



P I N A L • C O U N T Y

Wide open opportunity

**Pinal County Housing and Community Development Department
Strategic Business Plan Alignment Maps
August 22, 2008**

Housing and Community Development Mission

The mission of the Pinal County Housing and Community Development Department is to provide affordable housing opportunities and advocacy services to Pinal County residents and stakeholders so they can live in a community that offers affordable housing* options to all socio-economic segments of the population.



Pinal County Housing and Community Development

Strategic Business Plan Alignment Map 1 of 4

Issue 1 - Growth

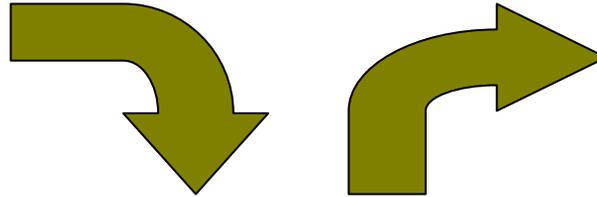
An increased need for services due to the population growth and the poor economy, combined with decreased federal funding (from 3,530,714 to 3,279,070 in the past 5 years) and the lack of development of alternative funding sources will, if not addressed, result in:

- Increase in the county homeless population
- Increase of multiple families sharing one home
- Lack of stable home environment (leading to problems in school, etc.)
- Increase in families living in unsafe sub-standard housing

Issue 3 - Special Needs Housing

The increasing population (from 322,368 to 395,500 by 2010) and the increasing special need* populations in need of affordable housing will, if not addressed, result in:

- Longer waiting lists which currently average 2 to 5 years
- Increased family disruption (families having to leave their county, etc.)
- Increased burden on other service providers** (ie- healthcare, Department of Economic Security, Public safety, etc.)
- * Domestic Violence victims, people living with AIDS, Disabled/ Handicapped
- ** Assumes that those that are not housed will be sicker due to the lack of shelter, food, etc. or staying in unsafe environments



HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

STRATEGIC GOAL #1:

Increased Affordable Housing

Pinal County residents will experience an increase in adequate and affordable housing** opportunities as evidence by:

- By 2012, achieve 95% or higher occupancy rate in public housing 12 months a year (90% in 2008)
 - By 2012, annual 5% increase (from 753 to 885) in affordable housing units
 - By 2012, 10% decrease in Section 8 waiting list (Housing Choice Voucher) (from 1200 to 880)
 - By 2012, 80% completion of Family Self Sufficiency program
- ** (Affordable housing equals 30% of adjusted income as defined by HUD)

The purpose of the **Public Housing and Housing Choice Voucher** activity is to provide rental assistance services to qualified individuals and families so they can have access to affordable, quality* rentals. •as identified by U.S. Department of Housing and Urban Development (HUD) (units cannot be occupied if HUD quality standards are not met)

2. % completion of Family Self Sufficiency Program (FSSP) (# of families that complete the FSSP/total number of participants in the FSSP)

The purpose of the **Public Housing Maintenance and Modernization** activity is to provide unit preparation, inspection, repair, and improvement services to Public Housing residents so they can live in an affordable housing unit that meets the U.S. Department of Housing and Urban Development (HUD) Housing Quality Standards.

1. 12.5% increase (from 80% to 90%) of the score on annual HUD Public Housing Assessment System (PHAS) Report*

The purpose of the **Homeownership and Revitalization** Activity is to provide homeownership and housing rehabilitation/ replacement services to Pinal County residents so they can enjoy pride of ownership through the preservation of and increase in the affordable housing stock.

1. 25% decrease in the average completion time of rehabilitation and emergency repair projects

2. 30 homes (100%) increase in the number of affordable units in the Pinal County Homeownership Program*

* this is a new service that currently does not exist – any home that is added to the program will result in a 100% increase during the first year

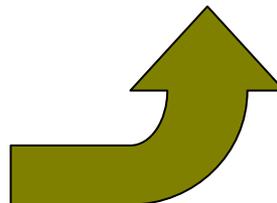
The purpose of the **Regional Leadership** activity is to provide collaboration, capacity building, and needs assessment services to existing and potential partners so they can further increase resources.

1. *5% increase in the funds available in the Nonprofit Housing Corporation (this will be used to fund partners in the County to promote affordable housing initiatives)

2. 5% increase in housing division budget coming from alternative funding sources

Countywide Strategic Priorities

Growth



The purpose of the **Grant Administration** Activity is to provide grant consultation, coordination and community development services to Pinal County Divisions, Departments, and Stakeholders so they can obtain mission driven grant funds.

