

The Office of Strategic Planning 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 Strategic Planning Office is to provide consultation, facilitation, education, and training services to County Elected Officials, County Management, and County Departments so they can best utilize goal driven management practices to deliver improved results for their customers.

ISSUE STATEMENTS

Issue 1: Increasing Public Expectations

The increased need for Pinal County to provide ever more efficient services in an accountable and transparent manner will, if not addressed, result in:

- Lower customer satisfaction
- Unmet service demands
- Loss of organizational acceptance

Issue 2: Education and Skill Development

The ongoing need to maintain a county workforce that is knowledgeable regarding strategic planning and results driven performance management will, if not addressed, result in: Lack of focus on customers

- Limited transparency and accountability that could result in a lack of public confidence
- Lack of data driven decision making
- Inefficient service delivery and use of resources
- Reduced rate of organizational acceptance

STRATEGIC GOALS

Strategic Goal 1: Project Team Services

By 2010, Pinal County will benefit from efficient and knowledgeable facilitation and consulting services as evidenced by:

- 90% of responding Department Directors and Elected Officials that indicate they are satisfied or very satisfied with the services received from the County Facilitators.
- 75% of Managing for Results (MFR) project milestones achieved (as defined in the Corporate Calendar and Executive Steering Committee (ESC) Status/Decision Slides)

Strategic Goal 2: Training and Information Resources

By 2010, Pinal County employees will better understand the strategic business planning purposes, methodology, and online systems as evidenced by:

- 75% of participants that demonstrate an improved score in a pre/post test process in a County presented Managing for Results (MFR) training session.

CROSS CUTTING

TBD

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 7
- 1.2. Reserved, page 7
- 1.3. Training Activity, page 8
- 1.4. Records Management Activity, page 9
- 1.5. Vehicle Management Activity, page 10 (Activity Not Used)
- 1.6. Financial Services Activity, page 11
- 1.7. Department Director Activity, page 12

2. Organizational Support and Training Program

- 2.1. Facilitation and Consultation Activity, page 13
- 2.2. Education and Training Activity page 14

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 departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
- 95% of department vehicles with preventative maintenance performed as scheduled (Activity Not Used)
- 95% of department vehicles operated more than 10,000 miles per year (Activity Not Used)
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Office of Strategic Planning

Program Two: Organizational Support and Training Program

Purpose Statement The purpose of the Organizational Support and Training Program is to provide facilitation, consultation, reporting, training, and methodology support services to County Elected Officials, County Management, and Departments so they can develop result focused strategic business plans and improve their understanding of the strategic business planning methodologies and related business systems.

Key Results

- 75% Managing for Results (MFR) project milestones achieved (as defined in the Corporate Calendar and Executive Steering Committee) ESC Status/Decision Slides)
- 75% of participants that demonstrate an improved score in a pre/post test process in a County presented Managing for Results (MFR) training session.

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 departments so they can cost effectively manage their resources to achieve the planned results.

Section 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 manage, evaluate, and retain a qualified and diverse workforce.

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

Demands

1. 1 employee appraisals anticipated to be submitted

Efficiencies

N/A

Activity Manager(s) • **Kent Taylor**

Activity Budget \$x,xxx,xxx

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 departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

Activity Services

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

Family of Measures

Results

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

Outputs

2. 500 Training \$ spent that directly align to County or Department strategic goals

Demands

3. 500 Training \$ anticipated to be spent that directly align to County or Department strategic goals

Efficiencies

4. Training Activity \$ spent that directly align to County or Department strategic goals

Activity Manager(s)

- Kent Taylor

Activity Budget \$x,xxx,xxx

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 departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

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 Destruction List
- Records Inventory
- Records Requests Responses

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 record series managed in compliance with legal and policy requirements / total # of records series managed)

Outputs

2. *# record series in compliance with legal and policy requirements
* data is not currently available; it will be collected over the next six months and added to the plan once a baseline is established

Demands

3. * # record series anticipated to be in compliance with legal and policy requirements

Efficiencies

4. Records Management Activity \$ expenditure per record series in compliance with legal and policy requirements

Activity Manager(s)

- **Kent Taylor**

Activity Budget \$X,XXX,XXX

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 departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity (Not applicable)

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 and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

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. 0 department vehicles operated
2. 0 department vehicles operated more than 10000 miles a year

Demands

1. 0 department vehicles anticipated to be operated

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s) • **Kent Taylor**

Activity Budget \$x,xxx,xxx

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 departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

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.

