



COMMUNITY DEVELOPMENT DEPARTMENT STRATEGIC BUSINESS PLAN FY 2014-2015

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 Community Development Department's mission is to guide the development of the County through effective measures of planning, design review, construction plan approval, code compliance, and aquifer protection to preserve and enhance the quality of life for the residents of Pinal County. In administering these programs and assisting citizens, it is also the mission of the department to provide timely and cost-effective services in a fair and consistent manner.

DIVISIONS

The Community Development Department is comprised of six divisions: One Stop Shop (Customer Service), Planning, Engineering, Building Safety, Aquifer Protection, and Code Compliance.

ONE STOP SHOP DIVISION

DIVISION MISSION

The Mission of the One Stop Shop Division is to provide excellent customer service, interdepartmental coordination, accurate fee collection and efficient 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 Shop Division 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 Tacking 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 Dog Licenses for Animal Control

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, if not addressed will result in:

- Loss of revenue
- Negative perception of the county's inability to deliver services
- Decrease in customer satisfaction directed at the Community Development One Stop
- Customers confusion with requirements
- Increased wait time for customers utilizing the One Stop for routine services

Issue 2: Education and Information

The customers increased lack of understanding regarding the role of Community Development' One Stop, coupled with a lack of understanding regarding the necessity of impact fees, if not addressed will result in:

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

2-5 YEAR STRATEGIC GOALS: Strategic Goal 1: Efficient Services

By January 31, 2014, customers who receive services from the One Stop will have additional payment methods available to make the payment process more efficient as evidenced by:

- Online payments will be available at One Stop.

By 2014, customers who receive services from the One Stop will receive excellent overall customer service from the One Stop as evidenced by:

- 99% of surveyed customers responding they were satisfied or very satisfied with the overall customer service they received.

Strategic Goal 2: Communication

By 2014, departments in the Community Development will be more knowledgeable about the roles each department plays in providing service to customers and their availability to provide service as evidenced by:

- 50% of all Community Development permit process information will be available online through the Community Development websites.

Strategic Goal 3: Impact Fees

Community Development 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 2015, 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)
- By 2014, 75% of Alternate Fee Calculations submitted to the Board of Supervisors within
- 120 business days

CROSS CUTTING ISSUES

Issue: Interdepartmental Communication

Cross Cutting with: Aquifer Protection, Public Works, (This is still an issue with Floodplain in Public Works, but has been resolved with Building Safety and Air Quality)

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, Aquifer Protection, Public Works, Air Quality, Planning, and Treasurer.

Need: Comprehensive Community Development Web Site Resource (Home Page) Educate the public on Community Development 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- offer credit/debit card payment transactions; Establish accounts for builders; On- line customer service surveys.

- Permit and Process Information
- On-line payments On-line application submittals
- On-line Public Records Request submittals
- Fill-able forms with e-signature capabilities

(It was decided to develop a comprehensive Community Development Web Site, which will contain information for all six departments within Community Development.

ANNUAL PERFORMANCE MEASURES:

1. 99% of surveyed customers responding they were satisfied or very satisfied with the overall customer service they received. (# of surveyed customers responding they were satisfied or very satisfied with the overall customer service they received /# of survey responses)
2. 75% of alternate fee calculations submitted to the Board of Supervisors within 120 days (# of alternate fee calculations submitted to the Board of Supervisors within 120 days/ # of alternate fee calculations and credit requests submitted to Board of Supervisors) Outputs-4 alternate fee calculations processed Demands-4 alternate fee calculation expected to be submitted to the Board of Supervisors
3. By January 31st, 2014 online payments will be available to OSS customers (statement measure)
4. 25% of Community Development permit process information will be available on the Community Development website (result measure) (# of Community Development permit processes available on the Community Development One Stop website/total # of Community Development permit processes.
5. Impact Fee Policy will be presented to the Board of Supervisors for adoption by December 31, 2014. (statement measure)

BUILDING SAFETY DIVISION

DIVISION MISSION

The Mission of the Building Safety Division is to provide building inspections, plan reviews, permit issuance, and investigative services to the public so they can be assured of their health, safety, and general welfare.

