is otherwise not based upon explicit health standards?  | Yes |   | No  | X |
| 5  | If your jurisdiction has development impact fees, are the fees specified and calculated under local or state statutory criteria? If no, skip to question #7.   | No  | X | Yes |   |
| 6  | If yes to question #5, does the statute provide criteria that set standards for the allowable type of capital investments that have a direct relationship between the fee and the development (nexus), and a method for fee calculation?   | No  |   | Yes |   |
| 7  | If your jurisdiction has impact or other significant fees, does the jurisdiction provide waivers of these fees for affordable housing?   | No  | X | Yes |   |

|           |   |           |          |            |          |
|-----------|---|-----------|----------|------------|----------|
| <b>8</b>  | Has your jurisdiction adopted specific building code language regarding housing rehabilitation that encourages such rehabilitation through graduated regulatory requirements applicable as different levels of work are performed in existing buildings? Such code language increases regulatory requirements (the additional improvements required as a matter of regulatory policy) in proportion to the extent of rehabilitation that an owner/developer chooses to do on a voluntary basis. For further information see HUD publication: "Smart Codes in Your Community: A Guide to Building Rehabilitation Codes" (www.huduser.org/publications/destech/smartcodes.html).  | <b>No</b> | <b>X</b> | <b>Yes</b> |          |
| <b>9</b>  | Does your jurisdiction use a recent version (i.e. published within the last five years or, if no recent version has been published, the last version published) of one of the nationally recognized model building codes (i.e. the International Code Council (ICC), the Building Officials and Code Administrators International (BOCA), the Southern Building Code Congress International (SBCI), the International Conference of Building Officials (ICBO), the National Fire Protection Association (NFPA)) without significant technical amendment or modification? In the case of a tribe or TDHE, has a recent version of one of the model building codes as described above been adopted or, alternatively, has the tribe or TDHE adopted a building code that is substantially equivalent to one or more of the recognized model building codes? Alternatively, if a significant technical amendment has been made to the above model codes, can the jurisdiction supply supporting data that the amendments do not negatively impact affordability? | <b>No</b> |          | <b>Yes</b> | <b>X</b> |
| <b>10</b> | Does your jurisdiction's zoning ordinance or land use regulations permit manufactured (HUD-Code) housing "as of right" in all residential districts and zoning classifications in which similar site-built housing is permitted, subject to design, density, building size, foundation requirements, and other similar requirements applicable to other housing that will be deemed realty, irrespective of the method of production?   | <b>No</b> |          | <b>Yes</b> | <b>X</b> |
| <b>11</b> | Within the past five years, has a jurisdiction official (i.e., chief executive, mayor, county chairman, city manager, administrator, or a tribally recognized official, etc.), the local legislative body, or planning commission, directly, or in partnership with major private or public stakeholders, convened or funded comprehensive studies, commissions, or hearings, or has the jurisdiction established a formal ongoing process, to review the rules, regulations, development standards, and processes of the jurisdiction to assess their impact on the supply of affordable housing?  | <b>No</b> | <b>X</b> | <b>Yes</b> |          |
| <b>12</b> | Within the past five years, has the jurisdiction initiated major regulatory reforms either as a result of the above study or as a result of information identified in the barrier component of the jurisdiction's "HUD Consolidated Plan?" If yes, attach a brief list of these major regulatory reforms.   | <b>No</b> | <b>X</b> | <b>Yes</b> |          |
| <b>13</b> | Within the past five years has your jurisdiction modified infrastructure standards and/or authorized the use of new infrastructure technologies (e.g., water, sewer, street width) to significantly reduce the cost of housing?   | <b>No</b> | <b>X</b> | <b>Yes</b> |          |
| <b>14</b> | Does your jurisdiction give "as-of-right" density bonuses sufficient to offset the cost of building below market units as an incentive for any market rate residential development that includes a portion of affordable housing? (As applied to density bonuses, "as of right" means a density bonus granted for a fixed percentage or number of additional market rate dwelling units in exchange for the provision of a fixed number or percentage of affordable dwelling units and without the use of discretion in determining the number of additional market rate units.)  | <b>No</b> | <b>X</b> | <b>Yes</b> |          |
| <b>15</b> | Has your jurisdiction established a single, consolidated permit application process for housing development that includes building, zoning, engineering, environmental, and related permits? Alternatively, does your jurisdiction conduct concurrent not sequential, reviews for all required permits and approvals?   | <b>No</b> |          | <b>Yes</b> | <b>X</b> |
| <b>16</b> | Does your jurisdiction provide for expedited or "fast track" permitting and   | <b>No</b> | <b>X</b> | <b>Yes</b> |          |

|               |   |     |    |     |   |
|---------------|---|-----|----|-----|---|
|               | approvals for all affordable housing projects in your community?  |     |    |     |   |
| 17            | Has your jurisdiction established time limits for government review and approval or disapproval of development permits in which failure to act, after the application is deemed complete, by the government within the designated time period, results in automatic approval? | No  | X  | Yes |   |
| 18            | Does your jurisdiction allow "accessory apartments" either as: (a) a special exception or conditional use in all single-family residential zones, or (b) "as of right" in a majority of residential districts otherwise zoned for single-family housing?                      | No  |    | Yes | X |
| 19            | Does your jurisdiction have an explicit policy that adjusts or waives existing parking requirements for all affordable housing developments?  | No  | X  | Yes |   |
| 20            | Does your jurisdiction require affordable housing projects to undergo public review or special hearings when the project is otherwise in full compliance with the zoning ordinance and other development regulations?   | Yes |    | No  | X |
| Total Points: |   |     | 12 |     | 8 |

## HOMELESS

### Homeless Needs (91.205 (b) and 91.215 (c))

\*Please also refer to the Homeless Needs Table in the Needs.xls workbook

Homeless Needs— The jurisdiction must provide a concise summary of the nature and extent of homelessness in the jurisdiction, (including rural homelessness where applicable), addressing separately the need for facilities and services for homeless persons and homeless families with children, both sheltered and unsheltered, and homeless subpopulations, in accordance with Table 1A. The summary must include the characteristics and needs of low-income individuals and children, (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered. In addition, to the extent information is available, the plan must include a description of the nature and extent of homelessness by racial and ethnic group. A quantitative analysis is not required. If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates.

