



PINAL COUNTY
wide open opportunity

**HOUSING & COMMUNITY DEVELOPMENT
STRATEGIC BUSINESS PLAN
FY 2011/2012**

COUNTY 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)

SUMMARY OF MAJOR SERVICES PROVIDED:

<ul style="list-style-type: none"> • Client Consultations • Customer Complaint Responses • Community Service Resident Compliance Reports • Rent Collections • Determine Client Eligibility 	<ul style="list-style-type: none"> • Participant Program Orientation • Legal Evictions • Utility Study Report • Tenant/Landlord Appeal Hearings • Resident Opportunities for Self Sufficiency • Family Self Sufficiency
<ul style="list-style-type: none"> • Owner-Occupied Housing Rehabilitation/Replacement • Homeowners Housing Rehabilitation Education Sessions 	<ul style="list-style-type: none"> • Legal document preparations • First Time Homebuyer Program • Emergency Home Repair
<ul style="list-style-type: none"> • Housing Maintenance Repairs • Housing Unit Inspections • Backflow Valve Compliance Reports • Capital Fund Program Management • Housing Unit Turnaround 	<ul style="list-style-type: none"> • Arizona Department of Environmental Quality Wastewater Compliance • Housing Inquiry Responses • Public Awareness Education Sessions • Public Hearings • Self-Sufficiency Counseling Sessions
<ul style="list-style-type: none"> • Nonprofit Outside Agency Collaborations • Tenant Assistance Referrals 	<ul style="list-style-type: none"> • Stakeholder Presentations and information gathering • Community Development Block Grant (CDBG) Funding
<ul style="list-style-type: none"> • Grants Management • Grant Application Submission & Consultations • Grant Research Reports and Presentations • Federal, State and Local Reports 	<ul style="list-style-type: none"> • 1891 Courthouse Preservation Management • Community Revitalization Projects • Colonias • Policies and Procedures

ISSUE 1 – REDUCED RESOURCES

An increased need for services, the poor economy and the lack of development of alternative funding sources will, if not addressed, result in:

- Increase in the county homeless population
- Increase in families living in unsafe, sub-standard conditions* (e.g. multiple families sharing one home)
- Lack of affordable housing for families with special needs**
- Longer waiting list to participate in affordable housing programs (e.g. currently the average wait for someone on the Section 8 Housing Choice Voucher list is five years)

*Typically, homes that meet HUD Housing Quality Standards are considered safe.

**Special needs includes victims of domestic violence, people with AIDS, elderly, disabled/handicapped and mentally ill persons

ISSUE 2 –PUBLIC HOUSING ASSESSMENT SYSTEM

Non-Compliance with HUD’s Public Housing Assessment System financial requirements will, if not addressed, result in:

- Decreased funding, which limits the quantity/quality of service to clients
- Increased oversight from HUD
- Additional expenses based on continually financial troubled designation

ISSUE 3 - 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 4 – 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 toward affordable housing

STRATEGIC GOALS: 1*- Increased Affordable Housing (Issues #1 and #3)

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

- By 2015, achieve 98% or higher occupancy rate in public housing 12 months a year
- By 2013, annually utilize 98% of funds available for Housing Choice Voucher program
- By 2013, 80% of participants in the Family Self Sufficiency program will have established escrow accounts
- By 2015, the Public Housing Assessment System (PHAS) will rate the Housing & Community Development Department as a high performer.

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

STRATEGIC GOALS: 2- Grants 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 2014, 100% of Pinal County grant proposals (alternative funding sources) will align to Executive & Departmental mission, vision, and goals and departments will articulate expected results.

STRATEGIC GOALS: 3 – Regional Leadership (Issue #1,2, 3 & 4)

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 2013, 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 2013, 10% increase in per capita Community Development Block Grant Funding
- By 2013, 5% increase of new affordable housing units in Pinal County

ANNUAL PERFORMANCE MEASURES

Housing and Community Development	FISCAL YEAR		
Key Result Measure	2012	2013	2014
% of clients with an escrow account on Family Self Sufficiency Program (FSSP).	60%	65%	70%
Achieve high performance rating for public housing program from HUD (High performance = 90).	80%	84%	88%
Maintain high performance rating for Section 8 Housing Choice Voucher program from HUD (High performance = 90)	85%	87%	90%
5% increase in housing division budget coming from alternative funding sources	3%	4%	5%
Pinal County Grant Proposals (Alternative Funding Resources) will align to Department or Stakeholder missions annually.	90%	95%	100%

REVENUE BY FUND

Programs/Activities	Cost Center	Total Budget
General Fund Sewer Charges		
	1063	23,064
Budget Housing Fleet	3550150	23,725
Budget HO -Executive Management	3550170	41,033
Budget HO Grant Admin	3550411	73,993
Total General Fund		161,815
Old Court House Preservation		
Budget Court House Repair	3550412	64,000
Private	3550412	8,000
Old Court House Total		72,000
Grants		
CDBG & Home Grants		
CDBG/Regional Leadership	3550312	376,969
HO/Regional Leadership-HO	3550313	120,000
HO- Grant Admin-CDBG	3550413	22,950
HO Grant Admin -HTF	3550414	20,000
HO Regional Leadership EECBG	3550316	1,100,000
Total CDBG & Home Grants		1,639,919
Ho Conventional & Ho Ch Vchr		
Housing/Conventional Off ledger	2848	3,149,513
HO Choice Voucher	3550217	427,306
HO Conventional	3550237	652,929
Total Conventional & HO Ch Vchr		4,229,748

Expenditure By Fund

Program/Activities	# of Full Time Employess	# of Part Time Employees	Cost Center	Total Budget
General Fund				
Executive Management	1	-	3550170	88,637
Housing Fleet			3550150	23,725
HO Grant Admin			3550411	73,993

General Fund Total				186,355
Old Court House Preservation				
Court House Repair			3550412	72,000
Old court house total				72,000
Grants-CDBG & Home				
CDBG/Regional Leadership	1	1	3550312	376,969
HO/Regional Leadership-HO			3550313	120,000
HO- Grant Admin-CDBG			3550413	22,950
HO Grant Admin -HTF			3550414	20,000
HO Regional Leadership EECBG			3550316	1,100,000
Total CDBG & Home Grants				1,639,919
HO Conventional & HO Ch Vchr				
Housing Conventional	14	-	3550237	652,929
Housing Choice Voucher	8	-	3550217	427,306
Housing/Conventional Off ledger			2848	3,149,513
Total Conventional & HO Ch Vchr				4,229,748