



PINAL ♦ COUNTY
wide open opportunity



2014-2015 Report to Citizens



A MESSAGE FROM SUPERVISOR ANTHONY SMITH

It is my pleasure to present the 2014-2015 Report to Citizens. As Chairman of the Board of Supervisors in 2014, the Supervisors hosted a meeting with elected officers and department heads to develop a countywide strategic plan with specific goals set for 2017.

This report is our way of showing you our progress in achieving those Strategic Goals.

You will notice our goals are set in six areas:

- ⇒ Strategic Goal #1: Foster Vibrant Communities
- ⇒ Strategic Goal #2: Economic Development
- ⇒ Strategic Goal #3: Transportation
- ⇒ Strategic Goal #4: Financial Stability and Health
- ⇒ Strategic Goal #5: Service Levels/Quality of Service
- ⇒ Strategic Goal #6: Employee Moral, Retention and Recruitment

The action plans are broken down into goals, objectives, action plans and action steps. Each of the action steps are graded by being achieved, on schedule or behind schedule.

In the following pages you will notice that the vast majority of our strategic goals have been achieved or are on schedule. In addition to their daily duties, our talented employees are making sure Pinal County is positioned to achieve our Strategic Goals by 2017.

Sincerely,
Supervisor Anthony Smith
District 4

PINAL COUNTY BOARD OF SUPERVISORS



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DISTRICT 2**

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DISTRICT 1**



**SUPERVISOR STEVE MILLER
DISTRICT 3**



**SUPERVISOR ANTHONY SMITH
DISTRICT 4**

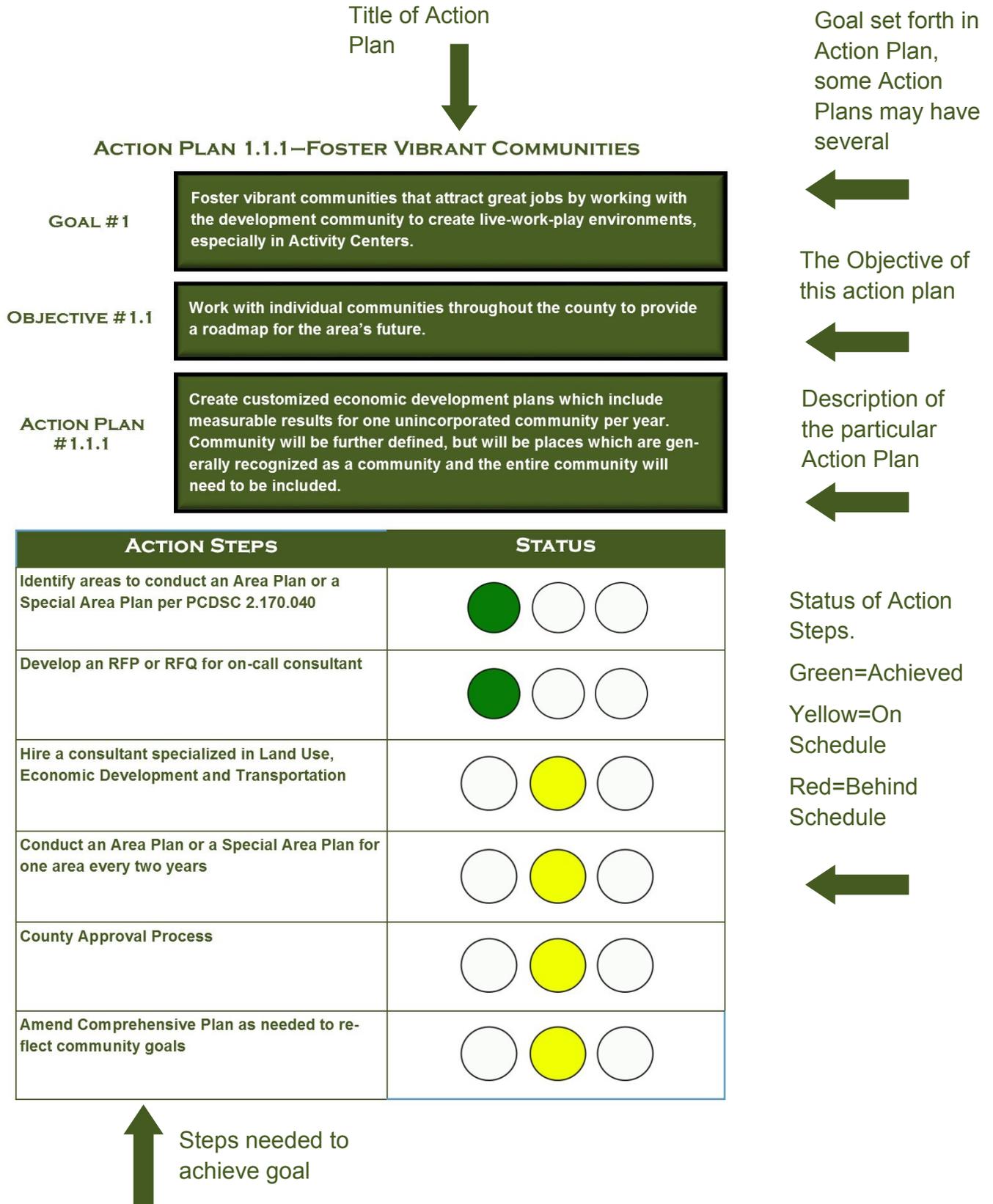


**SUPERVISOR TODD HOUSE
DISTRICT 5**



READING THE REPORT TO CITIZENS

This Report to Citizens is set up that you can easily see if our strategic goal's action plans have been achieved, on schedule or behind schedule.



