

# **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 3,465,000 to 3,178,000 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 2011) along with an increased ratio of population over 62 years old and the increasing special need\* populations in need of affordable housing will, if not addressed, result in:

- Longer waiting lists which currently average 3 to 6 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 (Issue # 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, 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 (Issue #2, 5)**

Eleven Mile Corner residents will have decent, safe, sanitary and affordable housing affordable housing at the Eleven Mile Corner site as evidenced 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. \* Funding is not available

### **Strategic Goal 3- Grant Proposals** (Issue # 4)

**Pinal** County will benefit from grant proposals (alternative funding sources) that are aligned with Executive & Departmental mission, vision, and goals as evidenced by:

- By 2011, 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, 10 percent increase in per capita Community Development Block Grant Funding
- By 2012, 5 percent increase of new affordable housing units in Pinal County

## CROSS-CUTTING ISSUES

**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**

- 1.1. Human Resources Activity page 8
- 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
- 1.7. Department Director Activity page 13

### **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**

- 4.1. Grant Administration Activity page 18

## 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**
1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date  
(24 of employee appraisals submitted by due date/total 26 of appraisals)
  - 85% of training dollars spent that directly align to County or Department strategic goals.
  2. 100% of records series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.  
( # of records managed in compliance with legal and policy requirements/ total # of records managed)
  3. 95% of department vehicles with preventative maintenance performed as scheduled  
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
  4. 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)
  5. 90% of non-construction payment authorizations 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)
  6. 100% of applicable Key Results achieved  
(# of key results achieved/total # of key results)
  7. 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 3 of respondents)

### ***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**
1. 80% completion rate for the Family Self Sufficiency Program (FSSP)
  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
  3. 12.5% increase (from 80% to 90%) of the score on annual HUD Public Housing Assessment System (PHAS) Report\*
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### ***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**
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)

### ***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**
1. 100% 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.

### Activity 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.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Candidate Selection Recommendations</li> <li>• Job Postings</li> <li>• Policy Interpretations</li> <li>• Employee Relations Management</li> <li>• Employee Interviews</li> <li>• Grievance hearings</li> <li>• Employee Inquiry Responses</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Appraisals/ Evaluations</li> <li>• Employee Assistance Referrals</li> <li>• Employee Orientation Sessions</li> <li>• Exit Interviews</li> <li>• Personnel Reports</li> <li>• Police and Procedure Updates</li> <li>• Employee Awards</li> <li>• "Silent Whistle" Investigations</li> </ul>
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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. 26 of employee appraisals submitted on/by due date

Demands

1. 24 of 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

## Activity 1.2: Reserved

## **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.

## **Activity 1.3: Training Activity**

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can safely perform the duties required.

**Activity Services**

- Training Dollars
- Safety Training Sessions
- Employee Handbooks
- Training Assessments
- Training Records
- Training Schedules/Arrangements

## **Family of Measures**

### Results

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

### Outputs

1. 8 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)**

- Supervisors in Housing Division
- All Housing Division Employees

**Activity Budget** \$x,xxx,xxx

## **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.

## **Activity 1.4: Records Management**

**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
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**Family of Measures**

**Results**  
1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives (# of records series managed in compliance with legal and policy requirements/ total # of records series managed)

**Outputs**

1. 2 records series in compliance with legal and policy requirements

**Demands**

1. 2 records series anticipated to be in compliance

**Efficiencies**

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

**Activity Manager (s)**

- **Adeline Allen, Department Director**

**Activity Budget** \$x,xxx,xxx

## **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.

## **Activity 1.5: Vehicle Management**

**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 of 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**
- Angie Saucedo

**Activity Budget** \$x,xxx,xxx

## **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.

## **Activity1.6: Financial Services**

**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.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Grant Reports</li> <li>• Grant Applications</li> <li>• Grant Programmatic Progress Reports</li> <li>• Payment Authorizations</li> <li>• Employee Reimbursement Authorizations</li> </ul>	<ul style="list-style-type: none"> <li>• Year-end Accounting Records</li> <li>• Cash Receipts</li> <li>• Budget Proposal</li> <li>• Spending Requests</li> <li>• Appropriation Adjustments</li> <li>• Expenditure Projections</li> <li>• Performance Reports</li> </ul>
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**Family of Measures**

**Results**

1. 90 % of non-construction payment authorizations (purchase orders) 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. 50 payment authorizations received within three business days of physical receipt of item(s)

**Demands**

1. 55 payment authorizations (purchase orders) 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

## **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.

## **Activity 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.

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

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**Outputs**

1. 1800 of customers responding to the department survey

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**Demands**

1. 2400 of customers expected to respond to the survey

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**Efficiencies**

1. \$ Department expenditures per customer served

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**Activity Manager(s)**

- **Adeline Allen, Department Director**

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**Activity Budget** \$x,xxx,xxx

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## **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.

