



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

# Pinal County Strategic Plan FY 2014-2017

## Mission Statement

Pinal County Government protects and enhances its citizens’ quality of life by driving economic development and providing efficient, effective, needed services through talented, motivated employees.

## Vision Statement

Pinal County Government leads through innovation and collaboration which results in vibrant, safe, sustainable communities.

### STRATEGIC PRIORITY 1. VIBRANT, SAFE, SUSTAINABLE COMMUNITIES

Goal Sponsor: Community Development Director

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
Foster vibrant communities that attract great jobs by working with the development community to create live-work-play environments, especially in Activity Centers.	<p><b>1.1.</b> Work with individual communities throughout the county to provide a roadmap for the area’s future.</p> <p><b>1.2.</b> Manage our infrastructure and service costs to assure that the County has resources to continue to foster vibrant communities.</p> <p><b>1.3.</b> Promote the development of the Activity Centers and other live-work-play environments by planning for transit connections.</p>	<p><b>Objective 1.1</b></p> <ul style="list-style-type: none"> <li>• One completed “Focused Future” plan per Fiscal Year</li> </ul> <p><b>Objective 1.2</b></p> <ul style="list-style-type: none"> <li>• Approve and implement an Economic Analysis tool by July 2015</li> </ul> <p><b>Objective 1.3</b></p> <ul style="list-style-type: none"> <li>• On Hold/Not measured at this time</li> </ul>

**STRATEGIC PRIORITY 2: ECONOMIC DEVELOPMENT**

Goal Sponsor: Economic Development Manager

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
<p>Create a business friendly environment which results in better jobs and increased entrepreneurship elevating the prosperity of Pinal County residents.</p>	<p><b>2.1.</b> Increase technical and manufacturing jobs by 2% annually by attracting 2 (two) targeted sectors employers by June 2017</p> <p><b>2.2.</b> Develop a skilled workforce through collaboration with AZ based education institutions to create degree or technical programs that elevate the level of education available to county residents by June 30, 2018</p> <p><b>2.3.</b> Privatize selected lands held by county, state and federal governments that are valuable to Pinal County’s economic development interests that results in an expansion of our tax base by June 30, 2018.</p> <p><b>2.4.</b> Prioritize critical state and federal lands identified in the Pinal County Open Space and Trails Master Plan which results in a 10% increase in regional park acreage and 49% increase in regional trail miles acquired by 2017.</p>	<p><b>Objective 2.1</b></p> <ul style="list-style-type: none"> <li>• 2% increase in technical and manufacturing jobs annually</li> </ul> <p><b>Objective 2.2</b></p> <ul style="list-style-type: none"> <li>• 5% increase in Pinal County residents with a 4 year degree</li> <li>• 5% increase in Pinal County residents with a technical certificate annually</li> </ul> <p><b>Objective 2.3</b></p> <ul style="list-style-type: none"> <li>• 25% of County owned parcels which have been identified as disposable either sold or leased annually</li> <li>• 2% of Arizona State Land (in Pinal County) sold/or leased for commercial or industrial use annually.</li> </ul> <p><b>Objective 2.4</b></p> <ul style="list-style-type: none"> <li>• 10% increase in Regional Park Acreage by 2017</li> <li>• 49% increase in Regional Trail Miles acquired by 2017</li> </ul>

