



P I N A L ♦ C O U N T Y

*Wide open opportunity*

# **Planning and Development Department Strategic Business Plan Alignment Maps August 18, 2008**

## **Planning and Development Department Mission**

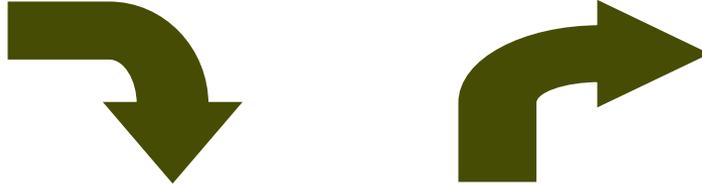
**The Mission of the Planning and Development Department is to provide planning, comprehensive plan, and subdivision services to the residents and land owners of Pinal County so they can enjoy the benefit of orderly, high quality development, and well-kept neighborhoods that enhance overall image and property values.**



PINAL COUNTY  
Wide open opportunity

# Planning and Development

## Strategic Business Plan Alignment Map 1 of 8



### Issue 2 – Growth and Need for Services:

Continued growth and increased expectations from residents will lead to increased demand for services, which, when combined with projected short-term decreases in County revenue that may impact funding for staff training, will if not addressed, result in:

- Delay in resolving Code Compliance issues
- Longer turnaround times in approval, permits, and other services
  - Delay in appointment times for development reviews
  - Reduced satellite office services
  - Decreased quality of customer service, due to reduced training opportunities
  - Decreased level of resident satisfaction with the Planning Department.

### Countywide Strategic Priorities

Pinal County will effectively coordinate land use (growth area), environmental planning, (energy, water), open space, transportation, economic development, and housing to guide growth in Pinal County for sustainable communities.

### PLANNING AND DEVELOPMENT DEPARTMENT

#### STRATEGIC GOAL #1:

#### Improved Development Review Process

**By 2010, residents of Pinal County will experience an improved development review process as indicated by:**

- 80% of Subdivision Tentative Plats reviews will have turnaround times of four months or less (from the time of complete submittal to Planning Commission hearing)
- 50% of Subdivision Plats reviews will have turnaround times of eight months or less of logged time from Final Plat submission to Board of Supervisors approval.
- 80 % Site Plan Reviews delivered to applicant within the time frame guideline (1st review in 30 days, 2nd review in 15 days, 3rd review in 15 days, 4th review in 14 days)
- 75 % of Plan Reviews fulfilling all Planning and Development requirements by 3rd review.

The purpose of the **Subdivision /Minor Land Division Addressing activity** is to provide quality Land Division and Addressing Services to Government Agencies, Property Owners Utility Providers, so they can proceed in a timely manner.

1. 80% of tentative subdivision plat reports with a turnaround time of 4 months or less.
2. 50% of final subdivision plats reviews with a turnaround time of 8 months or less.

The purpose of the **Specific Site Plan activity** is to provide information, requirements, and guideline services to commercial applicants so they can receive timely plan reviews in order to proceed with their development.

1. 80 % Site Plan Reviews delivered to applicant within the time frame guideline (1st review in 30 days, 2nd review in 15 days, 3rd review in 15 days, 4th review in 14 days)
2. 50% of Plan Reviews fulfilling all Planning and Development requirements by 3rd review.



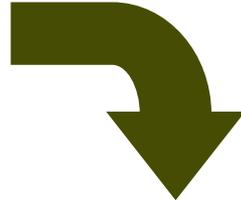
# Planning and Development

## Strategic Business Plan Alignment Map 2 of 8

### Issue 3 – Employee Turnover

Thirty percent (30%) of the Planning and Development staff are projected to retire over the next 2-5 years and this, combined with the potential loss of more employees as the economy recovers will seriously erode the level of staff experience, which, if not addressed, will result in:

- Lower customer service levels
- Less accurate information
- Increase in the number of plan revisions and amendments
- More stressful environment for customers and employees



The purpose of the **Training Activity** is to provide department specific skill development and safety training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set.

1. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/ manager evaluation

### PLANNING & DEVELOPMENT DEPARTMENT

#### Strategic Goal #2:

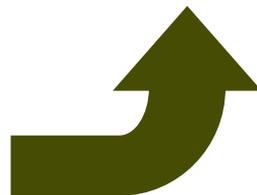
#### Qualified Workforce

**By 2013, maintain customer satisfaction by retaining a qualified work force, as indicated by:**

- 50% of employees who are trained to take over critical jobs to keep the department operational.

### Countywide Strategic Priorities

Does not align to County Priority





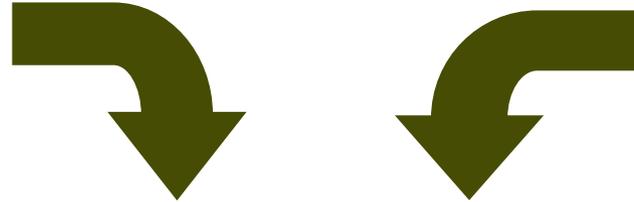
# Planning and Development

## Strategic Business Plan Alignment Map 3 of 8

### Issue 2 – Growth and Need for Services

Continued growth and increased expectations from residents will lead to increased demand for services, which, when combined with projected short-term decreases in County revenue that may impact funding for staff training, will if not addressed, result in:

- Delay in resolving Code Compliance issues
- Longer turnaround times in approval, permits, and other services
- Delay in appointment times for development reviews
- Reduced satellite office services
- Decreased quality of customer service, due to reduced training opportunities
- Decreased level of resident satisfaction with the Planning Department.



The purpose of the **Permitting Activity** is to provide land use permits and information services in a timely manner to the public and county departments so they can develop or use property within the existing regulations.

3. 25% of customers accessing online permit status information

### PLANNING & DEVELOPMENT DEPARTMENT

#### Strategic Goal #3:

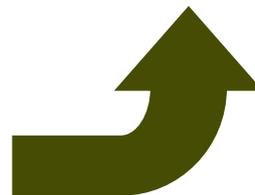
#### Online Services

**By 2012, internal and external customers will experience enhanced opportunity to use online services, as evidenced by:**

- 50 % of customers accessing planning information online
- 25 % of customers accessing online permit status information
- 80 % of customers who say they are satisfied or more than satisfied with the availability of planning information online.

### Countywide Strategic Priorities

By 2009, the Board of Supervisors will increase electronic and website information accessible to the citizens of Pinal County.





# Planning and Development

## Strategic Business Plan Alignment Map 4 of 8

### Issue 1 - Planned Managed Growth

Continued population growth without a growth of jobs in Pinal County will, if not addressed, result in:

- Longer travel times for commuters
- Loss of quality family time due to extended commute times
- Youth leaving Pinal County for jobs/education
- Higher tax burden on residential property due to a lack of diversified tax base

The purpose of the **Land Use Planning** activity is to provide zoning, comprehensive plan, and addressing services to residents, property owners, and stakeholders so they can enjoy orderly quality development through a timely land use review process.

2. 30% average score of zoning applications on Comprehensive Plan goals

### PLANNING AND DEVELOPMENT DEPARTMENT

#### Strategic Goal #4:

#### Enhanced Communities

**By 2011, the residents of Pinal County will experience enhanced communities, as evidenced by:**

- Average score of 30% for zoning applications on Comprehensive Plan goals.

### Countywide Strategic Priorities

By 2011, a Comprehensive Plan Score Card System will be implemented to measure all land development applicants to comply with 95% of the elements the Pinal County Comprehensive Plan (land use, growth area, environmental planning (energy, water), open space, transportation, economic development and housing.



# Planning and Development

## Strategic Business Plan Alignment Map 5 of 8

### Issue 1 - Planned Managed Growth

Continued population growth without a growth of jobs in Pinal County will, if not addressed, result in:

- Longer travel times for commuters
- Loss of quality family time due to extended commute times
- Youth leaving Pinal County for jobs/education
- Higher tax burden on residential property due to a lack of diversified tax base

The purpose of the **Land Use Planning activity** is to provide zoning, comprehensive plan, and addressing services to residents, property owners, and stakeholders so they can enjoy orderly quality development through a timely land use review process

1. 5% land re-designation from employment to other use as stated in the proposed Comprehensive Plan

### PLANNING & DEVELOPMENT DEPARTMENT

#### Strategic Goal #5:

#### Employment Designated Land Use

**By 2013, the residents of Pinal County will experience greater opportunity for high quality jobs, by maintaining employment designated land uses as evidenced by:**

1. No more than 5% land re-designation from employment to other use as stated in the proposed Comprehensive Plan.

### Countywide Strategic Priorities

Pinal County will effectively coordinate land Use (growth area), environmental planning, (energy, water), open space, transportation, Economic development, and housing to guide growth in Pinal County for sustainable communities.

