



P I N A L • C O U N T Y
wide open opportunity

Pinal County Strategic Plan FY 2017 - 2020 FINAL

Mission Statement

Pinal County Government protects and enhances its citizens' quality of life by driving economic development and providing efficient, effective, needed services through talented, motivated employees.

Vision Statement

Pinal County Government leads through innovation and collaboration, which results in vibrant, safe, sustainable communities.

STRATEGIC PRIORITY 1: VIBRANT COMMUNITIES

Goal Sponsor: Community Development Director

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
Foster vibrant communities to create live-work-play environments.	<p>1.1. Work with individual communities throughout the county to provide a roadmap for the area's future.</p> <p>1.2. Coordinate and collaborate with key stakeholders in unincorporated areas to develop revitalization /redevelopment plans.</p> <p>1.3. Provide efficient services, optimizing resources to meet diverse needs.</p>	<p>Objective 1.1</p> <ul style="list-style-type: none"> • Special Area Plan (Completion) <p>Objective 1.2</p> <ul style="list-style-type: none"> • Redevelopment Plan (Completion) <p>Objective 1.3</p> <ul style="list-style-type: none"> • 5% increase in citizen survey respondents knowing what services Pinal County Offers • 5% increase in citizen survey respondents saying they value the services Pinal County provides • Completion of service assessments, including funding opportunities, as planned

STRATEGIC PRIORITY 2: ECONOMIC DEVELOPMENT

Goal Sponsor: Economic Development Manager

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
Enhance Economic Development to meet	<p>2.1. Increase number of jobs in Pinal County by 2% annually by attracting six of the County's</p>	<p>Objective 2.1</p> <ul style="list-style-type: none"> • 2% increase in jobs annually

STRATEGIC PRIORITY 2: ECONOMIC DEVELOPMENT

Goal Sponsor: Economic Development Manager

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
business needs/demands.	<p>targeted sectors employers by June 2021.</p> <p>2.2. Develop a skilled workforce through collaboration with Arizona based education institutions to create degree or technical programs to match employer’s needs by 2021.</p> <p>2.3. Privatize selected lands held by county, state and federal governments that are valuable to Pinal County’s economic development interests that results in an expansion of our tax base by June 30, 2018.</p> <p>2.4. Prioritize critical state and federal lands identified in the Pinal County Open Space and Trails Master Plan which results in a 10% increase in regional park acreage and 49% increase in regional trail miles acquired by 2021.</p>	<p>Objective 2.2</p> <ul style="list-style-type: none"> • 2% increase in skilled workforce annually <p>Objective 2.3</p> <ul style="list-style-type: none"> • 25% of County owned parcels which have been identified as disposable either sold or leased annually <p>Objective 2.4</p> <ul style="list-style-type: none"> • 10% increase in Regional Park Acreage by 2021 • 49% increase in Regional Trail Miles acquired by 2021

STRATEGIC PRIORITY 3: INFRASTRUCTURE EXPANSION

Goal Sponsor: Public Works Director

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
Expand and accelerate the means to move people and goods to help foster economic development and improve our citizens’ quality of life.	<p>3.1. Enhance awareness of responsible and actionable entities of the underserved areas of Pinal County (power, water, sewer).</p> <p>3.2. Optimize Pavement Preservation Program by January 2019 to improve existing County road conditions.</p> <p>3.3. Expand transportation infrastructure capacity by 10 lane miles by the end of 2020.</p> <p>3.4. Continue to elevate the County Sponsored Airports’ ability to grow and help drive positive economic impact in the State and region by 2019.</p>	<p>Objective 3.1</p> <ul style="list-style-type: none"> • Date working group established. <p>Objective 3.2</p> <ul style="list-style-type: none"> • Improve Pavement Preservation Cycle from 14 years to 10 years <p>Objective 3.3</p> <ul style="list-style-type: none"> • Expansion of the total lane miles of County maintained roads by 2020 <p>Objective 3.4</p> <ul style="list-style-type: none"> • Jobs hosted at Pinal County Sponsored Airports (# of San Manuel Jobs + # of Pinal Airpark Jobs)

STRATEGIC PRIORITY 4: FINANCIAL HEALTH

Goal Sponsor: Assistant County Manager, Administrative Services

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
<p>Maintain a structural balance while investing in the county's future and reducing the primary property tax rate</p>	<p>4.1. Create a reserve fund for one-time expenditures to transfer/deposit \$4M by the end of FY 2020/2021.</p> <p>4.2. Reduce the primary property tax rate at or below \$3.7500 by FY 2020/2021</p> <p>4.3. Maintain AA Bond Rating through FY 2020/2021</p> <p>4.4. Maintain 15% Unrestricted General Fund through FY 2020/2021</p>	<p>Objective 4.1</p> <ul style="list-style-type: none"> • % of target deposited to one-time reserve fund <p>Objective 4.2</p> <ul style="list-style-type: none"> • % of target reduction of the primary property tax rate <p>Objective 4.3</p> <ul style="list-style-type: none"> • Number of days prior to January 1 that CAFR was issued and number of material findings <p>Objective 4.4</p> <ul style="list-style-type: none"> • Number of fiscal years to replenish unrestricted General Fund Reserve back to 15%

STRATEGIC PRIORITY 5: EMPLOYEES

Goal Sponsor: Human Resource Director

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
<p>Develop & sustain a workplace culture creating motivated and successful employees who are proud to serve the citizens of Pinal County</p>	<p>5.1. Develop and implement a comprehensive employee education (improvement) plan for 100% of workforce by May 2020.</p> <p>5.2. Create an employee motivational analysis committee to develop 10 recommendations for the Board of Supervisors to review by Jan 2018 and implementation July 2019.</p> <p>5.3. Create a leadership training program for supervisors to instill pride in the workforce to which there would be a 40% increase of employees surveyed who would answer they are proud to work here by 2020.</p> <p>5.4. An increase of 30% of employees responding that they feel they are a valued member and meaningful contributor of a team by 2022.</p>	<p>Objective 5.1</p> <ul style="list-style-type: none"> • Employee Education & Improvement (% of employees taking part in education) <p>Objective 5.2</p> <ul style="list-style-type: none"> • Employee Motivation (Retention/turnover, survey rating, etc.) <p>Objective 5.3</p> <ul style="list-style-type: none"> • CQ Survey Rating • Employee rating of pride <p>Objective 5.4</p> <ul style="list-style-type: none"> • CQ Survey Rating • Employee rating of feeling valued

STRATEGIC PRIORITY 6: TECHNOLOGY

Goal Sponsors: Chief Information Officer

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
<p>Promote and develop secure technology solutions that enhance connectivity, create operational efficiencies and provide easier access to County services and information.</p>	<p>6.1. By July 2019, promote cyber-security awareness and training among County employees and the public.</p> <p>6.2. By 2020, increase broadband and other technology connectivity options in underserved areas of the County</p> <p>6.3. By 2020, Identify and prioritize internal business system and service delivery technologies to optimize operational efficiencies</p> <p>6.4. By 2020, Maximize user access to County services and information through innovative technology solutions</p>	<p>Objective 6.1</p> <ul style="list-style-type: none"> • # of County employees that complete Cyber-Security training • % completion of Countywide Business Impact Analysis (BIA) <p>Objective 6.2</p> <ul style="list-style-type: none"> • % increase in bandwidth at poorly connected service locations <p>Objective 6.3</p> <ul style="list-style-type: none"> • # of business systems evaluated for efficiencies <p>Objective 6.4</p> <ul style="list-style-type: none"> • # of online County services delivered via mobile app • % completion of mobile capable website