

**HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT  
STRATEGIC BUSINESS PLAN  
FY 2013/2014**

**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.

**SUMMARY OF MAJOR SERVICES PROVIDED:**

- Client Consultations
- Customer Complaint Responses
- Community Service Resident Compliance Reports
- Rent Collections
- Determine Client Eligibility
- Community Development Block Grant (CDBG) Funding
- Owner-Occupied Housing Rehabilitation/Replacement
- Homeowners Housing Rehabilitation Education Sessions
- Housing Maintenance Repairs
- Housing Unit Inspections
- Backflow Valve Compliance Reports
- Capital Fund Program Management
- Housing Unit Turnaround
- Nonprofit Outside Agency Collaborations
- Tenant Assistance Referrals
- Housing Inquiry Responses
- Participant Program Orientation
- Legal Evictions
- Utility Study Report
- Tenant/Landlord Appeal Hearings
- Resident Opportunities for Self Sufficiency
- Family Self Sufficiency
- Self-Sufficiency Counseling Sessions
- Legal document preparations
- First Time Homebuyer Program
- Emergency Home Repair
- Arizona Department of Environmental Quality Wastewater Compliance
- Stakeholder Presentations and information gathering
- Public Awareness Education Sessions
- Public Hearings
- Fair Housing Training

## **ISSUE STATEMENTS**

### **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

\*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 - 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:

- Decreased 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

## **COUNTY PRIORITY ALIGNED TO:**

Growth

Increase home ownership opportunities for low income residents.

## **2-5 YEAR STRATEGIC GOALS:**

### **Strategic Goal 1\*- Increased Affordable Housing (Issues #1 and #2)**

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

- By 2016, annually utilize 100% of funds available for Housing Choice Voucher program
- By 2016, the U. S. Department of Housing and Urban Development's Public Housing Assessment System (PHAS) will rate the Housing & Community Development Department at 90%, as a high performer
- By 2016, achieve 90% or higher occupancy rate in public housing

- By 2016, achieve 100% rating from U. S. Department of Housing and & Urban Development (HUD) for Section 8 Housing Choice Voucher program

**Strategic Goal 2 – Regional Leadership** (Issue #1, #2 and #3)

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 2016, 5% increase in housing division budget will be obtained from alternative funding sources (Alternative funding is funding other than federal monies. Federal monies received are 98% of the department budget)

**ANNUAL PERFORMANCE MEASURES**

<b><u>Housing and Community Development</u></b>	<b>FISCAL YEAR</b>		
	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Key Result Measure</b>			
Achieve 100% utilization of funds available for Section 8 Housing Choice Voucher program by 2016.	80%	90%	100%
Achieve high performance rating for Public Housing program from HUD (High performance = 90%) by 2016.	86%	88%	90%
Achieve 90% or higher occupancy rate in public housing by 2016.	86%	88%	90%
Achieve high performance rating for Section 8 Housing Choice Voucher program from HUD (High performance = 90%) by 2015.	88%	90%	100%
Achieve a 5% increase in housing division budget obtained from alternative funding sources by 2016.	2%	3%	5%

**REVENUE BY FUND**

<b>Programs/Activities</b>	<b>Cost Center</b>	<b>Total Budget</b>
General Fund		
Housing Administration	1063	\$28,502
Executive Management	3550170	\$96,029
<b>General Fund Total</b>		<b><u>\$124,531</u></b>
Housing		
Conventional	3550237	\$1,333,923
Section 8	3550217	\$3,160,630
NSP III	3550227	\$974,766
CDBG2012	3550320	\$45,145
CDBG2013	3550321	\$129,585
HOME	3550324	\$166,484
<b>Housing Fund Total</b>		<b><u>\$5,810,533</u></b>

**EXPENDITURES BY FUND:**

<b>Programs/Activities</b>	<b># of Full Time Employees</b>	<b># of Part Time Employees</b>	<b>Cost Center</b>	<b>Total Budget</b>
<u>General Fund</u>				
Housing Administration		1	1063	\$28,502
Executive Management		1		\$96,029
<b>General Fund Total</b>				<b><u>\$124,531</u></b>
<u>Housing</u>				
Conventional	18	1	3550237	\$1,333,923
Section 8	7		3550217	\$3,160,630
NSP III			3550227	\$974,766
CDBG2012			3550320	\$45,145
CDBG2013			3550321	\$129,585
HOME			3550324	\$166,484
<b>Housing Fund Total</b>				<b><u>\$5,810,533</u></b>