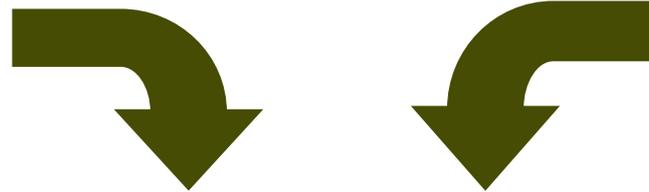
# Planning and Development

## Strategic Business Plan Alignment Map 6 of 8

### Issue 1 - Planned Managed Growth

Continued population growth without a growth of jobs in Pinal County will, if not addressed, result in:

- Longer travel times for commuters
- Loss of quality family time due to extended commute times
- Youth leaving Pinal County for jobs/education
- Higher tax burden on residential property due to a lack of diversified tax base



### PLANNING AND DEVELOPMENT DEPARTMENT

#### Strategic Goal #6:

#### Right of Way Cost Reduction

**By 2013, the residents of Pinal County will experience a reduction in costs for Right of Way acquisition, as evidenced by:**

- 100% of Right of Way reserved through the zoning and platting process, as identified in the Comprehensive Plan.

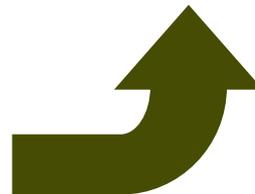
The purpose of the **Land Use Planning** activity is to provide zoning, comprehensive plan, and addressing services to residents, property owners, and stakeholders so they can enjoy orderly quality development through a timely land use review process.

3. 100% of Right of Way reserved as identified in the proposed Comprehensive Plan amendment through the zoning and platting process

### Countywide Strategic Priorities

Pinal County will effectively coordinate land use (growth area), environmental planning, (energy, water), open space, transportation, economic development, and housing to guide growth in Pinal County for sustainable communities

Pinal County will provide residents and the traveling public quality maintained roads and will expand its multi-modal (public transportation, personal vehicle, etc.) transportation capacity, providing residents with a greater range of alternative travel means



# Planning and Development

## Strategic Business Plan Alignment Map 7 of 8

### Issue 2 – Growth and Need for Services

Continued growth and increased expectations from residents will lead to increased demand for services, which, when combined with projected short-term decreases in County revenue that may impact funding for staff training, will if not addressed, result in:

Delay in resolving Code Compliance issues

- Longer turnaround times in approval, permits, and other services
- Delay in appointment times for development reviews
- Reduced satellite office services
- Decreased quality of customer service, due to reduced training opportunities
- Decreased level of resident satisfaction with the Planning Department.



The purpose of the **Department Director Activity** is to provide results oriented leadership and management services to residents and businesses so they can benefit from effective and efficient County services

1. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Planning and Development Services department

### PLANNING & DEVELOPMENT DEPARTMENT

#### Strategic Goal #7:

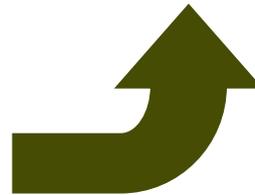
#### Timely, Accurate, Accessible Services

**By 2010, the residents of Pinal County will experience timely, accurate, and accessible services, as evidenced by:**

- 75% of residents who stated they are satisfied or very satisfied with the services of the Planning and Development Department.

### Countywide Strategic Priorities

Pinal County will provide public information available on the County website so the residents will know what services they receive from the County and value they receive in return for the taxes they pay.



