

Pinal County Housing and Community Development Department Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT 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.

* (Affordable housing equals 30% of adjusted income as defined by HUD)

ISSUE STATEMENTS

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 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 & management staff
- Loss of income

Issue 3 - Special Needs Housing

The increasing population (from 322,368 to 395,500 by 2010) along with an increased ratio of population 65 years and older (from 29,171 to 37,344, with a projection of 62,027 in 2008) 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 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

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)

Issue 5 - Regional Leadership & 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 from the County will, if not addressed, result in:

- Decrease resident satisfaction with department services
- Continued lack of defined role of affordable housing in the planning & zoning process
- Continued lack of county wide policy towards affordable housing

STRATEGIC GOALS

Strategic Goal #1 – Increased Affordable Housing (Issues #1, 3)

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)

Strategic Goal 2 – Eleven Mile Corner Co-Op (Issues #2, 5)

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 to residents with 30-80% median income for Pinal County home ownership opportunities.

Strategic Goal 3 – Grant Proposals (Issue #4)

County grant proposals (alternative funding sources) will align to Executive & Departmental mission, vision, and goals as evidenced by:

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

Strategic Goal 4 – Regional Leadership (Issues #1, 2, 3, 4, 5)

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

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

Department(s): Finance and Budget

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

DEPARTMENT ORGANIZATION

1. Administrative Program

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- 1.2. Reserved Activity, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Financial Services Activity, page 12
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2. Housing Program

- 2.1. Public Housing and Housing Choice Voucher Activity, page 14
- 2.2. Homeownership and Revitalization, page 15
- 2.3. Public Housing Maintenance and Modernization, page 16

3. Regional Leadership Program

- 3.1. Regional Leadership Activity, page 17

4. Grant Administration Program

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PROGRAMS

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

- Key Results**
- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
 - 85% of training dollars spent that directly align to County or Department strategic goals
 - 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
 - 95% of department vehicles with preventative maintenance performed as scheduled
 - 95% of department vehicles operated more than 10,000 miles per year
 - 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
 - 100% of applicable Key Results achieved
 - 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Horizon Home Care Department.

Housing Program

Purpose Statement The purpose of the Housing Program is to provide affordable rental housing and homeownership services to qualified individuals and families so they can gain access to affordable quality housing options.

- Key Results**
- 80% completion rate for the Family Self Sufficiency Program (FSSP)
 - 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
 - 12.5% increase (from 80% to 90%) of the score on annual HUD Public Housing Assessment System (PHAS) Report*

Regional Leadership Program

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

Key Results

- 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)

Grant Administration Program

Purpose Statement The purpose of the Grant Administration Program 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.

Key Results

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

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can hire, manage and retain a qualified and diverse workforce.

Activity Services	<ul style="list-style-type: none">• Candidate Selection Recommendations• Job Postings• Policy Interpretations• Employee Relations Management• Employee Interviews• Grievance hearings• Employee Inquiry Responses	<ul style="list-style-type: none">• Performance Appraisals/ Evaluations• Employee Assistance Referrals• Employee Orientation Sessions• Exit Interviews• Personnel Reports• Police and Procedure Updates• Employee Awards• “Silent Whistle” Investigations
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Family of Measures

Results

1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
(# of employee appraisals submitted by due date/total # of appraisals)

Outputs

1. 24 employee appraisals submitted on/by due date

Demands

1. 26 employee appraisals anticipated to be submitted

Efficiencies

1. n/a

Activity Manager(s)

- Adeline Allen, Department Director and/or
- Cheri Buie, Angie Saucedo & Sheila Tarango

Activity Budget \$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

Activity Services	<ul style="list-style-type: none">• Training Sessions• Safety Training Sessions• Employee Handbooks	<ul style="list-style-type: none">• Training Assessments• Training Records• Training Schedules/Arrangements
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Family of Measures

Results

1. 85% of training dollars spent that directly align to County or Department strategic goals. (# of training dollars spent that directly align to County or Department strategic goals / total number of training dollars spent)

Outputs

1. Training \$ spent that directly align to County or Department strategic goals

Demands

- 1 Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

Efficiencies

1. Training Activity \$ spent that directly align to County or Department strategic goals

Activity Manager(s)	<ul style="list-style-type: none">• Supervisors in Housing Division• All Housing Division Employees
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Activity Budget	\$x,xxx,xxx
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1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
-
- Records Inventory
- Records Requests Responses
- Records Destruction List