5 Year Strategic Plan Homeless Needs response:

**The Maricopa Association of Governments (MAG) Continuum of Care Subcommittee is a regional body. Maricopa Urban County is a participant in the work of that regional body. The population of the Urban County represents 11% of the population of Maricopa County. The numbers reported in the Homeless Needs Table are precisely 11% of the homeless needs reported in the Maricopa Association of Governments Continuum of Care Gaps Analysis.**

**1. In 1999, the Maricopa Association of Governments took over the consultative responsibility of the Continuum of Care planning process by hosting and staffing a Continuum of Care Regional Committee on Homelessness. In 2002, the Committee published the Regional Plan to**

**End Homelessness. That Plan was updated in January/February of 2005 and is herein incorporated by reference. The Plan has already resulted in:**

- a. increased funding**
- b. development of the Human Services Campus**
- c. implementation of a Housing First project for the chronically homeless**
- d. creation of a Day Resource Center for the chronically homeless**
- e. implementation of the Homeless Management Information System which will improve the reliability of information on the needs and services to homeless and chronically homeless persons.**

**Homeless data for this Consolidated Plan has been taken directly from the Continuum of Care Gaps Analysis for HUD McKinney-Vento application process and is deemed reliable. Consultation with the State Homeless Coordinator and the MAG Homeless Coordinator has been documented earlier in this plan. Urban County staff and staff of the Consortium member communities met with the homeless planning coordinators, incorporated the MAG Homeless Plan by reference and specifically reviewed the current MAG Plan to End Homelessness for information on the extent of homelessness by race and ethnicity. That plan is the best available information on homelessness in the county and it does not include this data. All categories identified in the Homeless and Special Needs Populations Chart in Table 1A are considered to be high priority populations and will continue to be funded through the HUD McKinney-Vento application process. Barriers to ending homelessness identified in the Regional Plan included:**

- a. limited funding**
- b. the need for technical assistance**
- c. public resistance to homelessness**
- d. limited choice for treatment and housing.**

## **Priority Homeless Needs**

1. Using the results of the Continuum of Care planning process, identify the jurisdiction's homeless and homeless prevention priorities specified in Table 1A, the Homeless and Special Needs Populations Chart. The description of the jurisdiction's choice of priority needs and allocation priorities must be based on reliable data meeting HUD standards and should reflect the required consultation with homeless assistance providers, homeless persons, and other concerned citizens regarding the needs of homeless families with children and individuals. The jurisdiction must provide an analysis of how the needs of each category of residents provided the basis for determining the relative priority of each priority homeless need category. A separate brief narrative should be directed to addressing gaps in services and housing for the sheltered and unsheltered chronic homeless.
2. A community should give a high priority to chronically homeless persons, where the jurisdiction identifies sheltered and unsheltered chronic homeless persons in its Homeless Needs Table - Homeless Populations and Subpopulations.

5 Year Strategic Plan Priority Homeless Needs response:

---

The needs chart below is developed directly from the MAG Continuum of Care Gaps Analysis for the County and adjusted to reflect the Urban County's 11% share of the overall County population.

| Table 1A<br>Part 1: Homeless Population |  | Sheltered |              | Un-sheltered | Total |
|---|--|-----------|--------------|--------------|-------|
|   |  | Emergency | Transitional |              |       |
| 1.                                      | Homeless Individuals                           | 77        | 182          | 74           | 333   |
| 2.                                      | Homeless Families with Children                | 0         | 0            | 0            | 0     |
|   | 2a. Persons in Homeless Shelters with Children | 98        | 276          | 74           | 448   |
| Total (lines 1 + 2a)                    |  | 175       | 458          | 148          | 781   |
| Part 2: Homeless Subpopulations         |  | Sheltered |              | Un-sheltered | Total |
| 1.                                      | Chronically Homeless                           |           | 27           | 0            | 27    |
| 2.                                      | Severely Mentally Ill                          |           | 60           | 0            | 60    |
| 3.                                      | Chronic Substance Abuse                        |           | 207          | 0            | 207   |
| 4.                                      | Veterans                                       |           | 28           | 0            | 28    |
| 5.                                      | Persons with HIV/AIDS                          |           | 4            | 0            | 4     |
| 6.                                      | Victims of Domestic Violence                   |           | 67           | 0            | 67    |
| 7.                                      | Youth (Under 18 years of age)                  |           | 3            | 0            | 3     |

### Homeless Inventory (91.210 I)

The jurisdiction shall provide a concise summary of the existing facilities and services (including a brief inventory) that assist homeless persons and families with children and subpopulations identified in Table 1A. These include outreach and assessment, emergency shelters and services, transitional housing, permanent supportive housing, access to permanent housing, and activities to prevent low-income individuals and families with children (especially extremely low-income) from becoming homeless. The jurisdiction can use the optional Continuum of Care Housing Activity Chart and Service Activity Chart to meet this requirement.

5 Year Strategic Plan Homeless Inventory response:

**The Update to the Plan to End Homelessness indicates that the County-wide inventory presently includes:**

- a. 1,584 shelter beds-891 for families with children,
- b. 3,964 transitional housing beds-2,511 for families with children,
- c. 2,876 permanent supportive housing beds-744 for families with children.

This is a 17% increase in shelter and housing capacity over the last two years. The chart in the Section above describes the percentage of this inventory that reflects the Urban County share of population.

### Homeless Strategic Plan (91.215 I)

1. Homelessness— Describe the jurisdiction’s strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section). The jurisdiction’s strategy must consider the housing and supportive services needed in each stage of the process which includes preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living. The jurisdiction must also describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless.
2. Chronic homelessness—Describe the jurisdiction’s strategy for eliminating chronic homelessness by 2012. This should include the strategy for helping homeless persons make the transition to permanent housing and independent living. This strategy should, to the maximum extent feasible, be coordinated with the strategy presented Exhibit 1 of the Continuum of Care (CoC) application and any other strategy or plan to eliminate chronic homelessness. Also describe, in a narrative, relationships and efforts to coordinate the Conplan, CoC, and any other strategy or plan to address chronic homelessness.
3. Homelessness Prevention—Describe the jurisdiction’s strategy to help prevent homelessness for individuals and families with children who are at imminent risk of becoming homeless.
4. Institutional Structure—Briefly describe the institutional structure, including private industry, non-profit organizations, and public institutions, through which the jurisdiction will carry out its homelessness strategy.
5. Discharge Coordination Policy—Every jurisdiction receiving McKinney-Vento Homeless Assistance Act Emergency Shelter Grant (ESG), Supportive Housing, Shelter Plus Care, or Section 8 SRO Program funds must develop and implement a Discharge Coordination Policy, to the maximum extent practicable. Such a policy should include “policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons.” The jurisdiction should describe its planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how the community will move toward such a policy.

