# Pinal County's FY 2010/2011 Strategic Plan

## 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.**

## County Priorities & Strategic Goals

### Regional Leadership

Pinal County will provide leadership through proactive involvement in both county-specific and regional issues (including growth, public safety, healthcare, transportation, education, environmental concerns and economic development).

**Issues Addressed**: Rural vs. Urban Balance, Crime Rate, Healthcare Accessibility, Regional Transportation Planning, Economic Development and Accountability.

### Growth

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, as evidenced by:

- By 2011, people who want to develop and build in Pinal County will have access to understandable, predictable and clearly articulated land use policies (including the Comprehensive Plan, the Zoning Code and the permitting process), and experience decisions that are timely and responsive.
    - By 2010, 90% of Site Plan Reviews will be approved within 90 cumulative working days of staff review time.
    - By 2010, 90% of Commercial Site Plan Reviews will be approved within 90 cumulative working days of staff review time.
    - By 2011, Pinal County will issue permits in a time frame consistent with contiguous counties.

- By 2011, 70% of individuals requesting Plan Reviews and Permits will report that the County's services are timely and responsive.

- During the current recession, the County will review department operations and inter-related systems, such as the justice system, land valuation and its healthcare delivery system to streamline processes, gain efficiencies and improve the County's position for the next wave of growth.

**Issues Addressed:** Comprehensive Plan, Rural vs. Urban Balance, Infrastructure Concerns, Grid-Lock and "Cookie Cutter" Avoidance, Commercial Development, Land Use and Economic Development.

## Public Safety

Pinal County will foster safe neighborhoods and communities, as evidenced by:

- By 2010, have an overall crime rate of less than or equal to the national average crime rate as published by the FBI Uniform Crime Report.
- By 2010, decrease law enforcement response time from 15 minutes to 10 minutes for Priority 1 emergency calls.
- By 2010, achieve accreditation for the Adult Detention Facility resulting in:
    - A reduction of inmate suicides to 0.
    - 100% of remanded juveniles receiving required educational curriculum.
    - 100% implementation of adult education curriculum
    - 100% implementation of special needs adult curriculum
    - A 5% increase (from 49% to 54%) of correctional costs recovered from non-County (ICE) funding.
    - 75% of inmates with an identified mental health condition will maintain or improve their mental health status.

- By 2012, there will be a 10% decrease (from a 5.46 incident rate to a 4.91 incident rate) in the incident rate for industrial injuries at the Adult Detention Facility.
- The Judicial Branch of government in Pinal County, which is an independent and co-equal branch of government, shall review policies and procedures, as appropriate, so that the prospective performance of the Judicial branch is enhanced, measureable and scalable, while still remaining impartial and independent.

**Issues Addressed**: Response Time, Crime Rate (Graffiti/Gang Related Violence, Property Crimes, Illicit Drug Crimes) and Crime Prevention.

## Healthcare

Pinal County will provide residents with quality, accessible healthcare. "Building Healthy Communities" is a model that includes a full continuum of care that promotes healthy lifestyles and prevention while encompassing outpatient, hospital, and skilled nursing facilities. Further progress toward implementation of "Building Healthy Communities" will be evidenced by:

- By 2012, there will be an increase in the vaccination rate of all 24-month-old children from 58% to 80% (the 2009 rate increased from 43% to 58%).
- By 2012, there will be an increase in the number of licensed healthcare facilities:

| Facility | From | To |
|---|---|---|
| Hospitals | 1 | 2 |
| Skilled Nursing Homes | 1 | 2 |
| Outpatient Clinics | 46 | 51 |

- By 2012 there will be a 7% increase in Primary Care Physicians (PCP) (from 42 to 45)
- By 2012, the percentage of students who use alcohol, marijuana, methamphetamines and prescription medications in grades 8, 10 and 12 will be less than or equal to the state average, as published by the Arizona Criminal Justice Commission, Arizona Youth Survey. Current rates are:

| Type | Grade 8 | Grade 8 | Grade 10 | Grade10 | Grade 12 | Grade 12 |
|---|---|---|---|---|---|---|
| | County | State | County | State | County | State |
| Alcohol | 29.5% | 23.2% | 41.6% | 37.7% | 52.8% | 46.8% |
| Marijuana | 11.3% | 7.6% | 15.9% | 15.1% | 20.5% | 18.7% |
| Methamphetamines | 0.3% | 0.4% | 0.5% | 0.6% | 1.8% | 0.8% |
| Prescription Drugs | 10.9% | 8.6% | 14.3% | 12.2% | 13.8% | 13.1% |