Strategic Goal 1

Fostering Vibrant Communities



STRATEGIC GOAL 1.1.1—FOSTER VIBRANT COMMUNITIES

GOAL # 1

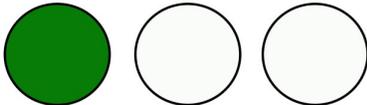
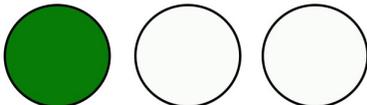
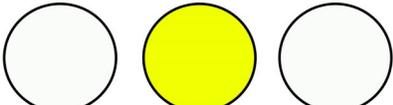
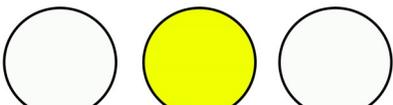
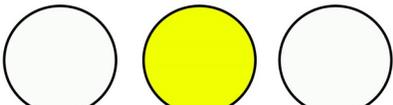
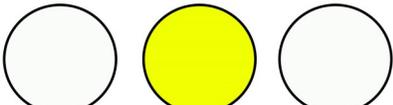
Foster vibrant communities that attract great jobs by working with the development community to create live-work-play environments, especially in Activity Centers.

OBJECTIVE # 1.1

Work with individual communities throughout the county to provide a roadmap for the area's future.

ACTION PLAN # 1.1.1

Create customized economic development plans which include measurable results for one unincorporated community per year. Community will be further defined, but will be places which are generally recognized as a community and the entire community will need to be included.

ACTION STEPS	STATUS
Identify areas to conduct an Area Plan or a Special Area Plan per PCDSC 2.170.040	
Develop an RFP or RFQ for on-call consultant	
Hire a consultant specialized in Land Use, Economic Development and Transportation	
Conduct an Area Plan or a Special Area Plan for one area every two years	
County Approval Process	
Amend Comprehensive Plan as needed to reflect community goals	

STRATEGIC GOAL 1.2.1—FOSTER VIBRANT COMMUNITIES

GOAL # 1

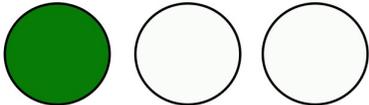
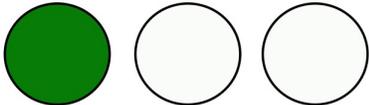
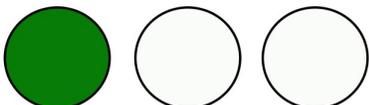
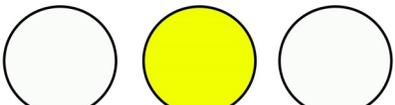
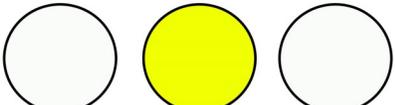
Foster vibrant communities that attract great jobs by working with the development community to create live-work-play environments, especially in Activity Centers.

OBJECTIVE # 1.2

Manage our infrastructure and service costs to assure that the County has the resources to continue to foster vibrant communities.

ACTION PLAN # 1.2.1

Create an economic analysis tool for proposed developments.

ACTION STEPS	STATUS
Research other counties and cities	
Develop an RFP to create tool or customized tool for Pinal County	
Hire a consultant	
Consultant completes work: includes development and community outreach	
Board Approval Process that includes a policy that outlines how the tool will be used.	



STRATEGIC GOAL 1.3.1—FOSTER VIBRANT COMMUNITIES

GOAL # 1

Foster vibrant communities that attract great jobs by working with the development community to create live-work-play environments, especially in Activity Centers.

OBJECTIVE # 1.3

Promote the development of the Activity Centers and other live-work-play environments by planning for transit connections.

ACTION PLAN # 1.3.1

Develop a high-level transit plan focused on Activity Centers two years after the completion of the ADOT Passenger Rail Study

ACTION STEPS	STATUS
ADOT completes the Passenger Rail Study: Tucson to Phoenix	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Develop an RFP	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Hire a consultant	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Consultant completes work: including community and municipality outreach	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
County Approval Process	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Amend Comprehensive Plan	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>

Strategic Goal 2

Economic Development



STRATEGIC GOAL 2.1.1—ECONOMIC DEVELOPMENT

GOAL # 1

Create a business friendly environment which results in better jobs and increased entrepreneurship elevating the prosperity of Pinal County residents.

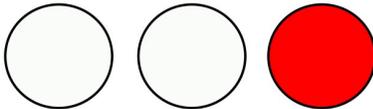
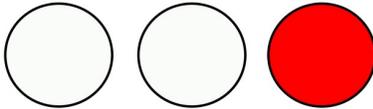
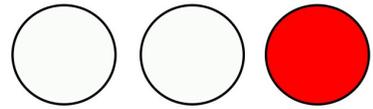
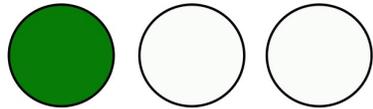
OBJECTIVE #2.1

Increase technical and manufacturing jobs by two percent annually by attracting two targeted sector employers by June 2017.

