

# Pinal County - Managing For Results

## Annual Report

### FY 2009-2010

#### HOUSING & COMMUNITY DEVELOPMENT

##### Grant Administration Program

###### Grant Administration

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

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
100.00%	3.23%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	47.37%	100.00%

For the second consecutive year, all proposals aligned to mission. This can be credited to an effort that began late last year to create a defined system for submitting grant applications. Shortly after determining the county manager had authority to sign off on grant applications, a committee was formed to develop a process for submitting applications. The committee involved grant professionals employed in various county departments, representatives from the budget and finance and the Clerk of the County Board of Supervisors. One of the goals of the committee was to create a process that would make it easy for the county manager to determine whether a grant application should be approved for submission. A document called the Pre-Proposal Approval was created and has been used for nearly all grant applications after it was endorsed by the county manager. As part of this form, applicants must explain how the proposal aligns to department or stakeholder missions or how it addresses strategic priorities of the county. The county manager also asked that the committee develop a formal county policy for grant applications. This policy has been drafted and submitted to county departments for review. The committee's next task is to address comments made during the review process and submit the final draft of the policy for acceptance by the County Board of Supervisors. This process has worked so well it appears that it is no longer necessary to track alignment of a grant proposal to a department's or county's mission. Within the coming year, a new key result will likely be developed.

Meanwhile, the county manager's endorsement of the proposed policy and accompanying form greatly improved the grants coordinator's ability to inform departments of the process for grant applications. As was the case last year, the spring months were definitely the 'season' for submitting proposals. Twenty-one grant applications were submitted in the last quarter of the year after six had been submitted in the previous nine months. This output far exceeded the target of 15 applications that was set at the beginning of the year. The number of grant applications submitted is based on a variety of factors, including the amount of funding made available to applicants, the ability to manage a grant funded project and the need for a department to seek funds to sustain its budget. This year the increase in grant applications can be attributed to departmental need to increase/maintain budget capacity. Since the grant coordinator has little control over any of these factors, it would not be prudent to tie performance to numbers of applications submitted. In addition, an increase in numbers of grants applications submitted and the subsequent work involved in processing the applications takes away from the time the coordinator has to manage grants that have been awarded. One of the keys to obtaining grant awards is proper management of those grants that have been awarded. It is important that a discussion be held to determine how to deal with the large amounts of applications that flow in during the last quarter of the year while successfully managing the grant funded projects that are in progress.

##### Housing Program

###### Homeownership and Revitalization

KR % decrease in the average completion time of rehabilitation and emergency repair projects

FY10 Target	Q1		Q2		Q3		Q4		FY10 YTD	
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
25.00%	0.00%	0.00%	-3.77%	25.00%	30.33%	25.00%	6.98%	7.00%	12.97%	7.00%

Reducing the amount of time it takes to perform rehabilitation and repair projects is a way to improve service to our clients. It also allows us to meet contract deadlines with our funding sources. We have completed five projects more quickly than the previous year, but not as quickly as we had hoped. Unanticipated procurement issues that arose during the year slowed completion times. These issues have included which buyer would procure a contractor, uncertainty with contract requirements and uncertainty of procurement's understanding of funding source requirements. Otherwise, completion time had improved considerably with the hiring of a part-time employee dedicated to the rehabilitation and repair projects. We have worked through most of these issues and believe they can be resolved in the coming year. However, the targeted percentage decrease is likely still too high and will be revised downward to 10% for the coming year.

# HOUSING & COMMUNITY DEVELOPMENT

## Housing Program

### Public Housing Maintenance and Modernization

KR % increase (from 80% to 90%) of the score on annual HUD Public Housing Assessment System (PHAS) Report\*

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
12.50%	0.00%	77.00%	0.00%	77.00%	0.00%	77.00%	0.00%	77.00%	0.00%	77.00%

This measure is scored by HUD, which is the funding source for this program. HUD has not yet provided a score on the most recently reported data. This measurement is required to be reported every two years to (HUD). The last report was completed in 2007. We had previously been advised by the local HUD office that we were exempt from reporting in 2009 because regulations and computer program upgrades were being reviewed. However, during the first week of June 2010 we were unexpectedly informed that our report for FY 2008-2009 needed to be completed by the next day. The report was completed and submitted on time and is pending scoring from HUD. We expect to receive a score that is equal or better to the last reporting period. However, this score will likely not achieve the target. We have come to realize that this is an unrealistic target that will need to be revised.

### Public Housing and Housing Choice Voucher

KR % of Public Housing units occupied

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	94.08%	93.00%	94.08%	95.00%	97.42%	95.00%	95.78%	95.00%	95.34%	95.00%

We expected to serve 169 residents based on the number of units available. Unfortunately, client transience and evictions followed by insufficient number of eligible applicants on the waiting list leads to unit vacancies. The lack of a waiting list of eligible applicants is a problem in many Pinal County cities. We have already begun to put in place a Strategic Plan to get more interested applicants on our waiting list. Having a larger waiting list will increase the number of applicants available to pre-qualify for vacant units. This reporting for fiscal year 2009-2010 the goal has averaged out at 95% per month. This is a 3% increase from last year and allowed us to achieve our goal for the year. We will continue to pre-qualify applicants monthly and reach out to the different communities to educate the public on our housing services.

KR % of Voucher issued for Section 8 every month

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	98.34%	564.00%	93.92%	97.00%	93.26%	95.00%	90.35%	90.00%	93.98%	90.00%

Changes by the funding source (HUD) have affected this measure. HUD now provides assistance by dollar amount rather than voucher. This change has made it impossible to meet the current year end estimate percentage. This is because the increase in unemployment leads to an increase in the amount needed for each voucher. The change in HUD's method of distribution did not account for this. Therefore, we exceeded the amount HUD has budgeted for us. With many of our clients losing their jobs in the last 2 years we have had to pay larger portions of the rental amounts. Additionally, a change in the Aid to Families with Dependent Children (AFDC) program will further increase the amount required for each voucher, putting even more burden on the voucher program. These factors will make it impossible to achieve the current year end estimate. This estimate will have to be revised downward in the coming year.