5 Year Homeless Strategic Plan response:

**The driving force behind the strategy to end homelessness will continue to be the MAG Continuum of Care Committee on Homelessness. The Committee is comprised of:**

- a. formerly homeless persons
- b. elected officials
- c. providers of services to the homeless
- d. faith-based agencies and
- e. veterans who are or work with the homeless

**Planned strategic objectives for the term of this Consolidated Plan include:**

- a. Continuation of support for the Continuum of Care Regional Committee of MAG. The County Human Services Director has just been appointed to chair the Planning Sub-committee.
- b. Completion of development of the Human Services Campus. The County is serving as the administrator to the LLC.
- c. Funding and construction, with other members of the Maricopa Consortium, of a separate facility on the Human Services Campus for mentally ill homeless.
- d. Full implementation of the Homeless Management Information System (HMIS) among homeless providers
- e. Continuation of homeless prevention services through ESG, United Way and other sources through Community Action Programs.
- f. Continued advocacy for preserving and increasing the number of Housing Choice Vouchers to local housing agencies and providers.
- g. An increased emphasis on performance and accountability through evaluation.

The MAG Continuum of Care Committee has been nationally recognized for effectiveness in regional cooperation in addressing planning, service and reporting issues related to the continuum of care. When a plan to end chronic homelessness is developed, it will most naturally fall to that body. At this point in time, the goal to end chronic homelessness by 2012 is being seriously undermined by reductions in funding for the Housing Choice Voucher Program and proposed cuts to the HUD budget for housing and community development which are critical to the supportive services required to address the goal. When the development of a strategy becomes reasonable, components of the strategy will likely include:

- a. Additional "housing first" projects similar to Casa de Paz, which have:
  - i. Relaxed eligibility guidelines
  - ii. Allowance for relapse as a part of recovery
  - iii. Greater flexibility in access to multiple services
- b. One-stop day services
- c. Outreach and peer outreach teams.

Some strides have already been made in coordination of discharge policies among members of the MAG Continuum taskforce. The Arizona Department of Corrections has established a position to work exclusively with inmates at risk of being released without a place to live. The transition plan for discharge has a goal to ensure that inmates are released to safe, affordable housing rather than to a shelter or the streets. Some hospitals, most notably John C. Lincoln, already have detailed discharge plans. (From page 12 of the draft Regional Plan Update.)

## **Emergency Shelter Grants (ESG)**

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

5 Year Strategic Plan ESG response:

**Maricopa County is a direct recipient of ESG funding. The ESG is administered by the Maricopa Human Services Department. The**

---

Department has been directly consulted in the preparation of this section of the Consolidated Plan.

Maricopa County Human Services Department (MCHSD)/Community Services Division (CSD) follows Maricopa County policy on grant award and management. In accordance with Maricopa County Procurement guidelines, MCHSD/CSD issues a Request for Proposal (RFP) for emergency and transitional shelter services in Maricopa County outside the cities of Phoenix, Mesa, and Glendale (who receive their own ESG funding). A time schedule is created from the beginning to ensure a timely process. Any organization may apply for funding; whether a governmental or non-profit entity. MCHSD/CSD advertises an RFP announcement in public formats. MCHSD/CSD follows the established bidding process to select awarded agencies. Based on successful performance, those contracts are renewed twice; for a possible three-year contract term. Subcontracted ESG recipients submit monthly reports and monthly claims for reimbursement. Included in the claims is a tracking of the match dollars needed. The contract with Tempe Community Action Agency is slightly different; as an RFP is not issued. The contract is considered a "sole source" by county guidelines, and therefore does not follow the same RFP process. Once awarded agencies have been identified, the contracts go before the Maricopa County Board of Supervisors for approval and signature. At this point, the document becomes a legal contract.

The following contracts have already been set through an RFP process for the first three years of the Consolidated Plan. At the end of that time, the activity will be re-bid. Actual amounts of annual contracts are subject to funding availability.

1. Catholic Social Services of Central and Northern Arizona, Inc. (CSS) is contracted with Maricopa County Human Services Department, Community Services Division (MCHSD/CSD) to provide emergency shelter for homeless families in the West Valley. CSS provides dollar for dollar match for the contracted ESG dollars through FEMA, Bishops Charity and Development Appeal (CSA), DES/CSA, and contributions. CSS has four apartments that can accommodate 4 families of various sizes. CSS has a total of 32 beds, but varied family sizes make an average of 20 beds available. Families do not share apartments. Each family is provided with their own apartment, which makes full capacity unlikely. According to the 2004 Gaps Analysis as cited by MAG in their Homeless Environmental Scan, there are 891 emergency shelter beds in Maricopa County, with the need for 450 more beds. Therefore the demand in Maricopa County is 1,341 beds. Catholic Social Services meets 2.4% of the need.
2. New Life Center is contracted with MCHSD/CSD to provide emergency shelter for victims of domestic violence. New Life Center provides match for the ESG funds through volunteer hours. New Life Center has 64 beds. According to the MAG Homeless Environmental Scan there are 325 beds for domestic violence victims, with a need for 435 more beds. This makes the demand for beds in domestic violence facilities in Maricopa County 760. New Life Center is meeting 8.4% of the demand in Maricopa County.
3. Save the Family Foundation of Arizona contracts with MCHSD/CSD to provide transitional housing to homeless families. Save the Family

provides match for the ESG funds through volunteer hours valued at \$5 per hour. According to the MAG Continuum of Care 2004 Housing Gaps Analysis there are 2,511 transitional beds available in Maricopa County for families with children, with an identified need of 850 additional beds. The total estimated demand for transitional beds for families with children in Maricopa County is 3,361. Save the Family provides 336 transitional beds for families with children and met 10% of the demand for fiscal year 03-04.