Activity Services	<ul style="list-style-type: none">• Grant Reports• Grant Applications• Grant Programmatic Progress Reports• Payment Authorizations• Employee Reimbursement Authorizations	<ul style="list-style-type: none">• Year-end Accounting Records• Cash Receipts• Budget Proposal• Spending Requests• Appropriation Adjustments• Expenditure Projections• Performance Reports
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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. 11 payment authorizations received within three business days of physical receipt of item(s)

Demands
1. 11 payment authorizations anticipated to be entered into the system

Efficiencies
1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s)

- Kent Taylor

Activity Budget \$x,xxx,xxx

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 departments so they can cost effectively manage their resources to achieve the planned results.

Section 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.

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

Results

1. 100% of applicable Key Results achieved
[# of applicable key results achieved/total # of applicable key results]
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the County Strategic Planning Office.
[# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents]

Outputs

1. 25 of customers responding to the department survey

Demands

1. 25 of customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s)

- **Kent Taylor**

Activity Budget \$x,xxx,xxx

2. Organizational Support & Education Program

Purpose Statement

The purpose of the Organizational Support and Training Program is to provide facilitation, consultation, reporting, training, and methodology support services to County Elected Officials, County Management, and Departments so they can develop results focused strategic business plans and improve their understanding of the strategic business planning methodologies and related business systems.

Section 2.1: Facilitation & Consultation Activity

Activity Purpose Statement

The purpose of the Facilitation and Consultation Activity is to provide facilitation, consultation, reporting, and methodology support services to County Elected, and appointed departments so they can have strategic business plans which can assist them in managing performance and improving results for their customers.

Activity Services

- Facilitation Sessions
- Strategic Business Plan Reviews
- Strategic Business Plans (SBP)
- MFR Management Meeting Facilitations
- MFR Support Materials
- Department Consultations
- Alignment Maps
- MFR Audit Reports
- Subcommittee Status Reports
- Email Inquiry Responses
- Phone Inquiry Responses

Family of Measures

Results

1. 90% of responding Department Directors and Elected Officials that indicate they are satisfied or very satisfied with the services received from the County Facilitators.
[# of responding Department Directors and Elected Officials that indicate they are satisfied or very satisfied with the services received from the County Facilitators/total # of respondents]
2. 75% MFR project milestones achieved (as define in the Corporate Calendar and ESC Status/Decision Slides) (**KR**)
[# of MFR project milestones achieved/Total # of MFR project milestones]

Outputs

1. 5100 MFR Project Team hours provided
- 2.

Demands

1. 5400 MFR Project Team hours requested
- 2.

Efficiencies

1. ___\$ Total Activity expenditure per MFR Project Team hour

Activity Manager(s)

- **Kent Taylor**

Activity Budget

\$x,xxx,xxx

2. Organizational Support & Education Program

Purpose Statement The purpose of the Organizational Support and Training Program is to provide facilitation, consultation, reporting, training, and methodology support services to County Elected Officials, County Management, and Departments so they can develop results focused strategic business plans and improve their understanding of the strategic business planning methodologies and related business systems.

Section 2.2: Education and Training Activity

Activity Purpose Statement The purpose of the Education and Training Activity is to provide training curriculum development and delivery services to County employees so they can have an improved understanding of their strategic business plans, the methodologies, and related business systems.

Activity Services	<ul style="list-style-type: none"> • Training Sessions • Training Schedules • Web Based Training Sessions* 	<ul style="list-style-type: none"> • Email Inquiry Responses • Phone Inquiry Responses • Strategic Coordinator Meetings • Training Assessments
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*Future service not yet being provided.

Family of Measures	<p><u>Results</u></p> <ol style="list-style-type: none"> 1. 75% of participants that demonstrate an improved score in a pre/post test process in a County presented Managing for Results (MFR) training session. (KR) (# of respondents that achieve an improved score in a pre/post test process in a County presented Managing for Results (MFR) training session/total # of respondents)
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<p><u>Outputs</u></p> <ol style="list-style-type: none"> 1. 200 training sessions provided

<p><u>Demands</u></p> <ol style="list-style-type: none"> 1. 250 training sessions expected to be provided
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<p><u>Efficiencies</u></p> <ol style="list-style-type: none"> 1. \$ Total Activity expenditure per participant that demonstrate an improved score in a pre/post test process in a County presented Managing for Results training session 2. \$ Total Activity expenditure per training session provided

Activity Manager(s)	<ul style="list-style-type: none"> • Michelle Fiaui
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Activity Budget	\$x,xxx,xxx
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