ACTION PLAN #2.1.1

Develop and implement an aggressive Attraction/Business Retention and Expansion Plan (BR&E) that accentuates the County's positives and mitigates the negatives. Target manufacturing and tech companies with client visits and calls.

ACTION STEPS	STATUS
Develop aggressive marketing plan to include county assets (Land, rail, interstates, crime rate, available workforce, power, brand name, etc).	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Develop handout/mailling brochures detailing demographics assets, workforce, etc.	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Purchase list of expansion/retention opportunities from Site Selectors Guild	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Co-Advertise with the ACA	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Mail or email brochures/flyers to potential candidates from cold calls/responses to PIF's (ACA) and other venues	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Take marketing materials to trade shows/presentations/meetings	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>

ACTION STEPS	STATUS
<p>BR&E is a three step process: Step One: Work with the ACA and their various business incentives to develop a County Business Assistance Program and market to the County's approximate 1,200 non-retail firms through physical site visits, email blasts, brochures, economic development forums, etc.</p>	
<p>Step 2: Start with the County's Top 50 businesses and visit four to five per month determining relevant issues. Set up meetings with ACA reps to explain and apply for available programs, job training, quality jobs, R&D, etc.</p>	
<p>Step 3: At the one year follow-up, determine from earlier set of benchmarks if economic progress was made: new job creation, new capital investment if new business occurred, etc.</p>	
<p>Work with the Board of Supervisors and County Manager to create the County's own incentive/assistance program(s) that are allowed by state statute. Implement with the ACA incentives to create a comprehensive Business Assistance Program</p>	



STRATEGIC GOAL 2.2.1—ECONOMIC DEVELOPMENT

GOAL #2

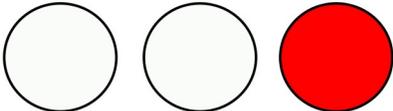
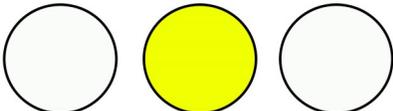
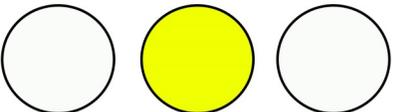
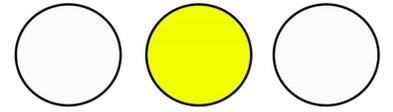
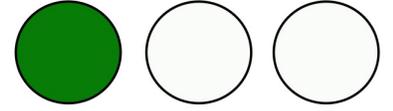
Create a business friendly environment which results in better jobs and increased entrepreneurship elevating the prosperity of Pinal County residents.

OBJECTIVE #2.2

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

ACTION PLAN #2.2.1

Work with the Workforce Investment Board (WIB), U of A, ASU, NAU and Central Arizona College to develop and implement the needed programs that will enhance our local workforce skill sets'

ACTION STEPS	STATUS
Schedule a meeting with all interested parties to develop scope of work re: more technical and degreed programs	
Develop a long term program that coordinates the new potential tech/degreed programs with recruiting like businesses	
Try to develop a funding mechanism for the new programs	
If funded, implement new programs at CAC (maybe HS and CAVIT)	
Separate Pinal County from Gila County, re: the WIB –join with Maricopa County WIB	

STRATEGIC GOAL 2.3.1—ECONOMIC DEVELOPMENT

GOAL #2

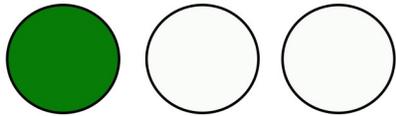
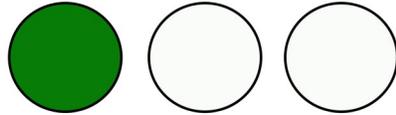
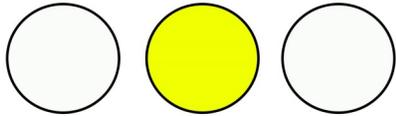
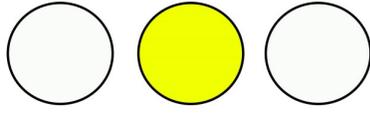
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OBJECTIVE #2.3

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.

ACTION PLAN #2.3.1

Inventory and analyze county held lands to determine their economic value.

ACTION STEPS	STATUS
Create a list of County owned parcels with location, size, etc	
Create a short list of viable parcels with economic value (4 acres+)	
Analyze each county parcel and document location, terrain, economic viability, current zoning, how does site fit into Comp Plan	
After acceptance by BOS, schedule auctions to sell selected parcels	



STRATEGIC GOAL 2.3.2—ECONOMIC DEVELOPMENT

GOAL #2

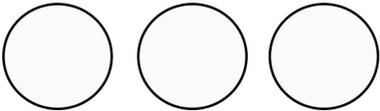
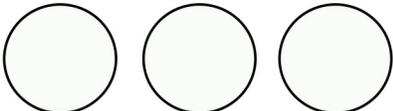
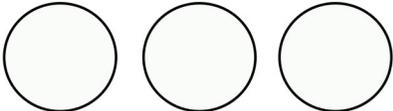
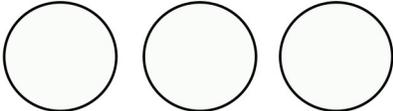
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OBJECTIVE #2.3

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.

