



**Housing Department**  
**STRATEGIC BUSINESS PLAN**  
**FY 2014/2015**

**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
- Homeowners Housing Rehabilitation Education Sessions
- Housing Maintenance Repairs
- Housing Unit Inspections
- Backflow Valve Compliance
- Capital Fund Program Management
- Housing Unit Turnaround
- Nonprofit Agency Collaborations
- Tenant Assistance Referrals
- Housing Inquiry Responses
- Participant Program Orientation
- Legal Evictions
- Utility Consumption/Allowance Study
- Tenant/Landlord Appeal Hearings
- Resident Opportunities for Self Sufficiency
- Family Self Sufficiency
- Self-Sufficiency Counseling Sessions
- Legal document preparations
- Emergency Home Repair
- Arizona Department of Environmental Quality Wastewater Compliance
- Stakeholder Presentations and information gathering
- Public Awareness Education Sessions
- Public Hearings
- Fair Housing Training
- Dream Catcher Homeless Families
- Bridge Homeless Special Needs Households

## **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
- Lack of affordable housing for families with special needs
- Longer waiting list to participate in affordable housing programs

### **Issue 2 - Business Friendly Environment**

A business friendly environment which results in better jobs and increased entrepreneurship, elevating the prosperity of Pinal County residents, if not addressed, will result in:

- An inability to attract new business ventures and prevent existing businesses to grow
- A lack of prosperity for Pinal County residents

## **STRATEGIC GOALS:**

### **Strategic Goal 1- Increased Affordable Housing (Issue 1)**

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

- Utilize 100% of funds available for Housing Choice Voucher program
- Increase to 90% the U. S. Department of Housing and Urban Development's Public Housing Assessment System (PHAS) rating
- Achieve 90% or higher occupancy rate in public
- Achieve 90% rating from U. S. Department of Housing and & Urban Development (HUD) for Section 8 Housing Choice Voucher program

### **Strategic Goal 2 – Develop a skilled workforce (Issue 2)**

- By 2015 separate Pinal County from Gila County Local Workforce Investment Area
- By 2018, 5% increase in Pinal County residents with a 4 year degree
- By 2018, 5% increase in Pinal County residents with a technical/vocational certificate annually

**ANNUAL PERFORMANCE MEASURES:**

MEASURE TYPE	MEASURE DESCRIPTION	FISCAL YEAR		
		2014	2015	2016
Result	Achieve 100% utilization of funds available for Section 8 Housing Choice Voucher program	80%	90%	100%
Result	Achieve high performance rating for Public Housing program from HUD (High performance = 90%)	86%	88%	90%
Result	Achieve 90% or higher occupancy rate in public housing	86%	88%	90%
Result	Achieve high performance rating for Section 8 Housing Choice Voucher program from HUD	90%	95%	100%
Statement	Separate Pinal County from Gila County Local Workforce Investment Area and realign with Maricopa County.			

**EXPENDITURES BY FUND:**

Programs/Activities	# of Full Time Employees	# of Part Time Employees	Cost Center	Total Budget
<u>General Fund</u>				
Housing Administration		2	3550180	\$28,502
Executive Management		1	3550170	\$96,029
<b>General Fund Total</b>				<b><u>\$124,531</u></b>
<u>Housing</u>				
Conventional	14.5		3550237	\$1,200,000
Section 8	5.5		3550217	\$3,187,067
CDBG 14			3550325	\$112,007
<b>Housing Fund Total</b>	<b>20</b>	<b>3</b>		<b><u>\$4,499,074</u></b>