1. 90% of Pinal County Grant Proposals (Alternative Funding Resources) will align to Department or Stakeholder missions annually

Pinal County Housing and Community Development

Strategic Business Plan Alignment Map 2 of 4

Issue 2 – Co-Op

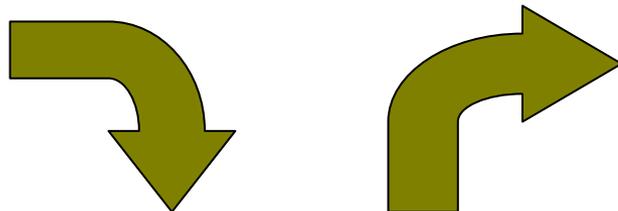
The continuing lack of clear direction and no cooperation, support or release of resources at Eleven Mile Corner (EMC) Cooperative will, if not addressed, continue to result in:

- Unsafe, unsanitary, and unappealing housing
- Tenants losing their affordable rentals
- Increased burden on maintenance and management staff
- Loss of income

Issue 5 – Regional Leadership and Capacity Building

The changing expectations of residents combined with an expectation from cities, towns, nonprofit organizations and Indian communities within Pinal County of leadership and direction in the Housing Community will, if not addressed, result in:

- Decreased resident satisfaction with department services
- Continued lack of defined role of affordable housing in the planning and zoning process
- Continued lack of countywide policy towards affordable housing



HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

STRATEGIC GOAL # 2:

Eleven Mile Corner Co-Op

Eleven Mile Corner residents will have decent, safe, and sanitary housing. There will be affordable housing opportunities at the Eleven Mile Corner site as evidence by:

- By 2010, 100% of Eleven Mile Corner Co-Op residents will be relocated to another/different affordable housing option
- By 2012, 100% of Eleven Mile Corner cooperative property will be redesignated to an alternative affordable housing use
- By 2012, 30 affordable units will be available to residents with 30-80% median income for Pinal County home ownership opportunities.

The purpose of the **Public Housing and Housing Choice Voucher** activity is to provide rental assistance services to qualified individuals and families so they can have access to affordable, quality* rentals.

•as identified by U.S. Department of Housing and Urban Development (HUD) (units cannot be occupied if HUD quality standards are not met)

1. 95% occupancy rate of all public housing/Section 8 units every month

The purpose of the **Homeownership and Revitalization**

Activity is to provide homeownership and housing rehabilitation/ replacement services to Pinal County residents so they can enjoy pride of ownership through the preservation of and increase in the affordable housing stock.

2. 0 homes (0%) increase in the number of affordable units in the Pinal County Homeownership Program*

* this is a new service that currently does not exist – this program will most likely not be adding homes until planning and resource development process is complete

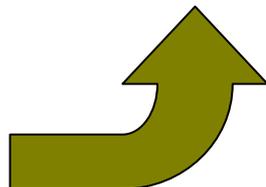
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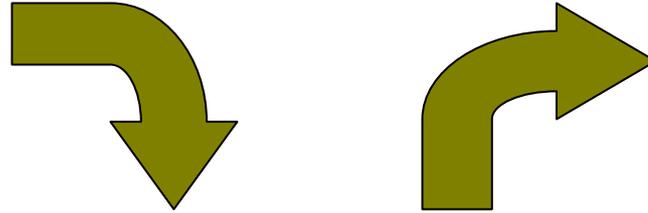


Pinal County Housing and Community Development Strategic Business Plan Alignment Map 3 of 4

Issue 4 - Grants

A lack of focused direction for the grant coordinator position combined with the lack of understanding of the county's grant process will, if not addressed, result in:

- Decrease ability to acquire and assist Pinal County government in its effort to obtain alternate resources
- Decrease ability to provide services to county residents
- Continued lack of ability to attract partners with additional resources (Benefits to Pinal County residents)



HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

STRATEGIC GOAL # 3:

Grant Proposals

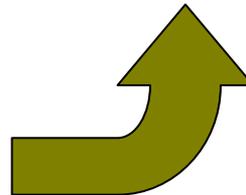
By 2012, County grant proposals (alternative funding sources) will align to Executive & Departmental mission, vision, and goals as evidenced by 100% of Pinal County grant proposals (alternative funding sources) will align to Executive & Departmental mission, vision, and goals

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Countywide Strategic Priorities

Growth



Pinal County Housing and Community Development

Strategic Business Plan Alignment Map 4 of 4

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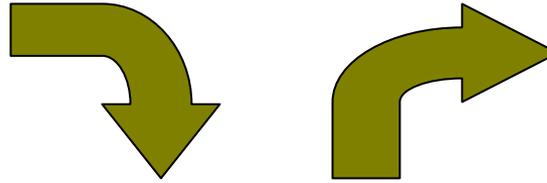
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HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

STRATEGIC GOAL # 4:

Regional Leadership

As identified in the housing needs assessment (March 2008) the Pinal County Housing and Community Development Department will be the regional policy leader as identified by cities, towns, non-profits and the Indian Community, for addressing affordable housing issues in Pinal County as evidenced by:

- By 2011, 5% increase in housing division budget coming from alternative funding sources
- (Alternative funding is funding other than federal monies, which currently makes up 95% of the department budget)
- By 2012, percent increase in per capita Community Development Block Grant Funding
- By 2012, percent increase of new affordable housing units in Pinal County

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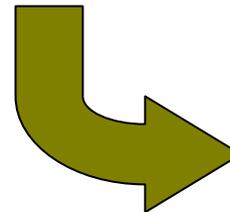
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Countywide Strategic Priorities

Growth
Regional Leadership



Pinal County Housing and Community Development Department

Cross Cutting Issues

Issue Statement: #3 – Special Needs Housing

Strategic Goal: N/A

Department(s): Long Term Care

Need: Support Services for Activities of Daily Living

Issue Statement: #4 – Grants

Strategic Goal: #3 – Grant Proposals

Department(s): All Elected and Executive Departments

Need: All departments that are seeking funding from grant sources should make sure that the grants are aligned with Department Mission as well as the County Mission