

The Office of the Assistant County Manager For Development Services 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 Assistant County Manager for Development Services is to provide administrative over site, support and coordination to residents, stakeholders and the 6 divisions of Development Services so they can participate in the development process and assist Pinal County in developing in a comprehensive and sustainable manner.

ISSUE STATEMENTS

Issue 1: Limited Resources

Increasing limited resources due to the economic downturn and revenue control limits will, if not addressed, result in an inability to provide adequately funded services.

Issue 2: Growth

The continued above average growth rate, coupled with increasing demand for services will, if not addressed, result in:

- Deteriorating quality of life for residents
- Decreased customer satisfaction

Issue 3: Regional Leadership

The increasing expectation and need for Pinal County to provide regional leadership on significant issues will, if not addressed, result in:

- Lack of acceptance and buy-in from stakeholders and other local governments
- Lack of continuity of services between local governments
- Ineffective service delivery
- Duplicative efforts resulting in inefficient use of resources
- Lack of representation at state and national levels
- An inability to bring in jobs and/or promote economic development

Issue 4: Skill Development

The increasing need to develop workforce knowledge for implementation of Managing for Results will, if not addressed, result in:

- Lack of focus on customers
- Continued limited transparency resulting in lack of public confidence
- Lack of accountability
- Lack of data driven decision making
- Inefficient service delivery

STRATEGIC GOALS

Strategic Goal 1: Regional Leadership (Issues 2, 3)

By 2010, Pinal County will provide proactive leadership in regional issues, as evidenced by:

- 80% of government units surveyed stated that they felt Pinal County government provided regional leadership
- Achieve a “B+” average or better in the Valley Forward scorecard
- Achieve a score of 95(63%) on Governors Smart Growth Scorecard*

* This target was set using the existing Comprehensive Plan and Zoning Code. If the proposed Comprehensive Plan and Zoning Code are adopted, the new target would be 120(80%).

Strategic Goal 2: Efficient and Effective Service Delivery (Issue 1, 2, 4)

By 2010, Pinal County residents will experience efficient and effective delivery of services, as evidenced by:

- 100% of County offices/departments will submit budgets that tie funding to performance
- 25% reduction in the number of unresolved crosscutting issues (from x to y)*
- 50% of survey respondents will report that they know what services the County provides

* To be added once all of the cross-cutting issues have been identified

Strategic Goal 3: Improved Management of Resources (Issues 2, 4)

Pinal County Residents will experience an enhanced quality of life, as evidenced by:

- By 2010, 25% of all 2010 department Strategic Goals will be accomplished
- By 2010, 55% of the 2009 Countywide Strategic Priorities will be accomplished
- By 2010, 80% of survey respondents say they value the services they receive from Pinal County in return for the taxes they pay

Strategic Goal 4: Economic Diversification (Issue 1, 2, 3)

By 2012, Pinal County will experience diverse job opportunities*, as evidenced by:

- .4% increase in Trade/Transportation jobs from 9150 to 9187
- .4% increase in Information jobs from 350 to 352
- .4% increase in Professional/Business service jobs from 3450 to 3464
- 1.8% increase in Educational/Health Service jobs from 4275 to 4352
- .5% increase in Mining and Construction jobs from 3900 to 3920
- 1% increase in Manufacturing jobs from 3825 to 3863

* Job opportunity statistics from the Arizona Workforce Informer, Current Employment Statistics (CES)

CROSS CUTTING

The County Manager and Assistant County Managers are responsible for facilitating the review and solution of all identified cross-cutting issues in the County.

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Financial Services Activity, page 12
- 1.7. Department Director Activity, page 13

2. Development Services Administrative Management Program

- 2.1. Development Services Administrative Management 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 and Archives.
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 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 the Assistant County Manager for Development Services

Program Two: Development Services Administrative Management Program

Purpose Statement The purpose of the Development Services Administrative Management Activity is to provide customer service, oversight, coordination, communication and support services to County Management, employees, and the public so they can have timely information to make informed decisions.

Key Results

- 70% of departmental monthly reports transmitted to the County Managers office within seven (7) working days of month end
- 33% reduction in overall average permit process time from responding departments 1.5 hours to 1 hour.

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 • 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 • Police 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. 7 employee appraisals submitted on/by due date

Demands
 1. 7 employee appraisals anticipated to be submitted

Efficiencies
 N/A

Activity Manager(s) • Marybeth McCormack

Activity Budget \$x,xxx,xxx

Section 1.2: Reserved

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

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

Demands

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

Efficiencies

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

Activity Manager(s)

- Ken Buchanan

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

Outputs

1. * of 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

1. * of record series anticipated to be in compliance

Efficiencies

1. \$ Records Management Activity expenditure per record series in compliance

Activity Manager(s) • Marybeth McCormack

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

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. 1 department vehicles operated

Demands

1. 1 department vehicles anticipated to be operated
2. 0 department vehicles operated more than 10000 miles a year

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s)

- **Marybeth McCormack**

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)

- Marybeth McCormack

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

- Reports
- Direction
- Employee Supervision Meeting
- Inquiry Responses
- Strategic Business Plans
- Issue Resolutions
- Special Projects
- Budgets
- Department Structures
- Policies/Procedures
- Employee Evaluations
- Program Evaluations
- Recommendations
- Leadership

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 Developmental Services department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents) (From the One Stop Survey)

Outputs

1. * of customers responding to the department survey

Demands

1. * of customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s) • **Ken Buchanan**

Activity Budget \$x,xxx,xxx

Development Services Administrative Management Program

Purpose Statement The purpose of the Development Services Administrative Management Activity is to provide customer service, oversight, coordination, communication and support services to County Management, employees, and the public so they can have timely information to make informed decisions.

Section 2.1: Development Services Administrative Management Activity

Activity Purpose Statement The purpose of the Development Services Administrative Management Activity is to provide customer service, oversight, coordination, communication and support services to County Management, employees, and the public so they can have timely information to make informed decisions.

- Activity Services**
- Schedule Preparations
 - Meeting Coordinations
 - Payroll Preparations
 - Requisition Preparations
 - Internal Memorandums
 - External Correspondences
 - Inquiry Responses (phone, email)
 - Document Filings
 - Policies and Procedures
 - Customer Service Consultations
 - Department Consultations
 - Budget Preparations
 - Monthly Reports

Family of Measures

Results

1. 85% of internal monthly reports combined and transmitted to the County Managers office within 7 working days of month end.
(# of monthly reports transmitted within 7 working days of month end/total # of monthly reports due)
2. 33% reduction in overall average permit process time from responding departments 1.5 hours to 1 hour.
(TY overall average permit process time-LY overall average permit process time/LY overall permit process time.)
3. 95% of customers surveyed who stated they were satisfied or very satisfied with the service provided by Development Services.
(# of customers who responded that they were satisfied or very satisfied with the service provided by Development Services/Total # of survey respondents)

Outputs

1. 12 monthly reports transmitted to the County Managers office

Demands

1. 12 monthly reports expected to be transmitted to the County Managers office

Efficiencies

1. \$_____Activity expenditures per monthly report transmitted

Activity Manager(s)

- Ken Buchanan
- Marybeth McCormack

Activity Budget \$X,xxx,xxx