### **Activity 2.1 Public Housing and Housing Choice Voucher**

**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 gain occupancy 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**

- Client Consultations
- Customer Complaint Responses
- Lease/Rent Computations
- Community Service Resident Compliance Reports
- Rent Collections
- Applicant Prequalifications
- Notarized Documents
- Section 8 Vouchers
- 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
- Resident Opportunities for Self Sufficiency

#### **Family of Measures**

##### Results

1. 95% occupancy rate of all Section 8 units every month (# of Section 8 vouchers in use/total # of vouchers available)
2. 95% occupancy rate of all public housing every month (# of Public Housing units occupied/total # of units available)
3. 80% of clients with an escrow account on Family Self Sufficiency Program (FSSP) (# of clients with an escrow account on FSSP/total number of participants in the FSSP)

##### Outputs

1. 584 of Section 8 vouchers available for use
2. 169 of public housing units available for use
3. 14 of families enrolled in FSSP

##### Demands

1. 579 of vouchers expected to be requested
2. 160 of public housing units occupied\*
3. 17 of families expected to be enrolled

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

##### Efficiencies

1. Total \$ Housing Choice Voucher Activity expenditures per Section 8 voucher
2. Total \$ Public Housing Activity expenditures per Section 8 voucher
3. Total \$ Education and Awareness Activity expenditure per FSSP enrollment

**Activity Manager(s)**

- Cheri Buie, Section 8 Supervisor
- Angie Saucedo, Public Housing Supervisor
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**Activity Budget**                      \$x,xxx,xxx

**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.

**Activity 2.2                      Homeownership and Revitalization**

**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. 5% 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)

20 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 service that currently does not exist – this program will most likely not be adding homes until planning and resource development process is complete  
( \*Pending Funding availability )

Outputs

1. 10 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. 0 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
- Ernie Feliz
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**Activity Budget**                      \$x,xxx,xxx

***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.

***Activity 2.3                      Public Housing Maintenance and Modernization***

**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. 4% increase (from 77% to 80%) 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 of work orders completed

**Demands**

1. 2,400of work orders expect to be completed

**Efficiencies**

1. Total \$ Public Housing Maintenance and Modernization Activity expenditure per work order completed

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<b>Activity Manager(s)</b>	• <b>Angie Saucedo</b>
<b>Activity Budget</b>	\$x,xxx,xxx

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***Regional Leadership***

**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.

***Activity 3.1 Regional Leadership***

**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)\* Funding has been eliminated (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 of partners that receive resources from the Nonprofit Housing Corporation
  2. 210,000 coming from alternative funding to offset last year funding

- Demands**
1. 3 of partners that are expected to receive resources through the Nonprofit Housing Corporation
  2. 300,000 coming from alternative funding to offset last year funding

**Efficiencies**

1. Total \$ Agency Networking Activity expenditure per partner funding through the Nonprofit Housing Corporation
2. Total \$ increase in housing division budget coming from alternative funding sources

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<b>Activity Manager(s)</b>	• <b>Adeline Allen</b>
<b>Activity Budget</b>	\$x,xxx,xxx

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**Program 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.

**Activity 4.1 Grant Administration**

**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.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Grant Consultations</li><li>• Public Information Gathering Forums</li><li>• Grant Application Submissions</li><li>• Grant Application Procedure Discussions</li><li>• Grant Research Reports and Presentations</li><li>• Community Revitalization Projects</li></ul>	<ul style="list-style-type: none"><li>• Grant Match Identifications</li><li>• Contractor Payment Inquiry Responses</li><li>• Grant Compliance Reports</li><li>• Program Performance evaluations</li><li>• Administrative Guideline Oversight</li><li>• Grant Proposal Consultations</li><li>• Courthouse Bricks and Ornaments</li><li>• Courthouse Tours</li></ul>
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**Family of Measures** Results  
1. 100% 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)

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Outputs  
1. 200 of grant consultations  
2. 15 of grant application submittals received

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Demands  
1. 220 of grant consultations expected to be completed  
2. 15 of grant applications expected to be received

**Efficiencies**

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

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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Ernie Feliz, Grants Coordinator</b></li><li>•</li><li>•</li></ul>
<b>Activity Budget</b>	\$x,xxx,xxx

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