Family of Measures

Results

1. 100% of records managed in compliance with legal and policy requirements
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. * # of records in compliance with legal and policy requirements
* indicates that a number is not currently available; department will begin measuring this in order to obtain relevant data
-

Demands

1. * # of records anticipated to be in compliance
-

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance
-

Activity Manager (s)

- **Adeline Allen, Department Director**

Activity Budget

\$X,XXX,XXX

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective, safe vehicles that meet the department's needs.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment
- Maintenance Records

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. 16 department vehicles operated

Demands

1. 16 department vehicles anticipated to be operated
2. 9 department vehicles operated more than 10,000 miles a year

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager (s) • **Adeline Allen, Department Director**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.

Activity Services

- Grant Reports
- Grant Applications
- Grant Programmatic Progress Reports
- Payment Authorizations
- Employee Reimbursement Authorizations
- Year-end Accounting Records
- Cash Receipts
- Budget Proposal
- Spending Requests
- Appropriation Adjustments
- Expenditure Projections
- Performance Reports

Family of Measures

Results

1. 90% of non-construction payment authorizations (requisitions) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs

1. * # of payment authorizations received within three business days of physical receipt of item(s)
* indicates that a number is not currently available; department will begin measuring this in order to obtain relevant data

Demands

1. * # of payment authorizations (requisitions) anticipated to be entered into the system

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager (s)

- **Sheila Tarango**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County department so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership
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Family of Measures

Results

1. 100% of applicable Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Housing and Community Development Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. * # of customers responding to the department survey
* indicates that a number is not currently available; department will begin measuring this in order to obtain relevant data
-

Demands

1. * # of customers expected to respond to the survey
-

Efficiencies

1. \$ Department expenditures per customer served
-

Activity Manager(s)

- **Adeline Allen, Department Director**

Activity Budget \$x,xxx,xxx

2. Housing Program

Purpose Statement The purpose of the Housing Program is to provide affordable rental housing and homeownership services to qualified individuals and families so they can gain access to affordable quality housing options.

Section 2.1: Public Housing and Housing Choice Voucher Activity

Activity Purpose Statement 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)

Activity Services	<ul style="list-style-type: none">• Client Consultations• Customer Complaint Responses• Lease/Rent Computations• Community Service Resident Compliance Reports• Rent Collections• Applicant Prequalifications• Notarized Documents• Section 8 Vouchers	<ul style="list-style-type: none">• Section 8 Application Approvals• Tenant Bill Statements• Initial Briefings/House Cleaning Video Sessions• Tenant Evictions• Client Utility Study Report• Tenant/Landlord Appeal Hearings• Application Denials• Section 8 Unit Inspections
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Family of Measures

Results

- 95% occupancy rate of all public housing/Section 8 units every month
(# of Public Housing units occupied/total # of units available)
(# of Section 8 vouchers in use/total # of vouchers available)
- 80% completion of Family Self Sufficiency Program (FSSP)
(# of families that complete the FSSP/total number of participants in the FSSP)

Outputs

- 584 of Section 8 vouchers available for use
- 169 of public housing units available for use

Demands

- 579 of vouchers expected to be requested
- 160 of public housing units occupied*

* due to the location of the public housing units, full occupancy (excess demand) is not achieved at this time

Efficiencies

- Total \$ Public Housing and Housing Choice Voucher Activity expenditures per Section 8 voucher

Activity Manager(s)	<ul style="list-style-type: none">• Cheri Buie, Section 8 Supervisor• Angie Saucedo, Public Housing Supervisor
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Activity Budget	\$x,xxx,xxx
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2. Housing Program

Purpose Statement The purpose of the Housing Program is to provide affordable rental housing and homeownership services to qualified individuals and families so they can gain access to affordable quality housing options.

Section 2.2: Homeownership and Revitalization Activity

Activity Purpose Statement 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.