4. Tempe Community Action Agency (TCAA): The fourth contract MCHSD/CSD utilizing ESG funds is the contract with Tempe Community Action Agency (TCAA). MCHSD/CSD contracts with TCAA to process and distribute checks to utility/landlord/mortgage entities on behalf of clients receiving financial assistance through one of the Maricopa County subcontracted Community Action Agencies. This activity is defined as homeless prevention according to ESG guidelines. The check writing process is difficult and lengthy with the county. This activity is contracted out to provide timely payments for the clients. MCHSD/CSD matches dollar for dollar the ESG funds for this activity from Utility Repair/Replacement/Deposit local funds.

**Planned use of ESG Funds for Emergency and Transitional Housing  
(See narrative above for information regarding ESG for Prevention)**

**Table 1C**

| Part 4: Homeless Needs<br>Table: Families |                      | Needs      | Year 1     | Total five<br>year goal | Priority<br>H, M, L | Plan to Fund?<br>Y/N | Fund<br>Source: |                 |                  |
|---|----------------------|------------|------------|-------------------------|---------------------|----------------------|-----------------|-----------------|------------------|
|   |                      |            | Goal       | Goal                    |                     |                      |                 | Year 1          | 5-Year           |
| Bed/<br>nights                            | Emergency Shelters   | 148        | 96         | 480                     | H                   | Yes                  | ESG             | \$54,222        | \$271,110        |
|   | Transitional Housing | 372        | 336        | 1680                    | H                   | Yes                  | ESG             | \$27,770        | \$138,850        |
|   | Permanent Supportive | 134        | 0          | 0                       | L                   | No                   | ESG             |                 | \$0              |
|   | <b>Total</b>         | <b>654</b> | <b>432</b> | <b>2160</b>             |                     |                      |                 | <b>\$81,992</b> | <b>\$409,960</b> |

Note: This Needs table is derived from the MAG Gaps Analysis but adjusted to 11% to reflect the Maricopa Urban County share of the overall County population. Funding amounts are projected.

## COMMUNITY DEVELOPMENT

### Community Development (91.215 (e))

\*Please also refer to the Community Development Table in the Needs.xls workbook

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), – i.e., public facilities, public improvements, public services and economic development.
2. Describe the basis for assigning the priority given to each category of priority needs.
3. Identify any obstacles to meeting underserved needs.

4. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.

NOTE: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

5 Year Strategic Plan Community Development response:

1. **Priority needs for CDBG eligible activities have been formally developed and adopted by the participating member communities in the Maricopa Urban County and are listed as follows:**

**Table 2B  
Non-Housing Community Development Needs**

| <b>Needed Facilities and Services</b> | <b>#</b> | <b>Unit Measured</b> | <b>Priority</b> |
|---------------------------------------|----------|----------------------|-----------------|
| Senior Centers                        | 3        | Facility             | H               |
| Handicapped Centers                   | 1        | Facility             | H               |
| Homeless Facilities                   | 1        | Facility             | H               |
| Youth Centers                         | 5        | Facility             | H               |
| Child Care Centers                    | 2        | Facility             | H               |
| Health Facilities                     | 2        | Facility             | H               |
| Neighborhood Facilities               | 5        | Facility             | H               |
| Parking Facilities                    | 1        | Facility             | H               |
| Non Residential Historic Preservation | 0        |                      | L               |
| Domestic Violence Facilities          | 2        | Facility             | H               |
| Other Public Facilities               | 5        | Park improvements    | H               |
| Other Public Facilities               | 1        | Fire facilities      | H               |
| Other Public Facilities               | 1        | Bus shelters         | H               |
| Water Sewer Improvements (L/M)        | 76,265   | People L/M           | H               |
| Street Improvements (L/M)             | 77,563   | People L/M           | H               |
| Sidewalks (L/M)                       | 72,780   | People L/M           | H               |
| Flood Drain Improvements (L/M)        | 2        | Projects             | H               |
| Other L/M benefit Public Improvements | 1        | Water storage        | H               |
| Other L/M benefit Public Improvements | 1        | Fire Hydrants        | H               |
| Other L/M benefit Public Improvements | 1        | Street lights        | H               |
| Other L/M benefit Public Improvements | 1        | Wells                | H               |

| <b>Needed Facilities and Services</b> | <b>#</b> | <b>Unit Measured</b> | <b>Priority</b> |
|---------------------------------------|----------|----------------------|-----------------|
| Youth Services                        | 2,500    | Attendance           | H               |
| Transportation Services               | 10,250   | Trips                | H               |
| Rehab of Commercial Projects          | 45       | Buildings            | H               |

2. The process for assigning priority and the obstacles to meeting underserved needs were addressed in *General Questions* above. The basis for the assignment of priority is as follows:
  - a. **High priority:** The need for projects or programs in this category is generally recognized as
    - i. Significant
    - ii. Appropriate for available funding sources
    - iii. Addressable with available funding levels and
    - iv. Within the capacity of the locality or agency to accomplish.
  - b. **Medium priority:** The need for projects or programs in this category is considered to be important enough to address if appropriate funding were to become available during the planning period but:
    - i. Less urgent than other needs
    - ii. Not clearly appropriate to the objectives of the federal or local funding available
    - iii. More costly than the resources reasonably expected to be available.
  - c. **Low priority:** The need for projects in this category will not be addressed during this planning period because it is considered to be:
    - i. Less critical than other identified needs
    - ii. Inappropriate to the public objectives of the locality or of the funding sources
    - iii. More costly than the resources reasonably expected to be available and/or
    - iv. Beyond the capacity locally available to successfully address the problem.
3. The obstacles to meeting underserved community development needs are essentially the same as the gaps in the delivery system identified in above in the discussion of *Institutional Structure*:
  - a. Population growth is so fast in the Urban County service area that it impacts
    - i. Staff capacity at every level
      - (1)Based on staff changes that occur as the communities grow in size and complexity
      - (2)Based on staff being multitasked to the point that time may not be available to fully administer grant mandates
      - (3)Maricopa County Community Development’s ability to maintain quality program management because it’s own administrative budget is reduced as Urban County communities reach the population threshold to become separate entitlement communities.
    - ii. Eligibility of certain types of public improvements because of changes in the percentages of low and moderate-income people in census tracts.
    - iii. Availability of land for affordable housing.
  - b. The number of communities that are involved in the Urban County





## **Antipoverty Strategy (91.215 (h))**

1. Describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families (as defined by the Office of Management and Budget and revised annually). In consultation with other appropriate public and private agencies, (i.e. TANF agency) state how the jurisdiction's goals, programs, and policies for producing and preserving affordable housing set forth in the housing component of the consolidated plan will be coordinated with other programs and services for which the jurisdiction is responsible.
2. Identify the extent to which this strategy will reduce (or assist in reducing) the number of poverty level families, taking into consideration factors over which the jurisdiction has control.

