

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: 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 2: 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 3: 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 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 2011, Pinal County will provide proactive leadership in regional issues, as evidenced by:

1. 5% increase in responding government units surveyed that indicates they felt Pinal County government provided regional leadership (*CM - Cty. Pri. Activity*)
2. Achieve a “B+” average or better in the Valley Forward scorecard (*DS-Cty. Pri. Activity*)
3. Achieve a score of 95(63%) on Governors Smart Growth Scorecard* (*DS-Cty. Pri. Activity*)

* 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 (Issues 1, 2, 4)

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

- By 2010, 100% of County offices/departments will submit budgets that tie funding to performance (*CM Strategic Priority Activity*)
- By 2010, 25% reduction in the number of unresolved crosscutting issues (from 115 to 86)*(*CM, DS, HHS, AS - Cty. Pri. Activity*)
- By 2011, 5% increase in survey respondents that report that they know what services the County provides (*CM Strategic Priority Activity*)

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 (*CM Strategic Priority Activity*)
- By 2010, 55% of the 2009 Countywide Strategic Priorities will be accomplished (*CM Strategic Priority Activity*)
- By 2011, 5% increase in survey respondents that indicate they value the services they receive from Pinal County in return for the taxes they pay (*CM Strategic Priority Activity*)

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 Management Program

- 2.1. Development Services Administrative Management Activity, page 14
- 2.2. County Strategic Priorities Activity, page 15

PROGRAMS

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management, and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
- 95% of department vehicles with preventative maintenance performed as scheduled
- 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

Program Two: Development Services Management Program

Purpose Statement The purpose of the Development Services Management Program 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
 - Achieve a “B+” average or better in the Valley Forward scorecard
 - Achieve a score of 95(63%) on Governors Smart Growth Scorecard*
 - 90% of responding One Stop customers that have an overall wait time of 1 hour or less
 - 90% of Site Plan Reviews will be approved within 90 cumulative working days of staff review time
 - 90% of commercial site plan reviews will be approved within 90 cumulative working days of staff review time
 - ___% of permits issued in a timeframe consistent with contiguous counties(waiting for baseline data)
 - 70% of responding customers requesting plan reviews and permits will report that the County services are timely and responsive
 - 100% of new Zoning Code available on the County website
 - 100% codification of Development Services polices
 - 25% reduction in the number of unresolved crosscutting issues

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management, and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation, and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

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

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. 8 employee appraisals submitted on/by due date

Demands

1. 8 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 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.

Activity Services

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

Family of Measures

Results

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

Outputs

2. 0 Training \$ spent that directly align to County or Department strategic goals

Demands

3. 0 Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

Efficiencies

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

Outputs

1. 12 record series in compliance with legal and policy requirements

Demands

1. 12 record series anticipated to be in compliance

Efficiencies

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

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
2. 1 department vehicles operated more than 10000 miles a year

Demands

1. 1 department vehicles anticipated to be operated

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 efficient use of County resources.

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
--------------------------	---	---

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

Family of Measures

Results

1. 100% of applicable Key Results achieved
(# of key results achieved/total # of 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. 75 customers responding to the department survey

Demands

1. 75 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 Management Program

Purpose Statement The purpose of the Development Services Management Program 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 Manager’s office within 7 working days of month end.
(# of monthly reports transmitted within 7 working days of month end/total # of monthly reports due)

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

2. Development Services Management Program

Purpose Statement The purpose of the Development Services Management Program 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 2.2: County Strategic Priority Reporting Activity

Activity Purpose Statement The purpose of the County Strategic Priority Reporting Activity is to provide management, oversight, and analysis services to the Board of Supervisors, County Elected and Appointed Officials, County staff, and the public so they can have an understanding of the progress towards/achievement of County Priorities in order to make informed decisions.

Family of Measures Results

1. Achieve a “B+” average or better in the Valley Forward scorecard
2. Achieve a score of 95(63%) on Governors Smart Growth Scorecard*
3. ___% of responding One Stop customers that have an overall wait time of 1 hour or less(waiting for baseline data)
[# of responding One Stop customers that have an overall wait time of 1 hour or less/Total # of One Stop customers responding]
4. 90% of Site Plan Reviews will be approved within 90 cumulative working days of staff review time
5. 90% of commercial site plan reviews will be approved within 90 cumulative working days of staff review time
6. ___% of permits issued in a timeframe consistent with contiguous counties(waiting for baseline data)
7. 70% of responding customers requesting plan reviews and permits will report that the County services are timely and responsive
8. 100% of new Zoning Code available on the County website
9. 100% codification of Development Services polices available on the County website and Development Services counters.
10. 25% reduction in the number of unresolved crosscutting issues (from 28 to 21)

Activity Manager(s) • Ken Buchanan