**STRATEGIC PRIORITY 3: TRANSPORTATION**

Goal Sponsor: Public Works Director

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
<p>Expand and accelerate the means to move people and goods to help foster economic development and improve our citizen's quality of life.</p>	<p><b>3.1.</b> Identify and provide innovative funding sources and alternative models of funding that may be used to expedite transportation networks with Pinal County by the end of the calendar year 2014.</p> <p><b>3.2.</b> Enhance the County sponsored airports' ability to grow and help drive economic impact in the State and region by 2016.</p> <p><b>3.3.</b> Coordinate and collaborate with Pinal Partnership, Maricopa Association of Governments (MAG), Pinal County/Arizona Economic Development, Pinal County cities and towns (Incorporated and Un-incorporated), and identify transportation infrastructure deficiencies with the Economic Development Zones by 2015.</p> <p><b>3.4.</b> By January 2015 optimize and refine the pavement preservation program in order to maximize the longevity and improve the County arterial road conditions.</p>	<p><b>Objective 3.1</b></p> <ul style="list-style-type: none"> <li>• 10% increase in transportation network funding spent on regionally significant routes</li> </ul> <p><b>Objective 3.2</b></p> <ul style="list-style-type: none"> <li>• 90% of available land leased at Pinal Airpark</li> <li>• 90% of available land leased at San Manuel Airport</li> </ul> <p><b>Objective 3.3</b></p> <ul style="list-style-type: none"> <li>• 80 % of TIMP projects completed yearly</li> <li>• Complete two (2) transportation improvements projects which are related economic development zones (industrial parks, activity and job centers and employment hubs) by 2017.</li> </ul> <p><b>Objective 3.4</b></p> <ul style="list-style-type: none"> <li>• 80% of arterial road miles at a condition rating of "C"</li> <li>• 8% of road miles resurfaced (surface treatment) annually</li> </ul>

**STRATEGIC PRIORITY 4: FINANCIAL STABILITY AND HEALTH**

Goal Sponsor: Assistant County Manager, Administrative Services

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
<p>Chart a course that eliminates the General Fund structural deficit by FY 17-18, while maintaining a minimum 15% of projected expenditures as a reserve.</p>	<p><b>4.1.</b> Reduce the projected deficit of General Fund money from 5% of projected revenues to less than 3% by FY 15-16 and less than 1% by FY 17-18.</p>	<p><b>Objective 4.1</b></p> <ul style="list-style-type: none"> <li>• The ending General Fund balance will be at least 15% of the General Fund expenditures each year</li> <li>• Will not raise the primary property tax rate through FY 17-18</li> </ul>

**STRATEGIC PRIORITY 5: SERVICE LEVELS AND QUALITY OF SERVICE**

Goal Sponsor: Communications Director

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
Provide the best service possible, optimizing resources to meet diverse needs.	<p><b>5.1.</b> By 2017, realize a 20% increase in survey respondents knowing what services Pinal County offers (short-term target, 5% increase by FY2014).</p> <p><b>5.2.</b> By 2017, realize a 10% increase in residents saying the value the services Pinal County provides is good or excellent.</p>	<p><b>Objective 5.1</b></p> <ul style="list-style-type: none"> <li>• 5% increase in survey respondents knowing what services Pinal County offers</li> </ul> <p><b>Objective 5.2</b></p> <ul style="list-style-type: none"> <li>• 5% increase in residents saying they value the services Pinal County provides as good or excellent</li> <li>• % of County Manager appointed departments with an improvement effort in place</li> </ul>

**STRATEGIC PRIORITY 6: EMPLOYEE MORALE, RETENTION, AND RECRUITMENT**

Goal Sponsors: Human Resources Director

<i>Strategic Goal</i>	<i>Objectives</i>	<i>Measures</i>
Become the employer of choice by increased levels of empowerment, accountability, competitive compensation which results in attraction and retention of high quality staff.	<p><b>6.1.</b> Conduct a compensation and benefits analysis for competitive salary grades and benefits and develop a plan to correct any pay disparity issues that are a consequence of previous year's wage by June 2015 and complete implementation by FY 2017.</p> <p><b>6.2.</b> Develop and implement effective supervisor and leadership training by FY2016.</p> <p><b>6.3.</b> Create a program that addresses employee technical training, certification and/or professional degree reimbursement by FY2015.</p>	<p><b>Objective 6.1</b></p> <ul style="list-style-type: none"> <li>• 100% implementation of approved compensation plan by 2017</li> </ul> <p><b>Objective 6.2</b></p> <ul style="list-style-type: none"> <li>• By January 2016 10% of supervisors will have completed or enrolled in the leadership development program.</li> </ul> <p><b>Objective 6.3</b></p> <ul style="list-style-type: none"> <li>• By March 2015 a draft policy and recommendations will be presented to the Board of Supervisors in a work session for their consideration.</li> </ul>