5 Year Strategic Plan Antipoverty Strategy response:

1. **The Anti-poverty Strategy is the strategy to improve the individual's capacity for economic self-sufficiency. Funding for anti-poverty activities in Urban Maricopa County generally comes from resources other than the Community Development Block Grant. Anti-poverty activities include:**
  - a. **Minority Business Enterprise/Women's Business Enterprise and Section 3 opportunities in procurement**
  - b. **Resident Opportunity and Self-Sufficiency Programs for assisted housing residents**
  - c. **Workforce Development.**
  - d. **Support services to TANF families**
  - e. **Anti-crime and employment and training programs**
  - f. **Business retention, creation and start up**
  - g. **Community Action Programs**
  - h. **Headstart programs.**
2. **While the most important component of an antipoverty strategy is the creation of jobs through economic development, the critical need for the low-income individual is job readiness. Maricopa County's Human Services Department will continue improving work readiness opportunities for 150,000 low-income people through:**
  - a. **Services at sixteen One Stop Career Centers,**
  - b. **Job search**
  - c. **Resume' preparation**
  - d. **Application assistance and support**
  - e. **The services of the Workforce Development Center to help job seekers improve their employment skills.**
    - i. **The Virtual One-Stop system, which the Human Services Department has been using for the past two years. [www.arizonavirtualonestop.com](http://www.arizonavirtualonestop.com)**
    - ii. **Employers can post their job openings and search for applicants with matching skills.**
    - iii. **Job seekers can assess their skills, explore careers, obtain information on education and training programs, obtain labor market information, post their resumes, and apply for jobs on-line.**

- iv. One-Stop Center staff also use Virtual One-Stop for tracking customer activities, services, and for case management of individuals enrolled in Workforce Investment Act programs.
- f. The Department's Special Transportation Division will continue the Work Links program, which provides round-the-clock, work-related transportation service for low-income workers.
- g. Maricopa County Community Development will continue to administer contracts funded from County general funds budgeted to economic development. The anticipated goal of this locally funded activity is the preservation and/or creation of 15,000 jobs over the next five years. As federal and local funding allow, other activities will include:
  - i. The Housing Department's family self-sufficiency program,
  - ii. Sheltered workshops,
  - iii. Headstart/daycare programs and
  - iv. Job development and coaching
  - v. To the extent that homeownership is the most common first step to the accumulation of wealth in the United States, the Urban County will continue to support homebuyer counseling and homeownership assistance through
    - a. HOME,
    - b. ADDI and the
    - c. Housing Choice Voucher Family Self Sufficiency Program.

### **Low Income Housing Tax Credit (LIHTC) Coordination (91.315 (k))**

1. (States only) Describe the strategy to coordinate the Low-income Housing Tax Credit (LIHTC) with the development of housing that is affordable to low- and moderate-income families.

5 Year Strategic Plan LIHTC Coordination response:

**This section is not applicable to this Consolidated Plan. The Urban County does not control the allocation process for the LIHTC.**

## **NON-HOMELESS SPECIAL NEEDS**

### **Non-homeless Special Needs (91.205 (d) and 91.210 (d)) Analysis (including HOPWA)—*MARICOPA URBAN COUNTY IS NOT AN ELIGIBLE HOPWA RECIPIENT.***

\*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Estimate, to the extent practicable, the number of persons in various subpopulations that are not homeless but may require housing or supportive services, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction, and any other categories the jurisdiction may specify and describe their supportive housing needs. The jurisdiction can use the

Non-Homeless Special Needs Table (formerly Table 1B) of their Consolidated Plan to help identify these needs.

\*Note: HOPWA recipients must identify the size and characteristics of the population with HIV/AIDS and their families that will be served in the metropolitan area.

2. Identify the priority housing and supportive service needs of persons who are not homeless but require supportive housing, i.e., elderly, frail elderly, persons with disabilities (mental, physical, developmental, persons with HIV/AIDS and their families), persons with alcohol or other drug addiction by using the Non-homeless Special Needs Table.
3. Describe the basis for assigning the priority given to each category of priority needs.
4. Identify any obstacles to meeting underserved needs.
5. To the extent information is available, describe the facilities and services that assist persons who are not homeless but require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing.
6. If the jurisdiction plans to use HOME or other tenant based rental assistance to assist one or more of these subpopulations, it must justify the need for such assistance in the plan.

5 Year Non-homeless Special Needs Analysis response:

**See following page for  
Table 1B**

**Table 1B**

| Special needs populations identified here are ranked as high priority for Consolidated Planning purposes but may not necessarily be funded through CDBG/ HOME/ADDI | Population count for Maricopa County | Data Sources   | Population count proportional to Maricopa Urban County-11% | Types of supportive services needed by this population  | Identified funding gap in services  | Identified sources of service for this population  |
|--|--------------------------------------|--|--|---|---|--|
| <b>Elderly</b>   | 358,979                              | 2000 Census  | 39,488   | Case management, befriending services, counseling, adult day care, home care, home delivered meals  | Area Agency on Agency Study in 2000 indicated current funding serves about one third of need. | DES Title V Employment, Area Agency on Aging, Maricopa County Special Transportation Services, AHCCCS, Community Action Program                          |
| <b>Frail elderly</b>   | 24,770                               | <i>Frailty in Older Adults, Evidence for a Phenotype.</i> Journal of Gerontology, 2001 | 2,725  | Case management, befriending services, counseling, adult day care, home care, home delivered meals, help service, nursing/ medical services | Area Agency on Agency Study in 2000 indicated current funding serves about one third of need. | Area Agency on Aging, Senior Adult Independent Living (SAIL), Arizona Long Term Care System, AHCCCS  |
| <b>Persons with severe mental illness</b>  | 79,876                               | <i>Mental health: A Report of the Surgeon General,</i> USDHS, 1999                     | 8,786  | Outreach and identification, treatment, health care, income support, rehabilitation services  |   | AHCCCS   |
| <b>Developmentally disabled persons</b>  | 24,116                               | <i>MR/DD Data Brief, University of Minnesota,</i> 2001                                 | 2,653  | Assistive technology, employment and training, information and referral, transportation, caregiver respite                                  | Area Agency on Agency Study in 2000 indicated current funding serves about one third of need. | The Centers for Habilitation, Arizona Bridge to Independent Living, DES Rehabilitation Services, Maricopa County Special Transportation Services, AHCCCS |