SUMMARY OF MAJOR SERVICES PROVIDED:

- Emergency responses
- Permit/Plan refund requests
- Commercial building permits
- Residential building permits
- Special event coordination's
- Site plan review information packets
- Utility clearance notifications
- Counter consultations
- Telephone inquiry responses
- Administrative Reports
- Customer Information Bulletins
- Inspection results
- Courtesy inspections
- Construction technique approvals
- Code violation investigations
- Violation letters and deficiency notices
- Pre-construction inspection consultations
- Commercial inspections
- Residential Inspections
- Building permit extensions
- Mechanical, Plumbing, Electrical permits
- Plan submittal coordination's
- Fire districts notifications
- Pool plan review and permits
- Permit Expiration Notifications
- Code adoptions
- Statistical Reports (Monthly Reports, Public Records Requests)
- Certificates of Occupancy
- Internal code interpretations
- Residential plan review approvals
- Consultant contracts
- Sustainable Design Plan Review

ISSUE STATEMENTS

Issue 1 - Accountability

The continued struggle with public perception of a lack of accountability in government, combined with need for better Inter-departmental collaboration to address increasingly complex multi-departmental processes and services will, if not addressed, result in:

- Increased customer frustration with the County's processes in delivery of accurate and timely services.
- Continuing miscommunication between departments due to unclear direction for staff and customers.
- Decrease in morale among staff.

Issue 2: Technology

The continued need for web-based customer service technology such as online building permit services and electronic building plan submission/review which if not addressed, will result in:

- Slower turnaround time for permits and plan reviews.
- Increase in cost to deliver service.
- Increase in waste of finite resources.

Issue 3– Environmental Awareness and Sustainability

Due to an increase in environmental awareness and demand for sustainability together with increasingly complex building technology and ever evolving building codes, there is an increasing need for continuing education and specialized training,* which if not addressed, will result in:

- Continued reliance on costly outside consultant services.
- Potential decrease in professional credibility.
- Decreased ability to attract and retain qualified staff.
- Increased potential for loss of professional certification program.

***Specialized Training:** LEED (Leadership in Energy & Environmental Design), ICC 700 (International Code Council), IGCC (International Green Construction Code), IECC (International Energy Conservation Code)

STRATEGIC GOALS:

Strategic Goal 1 – Review Times (Issue 1)

Residents, Builders, and Contractors will benefit from improved Building Safety services as evidenced by:

- By 2015, 98% of residential plan reviews completed within 20 business days of submittal

- By 2015, 98% of commercial plan reviews completed within 25 business days of submittal
- By 2015, 98% of commercial permits will be issued within 1 business day of completed multi- departmental Site Plan Review process.

Strategic Goal 2 – Certifications (Issue 3)

Pinal County Building Safety customers will benefit from improved efficiency and reduced reliance on outside services as evidenced by:

- By 2015, 80% of Building Inspectors and Plans Examiners will have obtained certification in the Plumbing, Mechanical, Electrical or Fire Code.
- By 2015, 100 % of specified Building Safety staff (1 Plans Examiner and 1 Building Inspector) will have obtained certification in energy related codes.

Strategic Goal 3 – Safety (Issue 2)

Pinal County Building Safety will enhance the life, safety, and welfare of its residents as evidenced by:

- By 2015, 90% of dangerous building cases* brought into compliance** per the applicable Building Safety codes within 90 business days.
- By 2015, 90% of building code violation complaints resolved business days from receipt of complaint.

*Dangerous building cases are defined as: All buildings out of compliance with the applicable life safety codes.

** Compliance is defined as in need of repair, demolition or other measures as prescribed by the Property Maintenance Code.

Strategic Goal 4 – Improved Customer Convenience (Issue 2)

By 2015 the building public in Pinal County will benefit from more convenient Building Safety services as evidenced by:

- 50% of permits will be processed online (to include financial transactions)
- 25% of building plans will be submitted for review online.

ANNUAL PERFORMANCE MEASURES

Building Safety Program	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Result Measures					
Percent of commercial permits issued within 1 business day of completed Multi-departmental Site Plan Review process. (# of commercial permits issued within 1 business day of completed multi-departmental Site Plan Review process/total # of commercial permits issued)	100%	100%	100%	100%	98%
Percent of residential permits ie, single family residences, residential additions, alterations and conversions issued within assigned completion dates (# of residential permits issued within assigned completion dates/total # of residential permits)	N/A	100%	100%	100%	98%
Percent of building inspections completed within 1 business day of request (# of building inspections completed within 1 business day of request/total # of building inspections requested)	100%	100%	100%	100%	98%
Outputs					
Commercial permits issued	19	25	29	12	12
Residential permits issued	N/A	1,232	1,417	1,612	1,500
Inspections completed	14,000	15,000	17,250	17,000	17,000

PLANNING DIVISION

DIVISION MISSION

The Mission of the Planning Division 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.

