



PINAL • COUNTY
wide open opportunity

Pinal County Strategic Planning 2017-2020



June 14, 2017 – FINAL

Strategic Planning Team Members

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KEY ELEMENTS OF STRATEGIC PLANNING

Overview

Pinal County's strategic planning model is nationally recognized and based on best practices. The model answers the following five questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our progress?
- How do we know we are making progress?

Where Are We Now?

Internal/External Scan (SWOT)

Where Do We Want To Be?

Mission

Vision and Values

Strategic Goals/Priorities

How Do We Get There?

Supporting Strategies/Objectives

Action Plans

How Do We Measure Progress?

Performance Measures

How Do We Know We Are Making Progress?

Monitoring & Tracking



SWOT AND STRATEGIC ISSUES CONSIDERATIONS

CITIZEN CONSIDERATIONS

Citizen Survey – Basic Stats

- 9% increase in response rate from Citizens from 2010.
- 40% of survey participants were aware that Pinal County had a Countywide Strategic Plan.
- 68% of participants reported interaction with a Pinal County employee in the last year compared to 37% for survey respondents in 2010.

RATINGS:

Flat in key performance ratings:

- 1) In 2014 38% of respondents rated Pinal County performance as “excellent” or “good”; in 2010 37% rated it as “excellent” or “good”.
- 2) In 2014 59% of participants rated the quality of life in Pinal County as “excellent” or “good”; in 2010 58% rated it as “excellent or good”.

Increase in key performance rating:

- 3) Nearly half (49%) rated the overall quality of Pinal County services as “good” or “excellent”, 43% in 2010.

Best in 2014

- 1) Sheriff (70%), voter experience during the last election (76%), and condition of County buildings (68%) rated “good” or “excellent”; similar to prior survey.
- 2) Pinal County customer service, as 76% of respondents rated their overall impression as “good” or “excellent”, slightly higher than 2010.

Worst in 2014

- 1) Code enforcement (36%), road maintenance (30%), and economic development (28%)
- 2) Note: Public information rated 36% “good” or “excellent” in 2010, not rated in a similar way in 2014. In 2014, Pinal County received an equal distribution regarding listening and responding to residents: excellent/good (33%), fair (34%), and poor (32%) responses. The most used means of information were word-of-mouth (83%), County website (81%) and local newspapers (76%).

Importance

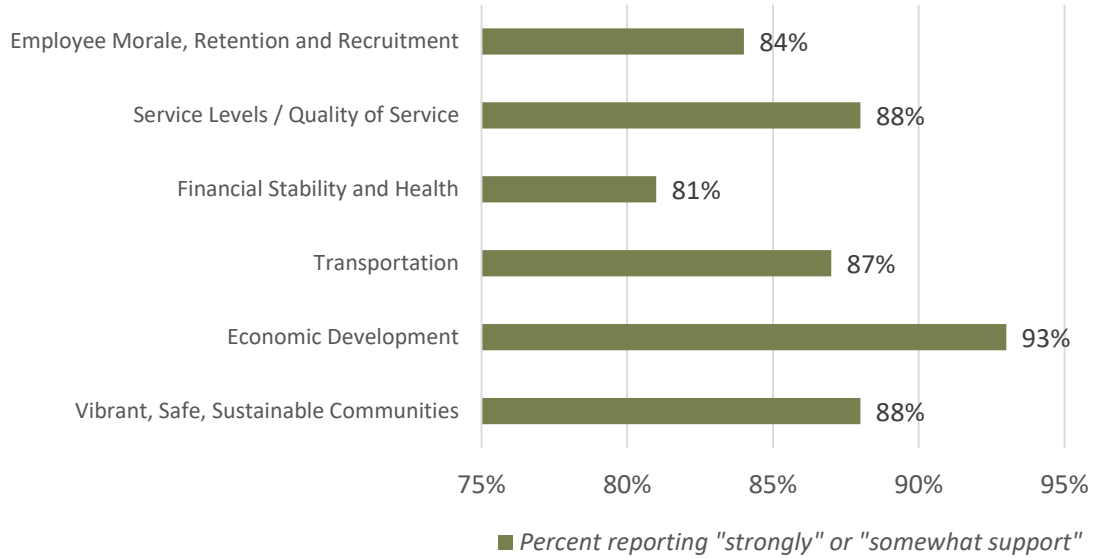
- 1) Law Enforcement
- 2) Transportation infrastructure
- 3) Community services
- 4) Economic development

Resource Support for:

- Economic development (93%),
- Service levels/quality of service (88%),
- Vibrant, safe, sustainable communities (88%),
- Transportation (87%),

- Employee morale, retention, and recruitment (84%),
- Financial stability and health (81%).

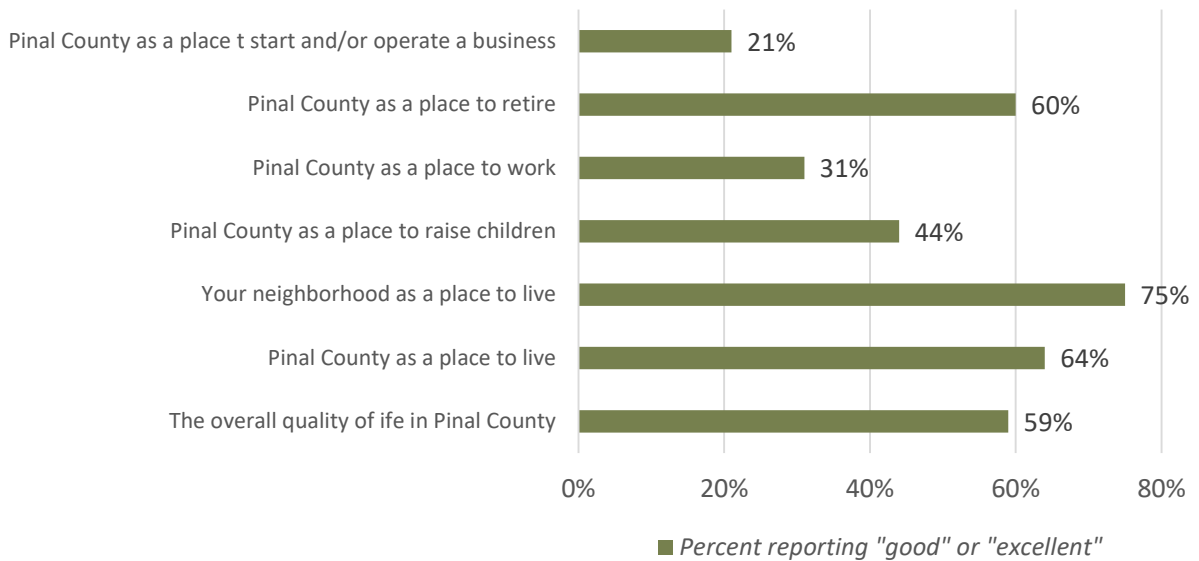
Figure 8: Preference for Pinal County Priorities



Note: In 2014, participants were asked their opinion about Pinal County taxes provided quality of service, and 48% reported the taxes as “about right”, followed by 29% reporting “somewhat too much”, 14% “way too much”, and 9% reporting “somewhat too little” or “way too little”.