# Planning and Development

## Strategic Business Plan Alignment Map 8 of 8

### Issue 2 – Growth and Need for Services

Continued growth and increased expectations from residents will lead to increased demand for services, which, when combined with projected short-term decreases in County revenue that may impact funding for staff training, will if not addressed result in:

- Delay in resolving Code Compliance issues
- Longer turnaround times in approval, permits, and other services
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- Decreased level of resident satisfaction with the Planning Department

### Issue 4 – Attractive Communities

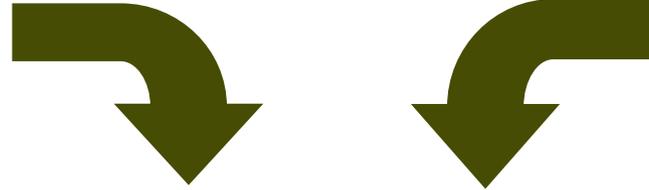
The increasing trend of employers who offer living wage jobs that look to locate in attractive communities combined with the lack of maintenance for many properties in the County will, if not addressed, result in:

- Employers not locating in Pinal County
- Failure to reach per capita income goals
- Pinal County remaining a bedroom County

### Countywide Strategic Priorities

Pinal County will effectively coordinate land use (growth area), environmental planning, (energy, water), open space, transportation, economic development, and housing to guide growth in Pinal County for sustainable communities.

Pinal County Government will promote an increase in living wage employment centers with diverse prospects, in an effort to provide the residents of Pinal County with quality employment opportunities and a stimulated regional economy for sustainable communities.



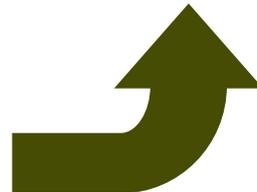
### PLANNING & DEVELOPMENT DEPARTMENT

#### Strategic Goal #8:

#### Timely Code Compliance

**By 2010, Communities of Pinal County will experience timely compliance with codes governing land use, upkeep and appearance resulting in attractive neighborhoods, as evidenced by:**

- 80% of code violations in the 12 identified areas per year come into voluntary compliance within a 6 month time frame
- 75% of non-voluntary code violations in the 12 identified areas per year come into compliance within a 12 month time period in the 12 identified areas per year
- 65% of code compliance enforcement actions proactively initiated by the Planning Department



The purpose of the **Zoning Compliance Team activity** is to provide information, education, compliance, and enforcement services to the public, County departments, and other government entities so they can live in a community where zoning laws are adhered to.

1. 80% of voluntary compliance case resolutions with a 6 month time frame in the twelve annually identified target areas in the County per year
2. 75% of non-voluntary compliance case resolutions within a 12 month time period in the twelve identified target areas
3. 65% of code compliance enforcement actions proactively initiated by the planning department



# Planning and Development Cross Cutting Issues

**Issue #2:** Growth and Need for Services

**Strategic Goal #1:** Improved Development Review Process

**Cross Cutting with:** Public Works, Environmental Health, Air Quality, Building Safety

**Need(s):** The timeframes need to be committed to by all departments involved and staff members need to be available to work on reviews within the determined timeframes.

**Issue #2:** Growth and Need for Services

**Strategic Goal #3:** Online Services

**Cross Cutting with:** IT

**Need(s):** IT needs to buy into the Goal and work with Planning and Development to make it a reality.

**Issue #1:** Planned Managed Growth

**Strategic Goal #6:** Right of Way Cost Reduction

**Cross Cutting with:** Public Works

**Need(s):** Public Works needs to commit to the Goal and work with Planning and Development to make it a reality.

**Issue # 2 : Growth and Need for Services**

**Strategic Goal #8:** Timely Code Compliance

**Cross Cutting with:** Superior Court, Hearing Office, and County Attorney's Office

**Need(s):** The above departments need to buy into the Goal/need for services and work with Planning and Development to make it a reality.

**Issue :** Special Event Permits

**Strategic Goal :** None

**Cross Cutting with:** Public Works, Environmental Health, Air Quality, Building Safety, Sheriff, Risk Management, Public Health, Environmental Investigations

**Need:** The timeframes need to be committed to by all departments involved and staff members need to be available to work on reviews within the determined timeframes.

**Issue :** Manufactured Homes, Awnings, Park Models, and Modular Home Permits issued in 14 working days or less

**Strategic Goal :** None

**Cross Cutting with:** Public Works, Environmental Health, Air Quality, Flood Control

**Need:** The timeframes need to be committed to by all departments involved and staff members need to be available to work on reviews within the determined timeframes.