Activity Services

- Affordable single family home development referrals
- Owner-Occupied Housing Rehabilitations
- Owner-Occupied Home Replacements
- Homeowners Housing Rehabilitation Education Sessions
- Legal document preparations
- Affordable single family home developments*
- First Time Homebuyer Education Sessions*

* Identifies new services not yet available

Family of Measures

Results

1. 25% decrease in the average completion time of rehabilitation and emergency repair projects
(current year average completion time – last year average completion time/last year average completion time)
2. 0 homes (0%) increase in the number of affordable units in the Pinal County Homeownership Program*
(# of new homes in homeownership program/current # of homes in the 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

Outputs

1. 0 of replacement/repair projects completed
2. 0 of affordable units in the Homeownership Program

Demands

1. 30 of replacement/repair projects expected to be requested
2. 30 of affordable homeownership units expected to be requested

Efficiencies

1. Total \$ Homeownership and Revitalization Activity expenditure per replacement/repair project completed

Activity Manager(s)

- Adeline Allen
- Cheri Buie

Activity Budget \$x,xxx,xxx

2. Housing Program

Purpose Statement The purpose of the Housing Program is to provide affordable rental housing and homeownership services to qualified individuals and families so they can gain access to affordable quality housing options.

Section 2.3: Public Housing Maintenance and Modernization Activity

Activity Purpose Statement 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.

Activity Services

- Housing Unit Maintenance Repairs
- Emergency Home Repairs
- Housing Unit Cleaning Sessions
- Heating, Ventilation, Air Conditioning (H-VAC) Unit Conversions
- Housing Unit Inspections
- Backflow Valve Compliance Reports
- Construction Quality Control Inspections
- Capital Fund Program Evaluations
- Housing Unit Refurbishments
- Construction Schedules
- Construction Bid Packets
- Arizona Department of Environmental Quality Wastewater Permit Compliance Sessions
- Housing Inquiry Responses
- Public Awareness Education Sessions
- Public Hearings
- Self-Sufficiency Counseling Sessions

Family of Measures

Results

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

* measures inspections, turnaround times, work order volume and response times, security, etc. (incorporates all of the HUD Quality Standards)

Outputs

1. 2,100 work orders completed
2. 14 families enrolled in FSSP

Demands

1. 2,400 work orders expect to be completed
2. 17 families expected to be enrolled

Efficiencies

1. Total \$ Public Housing Maintenance and Modernization Activity expenditure per work order completed
2. Total \$ Education and Awareness Activity expenditure per FSSP enrollment

Activity Manager(s) • **Angie Saucedo**

Activity Budget \$x,xxx,xxx

3. Regional Leadership Program

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

Section 3.1: Regional Leadership Activity

Activity Purpose Statement 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*.
* Resources could be in the form of funds, partnerships with other agencies, community networking and volunteer opportunities

Activity Services

- Nonprofit Outside Agency Collaborations
- Tenant Assistance Referrals
- Needs Assessment Evaluations
- Community Development Block Grant (CDBG) Funding Distributions
- Enterprise Zone Collaborations
- Stakeholder Information Gathering Sessions
- Stakeholder Presentations

Family of Measures

Results

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) (fund amount this year – fund amount from previous year/fund amount from previous year)
2. 5% increase in housing division budget coming from alternative funding sources (federal funds this year – federal funds last year/federal funding amount last year)

Outputs

1. 0 partners will receive resources from the Nonprofit Housing Corporation

Demands

1. 3 partners are expected to receive resources through the Nonprofit Housing Corporation

Efficiencies

1. Total \$ Agency Networking Activity expenditure per partner funding through the Nonprofit Housing Corporation

Activity Manager(s) • Adeline Allen

Activity Budget \$x,xxx,xxx

4. Grant Administration Program

Purpose Statement The purpose of the Grant Administration Program 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.

Section 4.1: Grant Administration Activity

Activity Purpose Statement 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.

Activity Services

- Grant Consultations
- Public Information Gathering Forums
- Grant Application Submissions
- Grant Application Procedure Discussions
- Grant Research Reports and Presentations
- Community Revitalization Projects
- Grant Match Identifications
- Contractor Payment Inquiry Responses
- Grant Compliance Reports
- Program Performance evaluations
- Administrative Guideline Oversights
- Grant Proposal Consultations
- Courthouse Bricks and Ornaments
- Courthouse Tours

Family of Measures

Results

1. 90% of Pinal County Grant Proposals (Alternative Funding Resources) will align to Department or Stakeholder missions annually
(# of grant proposals (AFR) that align to department or stakeholder mission / Total # of grant proposals)

Outputs

1. 40 of grant proposal consultations
2. 15 of grant application submittals received

Demands

1. 36 of grant proposal consultations expected to be completed
2. 13 of grant applications expected to be received

Efficiencies

1. Total \$ Grant Administration Activity Expenditure per grant proposal consultation completed

Activity Manager(s) • Ernie Feliz, Grants Coordinator

Activity Budget \$x,xxx,xxx