



ADAMS COUNTY HOUSING AUTHORITY  
(DBA MAIKER HOUSING PARTNERS)  
PUBLIC HOUSING AUTHORITY PLAN  
2025 – 2029

Submitted October 21, 2024

**Goal I: Maiker centers the growth, wellbeing and sense of belonging of its staff.**

Objectives	Targets By 2029
<p>A. Attract and retain staff through great culture, competitive HR policies and benefits and finding the right person for the right job.</p>	<ul style="list-style-type: none"> <li>• Create best in class total compensation employee program to enhance our benefits and compensation programs to better meet the needs of current and prospective Maikers.</li> <li>• Increase retention rates.</li> <li>• Strengthen HR processes in recruiting, onboarding and staffing strategies.</li> </ul>
<p>B. Strengthen staff development and define clear pathways for employee growth.</p>	<ul style="list-style-type: none"> <li>• Train and support managers to assess performance and provide feedback and coaching.</li> <li>• Establish a “Professional and Career Development Plan” protocol for all Maiker employees that includes:               <ul style="list-style-type: none"> <li>○ internal &amp; external training sources</li> <li>○ a variety of career pathways in each environment and across the organization</li> <li>○ succession and bench-development plans.</li> </ul> </li> </ul>
<p>C. Engage Maikers in our mission and culture through regular, strategic communications and dialogue.</p>	<ul style="list-style-type: none"> <li>• Implement internal communication strategy to improve employee understanding of our core beliefs and strategic direction.</li> <li>• Develop and nurture Maiker-led committees that bring staff voice and leadership to Maiker culture, policies and strategic direction. (DEI, EAC, Health and Wellness, Housing Stability)</li> </ul>

**Goal II: Maiker provides member-centered services and programs to ensure housing stability & community wellbeing.**

Objectives	Targets by 2029
A. Amplify the power of members to drive organizational and community change.	<ul style="list-style-type: none"> <li>• Establish community member councils at 10 Maiker communities.</li> <li>• Establish a Maiker Member Advisory Committee with representatives from every Maiker property and the Housing Choice Voucher Program.</li> </ul>
B. Provide member-centered services that ensure housing stability and community wellbeing.	<ul style="list-style-type: none"> <li>• Provide equitable access to high quality services and programs (including Housing Choice Voucher members) that promote health, wellness, economic mobility, and family wellbeing.               <ul style="list-style-type: none"> <li>○ Increase children’s healthcare access via the Kids First Health Clinic at the Alto community</li> <li>○ Increase member access to benefits through partnership with Benefits in Action</li> <li>○ Strengthen credit of members through positive rent reporting via partnership with Esusu</li> <li>○ Strengthen food security through a member-led food security plan for Maiker communities</li> <li>○ Increase access to available tax credits via free tax preparation</li> <li>○ Increase member access to mental health resources &amp; staff capacity in trauma-informed skills</li> </ul> </li> <li>• Decrease member rent burden and increase member housing stability, led by Maiker’s Housing Stability Task Force.</li> <li>• Implement an agile and responsive case management system for Maiker target populations, including Housing Choice Voucher members.</li> </ul>
C. We know our members.	<ul style="list-style-type: none"> <li>• Ensure we have secure, accurate and relevant data from across the organization on all our members.               <ul style="list-style-type: none"> <li>○ Build relationships with Maiker members starting at lease-up and through every connection with a Maiker staff person, grounded in our member-centered practices.</li> <li>○ Strengthen data input and utilization for all members starting at lease-up and throughout their residency with Maiker (demographics, housing data, case management data, survey data)</li> <li>○ Every two years, complete a member-wide survey (including HCV members) to understand the needs, interests, and concerns.</li> <li>○ Implement an agile case management system to track member needs, referrals and progress.</li> </ul> </li> </ul>