ACTION PLAN #2.3.2

Promote the privatization of government held lands by working in association with the County Supervisors Association, the State of Arizona and the Federal Government.

ACTION STEPS	STATUS
Start lobbying the CMA, League of Cities and towns, the ACA, etc., and our local and state legislators to emphasize that as a state we must develop more state trust lands and BLM for economic development projects and not exclusively housing. Pinal County is 75% public which pays no property taxes, so effectively, 25% of the landowners in this county pay for 100% of the costs. In the State it is 85% public owned – worse yet.	
IF, this effort comes to fruition, then we need to develop a list of state/federal properties that we determine are economically viable for the next 25-50 years.	
Rezone these properties to fit what the County determines are our employment needs are for the areas in which the sites are located.	
Once rezoned to fit, market the properties to potential investors, developers with stipulations that lands are for employment creation. Not housing – that should be a priority.	

STRATEGIC GOAL 2.4.1—ECONOMIC DEVELOPMENT

GOAL #2

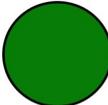
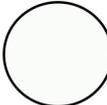
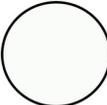
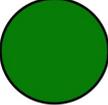
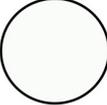
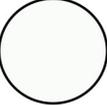
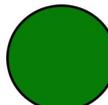
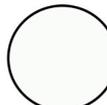
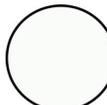
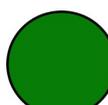
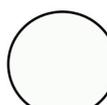
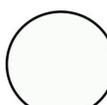
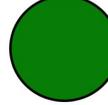
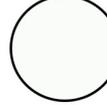
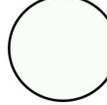
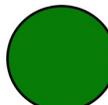
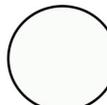
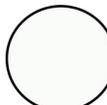
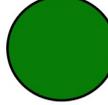
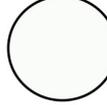
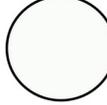
Create a business friendly environment which results in better jobs and increased entrepreneurship elevating the prosperity of Pinal County residents.

OBJECTIVE #2.4

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.

ACTION PLAN #2.4.1

BLM acquisition or partnership for development of Regional Park #4 (Palo Verde)

ACTION STEPS	STATUS
Recreation and Public Purposes Application	  
Meet with City of Maricopa Community Services Department	  
Contact Finance Department (procurement) on development of scope for a Recreation Master Plan	  
Add information page to the County Website (with photos)	  
Complete draft Scope for Master Plan Consultant	  
Meet with City of Maricopa re: Partnership Opportunities	  
Meet with Ak-Chin Indian Community to present plans	  

ACTION STEPS	STATUS
Regional Park # 4 Master Plan	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Environmental Clearances/Environmental Assessment	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Cooperative Recreation Agreement with BLM	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Regional Park #4 Phase 1 Development	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>



STRATEGIC GOAL 2.4.2—ECONOMIC DEVELOPMENT

GOAL #2

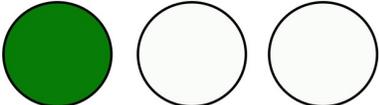
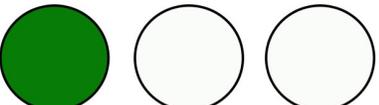
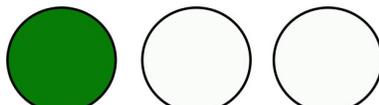
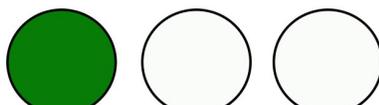
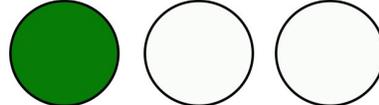
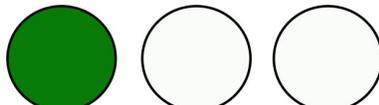
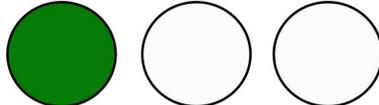
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OBJECTIVE #2.4

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.

ACTION PLAN #2.4.2

BLM acquisition or partnership for development of Regional Park #5 (Peralta)

ACTION STEPS	STATUS
Recreation and Public Purposes Application	
RTCA Technical Assistance grant application submitted	
RTCA Technical Assistance grant approved	
Develop Working Group List	
Add information page to the County Website (with photos)	
Begin Master Plan Working Group Meetings	
Draft Project Timeline and present to CM	

ACTION STEPS	STATUS
Regional Park # 5 Master Plan completed	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Environmental Clearances/Environmental Assessment	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Regional Park #5 Phase 1 Development	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



STRATEGIC GOAL 2.4.3—ECONOMIC DEVELOPMENT

GOAL #2

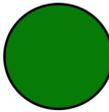
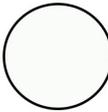
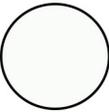
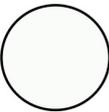
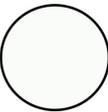
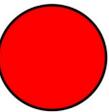
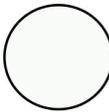
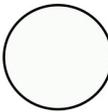
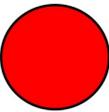
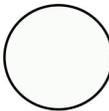
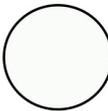
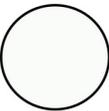
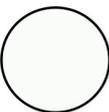
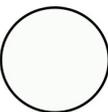
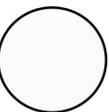
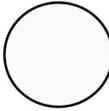
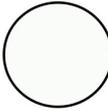
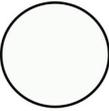
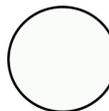
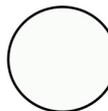
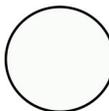
Create a business friendly environment which results in better jobs and increased entrepreneurship elevating the prosperity of Pinal County residents.