| Special needs populations identified here are ranked as high priority for Consolidated Planning purposes but may not necessarily be funded through CDBG/HOME/ADDI | Population count for Maricopa County | Data Sources  | Population count proportional to Maricopa Urban County-11% | Types of supportive services needed by this population   | Identified funding gap in services  | Identified sources of service for this population   |
|---|--------------------------------------|---|--|--|---|---|
| <b>Physically disabled persons</b>  | 307,215                              | Estimated from 2000 Census  | 33,794   | Assistive technology, employment and training, information and referral, transportation, caregiver respite                   | Area Agency on Agency Study in 2000 indicated current funding serves about one third of need. | Arizona Technology Access Program, Easter Seals, Southwest Human Development, Arizona Center for the Blind and Visually Impaired, Valley Center for the Deaf, Arizona Commission for the Deaf and Hard of Hearing, Arizona Bridge to Independent Living, DES Rehabilitation Services, Maricopa County Special Transportation Services, AHCCCS |
| <b>Alcohol/drug addicted persons</b>  | 254,998                              | US Department of Health and Human Services, September 5, 2003 report                                  | 28,050   | Monitoring, screening, information and referral, detox medication, education, self-help groups                               |   | AHCCCS  |
| <b>Persons with HIV/AIDS and their families</b>   | 9,825                                | Estimate extrapolated from HIV/AIDS Statistics, National Institute of Allergy and Infectious Diseases | 1,061  | Case management, emergency financial assistance, food, transportation, early intervention, education, wellness and nutrition |   | Phoenix Shanti, Maricopa County Health Department, Ryan White, AHCCCS   |

### Specific Special Needs Objectives (91.215)

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve over a specified time period.
2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

5 Year Strategic Plan Specific Special Needs Objectives response:

| Special needs populations identified here are ranked as high priority for Consolidated Planning Purposes but may not necessarily be funded through CDBG/HOME/ADDI | Types of supportive services needed by this population  | Objective for the term of the Consolidated Plan  | Identified sources of service to meet this objective  |
|---|---|--|---|
| Elderly   | Case management, Befriending services, Counseling, Adult day care, Home Care, Home delivered meals  | Support independent living through referral and direct services in employment, transportation, utilities and food. | DES Title V Employment, Area Agency on Aging, Maricopa County Special Transportation Services, Community Action Program |
| Frail elderly   | Case management, Befriending services, Counseling, Adult day care, Home care, Home delivered meals, Help service, Nursing/ medical services | Support independent living through referral and direct services in helping services, meals and transportation.     | Area Agency on Aging, Senior Adult Independent Living (SAIL), Special transportation                                    |
| Physically disabled persons   | Assistive technology, Employment and training, Information and referral, Transportation, Caregiver respite                                  | Support independent living through referral and direct services in employment and transportation.                  | One stop career Centers, Maricopa County Special Transportation Services  |
| Persons with HIV/AIDS and their families  | Case management, Emergency financial assistance, Food, Transportation, Early intervention, Education, Wellness and nutrition                | Support independent living with direct health services and services funded through Ryan White grants.              | Maricopa County Health Department, Ryan White   |

## Housing Opportunities for People with AIDS (HOPWA)

\*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. The Plan includes a description of the activities to be undertaken with its HOPWA Program funds to address priority unmet housing needs for the eligible population. Activities will assist persons who are not homeless but require supportive housing, such as efforts to prevent low-income individuals and families from becoming homeless and may address the housing needs of persons who are homeless in order to help homeless persons make the transition to permanent housing and independent living. The plan would identify any obstacles to meeting underserved needs and summarize the priorities and specific objectives, describing how funds made available will be used to address identified needs.
2. The Plan must establish annual HOPWA output goals for the planned number of households to be assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. The plan can also describe the special features or needs being addressed, such as support for persons who are homeless or chronically homeless. These outputs are to be

used in connection with an assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.

3. For housing facility projects being developed, a target date for the completion of each development activity must be included and information on the continued use of these units for the eligible population based on their stewardship requirements (e.g. within the ten-year use periods for projects involving acquisition, new construction or substantial rehabilitation).
4. The Plan includes an explanation of how the funds will be allocated including a description of the geographic area in which assistance will be directed and the rationale for these geographic allocations and priorities. Include the name of each project sponsor, the zip code for the primary area(s) of planned activities, amounts committed to that sponsor, and whether the sponsor is a faith-based and/or grassroots organization.
5. The Plan describes the role of the lead jurisdiction in the eligible metropolitan statistical area (EMSA), involving (a) consultation to develop a metropolitan-wide strategy for addressing the needs of persons with HIV/AIDS and their families living throughout the EMSA with the other jurisdictions within the EMSA; (b) the standards and procedures to be used to monitor HOPWA Program activities in order to ensure compliance by project sponsors of the requirements of the program.
6. The Plan includes the certifications relevant to the HOPWA Program.

5 Year Strategic Plan HOPWA response:

**N/A. The Urban County is not a HOPWA grantee.**

### **Specific HOPWA Objectives**

1. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the strategic plan.

5 Year Specific HOPWA Objectives response:

**N/A. The Urban County is not a HOPWA grantee.**

## **OTHER NARRATIVE**

Include any Strategic Plan information that was not covered by a narrative in any other section.