**Issues Addressed:** Childhood Immunization Rate, Healthcare Accessibility and Substance Abuse by Youths.

## Transportation

Pinal County will provide residents and the traveling public with quality, maintained roads and will expand its multi-modal (public transportation, personal vehicle, etc.) transportation capacity and diversify funding sources to provide residents with a greater range of alternative travel means, as evidenced by:

- By 2010, 80% of County dirt roads (excluding designated primitive roads) will be maintained on a frequency of once every four weeks.
- While faced with reduced federal and state transportation funding, Pinal County remains committed to increasing paved roads by adding at least 10 miles of paved lanes each year.

- By 2011, Pinal County will have implemented the Rights-of-Way preservation for the Regionally Significant Routes for Safety and Mobility Plan.
- By 2011, 15% of unincorporated County paved roads will have a rating of "good" or "better" with less than 10% having a substandard rating.
- By 2011, Pinal County will convert dirt and gravel roads to chip-sealed roads by 30 miles per year.
- By 2012, adopt the Pinal County Transit Study.

**Issues Addressed:** Commute Times, Regional Transportation Planning, Systemized Roads, Public Transportation Development and Air Quality.

## Jobs and Economic Development

Pinal County Government will work collaboratively with regional governments to promote the creation of jobs that provide a more diversified economy for sustainable communities, as evidenced by:

- By 2012, there will be a 5% increase (from 55% to 60%) of Pinal residents working within the County.
- By 2012, jobs within Pinal County will be diversified by sectors:

| Industry | 2008 | 2012 |
|---|---|---|
| o Federal Government | 2.8% | 2.8% |
| o State and Local Government | 34.4% | 29.9% |
| o Trade, Transportation, and Utilities | 17.6% | 18.0% |
| o Information | .6% | 1.0% |
| o Financial Activities | 2.9% | 2.9% |
| o Professional and Business Services | 6.6% | 7.0% |
| o Educational and Health Services | 8.2% | 10.0% |
| o Leisure and Hospitality | 8.8% | 8.8% |
| o Other Services | 3.1% | 3.1% |
| o Mining and Construction | 7.5% | 8.0% |
| o Manufacturing | 7.5% | 8.5% |

**Issues Addressed:** Economic Development, Commute Times and Commercial Development.

## Financial Responsibility

Pinal County will continue to be fiscally responsible through the current recession, as evidenced by:

- By 2010, maintain a structurally balanced budget.

- By 2010, the Pinal County Board of Supervisors will approve a budget that ties the level of funding to a level of expected performance for all county offices and departments.
- By 2011, maintain the financial rating of "A" as determined by Standard and Poor's Indices.

**Issues Addressed:** Recession, Accountability and Transparency to Pinal County residents.

## Accountability

Pinal County will provide public information available on the County website and through other media sources so its residents will know what services they receive from the County and the value they receive in return for the taxes they pay, as evidenced by:

- By 2010, Pinal County residents will have access to County financial and performance information via the web.
- By 2010, the County will increase the number of electronic forms available online from 52 to 74 and the number of transactions citizens can conduct online from 27 to 31.
- By 2011, 5% increase in survey respondents reporting that they know what services the County provides.
- By 2011, 5% increase in survey respondents indicating they value the services they receive from the County in return for the taxes they pay.

**Issues Addressed**: Accountability and Transparency to the Pinal County Residents.

David Snider, Chairman Pinal County Supervisor, District 3 _____

Pete Rios, Pinal County Board of Supervisors, District 1 _____

Bryan Martyn, Pinal County Supervisor, District 2 _____

Paul Babeu, Pinal County Sheriff _____

Dolores "Dodie" J. Doolittle, Pinal County Treasurer _____

L. Paul Larkin, Pinal County Assessor _____

Laura Dean-Lytle, Pinal County Recorder _____

R. Carter Olson, Presiding Judge, Pinal County Superior Court _____

Orlenda F. Roberts, Pinal County School Superintendent _____

James Walsh, Pinal County Attorney _____

Kristi Youtsey-Ruiz, Clerk of the Superior Court _____