OBJECTIVE #2.4

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.

ACTION PLAN #2.4.3

Partnership/IGA with Pima County, Marana, Oro Valley on development of Tortolita Mountain park trails and trailheads (on the Pinal County side)

ACTION STEPS	STATUS
IGA complete (general with Pima County and Marana)	  
IGA complete with Pima County re: Tortolita specific	  
Park/Trail phasing plan complete (Phase 1) On the ground identification of trail routes and TH locations	  
Trail Centerline survey complete (Phase 1) . On the ground identification of trail routes and TH locations	  
Trail ROW applications (State and BLM) (Phase 1)	  
Environmental Clearances for applications above	  
Trail/Trailhead construction (Phase 1)	  

ACTION STEPS	STATUS
Trail/Trailhead Legal Survey (Phase 1)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Trail/trailhead ROW acquisition (Phase 1)	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



STRATEGIC GOAL 2.4.4—ECONOMIC DEVELOPMENT

GOAL #2

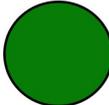
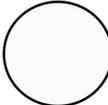
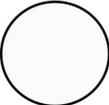
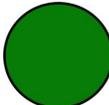
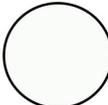
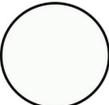
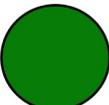
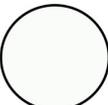
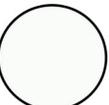
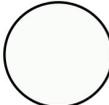
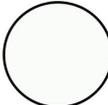
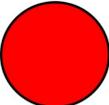
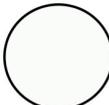
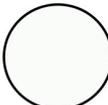
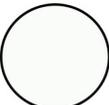
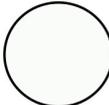
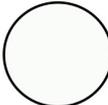
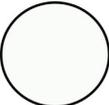
Create a business friendly environment which results in better jobs and increased entrepreneurship elevating the prosperity of Pinal County residents.

OBJECTIVE #2.4

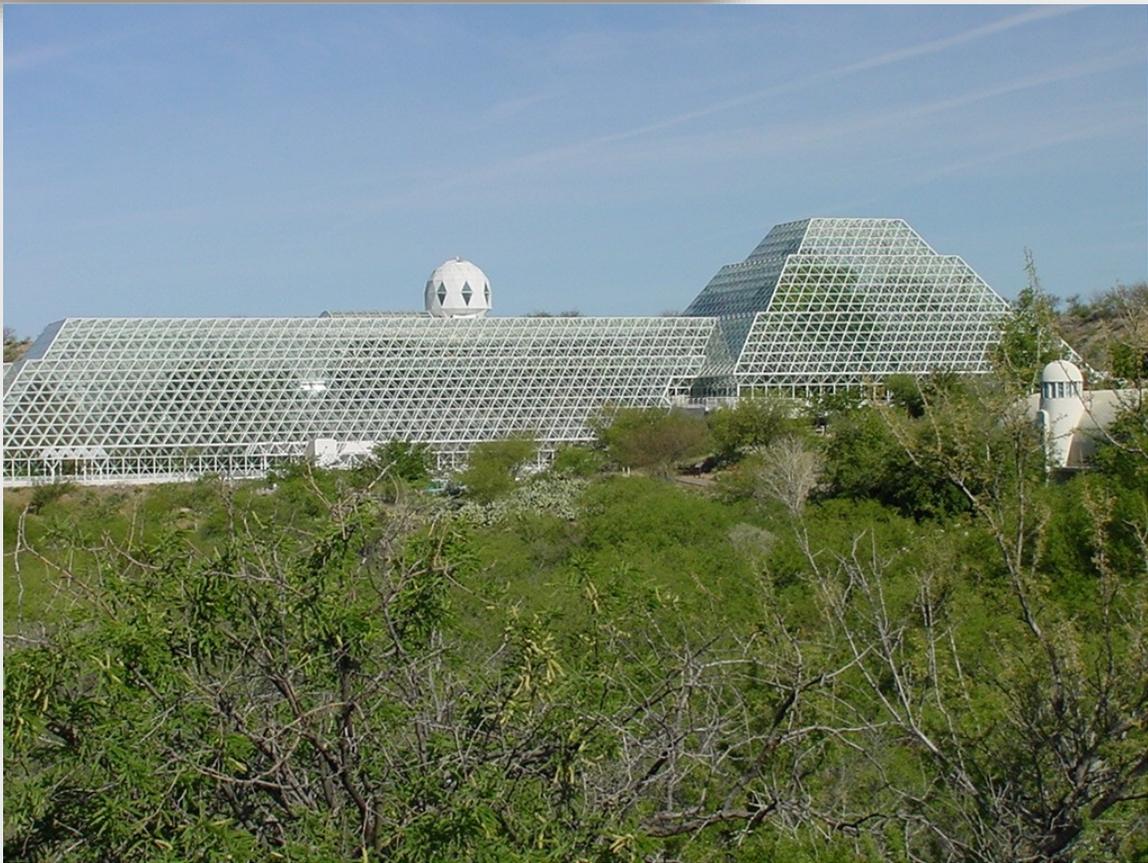
Prioritize critical state and federal lands identified in the Pinal County Open Space and Trails Master Plan which results in a 10% increase in regional park acreage and 49% increase in regional trail miles acquired by 2017.