## Regional Leadership Program

### Regional Leadership

KR % increase in housing division budget coming from alternative funding sources

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
5.00%	0.00%		0.00%	0.00%	0.00%	0.00%	15.45%	4.00%	15.45%	4.00%

We continue to work with Community Action Human Resources Agency (CAHRA) and receive matching funding for weatherization to public housing units we have scheduled for capital improvements (HUD funds). This year CAHRA provided improvements totaling \$42,900, used to upgrade appliances and water heaters in 29 public housing rentals in Apache Junction. We are jointly planning with CAHRA to complete rehabilitation projects at our public housing sites in Maricopa and Stanfield by providing the residents more efficient cooling and heating systems.

# HOUSING & COMMUNITY DEVELOPMENT

## Administrative

### Department Director

KR % of applicable Key Results achieved

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
100.00%	90.00%	100.00%	92.86%	95.00%	92.86%	95.00%	80.85%	85.00%	80.85%	85.00%

We did not achieve our year end estimate, however we are experiencing improvement in meeting our goals. We are using additional tools, such as spreadsheets, to track our activity as it relates to vehicle maintenance, records retention and training activity. Staff is finding these types of tracking systems more accurate than those used in the past. We are also maintaining back up documents to verify data in our reports. We will continue to develop more effective ways to track the data we need for reporting purposes.

KR % of surveyed customers who say they are satisfied or very satisfied with the services provided by the department

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
75.00%	99.48%	75.00%	100.00%	100.00%	100.00%	85.00%	98.89%	75.00%	99.68%	75.00%

We have made a change to the way we are handing out and receiving surveys. Staff continues to give surveys to clients, but we are not requiring them to return them to staff before they leave our office. We have seen a decline this quarter of surveys turned in to the office and believe it is due to the changes we made. We will place a survey on our website in the next two months and are discussing other ways to make the surveys available, and more confidential, in hopes there will be more participation by our clients.

## Financial Services

KR % of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
90.00%	88.68%	90.00%	100.00%	90.00%	75.00%	90.00%	100.00%	90.00%	89.39%	90.00%

There is little activity due to the reduction in general funds coming into our department. We should exceed our annual and year end estimates.

## Human Resources

KR % of all annual employee appraisals will be submitted to Human Resources by the end of January due date.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
98.00%	0.00%	98.00%	0.00%	98.00%	33.33%	98.00%	0.00%	98.00%	9.09%	98.00%

98% Of annual employee appraisals were submitted by the end of January. The other 2% were submitted by the end of February.

## Records Management

KR % of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
100.00%	0.00%	0.00%	0.00%	100.00%	0.98%	12.00%	94.87%	95.00%	27.32%	95.00%

We completed our review of records and determined those designated for destruction. The files were removed from our temporary holding area and picked up by County contracted agency for destruction. We review records annually, after our federal audit is completed, and destroy all records that are in excess of three years old.

# HOUSING & COMMUNITY DEVELOPMENT

## Administrative

### Training

KR % of training dollars spent that directly align to County or Department strategic goals.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
85.00%	84.85%	85.00%	100.00%	85.00%	0.00%	85.00%	100.00%	100.00%	85.76%	100.00%

We spent 85% of our Federal training dollars to provide training to our employees that directly align to the department strategic goals. We had several employees attend no cost training sessions. All Housing Supervisors attended Disciplinary Actions provided by the Human Resources Department; one employee attends ongoing IT training involving web editing training; 2 Housing Employees attended a navigation training on the AZTEC system presented by DES; 4 employees attended the annual state NAHRO summer conference in 2009 and there were several webinars attended by staff, provided by HUD. These training opportunities provide regulatory, statutory and procedural changes adopted by our main funding source, HUD. The knowledge gained enhances our ability to better serve our clients.

### Vehicle Management

KR % of department vehicles operated more than 10,000 miles per year

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
81.00%	81.25%	95.00%	81.25%	95.00%	42.86%	42.00%	0.00%	46.15%	0.00%	46.15%

Seven vehicles are being counted under this measure. Four are pickups and three are passenger vehicles. The remaining vehicles at Housing were purchased with grant funds. One of the pickups being counted was purchased at the end of June. Two of the remaining vehicles were driven more than 10,000 miles in the past year. All four of the vehicles operated less than 10,000 miles are for special use. One is used by the Modernization Coordinator, who requires a vehicle to check remote job sites throughout the county. Two of the vehicles are used as pool cars, and one of those is used extensively by the Housing Director to attend meetings throughout the county. A third pool car was driven only 2,000 miles this year and will be transferred to Fleet Services to be sold at auction. The fleet of Housing vehicles is in good condition and sufficient to serve the needs of the department.

KR % of department vehicles with preventative maintenance performed as scheduled

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	100.00%	100.00%	89.58%	95.00%	95.83%	95.00%	92.86%	69.23%	94.77%	69.23%

Vehicles used by Housing were idle at times during the year, and maintenance records were not updated during those months. The vehicles went idle due to two positions went unfilled for about six months, and a vehicle scheduled to be sold at auction is not used regularly. For the year, vehicles dedicated to maintenance personnel were found to have had consistently updated service logs. Those vehicles used primarily as pool cars did not have consistently updated logs. This is largely due to the loss of personnel assigned this task and the inability to refill the position because of a denial for request for an exemption. After six months, the position was finally filled and it is expected that all vehicle logs will remain current as long as that situation remains the same.