Finally, the graphic below shows the high satisfaction with Pinal County as a place to live and also shows it below average as a place to work or start and/or operate a business.

Figure 14: Summary of Quality of Life



Planning Team Feedback - Citizen Wants and Needs

Wants	Needs
<ul style="list-style-type: none"> • Fiscally considerate services with effective relationships and service levels • Good K-12 Education – Good teachers, better education all levels • Livable wage jobs, local jobs • Transparency and honesty • After school programs • Paved roads, Less road congestion • Improved dining experiences, places to be entertained, activity centers, businesses • Low, lower taxes • Safety, security – more deputies • Less red tape for permits • Streamlined processes 	<ul style="list-style-type: none"> • \$ and staff to serve • Greater access to county facilities • Strong local economy • Local, Livable wage, good jobs • Job training • Improved road network • Favorable tax policies • Security • Infrastructure – Roads • Places to be entertained, dine, businesses • Lower property taxes • Less red tape • Streamlined processes • Emerging Services

EMPLOYEE CONSIDERATIONS

From 2017 Cultural Assessment

Highest Support for:	
<ul style="list-style-type: none"> • Integrity • Communications • Teamwork • Accountability 	<ul style="list-style-type: none"> • Salary • Morale • Communications • Training (Leadership, Job Specific)

Planning Team Feedback - Employee Wants/Needs

Wants	Needs
<ul style="list-style-type: none"> • Participative management, engagement • More \$ • Better work environment • Fairness • Consistency • Trust 	<ul style="list-style-type: none"> • Treated fairly • Reasonable Wages – raises coming not enough for high performers – Phase 3 • Good credits locally for 4 year degrees and certificate programs • Training critical to job performance • More role models • Consistency • Trust

SWOT – for Analysis of Strategic Issues, Gaps, Key Result Areas for Goal Development

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1) Our People – Knowledge and Passion vvvv 2) Flexibility-Responsiveness of Organization vv 3) Economic Development advances – moving in businesses vvvvvv 4) Size of Organization – still smaller, caring vv 5) Land – we still have it and at affordable prices vvvv 6) Good quality of life in County vv 7) Location within mega-region vv 8) Regional parks, entertainment venues and medical facilities vv 9) Workforce Development team 10) Improving political climate 11) Knowledge and talent of citizens vv 12) Diversity - range of industries, residents who populate 13) We stay positive on issues 14) Improving budget-financial results – steadily growing reserves vv 15) Department heads and elected representatives vv 	<ol style="list-style-type: none"> 1) Budgetary Constraintsvv 2) Lack of Empowered Supervisors – some have process and procedures they need, others don't 3) Employee population is changing 4) Exec level disconnect with employees 5) Community Outreach – County Reputation-Image smeared – External communications vv 6) State Trust Landsvv 7) Transportation Needs – infrastructure and public transportation – congestion vvvv 8) 347 and Ironwood in San Tan Valley– one way in and out vv 9) Economic development – off the ground but early stages – need progress 10) Transient population 11) Taxes go to Mesa and Queen Creek vvv 12) Unplanned growth vv 13) No jobs in SanTan vv 14) Size of County – a lot to handle logistically 15) Employees – need raise so pay 	<ol style="list-style-type: none"> 1) Increase quality of lives of citizensvv 2) Efficiency of service delivery 3) New Attorney/Sheriff vv 4) Lots of space and cheap land values vv 5) Workforce Development group vvv 6) Attracting good businessesvv 7) CAC meeting needs – community college for first 2 years of school – tailor programs to match new industry needs vv 8) Transportation – 2 buses only – RTA in northvv 9) I-10/I-8 vv & 11 10) Rebuild TRUST – could be a goal vv 11) Involve elected in strategic planning vv 12) Improve County's financial health vv 13) Spend less time commuting vv 14) Creation of attractive brand/image vv 15) Make County facilities more accessible - # of facilities has not changed with growth, Dist. 2 & 4 do not have permanent 	<ol style="list-style-type: none"> 1) Budgetary freefall 2) Mishandling of public trust 3) Location –“the great donut” 4) Hunt Highway and 79 only main roads vv 5) Cultural issues in organization 6) Lack of support from Federal and State officials 7) Failure of large projects not delivering on time 8) Downturn in economy 9) Failure to provide workforce needed for economic opportunities vv 10) Media – threat to growth, law enforcement, sustainability 11) Fast growth 12) Law enforcement – 22% turnover 13) Cynicism 14) Revenue - Legislaturevv 15) Border – Now not just jobs – drugs and human trafficking, illegal immigration (channel for I-8) 16) Mesa – Meridian Road

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>16) Better measures than before – tightened</p> <p>17) Room for growth</p>	<p>is lesser issue than before</p> <p>16) Eastern side of County still depressed</p> <p>17) Public transportation – alternate transportation</p> <p>18) Local utilities (water/sewer)</p> <p>19) Water supply</p> <p>20) Not promoting Superstition Mountains as Pinal feature</p>	<p>facilities vV</p> <p>16) Putting industry in without disturbing communities</p> <p>17) Current Board – new members vvvv</p> <p>18) Need plan for SanTan vV</p> <p>19) SR24, another link down from 60? vV</p> <p>20) Maricopa County capped – Tucson to Marana – It’s OUR TIME</p> <p>21) Lucid - Become auto technology leader vvv</p> <p>22) AZ tax base vs. California’s</p> <p>23) Disney type amusement park</p> <p>24) Border – integrated with people before – came for jobs</p> <p>25) New managers</p> <p>26) Managing for Results</p> <p>27) Organization Structure</p> <p>28) Engaged workforce</p> <p>29) Electric self-driving bus transportation between SanTan and Casa Grande</p>	

PLAN ASSUMPTIONS PRIOR TO DETERMINATION OF KEY ELEMENTS FOR 2017-2020:

Creativity needed for funding streams	Moderate growth
Must have return on investment	Must align with Board and staff
Creative ideas needed/welcomed for running departments	On our own

Pinal County Strategic Plan

FY 2017 - 2020 FINAL - BOARD APPROVED

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

Strategic Goal: Foster vibrant communities to create live-work-play environments.