ACTION PLAN #2.4.4

Develop CAP recreational trail and trailheads from the Pima County border to the north end of the Picacho Mountains and complete Master Plan for the remaining trail from the Picacho Mountains to the Maricopa County border

ACTION STEPS	STATUS
Hire Master Plan Consultant	  
Select working group and begin Master plan process	  
Add information page to the County Website (with photos)	  
Complete Bureau of Reclamation Recreation Agreement	  
Environmental Clearances for Trail/Trailhead Development (if needed)	  
Trail Development	  

ACTION STEPS	STATUS
Trailhead Development	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Complete Master Plan for northern segment of CAP Recreational Trail	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>



STRATEGIC GOAL 3.1.1—TRANSPORTATION

GOAL #3

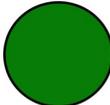
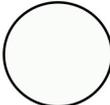
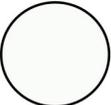
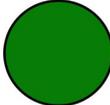
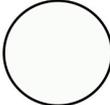
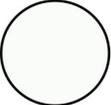
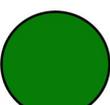
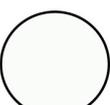
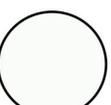
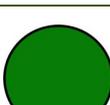
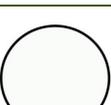
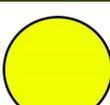
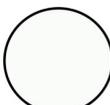
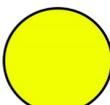
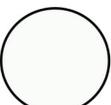
Expand and accelerate the means to move people and goods to help foster economic development and improve our citizen' quality of life.

OBJECTIVE #3.1

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.

ACTION PLAN #3.1.1

Present to Board of Supervisors by December 2014, alternative transportation funding options.

ACTION STEPS	STATUS
Present various funding options to BOS	  
Meeting with Pinal Partnership to discuss and develop funding plan from BOS feedback of desired options	  
Review options with the Board of Supervisors on funding for the North/South corridor by June 2015	  
Create funding alliances with CAG, MAG, and SCMPO	  
RTA / Coordination and Creation	  
RTA Support	  

STRATEGIC GOAL 3.2.1 –TRANSPORTATION

GOAL #3

Expand and accelerate the means to move people and goods to help foster economic development and improve our citizen' quality of life.

OBJECTIVE #3.2

Enhance the County sponsored airports' ability to grow and help drive economic impact in the State and region by 2016

ACTION PLAN #3.2.1

Enhance and improve airport facilities and business capability

ACTION STEPS	STATUS
Complete Pinal Airpark Master Plan	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Complete San Manuel Master Plan	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Develop Marketing Strategy	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Implement improvements from Master Plans	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Maximize occupancy of available income producing land	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Maximize occupancy rates of available land at Pinal Airpark	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Improve conditions of County maintained pavement	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Safety compliance and hazard mitigation	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>

STRATEGIC GOAL 3.3.1 –TRANSPORTATION

GOAL #3

Expand and accelerate the means to move people and goods to help foster economic development and improve our citizen' quality of life.

OBJECTIVE #3.3

Coordinate and collaborate with Pinal Partnership, MAG , Pinal County/Arizona Economic Development, Pinal County cities and towns, and identify transportation infrastructure deficiencies with the Economic Development Zones by 2015

ACTION PLAN #3.3.1

Transportation and Economic Development

ACTION STEPS	STATUS
Identify Transportation deficiencies within Economic Development Zones.	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Assess the opportunity for industrial parks, technical and 4year colleges, activity and job centers and employment hubs to prioritize those deficiencies with value.	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Select deficient infrastructure to improve.	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Plan and budget for transportation infrastructure improvements and gain BOS approval.	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Update Development Impact Fees	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Special Area Plans	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>

STRATEGIC GOAL 3.4.1 –TRANSPORTATION

GOAL #3

Expand and accelerate the means to move people and goods to help foster economic development and improve our citizen' quality of life.

OBJECTIVE #3.4

By January 2015 optimize and refine the pavement preservation program in order to maximize the longevity and improve the County arterial road conditions.