SUMMARY OF MAJOR SERVICES PROVIDED

Zoning and Administration of the Zoning Ordinance Code Compliance
Subdivisions, Minor Land Divisions and Addressing
Comprehensive Plan and Area Studies
Site Plan Review
Public Assistance: One Stop Shop, Project Meetings
Inspection of Manufactured Homes
Support to Governing Bodies and other County Departments

Mandated Services

Zoning
Code Compliance
Subdivisions Addressing Comprehensive Plan

ISSUE STATEMENTS

Issue 1: Attractive Community

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

Issue 2: Enhanced Customer Service

The continued demand for improved customer service at the lowest possible cost coupled with continued stresses on County budgets will, if not addressed, result in:

- Decreased customer satisfaction
- Reductions in service levels

2-5 YEAR STRATEGIC GOALS:

Strategic Goal 1: Continue to Improve Development Review Process (Issue 2)

By 2014, residents of Pinal County will experience an improved development review process as indicated by:

- 60% of planning cases will have a turnaround time of four months or less from the time of complete submittal to a Planning Commission hearing.
- 100% of Subdivision Tentative Plat reviews that completed substantive review

within four months or less of logged time (from the time of complete submittal to Planning Commission hearing).

- 100% of Subdivision Final Plat reviews will have completed substantive review within eight months or less of logged time from Final Plat submission to Board of Supervisors approval (from the time of complete submittal to BOS hearing).
- 100% of Plan Reviews fulfilling all Planning requirements by 3rd substantive review.
- 100% of Site Plan Reviews delivered to applicant within the time frame guideline for substantive review (review completed within 100 days).

Strategic Goal 2: Timely Code Compliance (Issues 1 and 2)

By 2014, Communities of Pinal County will experience timely compliance with codes governing land use, upkeep and appearance resulting in attractive neighborhoods, as evidenced by:

- 70% of code violations in Areas of Concern come into voluntary compliance within a 6 month time frame
- 65% of non-voluntary code violations per year come into compliance within a 12 month time period.
- 60% of code compliance enforcement actions proactively initiated by Community Development Department Staff.

CROSS CUTTING ISSUES

Strategic Goal 1: Continue to Improve Development Review Process

Cross Cutting with: Public Works, Aquifer Protection, Air Quality, Building Safety

Needs: All Community Development Departments need to remain committed to meeting the established timeframes.

ANNUAL PERFORMANCE MEASURES:

Strategic Goal 1: Continue to Improve Development Review Process

By 2014, residents of Pinal County will experience an improved development review process as indicated by:

- 60% of planning cases will have a turnaround time of four months or less from the time of complete submittal to a Planning Commission hearing.
- 100% of Subdivision Tentative Plat reviews that completed substantive review within four months or less of logged time (from the time of complete submittal to Planning Commission hearing).
- 100 % of Subdivision Final Plat reviews will have completed substantive review within eight months or less of logged time from Final Plat submission to Board of Supervisors approval. (From the time of complete submittal to BOS hearing).
- 100 % of Plan Reviews fulfilling all Community Development Planning requirements by 3rd substantive review.
- 100% of Site Plan Reviews delivered to applicant within the time frame guideline for substantive review (review completed within 100 days).

Strategic Goal 2: Timely Code Compliance (Issues 1 and 2)

By 2014, Communities of Pinal County will experience timely compliance with codes governing land use, upkeep and appearance resulting in attractive neighborhoods, as evidenced by:

- 70% of code violations in Areas of Concern come into voluntary compliance within a 6 month time frame.
- 65% of non-voluntary code violations per year come into compliance within a 12 month time period.
- 60% of code compliance enforcement actions proactively initiated by Community Development Department Staff.

ENGINEERING DIVISION

DIVISION MISSION

The mission of the Engineering Division is to provide infrastructure, development standard services to the public so they can enjoy a community with safe transportation and development standards.

SUMMARY OF MAJOR SERVICES PROVIDED:

- Review and approve engineering reports and plans for private development projects
- Review and approve subdivision plats and site plans for private development

ISSUE STATEMENTS

Issue 1 - Growth

- Provide infrastructure management through review, approval, and enforcement of private development projects
- Provide construction inspection of public and private infrastructure projects

The continued population growth, and increased demand for services if not addressed, will result in less timely response to maintenance and service requests, development approvals and new infrastructure projects.

Issue 2 – Systems and Processes

Current gaps in systems and processes, such as development reviews, procurement, resource allocations and the management of projects, maintenance, and flood plains, if not addressed, will continue to negatively impact our ability to meet our customers' needs and will increase the cost of service delivery.

Issue 3 – Customer Expectations

Increasing demands from residents and businesses and increasing costs for urban services such as metropolitan style roads, expedited development and permit reviews, will, if not addressed, result in:

- decreased customer satisfaction,
- increased review times and delayed development,

Issue 4 – Communication and Collaboration:

Lack of common understanding and terminology between county agencies, if not addressed, will result in ineffective communication with the public and other stakeholders, increased delays in project approval and completion, increased risk to health and safety, and increased cost of service.

Issue 5 – External Resources

Increasing cost of materials, land, and regulatory compliance combined with less impact fee revenue than projected and a potential decrease in state funding, will, if not addressed, result in delays in construction and maintenance of roads and facilities.