Objective 1.1: <i>Work with individual communities throughout the county to provide a roadmap for the area's future.</i>	
Action Plan 1.1.1: Create customized land, transportation economic development plans which include measurable results for unincorporated communities	Action Steps: <ol style="list-style-type: none"> 1. Conduct environmental scan to prioritize areas for planning 2. Complete one special area plan every two years, including county approval process 3. Amend Comprehensive Plan annually to meet diverse needs of community
Performance Measures: Special Area Plan (Completion)	
Team Leader: Community Development Director, Planning Manager	
Team Members: Public Works, Public Health, PCSO, Economic Development, Chambers of Commerce, Utility Providers, HOA's, School and College Districts, Regional Planning Organizations	

Objective 1.2: <i>Coordinate and collaborate with key stakeholders in unincorporated areas to develop revitalization/redevelopment plans</i>	
Action Plan 1.2.1: Develop redevelopment plans for distressed parts of unincorporated areas.	Action Steps: <ol style="list-style-type: none"> 1. Assess needs to identify deficiencies 2. Coordinate with vested stakeholders 3. Develop economic analysis tool to drive investment for revitalization/redevelopment 4. Facilitate legislative changes that encourage allocation of resources to distressed communities 5. Research other counties and cities
Performance Measures: Redevelopment Plan (Completion)	
Team Leader: Community Development Director, Redevelopment Specialist	
Team Members: Public Works, Public Health, Air Quality, Economic Development, Housing, Workforce Development, Chambers of Commerce, Utility Providers, School Districts, Regional Planning Organizations	

Objective 1.3: <i>Provide efficient services, optimizing resources to meet diverse needs</i>	
Action Plan 1.3.1: Conduct a citizen satisfaction survey to measure knowledge and quality of county services	Action Steps: <ol style="list-style-type: none"> 1. Develop and disseminate Community Satisfaction Survey 2. Conduct youth focus group or workshop 3. Launch social media campaign to educate public on County services 4. Compile a list of active HOAs, Chamber of Commerce and School contacts in Pinal County
Performance Measures: 5% increase in survey respondents aware of services 5% increase in residents rating they value the services	
Team Leader: Communication Director	
Team Members: Chamber of Commerce, HOAs, School, Team Leaders of Goals 1-6	

Objective 1.3: <i>Provide efficient services, optimizing resources to meet diverse needs (by 2019 increase survey participation by 5%)</i>	
Action Plan 1.3.2: Assess need for County facilities in key districts where need has surfaced by July 2019	Action Steps: <ol style="list-style-type: none"> 1. Plan to assess two areas in FY17-18 to include land/facility options resulting in design/build or lease options as feasible. 2. Develop County approval process by July 2018.
Performance Measures: Completion of service assessments, including funding opportunities, as planned.	
Team Leader: Facilities Director	
Team Members: Community Development, Public Works, Public Health, PCSO, Economic Development, Chambers of Commerce, Utility Providers, HOA's, Regional Planning Organizations, potential P3 partners	

STRATEGIC PRIORITY 2: ECONOMIC DEVELOPMENT

Strategic Goal: Enhance Economic Development to meet business needs/demands.

<p>Objective 2.1: <i>Increase number of jobs in Pinal County by 2% annually by attracting six of the County's targeted sectors employers by June 2021.</i></p>	
<p>Action Plan 2.1.1: Facilitate economic development discussions regionally, nationally, and internationally to develop new business opportunities in Pinal County.</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Strengthen public-private partnership. 2. Participate in Arizona-Mexico Commission 3. Collaborate with public and private colleges/universities 4. Create regional, national, and international marketing strategies
<p>Performance Measures: 2% increase in jobs annually</p>	
<p>Team Leader: Economic Development Program Manager</p>	
<p>Team Members: Finance Director</p>	
<p>Objective 2.1: <i>Increase number of jobs in Pinal County by 2% annually by attracting six of the County's targeted sectors employers by June 2021.</i></p>	
<p>Action Plan 2.1.2: Develop and implement an aggressive attraction/business retention and expansion plan that accentuates the county positive and mitigates the negatives. Target the six sector employers with client visits and calls.</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Update handout/ mailing brochures detailing demographics, assets, workforce, etc. 2. Work with a public relations firm to develop an aggressive marketing plan to include county assets (land, rail, Interstates, crime rate, available workforce, power, brand name, etc.) 3. Create and implement additional incentive plans that helps attract and retain businesses 4. Work with Arizona Commerce Authority to retain and expand business in Pinal County
<p>Performance Measures: 2% increase in jobs annually</p>	
<p>Team Leader: Economic Development Program Manager</p>	
<p>Team Members: Economic Development Working Group</p>	
<p>Objective 2.1: <i>Increase number of jobs in Pinal County by 2% annually by attracting six of the County's targeted sectors employers by June 2021.</i></p>	
<p>Action Plan 2.1.3: Collaborate to achieve alignment of workforce development efforts to expand the availability of jobs</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Evaluate workforce development efforts amongst various Pinal County entities 2. Develop workforce alignment strategies amongst various Pinal County entities 3. Prioritize alignment strategies 4. Pinal County Prepare action plan
<p>Performance Measures: 2% increase in jobs annually</p>	
<p>Team Leader: ARIZONA@WORK Pinal County</p>	
<p>Team Members: Economic Development Program Manager</p>	