ACTION PLAN #3.4.1

Transportation and Economic Development

ACTION STEPS	STATUS
We need to consider changing this to a 10 year plan because the five year is unattainable with current resources	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>
Develop standard operating procedures for the maintenance and engineering personnel	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Identify new and improved technology in PP including solidified rubber	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Keep Lucity updated with the most current pavement rating	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>
Staff training	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>



STRATEGIC GOAL 4.4.1 – FINANCIAL STABILITY AND HEALTH

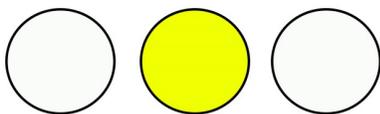
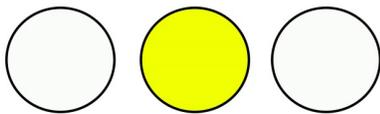
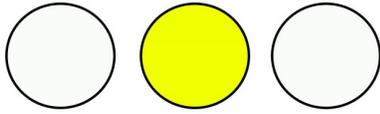
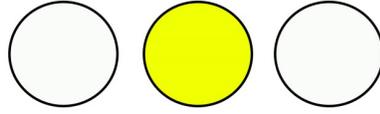
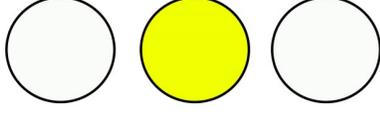
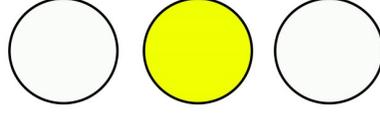
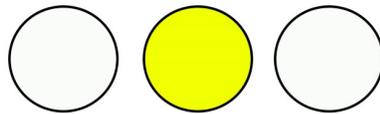
GOAL #4

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.

OBJECTIVE #4.1

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.

ACTION PLAN #4.1.1

ACTION STEPS	STATUS
Continue to review operations where there are private sector alternatives available that may be more efficient/effective. Ex. Correctional Health Services is in the process of being analyzed and evaluated. Compile list of potential services/departments to identify and choose those to be analyzed and evaluated further.	
Continue to review current operations for potential efficiencies and/or reorganization opportunities for cost savings and greater effectiveness. Ex. Law Enforcement staffing/operations study currently being procured.	
Continue to bring changes to mandated/non-mandated services to the Board for funding consideration.	
Continue to bring revised fee proposals to the Board for consideration and adoption. Ex. US Marshalls contract review – 2015	
In addition to the Budget Summit, give the Board of Supervisors a presentation on the tax levy and rate benchmarking and comparison.	
General Fund status and Forecasting update. Review of any changes experienced and opportunity for new or different directions.	
Review CIP needs that require GF funding. Ex. Financial Advisor work session with list and departmental studies where needed. Ex. Court Master Plan study	

STRATEGIC GOAL 5.1.1—SERVICE LEVELS/QUALITY OF SERVICE

GOAL #5

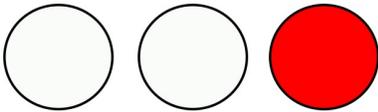
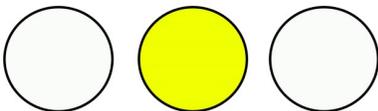
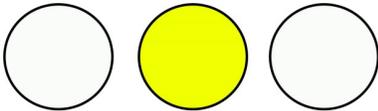
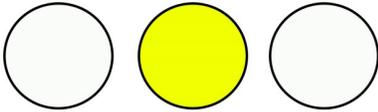
Provide the best service possible, optimizing resources to meet diverse needs.

OBJECTIVE #5.1

By 2017, realize a 20% increase in survey respondents knowing what services Pinal County offers (short-term target, 5% increase by FY 2014)

ACTION PLAN #5.1.1

Educate residents in county services

ACTION STEPS	STATUS
Use the county channel to show videos to residents of services provided	
Develop materials, flyers, brochures and handouts to give to the public	
Produce more press releases about county services	
Produce "Report to Citizens" regarding Strategic Plan	



STRATEGIC GOAL 5.2.1—SERVICE LEVELS/QUALITY OF SERVICE

GOAL #5

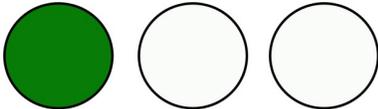
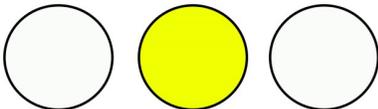
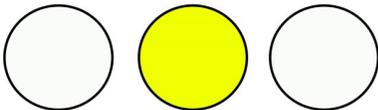
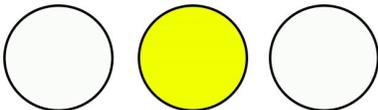
Provide the best service possible, optimizing resources to meet diverse needs.

OBJECTIVE #5.2

By 2017, realize a 10% increase in residents saying the value the services Pinal County provides is good or excellent

ACTION PLAN #5.2.1

Educate residents in county services by October 1, 2015

ACTION STEPS	STATUS
Create tasks that will results in a 3% increase by end of FY 2015	
Create tasks that will result in a 10% increase by FY 2017	
Keep employees informed of events that affect them and their job	
Incentive program that highlights great service to the county residents. This would be a yearly award given to employees who demonstrate service above and beyond the call of duty.	



STRATEGIC GOAL 6.1.1—EMPLOYEE MORALE, RETENTION, AND RECRUITMENT

GOAL #6

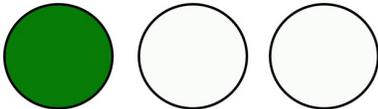
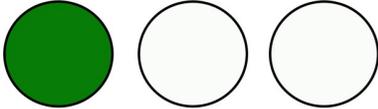
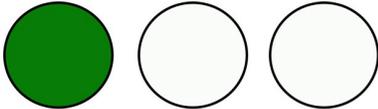
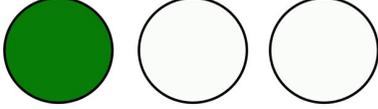
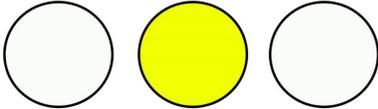
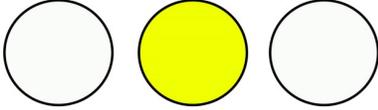
Become the employer of choice by increased levels of empowerment, accountability, competitive compensation which results in attraction and retention of high quality staff.