Issue 6 –Internal Resources:

The lack of integration between internal information systems along with the need for updated facilities and new infrastructure containing complex systems that require specialized staff training, will, if not addressed, result in increased delays in project completion, slower and uncoordinated responses due to manual and outdated processes, and poor public perception.

COUNTY PRIORITY ALIGNED TO:

Strategic Goal 1 – Development Review Time (Issues 2 - 4)

By 2016, Pinal County will benefit from effective and efficient review services as evidenced by:

- 80% of 1st and 2nd reviews of development plans and reports completed in 4 weeks or less from receipt.
- 90% of priority development plan and report submittals reviewed within 2 weeks.

Strategic Goal 4 – Customer Satisfaction (Issues 1, 3, & 4)

By 2015, Customers will experience an improved customer satisfaction rate as evidenced by:

- 75 % of Surveyed customers who say they are satisfied or very satisfied with the services provided by the Department.

ANNUAL PERFORMANCE MEASURES FOR FY 2014-2015:

Development Review Program: The purpose of the Development Review Program is to provide plan and report review services to Pinal County residents & development community so they can utilize their property in compliance with county codes.

1. 80% of all development plan (subdivision plat commercial site plan reviews) completed in 4 weeks or less from receipt

(# of all development plans completed in 4 weeks or less divided by total # of all development plan reviews)

2. 90% of priority development plan and report submittals reviewed within 2 weeks

(# of priority development plan and report submittals reviewed within 2 weeks divided

by total of priority development plan and report submittals reviewed)

AQUIFER PROTECTION DIVISION

DIVISION MISSION

The mission of the Aquifer Protection Program is to assure assessment and improvement of environmental conditions of on-site wastewater treatment facilities and circumstances that may affect the health of the community.

SUMMARY OF MAJOR SERVICES PROVIDED:

- Education, information, and consultation services relating to environmental protection
- Initial and ongoing permitting of regulated facilities
- Inspection and investigation of regulated facilities including on-site wastewater treatment facilities, liquid/solid waste haulers,
- Facility Plan Review (septic, well, etc.)

ISSUE STATEMENTS

Issue 1 - Technology

The increasing need and desire of the public and other customers for technologically based business processes including e-commerce, 24/7 customer information and continuity of service will, if not addressed result in:

- Possible increase in customer dissatisfaction with current business practices
- Inability to respond to customers in a timely manner
- Providing services that are increasingly customer “non-friendly”
- Increase and continuing inefficiencies

Issue 2 – Specialized Services

The increasing trend of public demand for expanded and specialized services will, if not addressed, result in:

- Increased potential for customer complaints & dissatisfaction
- Cause potential public confidence & credibility to decrease

COUNTY PRIORITY ALIGNED TO:

Aquifer Protection Division does not directly align with any of the county strategic priorities.

2-5 YEAR STRATEGIC GOALS:

Strategic Goal #1: Delegation Agreements

By 2015, residents and visitors of Pinal County will experience healthier communities

and safer environments as evidenced by:
80% of out-of-compliance on-site wastewater treatment facilities corrected within 30 days

Strategic Goal 2: E-Business

By 2017, customers will experience a greater ability to conduct e-business electronically as evidenced by:

- 100% of permits/approvals issued by Aquifer Protection Division will have online information including, the permit application; a list of all steps the applicant must take to obtain the permit; the applicable timeframe associated with the permit; and information on how the applicant can electronically communicate with Aquifer Protection Division regarding the permit.

Strategic Goal 3: Customer Satisfaction

By 2015, customers will experience high quality Aquifer Protection Division as evidenced by:

- 95% of on-site wastewater treatment facility plan reviews that are completed within 10 business days.

CROSSCUTTING ISSUES:

Issue: Enhanced Customer Service for Community Development

Goal: Enhanced Customer Service for Community Development

Cross Cutting with: Information Technology

Needs: E-Business services such as:

- On-line payments
- On-line application submittals
- On-line Public Records Request submittals
- forms with e-signature capabilities
- Digital site plan reviews

ANNUAL PERFORMANCE MEASURES:

	FY 08-09 Actual	FY 09-10 Actual	FY 10-11 Target/Actual	FY 11-12 Target
Wastewater & Solid Waste				
Measure				
Result:				
Percent of on-site system plan reviews completed within 10 days	100%	100%	100% / 99%	100%
Percent of out-of-compliance on-site wastewater systems corrected within 30 days	N/A	N/A	N/A	50%
Output:				
Number of inspection performed				
Number of "Notice of Intent to Discharge" processed	206	144	140 / 101	125
Number of field activities (All)	N/A	N/A	N/A	750