<p>Objective 2.2: <i>Develop a skilled workforce through collaboration with Arizona based education institutions to create degree or technical programs to match employer's needs by 2021.</i></p>	
<p>Action Plan 2.2.1: Develop sector partnership to assist in resolving industry identified education and workforce training needs.</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Build a Regional Sector Support Team <ul style="list-style-type: none"> • Identify a neutral convener 2. Define the Scope of Industry Focus <ul style="list-style-type: none"> • Look at regional labor market data to determine which sectors merit collective action • Regional team jointly agree on which industry sectors merit collective action in launching a sector partnership 3. Prepare to Launch <ul style="list-style-type: none"> • Build a list of targeted companies and CEOs • Identify and cultivate co-chairs • Identify location and date • Invite companies to launch event 4. Launch <ul style="list-style-type: none"> • Get industry talking: have employers identify opportunities for: sector growth, priority requirements for capitalizing on these opportunities, and employer champions for those priorities • Identify who is willing to take next steps after the launch meeting 5. Move to Action <ul style="list-style-type: none"> • Build CEO-led task teams • Focus on early wins • Support partners organized around priority areas by building a strategy that lays out a clear set of goals, outcomes, and actions to advance the partnership's shared priorities 6. Sustain and Evolve <ul style="list-style-type: none"> • Establish an organizational home • Keep business in the driver's seat • Create a process for continuous improvement and feedback
<p>Performance Measures: 2% increase in skilled workforce annually</p>	
<p>Team Leader: ARIZONA@WORK Pinal County</p>	
<p>Team Members: Economic Development Program Manager, Pinal County Local Workforce Development Board, Industry Champions</p>	

Objective 2.2: <i>Develop a skilled workforce through collaboration with Arizona based education institutions to create degree or technical programs to match employer's needs by 2021.</i>	
Action Plan 2.2.2: Work with the LWDB and post-secondary education institutions to develop and implement the needed programs that will enhance our local workforce skill sets.	Action Steps: <ol style="list-style-type: none"> 1. Utilize data to identify growth industries 2. Identify emerging occupations within identified industries 3. Schedule a meeting with Central Arizona College to identify training programs that align with emerging industries 4. Collaborate with industry sectors to develop training programs that are needed to meet industry demand 5. Create career pathway models to align with emerging industries/occupations
2% increase in skilled workforce annually	
Team Leader: ARIZONA@WORK Pinal County	
Team Members: Economic Development Program Manager, Pinal County Local Workforce Development Board	

Objective 2.2: <i>Develop a skilled workforce through collaboration with Arizona based education institutions to create degree or technical programs to match employer's needs by 2021.</i>	
Action Plan 2.2.3: Work with K-12 to develop and implement the needed programs that will enhance our local workforce skill sets.	Action Steps: <ol style="list-style-type: none"> 1. Arrange a meeting/information gathering from K-12 Career Counselors to discuss workforce development strategies for Generation Z and beyond workforce 2. Offer "soft skill" workshops with Pinal County school districts 3. Offer "career pathway" workshops with Pinal County school districts
Performance Measures: 2% increase in skilled workforce annually	
Team Leader: ARIZONA@WORK Pinal County	
Team Members: Economic Development Program Manager, Pinal County School District representatives	

Objective 2.3:

Privatize selected lands held by county that are valuable to Pinal County's economic development interest that results in an expansion of our tax base by 2021.

Action Plan 2.3.1:

Annually, sell or lease 25% of County owned parcels which have been identified as disposable.

Performance Measures:

25% of County owned parcels which have been identified as disposable either sold or leased annually

Team Leader:

Public Works Director

Team Members:

Real Estate Manager; Economic Development Program Manager, Assessors, Public Works GIS Analyst, & Treasures

Action Steps:

1. Create a list of county owned parcels with location, size, etc.
2. Create a short list of viable parcels with economic value (4 acres+)
3. Analyze each disposable county parcel and document location, terrain, economic viability, current zoning, how does site fit into Comp Plan
4. After acceptance by BOS, schedule auctions to sell selected parcels
5. Implement a clearing house to facilitate and assist in all aspects of Pinal County real property
6. Implement standards operating procedures for delinquent tax and deeded property

Objective 2.4: <i>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.</i>	
Action Plan 2.4.1: BLM acquisition or partnership for development of Palo Verde Regional Park	Action Steps: <ol style="list-style-type: none"> 1. Apply for Recreation and Public Purposes 2. Meet with City of Maricopa Community Services Department 3. Contact Finance Dept. (Procurement) on development of scope for a Recreation Area Master Plan) 4. Add Information page to the County Website (with photos) 5. Complete draft Scope for Master Plan Consultant 6. Meet with City of Maricopa re: Partnership opportunities 7. Meet with Ak-Chin Indian Community to present plans 8. Select Contractor/PO Issued 9. Schedule selected Working Group /first meeting 10. Draft Master Plan presented to OS&T Commission and BOS 11. Get approval from Regional Park # 4 Master Plan Complete with BOS 12. Get cooperative Recreation Agreement with BLM 13. Assess Environmental Clearances 14. Develop Phase One site plan 15. Complete Management/operations Plan including Fee schedule approved by BOS 16. Develop Park Budget 17. Develop Regional Park #4 Phase 1 18. Open Palo Verde Regional Park Phase One
Performance Measures: 10% increase in Regional Park Acreage by 2021 49% increase in Regional Trail Miles acquired by 2021	
Team Leader: Open Space and Trails Director	
Team Members: Open Space and Trails Advisory Commission, Community Development and Public Works staff as applicable	

Objective 2.4: <i>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 2017.</i>	
Action Plan 2.4.2: BLM acquisition or partnership for development of Peralta Regional Park	Action Steps: <ol style="list-style-type: none"> 1. Recreation and Public Purposes Application 2. Submit RTCA Technical Assistance grant application 3. Approve RTCA Technical Assistance grant 4. Develop Working Group List 5. Add Information page to the County Website (with photos) 6. Begin Master Plan Working Group Meetings 7. Draft Project Timeline and present to CM 8. Develop Concept Plan 9. Schedule Concept Plan Open Houses 10. Develop Draft Master Plan 11. Schedule OS&T Commission and BOS work sessions on Draft Master Plan 12. Develop Final Master Plan 13. Approve OS&T recommendation and BOS of Final Master Plan 14. Assess Environmental Clearances 15. Develop Site plan 16. Get Peralta Road ROW acquisition/agreement (Partnership with Pinal County and US Forest Service) 17. Acquire Park Entry Road ROW acquisition/Construction (ASLD) 18. Get approval for Operations and management plan, including fee schedule complete by BOS 19. Develop Regional Park #5 Phase 1 20. Open Peralta Regional park
Performance Measures: 10% increase in Regional Park Acreage by 2021 49% increase in Regional Trail Miles acquired by 2021	
Team Leader: Open Space and Trails Director	
Team Members: Open Space and Trails Advisory Commission, Community Development and Public Works staff as applicable	

Objective 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 2017.