OBJECTIVE #6.1

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.

ACTION PLAN #6.1.1

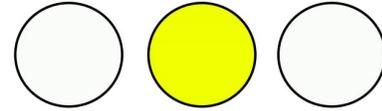
Create an RFP evaluation team who will select a vendor to conduct a compensation and benefits analysis. The team will identify areas of pay disparity and review the vendor's strategies for correcting identified pay disparity issues and make recommendations to the board of supervisors. The board of supervisors will need to provide approval for any implementation of disparity pay corrections.

ACTION STEPS	STATUS
Create an RFP Evaluation Team.	
Create an RFP for a County compensation and benefits analysis.	
RFP Evaluation Team will make a selection of vendor to conduct the compensation and benefits analysis.	
County Management and BOS approve the selected vendor.	
Conduct compensation and benefits analysis.	
RFP Evaluation Team identifies pay disparities and makes recommendations to County Management and BOS.	

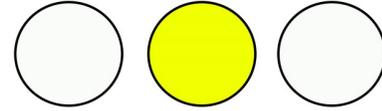
ACTION STEPS

STATUS

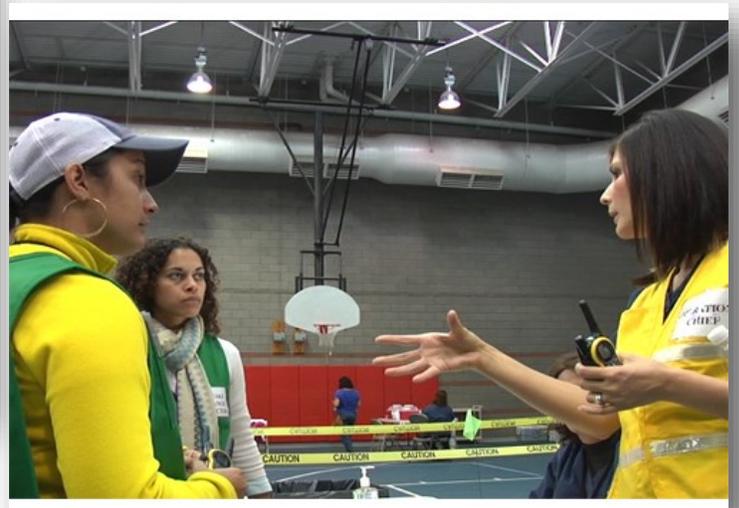
BOS develop a compensation philosophy to ensure retention of current employees and attract highly qualified applicants.



County Management and BOS adopt plan for correcting pay disparities, including funding priorities.



Begin implementation of plan. Plan's implementation is dependent on the County's budget and may require phasing.



STRATEGIC GOAL 6.2.1—EMPLOYEE MORALE, RETENTION, AND RECRUITMENT

GOAL #6

Become the employer of choice by increased levels of empowerment, accountability, competitive compensation which results in attraction and retention of high quality staff.

OBJECTIVE #6.2

Develop and implement effective supervisor and leadership training by FY 2016

ACTION PLAN #6.2.1

Determine the content and approach for supervisor training and leadership development.

ACTION STEPS	STATUS
Recruit membership for the committee. (Include representative sample of Supervisors and Managers)	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Examine and identify needs for supervisor training.	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Examine needs for leadership development.	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>
Create a leadership and supervisory development plan for consideration.	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>



STRATEGIC GOAL 6.3.1—EMPLOYEE MORALE, RETENTION, AND RECRUITMENT

GOAL #6

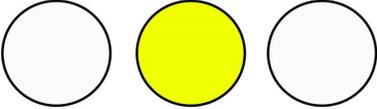
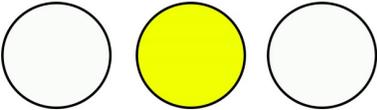
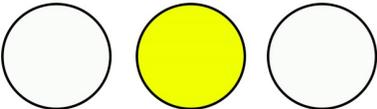
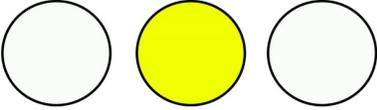
Become the employer of choice by increased levels of empowerment, accountability, competitive compensation which results in attraction and retention of high quality staff.

OBJECTIVE #6.3

Create a program that addresses employee technical training, certification and/or professional degree reimbursement by FY2015.

ACTION PLAN #6.3.1

Survey County departments to establish the current and needed level of technical training to support the County’s mission. The current tuition assistance program will be evaluated to determine the level of use, effectiveness in the programs, and to establish a recommendation for consideration by the Board of Supervisors.

ACTION STEPS	STATUS
Recruit membership for the committee.	
Conduct a survey of current and needed technical training for departments.	
Using survey data, the committee will develop a recommended policy and procedures.	
Modify current policy and present to do’s for approval.	
Develop a recommended budget for consideration to support the new policy	