



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

ONE STOP STRATEGIC BUSINESS PLAN

FY 2011/2012

COUNTY 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 Development Services' One Stop is to provide customer inquiry, interdepartmental coordination, and payment receipting and impact fee evaluation services to Pinal County residents, developers and county departments so they can proceed through the planning, permitting & development process in a timely manner.

SUMMARY OF MAJOR SERVICES PROVIDED:

The purpose of the One Stop is to provide customer coordination, information, tracking and fee estimate services to individuals, developers and county departments so they can complete their tasks and/or development process in an efficient and timely manner. In addition, the One Stop staff provides fee assessment; credit, development agreement reviews and alternate fee calculations request determination services to individuals and developers so they can proceed with their development projects in a timely manner.

- Customer Co-ordinations/ Consultations
- Project Plans Tracking Log Reports
- Receipt & Process Payments
- Telephone Inquiry Responses
- Impact Fee Determinations
- Package Shipping/ Receiving Notifications
- Impact Fee Consultations and Assessments
- Impact Fee Presentations
- Impact Fee Exclusion/Credit/Appeal Cases & Reports
- Annual Impact Fee Financial Statements
- Public Records Requests
- Development Fee Management Committee (DFMC)

ISSUE STATEMENTS

Issue 1: Outdated Business Processes

The increasing need for continuity of information provided by the One Stop, the public demand for on-line services and the continuing lack of payment options, limitations on cash payments and inability to provide change for customers if not addressed continue to result in:

- Increase in loss of revenue
- Continuing negative perception of the county's inability to deliver services
- Decrease in customer satisfaction directed at the Development Services' One Stop
- Customers confusion with requirements
- Increase in customer dissatisfaction
- Increased wait time for customers utilizing the One Stop for routine services

Issue 2: Education and Information

The customer increasing lack of understanding regarding the role of Development Services' One Stop, coupled with a lack of understanding regarding the necessity of impact fees, will if not addressed, continue to result in:

- Loss of revenue
- Negative impact on the commercial and residential economic development in Pinal County
- Unprepared customers who require repeat visits that delay completion of their projects.
- A negative perception and frustration by Pinal County customers

2-5 YEAR STRATEGIC GOALS:

Strategic Goal 1: Efficient Services

By 2011, customers who receive services from the One Stop will be able to resolve their business processes in an efficient and timely manner as evidenced by:

- 98% of customers surveyed who stated they were satisfied or very satisfied with the information provided and their wait time.

Strategic Goal 2: Communication

By 2012, departments in the Development Services will be more knowledgeable about the roles each department plays in providing service to customers and their availability to provide service as evidenced by:

- (Moved under efficient services) 50% of all Development Services permit process information will be available online through the One Stop website.

Strategic Goal 3: Impact Fees

Development Services customers will be able to make more informed decisions regarding their development projects by having access to information and guidelines governing the assessment of impact fees, as evidenced by:

- By 2013, a Impact Fee Policy will be in place to ensure fair, clear and concise fees for each project (document submitted for consideration/approval by county administration) (Moved target date back from 2012 to 2013 due to pending issues with development agreements and the uncertainty with development agreements)
- By 2012, 75% of alternate fee calculations and credit requests submitted to the Board of Supervisors within 120 business days

CROSS CUTTING ISSUES

Issue: Interdepartmental Communication

Cross Cutting with: Environmental Health, Public Works, (This is still an issue with EH and Flood in PW, but has been resolved with BS and AQ)

Need: Ensure there is sufficient staff scheduled to respond to counter 1st back-up and lunch/meeting coverage for each department.

Issue: Education, Information and Efficient Services

Cross Cutting with: IT, Building Safety, Environmental Health, Public Works, Air Quality, Planning & Development, and Treasurer.

Need: Comprehensive Development Services Web Site Resource (Home Page) Educate the public on Development Services Processes; Permit Process Information such as Permit Requirement, Fees, and Processing Times. Cooperation; respond to the counter in a more timely manner; Provide more information and assistance for inquires; Expand payment options- increase minimum cash payment offer credit/debit card payment transactions; Establish accounts for builders; On-line customer service surveys.

- Permit and Process Information
- On-line Customer Service Surveys
- On-line payments
- On-line application submittals
- On-line Public Records Request submittals
- Fillable forms with e-signature capabilities
- Digital site plan reviews

(We have decided to develop a comprehensive Development Services Web Site, which will contain information for all five departments within Development Services

ANNUAL PERFORMANCE MEASURES:

1. 95% of surveyed customers responding they were satisfied or very satisfied with the accuracy of the information they received and their wait time. (# of surveyed customers responding they were satisfied or very satisfied with the accuracy of the information they received and their wait time /# of survey responses)
 Outputs - 9,000 of customer consultations provided
 Demands- 9,500 of customers consultations anticipated

2. 75% of alternate fee calculations and credit requests submitted to the Board of Supervisors within 120 days (# of alternate fee calculations and credit requests submitted to the Board of Supervisors within 120 days/ # of alternate fee calculations and credit requests submitted to Board of Supervisors)
 Outputs-5 alternate fee calculations and credit requests processed
 Demands-5 alternate fee calculation and credit request expected to be submitted to the Board of Supervisors

REVENUE AND EXPENDITURES BY PROGRAM:

Programs/Activities	Cost Center	Total Budget
Development Fee Fund		
IFA 1 (Transportation, Parks, Public Safety)*	2702, 2709, 2716	\$2,602,246
IFA 2 (Transportation, Parks, Public Safety)	2703, 2710, 2717	\$57,366
IFA 3 (Transportation, Parks, Public Safety)	2704, 2711, 2718	\$162,980
IFA 4 (Transportation, Parks, Public Safety)	2705, 2712, 2719	\$795
IFA 5 (Transportation, Parks, Public Safety)	2706, 2713, 2720	\$26,309
IFA 6 (Transportation, Parks, Public Safety)	2707, 2714, 2721	\$0
IFA 7 (Transportation, Parks, Public Safety)	2709, 2715, 2722	\$0
Sub Fund Total		\$2,849,696
Fund Total		\$2,849,696

*Includes \$1,446,179 carry forward.

EXPENDITURES BY PROGRAM:

Programs/Activities	# of Full Time Employees	# of Part Time Employees	Cost Center	Total Budget
General Fund				
Fleet	0	0	3170150	\$5,645
Executive Management	1	0	3170170	\$94,193
Impact Fee Evaluation	1	0	3170210	\$80,654
One Stop Counter	2	0	3170220	\$50,084
General Fund Total	4	0		\$230,576