Action Plan 2.4.3:

Partnership/IGA with Pima County, Marana, Oro Valley and Arizona State Land Department on development of Tortolita Mountain park trails and trailheads (on the Pinal County side)

Performance Measures:

10% increase in Regional Park Acreage by 2021
49% increase in Regional Trail Miles Acquired by 2021

Team Leader:

Open Space and Trails Director

Team Members:

Open Space and Trails Advisory Commission, Community Development and Public Works staff as applicable

Action Steps:

1. Complete IGA (general with Pima County and Marana)
2. Complete IGA with Pima County re:Tortolita specific
3. Complete Park/Trail phasing plan (approved by OS&T Commission)
4. Complete Trail Centerline survey (Phase 1), On the ground identification of trail routes and TH locations
5. Develop Trail and trailhead construction budget developed
6. Submit Trail ROW applications (State and BLM) (Phase 1)
7. Apply for State Trail System (If necessary for future funding opportunities)
8. Submit Environmental Clearances for applications above
9. Construct Trail/Trailhead (Phase 1) As soon as approval is granted. This may begin before final acquisition
10. Complete Trail/Trailhead Legal Survey (Phase 1) Based on ASLD and/or BLM application timeline
11. Acquire Trail/trailhead ROW (Phase 1)

<p>Objective 2.4: <i>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.</i></p>	
<p>Action Plan 2.4.4: Develop CAP National Recreation Trail and trailheads in Pinal County</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Hire Master Plan Consultant 2. Select working group and begin Master plan process 3. Add Information page to the County Website (with photos) 4. Complete Bureau of Reclamation Recreation Agreement (approved by BOR and BOS) 5. Complete agency coordination meetings with irrigation districts, flood districts etc on concept plan alignment 6. Draft Master Plan finished and presented to the OS&T Commission and the BOS 7. Complete Master Plan for northern segment of CAP Recreational Trail 8. Prepare a BOR accepted development and management plan for the first phase(s) of proposed trail and trailhead development. (As outlined in the BOR Recreation agreement. 9. Develop Trail development budget 10. Acquire Environmental Clearances for Trail/Trailhead Development (if needed) (as part of item 8 above) 11. Develop Trail (as part of item 8 above) 12. Develop Trailhead (as part of 8 above) 13. Open first segment
<p>Performance Measures: 10% increase in Regional Park Acreage by 2021 49% increase in Regional Trail Miles acquired by 2021</p>	
<p>Team Leader: Open Space and Trails Director</p>	
<p>Team Members: Open Space and Trails Advisory Commission, Community Development and Public Works staff as applicable</p>	

Objective 2.4: <i>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.</i>	
Action Plan 2.4.4: Update Management Agreement for San Tan Mountain Regional Park which identifies a timeline for transition of management responsibilities from Maricopa County to Pinal County.	Action Steps: <ol style="list-style-type: none"> 1. Coordination meetings with staff (Budget, PW, Comm Development, CM) 2. Review Budget 3. Coordinate meetings/briefings with OS&T Advisory Commission 4. Coordinate meeting/briefings with BOS 5. Update Management Agreement for O&M of San Tan Park
Performance Measures: 10% increase in Regional Park Acreage by 2021 49% increase in Regional Trail Miles acquired by 2021	
Team Leader: Open Space and Trails Director	
Team Members: Open Space and Trails Advisory Commission, Community Development and Public Works staff as applicable	

STRATEGIC PRIORITY 3: INFRASTRUCTURE EXPANSION

Strategic Goal: Expand and accelerate the means to move people and goods to help foster economic development and improve our citizens' quality of life.

Objective 3.1: <i>Enhance awareness of responsible and actionable entities of the underserved areas of Pinal County (power, water, sewer)</i>	
Action Plan 3.1.1: Establish working group with County stakeholders, owners, ACC, local legislative, ADEQ by 2019	Action Steps: <ol style="list-style-type: none"> 1. Engage Utility Companies to be cooperative partners 2. Identify & Map the underserved areas 3. Identify Contracts – Decision Makers 4. Identify utility challenges 5. Communicate efforts to citizens 6. Identify better resources on media / Fix media delivery
Performance Measures: Date working group established	
Team Leaders: Louis Andersen, Scott Bender	
Team Members: Megan Villegas, Dedrick Denton, Mike Sundblom, Himanshu Patel, Pete Rios, Mike Goodman, Steve Bloch, Mark Barnes, Scott Bender, Charles Kmet	
Objective 3.2: <i>Optimize Pavement Preservation Program by January 2019 to improve existing County road conditions.</i>	
Action Plan 3.2.1: Improve Pavement Condition on County Roadways	Action Steps: <ol style="list-style-type: none"> 1. Refine the efficiency and accuracy of the Pavement Condition model 2. Update pavement condition assessment survey 3. Conduct Highway Safety Study 4. Complete 220 miles of pavement preservation per year
Performance Measures: Improve Pavement Preservation Cycle from 14 years to 10 years	
Team Leader: Joe Ortiz	
Team Members: Louis Andersen, Joe Ramirez, Scott Bender, Ben Coker, Martin Valencia, SCMPO	
Objective 3.3: <i>Expand transportation infrastructure capacity by 10 lane miles by the end of 2020</i>	
Action Plan 3.3.1: Construct additional lane miles that increase the capacity of the County's maintained roadway network	Action Steps: <ol style="list-style-type: none"> 1. Allocate funding necessary to achieve desired goals. 2. Identify & prioritize projects that address the greatest need 3. Conduct studies that identify areas of need 4. Transit: If RTA passed in November 2017, work with communities to identify park and ride locations. 5. Transit: If RTA is passed in November 2017, work with participating communities for opportunities to enhance or expand existing transit programs.
Performance Measures: Expansion of the total lane miles of County maintained roads by 2020	
Team Leader: Scott Bender	
Team Members: Louis Andersen, Andy Smith, Area Engineers & Project Managers	

