



Housing Authority of the City of Madera

Executive Summary

The Housing Authority of the City of Madera (HACM) is committed to providing safe, decent, sanitary, and affordable housing opportunities for low-income families, seniors, persons with disabilities, farmworker households, and other eligible residents within the City of Madera and surrounding service areas.

HACM administers public housing and Housing Choice Voucher (HCV) programs in accordance with federal regulations established by the U.S. Department of Housing and Urban Development (HUD). As a small and qualified Public Housing Agency (PHA), HACM continues to focus on preserving existing affordable housing assets, expanding housing opportunities, improving operational efficiency, strengthening compliance, and promoting resident self-sufficiency.

HACM continues to operate within the financial and staffing constraints commonly experienced by small public housing agencies. HACM utilizes streamlined HUD flexibilities available to qualified/small PHAs to maximize operational efficiency while maintaining compliance with HUD regulations and preserving affordable housing opportunities within the community.

This Annual Agency Plan reflects HACM's strategic priorities and responds to local housing needs identified through community engagement, operational analysis, resident feedback, and consistency with the City of Madera General Plan and Housing Element.

Mission Statement

The mission of the Housing Authority of the City of Madera is to provide quality affordable housing opportunities that promote self-sufficiency, economic stability, and improved quality of life for eligible families while ensuring responsible stewardship of public resources. We are dedicated to serving our community by providing quality housing, resources, guidance and education thus improving the lives we touch.

Local Housing Needs Assessment

HACM has identified a continuing need for affordable housing assistance within the City of Madera and surrounding areas. Local planning documents, including the City of Madera Housing Element and General Plan, identify significant housing affordability challenges affecting extremely low-income, very low-income, and workforce households.

Key local housing needs include:





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- Limited supply of affordable rental housing;
- Rising rental costs and housing cost burden;
- Overcrowding among low-income households;
- Aging housing stock requiring rehabilitation;
- Limited availability of accessible units for elderly and disabled households;
- Housing instability among farmworker families;
- Increased demand for supportive and special-needs housing;
- Need for preservation of existing affordable housing inventory;
- Limited landlord participation in the Housing Choice Voucher Program.

HACM recognizes that these conditions disproportionately impact seniors, persons with disabilities, families with children, and households with extremely low incomes.

Statement of Housing Needs

HACM has identified the following priority housing needs for the upcoming fiscal year:

Public Housing Needs

- Preservation and modernization of existing public housing units;
- Reduction of deferred maintenance needs;
- Improvement of building systems and site infrastructure;
- Accessibility improvements and ADA compliance;
- Energy efficiency and sustainability improvements;
- Reduction in unit vacancy turnaround time.

Housing Choice Voucher Program Needs

- Expansion of landlord participation;
- Increased voucher lease-up success rates;
- Payment standard evaluations to support market competitiveness;
- Reduction in barriers to housing access;
- Increased housing opportunities in areas of opportunity.

Community Housing Needs

- Expansion of affordable housing inventory;
- Development partnerships utilizing HUD and state housing programs;
- Supportive housing opportunities;
- Farmworker and workforce housing solutions;





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- Resident economic mobility and self-sufficiency programs.

Goals and Objectives

Goal 1 – Preserve Existing Affordable Housing

HACM will continue to preserve and modernize existing affordable housing inventory through effective utilization of HUD Capital Funds and preventative maintenance practices.

Objectives

- Complete identified modernization activities;
- Reduce deferred maintenance backlog;
- Improve unit quality and habitability;
- Maintain compliance with HUD physical condition standards;
- Improve vacancy turnaround efficiency.

Goal 2 – Expand Affordable Housing Opportunities

HACM will pursue opportunities to expand affordable housing resources through partnerships, development initiatives, and strategic utilization of HUD programs.

Objectives

- Explore Faircloth authority opportunities;
- Evaluate Project-Based Voucher (PBV) initiatives;
- Pursue affordable housing development partnerships;
- Support tax credit and mixed-finance opportunities;
- Coordinate with local and regional housing stakeholders.

Goal 3 – Improve Housing Choice Voucher Program Performance

HACM will improve the administration and effectiveness of the Housing Choice Voucher Program.

Objectives

- Increase landlord outreach and participation;
- Improve voucher utilization rates;
- Evaluate payment standards and rent reasonableness processes;





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- Streamline applicant and participant processes;
- Reduce processing times for inspections and leasing activities.

Goal 4 – Promote Resident Self-Sufficiency

HACM will support programs and partnerships that promote resident independence, education, employment, and financial stability.

Objectives

- Expand resident service partnerships;
- Promote workforce development opportunities;
- Encourage financial literacy and homeownership readiness;
- Support youth educational initiatives;
- Increase resident access to supportive services.

Goal 5 – Improve Operational Effectiveness and Compliance

HACM will strengthen agency operations, internal controls, technology systems, and staff development.

Objectives

- Improve procurement and financial compliance;
- Strengthening internal policies and procedures;
- Enhance staff training and cross-training;
- Improve data management and reporting systems;
- Increase operational transparency and accountability.

Goal 6 – Support Sustainability and Long-Term Asset Preservation

HACM will incorporate sustainable and energy-efficient practices into housing operations and capital planning.