**The table below summarizes the complaint history for the last three years for claims of violations of fair housing rights to the Department of Housing and Urban Development and to the Arizona Attorney General. Based on the type of complaints filed, there does not seem to be a focus to fair housing training needs in the Urban County. The fair housing objectives are summarized below the following table.**

| Title VIII Cases Filed |                 |                  |                |      |       |                    |     |            |          |                    |             |
|------------------------|-----------------|------------------|----------------|------|-------|--------------------|-----|------------|----------|--------------------|-------------|
| 10/1/02 to 1/31/05     |                 |                  |                |      |       |                    |     |            |          |                    |             |
| Arizona                |                 |                  |                |      |       |                    |     |            |          |                    |             |
| Fiscal Year 2003       |                 |                  |                |      |       |                    |     |            |          |                    |             |
| Complaints             | Filed w/<br>HUD | Filed w/<br>FHAP | Total<br>filed | Race | Color | National<br>Origin | Sex | Disability | Religion | Familial<br>Status | Retaliation |
| Sun City<br>West, AZ   | 0               | 1                | 1              | 1    | 1     | 1                  | 1   | 1          | 1        | 1                  | 1           |
| Youngtown,<br>AZ       | 0               | 1                | 1              | 1    | 1     | 1                  | 1   | 1          | 1        | 1                  | 1           |
| M Urban<br>County, AZ  | 0               | 2                | 2              | 2    | 2     | 2                  | 2   | 2          | 2        | 2                  | 2           |
| Chandler, AZ           | 2               | 3                | 5              | 0    | 0     | 0                  | 0   | 3          | 0        | 0                  | 0           |
| Glendale, AZ           | 1               | 2                | 3              | 3    | 0     | 0                  | 0   | 0          | 0        | 0                  | 0           |
| Mesa, AZ               | 5               | 9                | 14             | 4    | 0     | 1                  | 2   | 6          | 0        | 2                  | 1           |
| Scottsdale,<br>AZ      | 3               | 4                | 7              | 0    | 0     | 0                  | 0   | 6          | 0        | 1                  | 1           |
| Tempe, AZ              | 0               | 3                | 3              | 0    | 0     | 2                  | 0   | 1          | 0        | 0                  | 0           |
| Total<br>Consortium    | 11              | 23               | 34             | 9    | 2     | 5                  | 4   | 18         | 2        | 5                  | 4           |
| Fiscal Year 2004       |                 |                  |                |      |       |                    |     |            |          |                    |             |
| Avondale,<br>AZ        | 0               | 1                | 1              | 0    | 0     | 0                  | 0   | 1          | 0        | 0                  | 0           |
| Carefree, AZ           | 0               | 8                | 8              | 0    | 0     | 0                  | 0   | 8          | 0        | 0                  | 0           |
| Litchfield<br>Park     | 0               | 1                | 1              | 1    | 0     | 0                  | 0   | 0          | 0        | 0                  | 0           |
| M Urban<br>County      | 0               | 10               | 10             | 1    | 0     | 0                  | 0   | 9          | 0        | 0                  | 0           |
| Chandler, AZ           | 0               | 5                | 5              | 2    | 1     | 3                  | 0   | 2          | 0        | 0                  | 0           |
| Glendale, AZ           | 0               | 6                | 6              | 1    | 0     | 3                  | 0   | 2          | 0        | 0                  | 0           |
| Mesa, AZ               | 0               | 14               | 14             | 4    | 0     | 0                  | 0   | 9          | 0        | 0                  | 0           |
| Scottsdale,<br>AZ      | 1               | 6                | 7              | 2    | 0     | 2                  | 0   | 4          | 0        | 1                  | 1           |
| Tempe, AZ              | 1               | 5                | 6              | 2    | 0     | 4                  | 0   | 1          | 0        | 1                  | 0           |
| Total<br>Consortium    | 2               | 46               | 48             | 12   | 1     | 12                 | 0   | 27         | 0        | 2                  | 1           |
| Fiscal Year 2005       |                 |                  |                |      |       |                    |     |            |          |                    |             |
| Buckeye, AZ            | 0               | 1                | 1              | 1    | 0     | 1                  | 0   | 0          | 0        | 0                  | 0           |
| Laveen, AZ             | 0               | 1                | 1              | 0    | 0     | 1                  | 0   | 0          | 0        | 0                  | 0           |
| Sun City, AZ           | 0               | 1                | 1              | 1    | 0     | 0                  | 0   | 0          | 0        | 0                  | 0           |
| M Urban<br>County      | 0               | 3                | 3              | 2    | 0     | 2                  | 0   | 0          | 0        | 0                  | 0           |
| Chandler, Az           | 0               | 2                | 2              | 1    | 0     | 1                  | 0   | 0          | 0        | 0                  | 0           |
| Gilbert, AZ            | 1               | 0                | 1              | 0    | 0     | 0                  | 0   | 1          | 0        | 0                  | 0           |
| Glendale, AZ           | 0               | 3                | 3              | 0    | 0     | 1                  | 0   | 2          | 1        | 0                  | 0           |
| Mesa, AZ               | 0               | 2                | 2              | 1    | 0     | 0                  | 0   | 2          | 0        | 0                  | 0           |
| Scottsdale,<br>AZ      | 0               | 10               | 10             | 2    | 0     | 0                  | 0   | 8          | 0        | 0                  | 0           |
| Total<br>Consortium    | 1               | 20               | 21             | 6    | 0     | 4                  | 0   | 13         | 1        | 0                  | 0           |

The Analysis of Impediments to Fair Housing Choice for the jurisdiction was updated in spring of 2004 and is considered to be current for the 2005-2009 Consolidated Plan. During the Consolidated Plan process, all participating communities were encouraged to assess their individual community's fair housing issues and establish local goals for affirmatively furthering fair housing. The local communities that submitted local goals were:

- Avondale
- Gila Bend
- Guadalupe
- Surprise
- Tolleson

Consistent with the Fair Housing Plan summarized in the table below, Maricopa County Community Development will develop a testing schedule with a fair housing testing agency to determine if other areas of the jurisdiction have overlooked needs of citizens for fair housing services.