Objective 3.4: <i>Continue to elevate the County Sponsored Airports' ability to grow and help drive positive economic impact in the State and region by 2019</i>	
Action Plan 3.4.1: Enhance and improve airport facilities and business capability	Action Steps: <ol style="list-style-type: none"> 1. Identify Deficit Systems and Facilities at Pinal Airpark and prioritize to repair/replace 2. Complete Web Site and Marketing Material 3. Maximize Occupancy Rates at Pinal Airpark 4. Maximize Occupancy Rates at San Manuel 5. Integrate County Economic Development and Airport Economic Development
Performance Measures: # Jobs Hosted at Pinal County Sponsored Airports (# of San Manuel Jobs + # of Pinal Airpark Jobs)	
Team Leader: Jim Petty	
Team Members: Louis Andersen, Tim Kanavel, Dedrick Denton, Parrish Traweek	

STRATEGIC PRIORITY 4: FINANCIAL HEALTH

Strategic Goal: Maintain a structural balance while investing in the county's future and reducing the primary property tax rate.

Objective 4.1: <i>Create a reserve fund for one-time expenditures to transfer/deposit \$4M by the end of FY 2020/2021.</i>	
Action Plan 4.1.1: Divert an average of .6% of General Fund annually into the one-time expenditure reserve fund.	Action Steps: <ol style="list-style-type: none">1. Create the one –time expenditure reserve fund2. Use General fund forecasting and budget policies3. Manage GF fund balance4. Identify one-time revenues and surplus to be deposited into the one –time reserve fund5. Update the facilities master plan for the county
Performance Measures: % of target deposited to one-time reserve fund	
Team Leader: Assistant County Manager	
Team Members: Finance Director, Management & Budget Analysts	

Objective 4.2: <i>Reduce the primary property tax rate at or below \$3.7500 by FY 2020/2021</i>	
Action Plan 4.2.1: General Fund Revenue and Expenditure Management	Action Steps:
Performance Measures: % of target reduction of the primary property tax rate	1. Improve the economic resource base in the county
Team Leader: Assistant County Manager	2. General fund forecasting and budget policies
Team Members: Finance Director, Management & Budget Analysts, Entire County	3. GF fund balance management
	4. BOS adopting policies and rates to reach this target
	5. Continue to review operations where there are private sector alternatives available that may be more efficient/effective
	6. Continue to review current operations for potential efficiencies and/or reorganization opportunities for cost savings and greater effectiveness
	7. Continue to explore and implement IGAs for additional revenue or cost savings.
	8. Continue to bring mandated/non-mandated services to the Board for funding consideration.
	9. Continue to bring mandated/non-mandated services to the Board for funding consideration.
	10. Give the Board presentations on tax levy and rate benchmarking
	11. Continue to lobby to reduce state cost shifts, restore revenue, and protect county interests
	12. Continue to lobby the federal government on county interests
	13. Create a budget committee consisting of departmental financial managers throughout the county.

Objective 4.3: <i>Maintain AA Bond Rating through FY 2020/2021</i>	
Action Plan 4.3.1: Strengthen key ratings drivers	Action Steps: <ol style="list-style-type: none"> 1. Improve the economic resource base in the county 2. Forecast General fund and budget policies 3. Manage GF fund balance 4. Issue CAFR accurately timely 5. Manage Long Term Liability Burden 6. Manage Revenue Framework 7. Manage Expenditure Framework 8. Manage operating Performance Management – (Educating Elected Officials and Departments) 9. Submit CAFR, financial data, and operational data to credit rating agencies 10. Meet in person or via phone with Credit Rating Agencies
Performance Measures: Number of days prior to January 1 that the CAFR was issued and number of material findings	
Team Leader: Assistant County Manager	
Team Members: Finance Director, Management & Budget Analysts	

Objective 4.4: <i>Maintain 15% Unrestricted General Fund through FY 2020/2021</i>	
Action Plan 4.4.1: Maintain structural balance in the GF	Action Steps: <ol style="list-style-type: none"> 1. General fund and budget policies 2. Manage GF fund balance 3. Monitor cash flow analysis 4. Manage all other Funds Balance
Performance Measures: Number of fiscal years to replenish unrestricted General Fund Reserve back to 15%	
Team Leader: Assistant County Manager	
Team Members: Finance Director, Management & Budget Analysts	

STRATEGIC PRIORITY 5: EMPLOYEES

Strategic Goal: . Develop & sustain a workplace culture creating motivated and successful employees who are proud to serve the citizens of Pinal County

<p>Objective 5.1:- DEVELOP <i>Develop and implement a comprehensive employee education (improvement) plan for 100% of workforce by May 2020.</i></p>	
<p>Action Plan 5.1.1: Obtain and field Learning Management system by May 2020</p>	<p>Action Steps:</p> <ol style="list-style-type: none"> 1. Organize a multidisciplinary team to oversee the process 2. Identify weak areas 3. Define short- and long-term goals 4. Identify and evaluate available resources 5. Develop comprehensive training catalogue 6. Develop individual training modules based on needs 7. Plan training by identifying individuals or groups likely to benefit. 8. Implement a tracking system 9. Plan a regular training schedule that will satisfy training needs within a specified time-frame 10. Implement training modules in the order of importance 11. Identify and schedule trainers/content 12. Create an employee feedback form to rate the training and collect comments and opinions as to the training 13. Evaluate
<p>Performance Measures: Employee Education & Improvement (% of employees taking part in education)</p>	
<p>Team Leader: Patrick Camunez</p>	
<p>Team Members: Employee Subcommittee</p>	

Objective 5.1:- DEVELOP <i>Develop and implement a comprehensive employee education (improvement) plan for 100% of workforce by May 2020.</i>	
Action Plan 5.1.2: Develop and field advanced supervisor training program	Action Steps: <ol style="list-style-type: none"> 1. Organize a multidisciplinary team to oversee the process 2. Identify weak areas 3. Define short- and long-term goals 4. Identify and evaluate available resources 5. Develop effective and meaningful training objectives and measures 6. Develop individual training modules based on needs 7. Plan training by identifying individuals or groups likely to benefit. 8. Plan a regular training schedule that will satisfy training needs within a specified time-frame 9. Implement training 10. Gather employee feedback 11. Evaluate
Performance Measures: Employee Education & Improvement (% of employees taking part in education)	
Team Leader: Patrick Camunez	
Team Members: Employee Subcommittee	