**Goal III: Maiker prioritizes operational and organizational excellence that scales.**

Objectives	Targets By 2029
<p>A. We optimize operational efficiencies and delivery excellence.</p>	<ul style="list-style-type: none"> <li>• Maiker will sustain zero (0) controllable financial audit findings, and 90% or better on compliance findings.</li> <li>• Strengthen Maiker’s data capacity throughout the entire organization.</li> <li>• Strengthen and deepen Maiker’s Project Management Office and improve efficiency in all PMO projects (impact, time, cost).</li> <li>• Refine Key Performance Indicators and job-specific goals.</li> <li>• Clarify and document protocols and business processes for every Maiker program</li> <li>• Strengthen the compliance/audit program and structure for the HOUSING CHOICE VOUCHER program.</li> </ul>
<p>B. Maiker’s financial strategy supports its long-term investments for sustainability and growth.</p>	<ul style="list-style-type: none"> <li>• Become an accredited bond financing organization and issue bonds to support the development of affordable housing.</li> <li>• Each Maiker program will meet annual financial success metrics and best practices.</li> </ul>

**Goal IV: Maiker expands housing opportunities through new development, acquisitions and the Housing Choice Voucher Program.**

Objectives	Targets By 2029
<p>A. Increase the number of affordable housing communities (and units) in Adams County.</p>	<ul style="list-style-type: none"> <li>• Add 500 units to the Maiker affordable housing portfolio by the end of 2027, through development or acquisition.</li> <li>• Engage Maiker community members and other key neighbors/stakeholders in the development of Maiker affordable communities.</li> <li>• Through partnership, provide affordable homeownership opportunities to Maiker Community Members.</li> </ul>
<p>B. Develop and maintain physically vibrant communities utilizing cutting-edge design and development methodologies.</p>	<ul style="list-style-type: none"> <li>• Continue the redevelopment, enhancement and preservation of all Maiker affordable communities.</li> <li>• Expand affordable housing designs and models to include gentle density housing (cottage courts, paired homes, single stair buildings and ecodistricts).</li> </ul>
<p>C. Provide affordable housing for Adams County community members most vulnerable to housing instability and homelessness.</p>	<ul style="list-style-type: none"> <li>• Maiker will maintain and expand affordable housing, community-building and supportive services for:               <ul style="list-style-type: none"> <li>○ Homeless veterans</li> <li>○ Families for whom housing is the primary barrier to their reunification</li> <li>○ Youth aging out of foster care</li> <li>○ Homeless community members</li> <li>○ Disabled non-elderly community members</li> <li>○ Survivors of domestic violence</li> </ul> </li> </ul>
<p>D. Build climate resilient, energy efficient, sustainable communities.</p>	<ul style="list-style-type: none"> <li>• Develop highly energy-efficient communities (using Passivhaus standards) and water conservation methodologies (gray water use, appropriate landscaping, energy efficient fixtures).</li> <li>• Working with partners, utilize Maiker-owned land and facilities for food security, healthcare, childcare and other community development needs.</li> </ul>

**Goal V: Maiker creates housing stability and disrupts generational poverty through advocacy, systemic change, and member-centered programs.**

Objectives	Targets By 2029
<p>A. Maiker explores alternative housing and wealth building strategies for its members.</p>	<ul style="list-style-type: none"> <li>● Provide opportunities for Maiker community members to increase income, build wealth and deepen affordability of housing.               <ul style="list-style-type: none"> <li>○ Monitor and expand on the implementation of Positive Rent Reporting to help members build good credit</li> <li>○ Grow the Family Self-Sufficiency Program to 100 participants to increase members with escrow accounts</li> <li>○ Explore the implementation of a Direct Cash Assistance pilot project</li> <li>○ Implement a Tenant Equity Vehicle (TEV) in an existing or new Maiker community.</li> <li>○ Explore the Social Housing model with State and Local partners towards the expansion of deeply affordable housing</li> </ul> </li> </ul>
<p>B. Increase the voice and power of low income community members in Adams County to impact issues that matter to them.</p>	<ul style="list-style-type: none"> <li>● Develop a formal relationship with a community organizing partner to support the leadership development of Maiker members to influence policy in Adams County and municipal jurisdictions.</li> <li>● Develop clear and focused communication throughout Adams County to advance affordable housing policy and development.</li> </ul>
<p>C. Advocate for policy and systemic change at a local, state, and national level to improve the lives of the people we serve.</p>	<ul style="list-style-type: none"> <li>● Engage in state legislative policy development to advance Maiker’s mission and strategic priorities.</li> <li>● Build awareness for the growth of affordable housing in Adams County through strategic communication and coalition-building.</li> </ul>