**Fair Housing Plan Summary  
Analysis of Impediments to Fair Housing Choice  
Self-Assessment Matrix: Maricopa County, AZ**

| <b>IMPEDIMENTS TO BE ADDRESSED (As listed in the Fair Housing Plan)</b>  | <b>GOALS (What we hope to achieve)</b>   | <b>STRATEGIES TO MEET THE GOALS (How we will achieve our goals)</b>   | <b>RESPONSIBLE ENTITIES ASSIGNED TO MEET GOALS (The organizations that will be addressing the impediment)</b> | <b>PROPOSED INVESTMENT (Amount of money/Fund Source)</b>                                     | <b>YEAR TO BE COMPLETED (In Consolidated Plan/Action Plan Goals)</b> | <b>DATE COMPLETE (Year of the ConPlan the action is to be addressed)</b> |
|--|--|---|---|--|--|--|
| Fair Housing Log does not readily distinguish among fair housing complaints and other requests for service                       | Make it easier for the FHEO Coordinator to track progress on fair housing complaints | #1. Add a column to the fair housing call log to document assessment of type of assistance requested and another column to correspond to the date of the initial inquiry so the actions on a single case can be easily tracked. | Fair Housing Coordinator- Maricopa County   | \$61,200 Salary of Fair Housing Coordinator (amount will not be listed again in this chart.) | 2003-04  | January 04   |
| Fair Housing is a new in-house responsibility for the County which could be improved by greater interaction with peers.          | More efficient referrals and better exchange of information.                         | #2. Become a formal member of the State Fair Housing Partnership.   | Maricopa County Community Development- Represented by the Fair Housing Coordinator                            | Salary of Fair Housing Coordinator and incidental travel.                                    | 2003-04  | January 04   |
| Personal experience survey indicated lack of knowledge throughout and reported discrimination in Avondale, Surprise and Sun City | Improved Fair Housing education beginning in Avondale, Surprise and Sun City         | #3. Meet with Avondale and Surprise to identify training needs.   | Maricopa County Community Development staff   | Salary of Fair Housing Coordinator and incidental travel.                                    | 2003-04  | May 04   |
|  |  | #4. Meet with Board of Realtors, multi-housing and mortgage bankers associations to identify training issues.   | Fair Housing Coordinator  |  |  | June 04  |

|   |  |  |  |   |         |  |
|---|--|--|--|---|---------|--|
|   |  | #5. Draft Fair Housing training module and review with state Fair Housing Partnership.   | Fair Housing Coordinator   |   | 2004-05 |  |
|   |  | #6. Provide two Fair Housing training sessions in the East Valley and one in the West Valley   | Maricopa County Community Development through a consultant contract              | Cost of Consultant contract to be determined            | 2004-05 |  |
| Tracking of performance on planned objectives and the expenditure of funds for Fair Housing has been identified by HUD staff as needing improvement.                        | Include documentation of Fair Housing goals and performance in Plans and CAPERS  | #7. Include this matrix in future Consolidated and Annual Plans and CAPERS   | Maricopa County Community Development  | Negligible administrative cost                          | 2004-05 |  |
| Demographic distribution varies greatly among communities in the Urban County and it has not been determined whether it is personal choice or a function of discrimination. | Individual communities will identify under represented protected classes and set one community goal to affirmatively further Fair Housing choice | #8. In the preparation of the next Five-Year Consolidated Plan, each recipient community in the Maricopa Urban County will set a goal to affirmatively further fair housing choice in an under represented constitutionally protected demographic group. | Maricopa County Community Development staff and staff of individual communities. | Salary of Fair Housing Coordinator and Project Managers | 2004-05 |  |
|   |  | #9. Conduct testing in a minimum of two communities that have a serious under-representation of people in protected classes.   | Maricopa County Community Development through a consultant contract              | Cost of Consultant contract to be determined            | 2005-06 |  |
|   |  | #10. Review testing results with affected communities and re-evaluate goals as appropriate.  | Maricopa County Community Development staff                                      | Salary of Fair Housing Coordinator                      | 2006-07 |  |
| A scan of websites for real estate firms working in the West Valley shows that many do not include the Fair Housing symbol or the link to HUD's Fair Housing website.       | On an ongoing basis, review websites and ask Real estate professionals to add the Fair Housing symbol and link to their sites.                   | #11. Create an electronic communication that provides information on the HUD Fair Housing website  | Fair Housing Coordinator   | Salary of Fair Housing Coordinator                      |         |  |
|   |  | #12. On a quarterly basis for 2 years, review 10 web sites for real estate services providers and log sites that do not include fair housing information. Send an e-mail to request posting.   | Fair Housing Coordinator   |   | 2005-06 |  |
|   |  | #13. Review website log and report on the number of modified sites.  | Fair Housing Coordinator   |   | 2005-06 |  |

|  |  |   |   |  |         |  |
|--|--|---|---|--|---------|--|
| Demographics of the Urban County, including high levels of ownership, are those of groups that tend to lose equity in predatory loans. | Support improved access to information on predatory lending practices. | #14. Establish a link on the Maricopa County Community Development website to the <i>Predatory Lenders Book</i> on the Attorney General's website | Fair Housing Coordinator  | Salary of Fair Housing Coordinator           | 2004-05 |  |
|  |  | #15. In conjunction with Objectives #4 and 5 above, include a component on predatory lending in fair housing training.                            | Maricopa County Community Development through a training consultant | Cost of Consultant contract to be determined | 2005-06 |  |

### Performance Measurement System

As part of the planning process, each participating community in the Urban County was provided with two templates to guide their needs assessment and goal setting. Although non-profit service providers and individual citizens were invited to comment on needs and goals, the primary responsibility for goal setting was placed with the community. The templates and the spreadsheets on the individual local submissions are included in the Additional Files folder.

The needs assessment template listed common housing and community development needs and the three possible priorities for each need. It also asked for an assessment of fair housing needs.

The template for goals and objectives was developed primarily along the lines of the national United Way Performance Measurement model. It documented:

- The need that was chosen to be addressed
- The "goal" as *the thing to be accomplished*
- The "activity" as *the eligible grant funded activity to be undertaken*
- The "output" as *the number and unit of measure*
- The "input" as *the fund amount and fund source*
- To meet an identified "desired outcome" e.g., an increase in the number of quality, affordable dwelling units, which would address one of the national objectives of the CDBG program.