Objective 5.1:- DEVELOP <i>Develop and implement a comprehensive employee education (improvement) plan for 100% of workforce by May 2020.</i>	
Action Plan 5.1.3: Implement a new tuition reimbursement process	Action Steps: <ol style="list-style-type: none"> 1. Assess current policy 2. Draft amended tuition reimbursement policy 3. Send to appointing authorities for comment 4. Present to BOS 5. Implement new policies and process to employees
Performance Measures: Employee Education & Improvement (% of employees taking part in education)	
Team Leader: Patrick Camunez	
Team Members: Yvette Patterson, Chris Keller	

Objective 5.1.-: DEVELOP <i>Develop and implement a comprehensive employee education (improvement) plan for 100% of workforce by May 2020.</i>	
Action Plan 5.1.4: Increase technical and safety training by 20% by May 2020	Action Steps: <ol style="list-style-type: none"> 1. Collaborate with directors to identify work related training needs 2. Select best alternative training opportunities 3. Collaborate with directors to identify necessary safety training needs 4. Collaborate with budget to provide funding for training 5. Assign technical/safety training to employees 6. Evaluate
Performance Measures: Employee Education & Improvement (% of employees taking part in education)	
Team Leader: Jack Flindt	
Team Members: Patrick Camunez, Jerika Brannon, Dept. Directors	

Objective 5.2.-: MOTIVATE <i>Create an employee motivational analysis committee to develop 10 recommendations for the Board of Supervisors to review by Jan 2018 and implementation July 2019.</i>	
Action Plan 5.2.1: Create a working Pinal County Merit Board in accordance with ARS 38-614. Merit awards; county employees; merit award system board; special merit award fund	Action Steps: <ol style="list-style-type: none"> 1. identify creation needs 2. draft policies 3. present to BOS for creation 4. create budget line item 5. develop a review and award schedule 6. publish award schedule 7. Issue first award 8. Survey County to determine employee reaction.
Performance Measures: Employee Motivation (Retention/turnover stats, survey ratings, etc.)	
Team Leader: Patrick Camunez	
Team Members: Employee Subcommittee	

Objective 5.2.-: MOTIVATE <i>Create an employee motivational analysis committee to develop 10 recommendations for the Board of Supervisors to review by Jan 2018 and implementation July 2019.</i>	
Action Plan 5.2.2: Develop employee incentive programs for employee motivation	Action Steps: <ol style="list-style-type: none"> 1. Identify needs 2. Research possible programs 3. Identify pros, cons, and costs. 4. Review for budget capability 5. Present to BOS 6. Start implementation planning 7. Develop SOPs, programs, and policies 8. Implementation 9. Survey County to determine employee reaction.
Performance Measures: Employee Motivation (Retention/turnover, % eligible receiving incentives, etc.)	
Team Leader: Patrick Camunez	
Team Members: Employee Subcommittee	

Objective 5.2:- MOTIVATE	
<i>Create an employee motivational analysis committee to develop 10 recommendations for the Board of Supervisors to review by Jan 2018 and implementation July 2019.</i>	
Action Plan 5.2.3: Review and recommend accrual, vacation, sick, and holiday policy changes while examining alternatives.	Action Steps: <ol style="list-style-type: none"> 1. Identify current accrual rates vs comparators 2. Research possible alternatives 3. Identify pros, cons, and costs. 4. Develop 2 course of action for accrual change 5. Present to BOS 6. Develop SOPs, programs, and policies 7. Implementation 8. Survey County to determine employee reaction
Performance Measures: Employee Motivation (Retention/turnover, survey rating, etc.)	
Team Leader: Patrick Camunez	
Team Members: Employee Subcommittee	

Objective 5.3:- PRIDE	
<i>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.</i>	
Action Plan 5.3.1: Install leadership program designed to help supervisors instill pride in their workforce by 2020.	Action Steps: <ol style="list-style-type: none"> 1. Go over employee survey assess needs for supervisors 2. Research potential leadership programs 3. Discuss and collaborate with HR to decide on programs 4. Choose a program and issue RFP for vendors 5. Review RFPs 6. Hire vendor 7. Work w/ vendor to tailor program to Pinal County needs 8. Install program and get participants 9. Review, assess, and evaluate
Performance Measures: CQ Survey Rating	
Team Leader: Patrick Camunez	
Team Members: Employee Subcommittee	

Objective 5.3:- PRIDE <i>Create a leadership training program for supervisors to instill pride in the workforce to which there would be a 40% increase of employees surveyed would answer they are proud to work here by 2020.</i>	
Action Plan 5.3.2: Present a quarterly cross departmental information program to educate employees about greater County services	Action Steps: <ol style="list-style-type: none"> 1. Create a calendar with department input 2. Determine advertising campaign for greater employee involvement 3. Conduct first department informational session 4. Conduct second informational session 5. Survey employees to determine levels of engagement 6. Conduct third informational session 7. Conduct Fourth informational session 8. Make adjustments as needed 9. Continue quarterly informational briefs 10. Evaluate effectiveness
Performance Measures: CQ Survey Rating	
Team Leader: Joe Pyritz	
Team Members: Wellness Coalition	

Objective 5.3:- PRIDE <i>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.</i>	
Action Plan 5.3.3: Create and implement a mentorship program to develop 1% of employees into County champion	Action Steps: <ol style="list-style-type: none"> 1. Identify available resources 2. Create an application for desiring participants and determine selection criteria 3. Review application 4. Gather applications 5. Select applications 6. Conduct kickoff mentorship program 7. Provide program guidance for mentors 8. Conduct survey of program participants
Performance Measures: CQ Survey Rating	
Team Leader: Joe Pyritz	
Team Members: Wellness Coalition	

Objective 5.4:- VALUED <i>An increase of 30% of employees responding that they feel they are a valued member and meaningful contributor of a team by 2022.</i>	
Action Plan 5.4.1: Increase positive responses in trust of supervisors and belief in County vision by 2021	Action Steps: <ol style="list-style-type: none"> 1. Conduct a baseline assessment 2. Keep lines of communication open through supervisor training 3. Share vision with employees 4. Take pulse of County regularly and share results 5. Involve employees through input on decisions 6. Group training and development planning for group dynamics for departments 7. Develop group training 8. Implement group training 9. Review and assess
Performance Measures: CQ Survey Rating	
Team Leader: Joe Pyritz	
Team Members: Wellness Coalition	