Objectives

- Evaluate energy conservation opportunities;
- Implement water and utility efficiency measures;
- Pursue available sustainability grants and incentives;
- Reduce long-term operating costs;





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- Improve environmental resiliency.

Capital Improvements and Modernization

HACM will continue to utilize HUD Capital Fund Program resources to address modernization and capital improvement needs. Planned activities may include:

- Unit rehabilitation;
- Roof replacement;
- HVAC improvements;
- Plumbing and electrical upgrades;
- ADA accessibility improvements;
- Security enhancements;
- Site and infrastructure improvements;
- Energy efficiency upgrades;
- Management improvements under Budget Line Item (BLI) 1406.

Capital planning activities will be prioritized based on health and safety needs, physical condition assessments, operational efficiency, and long-term asset preservation goals.

Fair Housing and Equal Opportunity

HACM remains committed to affirmatively furthering fair housing and ensuring equal housing opportunity for all eligible persons regardless of race, color, religion, sex, national origin, familial status, disability, gender identity, or other protected classifications under applicable federal and state law.

HACM will:

- Comply with all Fair Housing requirements;
- Provide reasonable accommodation when required;
- Ensure meaningful access for persons with limited English proficiency;
- Promote non-discriminatory housing practices;
- Address barriers to housing access.

Resident and Community Engagement

HACM values resident participation and public engagement in the planning process.

The Annual Agency Plan was developed with:





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- Resident input;
- Public review opportunities;
- Resident Advisory Board consultation, when applicable;
- Public hearing requirements;
- Coordination with local agencies and stakeholders.

Public notices and hearings were conducted in accordance with HUD requirements and applicable public participation standards.

Financial Resources

HACM anticipates utilizing the following funding sources:

- Public Housing Operating Subsidy;
- HUD Capital Fund Program grants;
- Housing Assistance Payments (HAP);
- Administrative Fees;
- Local and state grant opportunities;
- Development and partnership funding sources, when applicable.

HACM will continue to monitor financial conditions and implement prudent fiscal management practices to ensure long-term operational sustainability.

Coordination with Local Planning Efforts

HACM coordinates its activities with local planning initiatives and community development efforts, including:

- City housing and planning activities;
- Homelessness response systems;
- Affordable housing development initiatives;
- Community service providers;
- Economic development efforts;
- Regional housing and supportive service organizations.

HACM's Annual Agency Plan is consistent with the goals and priorities identified in local planning documents, including the City of Madera General Plan and Housing Element.





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Attachment 2 – New Activities

Modernization – Currently exploring potential units for approved vacancies for modernization
Demolitions/Disposition – Currently exploring potential demolition and disposition with consultants

Homeownership – Currently exploring and seeking HUD authorization to start an HCV Homeownership Program Conversion of Public Housing to tenant based voucher/project-based voucher

Currently exploring potential conversion of PH units with consultants Project-based Vouchers

Currently exploring potential project base vouchers in opportunity zones to assist with deconcentration efforts as opportunities come available.

Significant Amendment Statement

HACM has adopted a separate Significant Amendment Policy defining the criteria and procedures for amendments or modifications to the Agency Plan in accordance with HUD regulations under 24 CFR Part 903.

Significant Amendment or Modification Policy

The Housing Authority of the City of Madera (HACM) defines a Significant Amendment or Modification to the Annual Plan or Five-Year Plan as any substantial change to agency policies, programs, operations, or use of federal funds that materially affects residents, applicants, program participants, or the public.

Significant Amendments include:

- Major changes to the Admissions and Continued Occupancy Policy (ACOP) or Housing Choice Voucher Administrative Plan;
- Substantial revisions to waiting list preferences, admissions policies, rent determination policies, occupancy standards, or grievance procedures;
- Demolition, disposition, RAD conversion, Faircloth development, acquisition, or new construction activities;
- Significant changes to Capital Fund Program priorities or planned development activities;
- Major changes to agency goals, mission, or strategic direction;
- Project-Based Voucher initiatives or housing development activities that materially alter HACM's housing programs.





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The following actions shall not be considered Significant Amendments:

- Administrative or technical corrections;
- HUD-required regulatory changes;
- Minor operational or procedural revisions;
- Budget revisions not materially affecting residents or applicants;
- Payment standard adjustments within HUD-authorized limits.

When HACM determines a proposed action constitutes a Significant Amendment, HACM shall conduct the required public notice process, Resident Advisory Board consultation, public hearing, Board approval, and HUD submission in accordance with 24 CFR Part 903.

Emergency Amendments

In the event HUD issues emergency guidance, statutory changes, funding directives, or waivers requiring immediate implementation, HACM may adopt interim policy revisions prior to completion of the full Significant Amendment process, provided such changes are subsequently presented to the Board and incorporated into the next required PHA Plan submission.

Small PHA Operational Flexibility Clause

As a small/qualified PHA, HACM reserves the authority to make administrative and operational adjustments necessary to ensure efficient program administration, compliance with HUD requirements, preservation of affordable housing assets, and responsiveness to local housing needs, provided such adjustments do not materially alter resident rights or constitute a Significant Amendment as defined herein.