Objective 5.4:- VALUED <i>An increase of 30% of employees responding that they feel they are a valued member and meaningful contributor of a team by 2022.</i>	
Action Plan 5.4.2: Leaders show respect for those they lead by having employees provide 360° feedback where 75% of supervisors are rated as treating employees with respect and dignity by 2021	Action Steps: <ol style="list-style-type: none"> 1. Conduct a baseline assessment 2. Conduct supervisor training to Model values 3. Conduct training for supervisors Professional Conduct 4. Challenge employees to perform at the highest levels 5. Seek employee input 6. Cross-departmental collaboration 7. Conduct supervisor training focused Treat everyone equal 8. Promote ownership of employee’s work product and tasks through supervisors 9. Create anti-bullying policies 10. Have “idea” events to get feedback from employees. 11. Conduct micro 360 feedback to determine supervisor engagement and behavior 12. Review results 13. Make necessary adjustments
Performance Measures: Employee rating of feeling valued, 360 ° feedback data	
Team Leader: Patrick Camunez	
Team Members: Compensation Committee	

Objective 5.4:- VALUED

An increase of 30% of employees responding that they feel they are a valued member and meaningful contributor of a team by 2022.

Action Plan 5.4.3:

An increase of 30% of employees responding that they feel they are a valued member and meaningful contributor of a team by 2022.

Performance Measures:

Employee Rating of feeling valued, 360 ° feedback data

Team Leader:

Patrick Camunez

Team Members:

Compensation Committee

Action Steps:

1. Conduct a baseline assessment
2. Increase self-awareness by 360 interpretation classes
3. Have leaders find motivation of employees (lead from the heart) classes
4. Develop programs employees care about through employee engagement
5. Review employee feedback and determine feasibility
6. Engage supervisors to continue to be responsive to employee feedback
7. Conduct 360 surveys to determine employee feelings
8. Review and assess
9. Make changes as needed

STRATEGIC PRIORITY 6: TECHNOLOGY

Strategic Goal: Promote and develop secure technology solutions that enhance connectivity, create operational efficiencies and provide easier access to County services and information.

Objective 6.1: <i>By July 2019, promote cyber-security awareness and training among County employees and the public.</i>	
Action Plan 6.1.1: Deliver cyber-security training to all County employees and offer training to the public through public libraries.	Action Steps: <ol style="list-style-type: none"> 1. Develop and/or acquire training curriculum for both internal and external participants. 2. Determine and develop training delivery methods. Develop participation verification methods. 3. Determine, design and develop other online resources. 4. Develop internal policies requiring all employees to complete cyber-security training. 5. Provide training to employees and the public. 6. Test training effectiveness and evaluate results. 7. Adjust curriculum as needed and implement ongoing cyber-security program.
Performance Measures: # of County employees that complete Cyber-Security training % completion of Countywide Business Impact Analysis (BIA)	
Team Leader: Steve Frazier	
Team Members: Steve Frazier, Denise Keller, others TBD	

Objective 6.1: <i>By July 2019, promote cyber-security awareness and training among County employees and the public.</i>	
Action Plan 6.1.2: Perform Countywide Business Impact Analysis	Action Steps: <ol style="list-style-type: none"> 1. Develop scope and determine resources required to perform initial and ongoing 2. Develop project plan from approved scope. Includes milestones for reporting progress 3. Develop project plan from approved scope. Includes milestones for reporting progress 4. Analyze and report findings (if any) to respective department Official/Director for response. 5. Present report and provide recommendations to BOS for continued improvement. 6. Develop policy and determine frequency and budget for ongoing BIA efforts.
Performance Measures: # of County employees that complete Cyber-Security training	
Team Leader: Steve Frazier	
Team Members: Elected and Appointed offices Countywide	

Objective 6.2: <i>By 2020, increase broadband and other technology connectivity options in underserved areas of the County</i>	
Action Plan 6.2.1: Provide new or additional broadband connectivity options for County operations and the public in underserved areas.	Action Steps: <ol style="list-style-type: none"> 1. By 2018, collaborate with government agencies, business and provider to identify needs and projects. 2. Encourage/attract additional providers. 3. By 2019, assess and prioritize identified needs and projects. 4. By 2020, present priorities and options to the BOS for approval and funding.
Performance Measures: % increase in bandwidth at poorly connected service locations	
Team Leader: Steve Frazier	
Team Members: Steve Frazier, Lisa Bergeron, Jay Vargo, CAO, PCLD	

Objective 6.3: <i>By 2020, Identify and prioritize internal business system and service delivery technologies to optimize operational efficiencies</i>	
Action Plan 6.3.1: Analyze business processes and related systems for efficiencies and find opportunities for better service delivery.	Action Steps: <ol style="list-style-type: none"> 1. Determines systems and technologies that provide the highest benefit 2. Determines systems and technologies that provide the highest benefit 3. Present priorities to BOS for approval and funding (if needed) 4. Acquire and/or develop resource skills necessary to develop, deploy and maintain new technologies 5. Acquire and/or develop resource skills necessary to develop, deploy and maintain new technologies 6. Execute improvements as approved 7. Execute improvements as approved
Performance Measures: # of business systems evaluated for efficiencies	
Team Leader: Steve Frazier	
Team Members: Steve Frazier, Jerry Keely, Lisa Bergeron, departmental leads, others TBD	

Objective 6.4: <i>By 2020, Maximize user access to County services and information through innovative technology solutions</i>	
Action Plan 6.4.1: Enhance current online services and/or deploy new services with a focus on mobile technologies.	Action Steps: <ol style="list-style-type: none"> 1. Determine needs for online services (mobile and web). Prioritize for maximum benefit 2. Determine needs for online services (mobile and web). Prioritize for maximum benefit 3. Acquire and/or develop resource skills necessary to develop, deploy and maintain new technologies 4. Execute improvements as approved
Performance Measures: # of online County services delivered via mobile app % completion of mobile capable website	
Team Leader: Steve Frazier	
Team Members: Steve Frazier, Curt Lindblom, departmental leads, others TBD	