



PINAL ♦ COUNTY  
*wide open opportunity*



FY 2013/2014

Report to Citizens



## A message from Chairman Anthony Smith

Welcome on board as we embark on a new and exciting time for Pinal County Government.

After being chosen by my peers as Chairman for the Board of Supervisors, I wanted to make sure that Pinal County is responsive to you, our taxpayers. In February, our elected officials and administrative staff gathered to discuss the future of the county. What do we want to be in the next five to ten years? How can we as a county make a positive effect on the days ahead?

As any capable business CEO realizes — to reach a goal, you have to first set a goal. In today's fast changing world, it is not enough to just go out and do your job. You have to set realistic levels of expectations. How do you know you have done your job correctly when you don't understand what the organization is trying to accomplish?

In our three meetings together as a group, our first goal was to identify the three "D's" when it comes to developing a good strategic plan. We had to **Diagnose** what we thought our challenges were that lay ahead. Then we **Defined** the issues that we face and finally we had to fill-in the **Details** by designing specific action plans.

In the pages ahead, you will learn about our past strategic plan (formerly known as Managing for Results) and our current model: Pinal County Performance Management. You will also discover the new course we have charted for Pinal County. You will see we have set some ambitious goals, but we know with our dedicated staff at Pinal County, nothing is impossible.

Sincerely,

Chairman Anthony Smith

Pinal County Board of Supervisors

Your Pinal County Board of Supervisors



*Chairman Anthony Smith*

*District 4*

*Vice-Chairman Todd House*

*District 5*



*Supervisor Pete Rios*

*District 1*



*Supervisor Cheryl Chase*

*District 2*



*Supervisor Stephen Miller*

*District 3*



# *The Past...*

In the mid to late 2000's Pinal County, along with the state of Arizona, experienced an influx of new citizens moving here from across the county. This housing boom caught everyone by surprise. Housing developments sprang up in almost every corner of the state. Pinal County was one of the fastest growing areas in the United States.

Pinal County leadership knew that to handle this influx of citizens, it couldn't be 'business as usual.' This county was experiencing growth and all the issues that come with it, such as the need to provide better transportation options, public safety concerns along with developing a rural and urban balance. Many people moved to Pinal County for the wide open spaces and affordable housing, but they expected the same level of services that urban dwellers usually receive.



How could we address those issues as a county?

Pinal County's elected leaders gathered in 2008 to develop a strategic plan. The idea was to focus the county on a plan of action that would address regional leadership and growth. Some of the issues discussed centered around land use, economic development, childhood immunization rates, regional transportation planning and commercial development to name a few.

Once the strategic plan was developed, it became incumbent upon county leadership to help the employees understand how they can be agents of change. This became the birth of Pinal County Performance Management. This program helps focus everyone to the targets set by the elected officials. There are expectations placed on the county departments that help to accomplish the goals set. This comes in such forms as developing a new zoning code to replace the antiquated code, paving a percentage of regionally significant roads or making it possible for residents to complete even more of their county business online.

Did you know that Pinal County is larger than the states of Rhode Island, Connecticut and Delaware?

# *The Future....*

On Wednesday, August 6, 2014, the Pinal County Board of Supervisors voted unanimously to adopt an updated Strategic Plan.

This came after three meetings between the Supervisors, Elected Officials and some Department Heads. The meetings were facilitated by nationally known expert Carla Carter, of the Center for Change Excellence. There was also a lot of 'behind the scenes' work carried out by members of the County Manager's office and Assistant County Manager's office.

After six months of discussion, discovery and deliberation, the Strategic Plan was finalized. It is a document that we are proud of and look forward in working to make the goals a reality. The following pages will show you in detail the Strategic Plan and what we setting out to accomplish as a county.

We hope you find it as promising as we do.





## 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

*Strategic Goal: 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.*

#### Objective 1.2

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

#### Objective 1.3

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



Did you know that Pinal County encompasses 5,374 square miles?

The State of Arizona is the largest landholder with 35 percent.

## *Strategic Priority 2*

### Economic Development

*Strategic Goal: 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 2% annually by attracting 2 (two) targeted sectors employers by June 2017*

#### 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*

#### 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.*

#### 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.*



## *Strategic Priority 3*

### Transportation

*Strategic Goal: Expand and accelerate the means to move people and goods to help foster economic development and improve our citizen's 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.*

#### Objective 3.2

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

#### Objective 3.3

*Coordinate and collaborate with Pinal Partnership, 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.*

#### 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.*



## *Strategic Priority 4*

### Financial Stability and Health

*Strategic Goal: 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.**



## *Strategic Priority 5*

### Service Levels and Quality of Service

*Strategic Goal: 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 FY2014).**

#### Objective 5.2

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

## *Strategic Priority 6*

### Employee Morale, Retention and Recruitment

*Strategic Goal: 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.*

#### Objective 6.2

*Develop and implement effective supervisor and leadership training by FY2016.*

#### Objective 6.3

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



# Services Across Pinal County

## Apache Junction

### Roy Hudson County Complex

575 North Idaho Road

- District 5 Supervisor Office: Suite 101
- Air Quality: Suite 800
- Assessor: Suite 800
- Building Safety: Suite 800
- Clerk of the Court: Suite 109
- Justice Court-Precinct 7: Suite 200
- Juvenile Court Services: Suite 501
- Planning and Development: Suite 800
- Public Health Clinic: Suite 301
- Recorder: Suite 800
- Treasurer: Suite 800

## Arizona City

### Sheriff's Substation

13970 South Sundland Gin Road

## Casa Grande

### Pinal County Complex

820 East Cottonwood Lane

- District 3 Supervisor Office: Building A
- Air Quality: Building A
- Assessor: Building A
- Building Safety: Building A
- Clerk of the Court: Building B
- Justice Court-Precinct 2: Building B
- Juvenile Court Services: Building F-2
- Planning and Development: Building A
- Public Health Clinic: Building E
- Recorder: Building A
- Sheriff: Building D
- Treasurer: Building A

## Casa Grande/11 Mile Corner Rd.

### Animal Care and Control

1150 South Eleven Mile Corner Road

### Fairgrounds and Events Center

512 South Eleven Mile Corner Road

### Housing and Community Development

970 North Eleven Mile Corner Road

## Coolidge

### Public Health Clinic

119 West Central

## Eloy

### Precinct 3 Justice Court

801 North Main Street

### Public Health Clinic

302 East 5th Street

## Florence

Please see last page for map and offices

## Gold Canyon

### Sheriff Substation

5750 South Kings Ranch Road

# Services Across Pinal County

## Kearny

**Precinct 6 Justice Court**  
912/C Tilbury Road

**Pinal County Office**  
355 Alden Road

- Public Health Clinic
- Sheriff Substation

## Mammoth

**Pinal County Complex**  
118 Catalina Avenue

- District 1 Supervisor's Office
- Precinct 4 Justice Court
- Treasurer

**Public Health Clinic**  
110 Main Street

## Marana

**Pinal Air Park**  
24614 East Pinal Air Park Road

## Maricopa

**Pinal County Offices**  
41600 West Smith Enke Road, Suite #128

- District 4 Supervisor's Office  
Suite #128
- Public Health Clinic, Building 15

**Precinct 8 Justice Court**  
19955 North Wilson Avenue

## Oracle

**Pinal County Complex**  
1470 North Justice Drive

- Air Quality
- Building Safety
- Precinct 5 Justice Court
- Planning and Development
- Sheriff Substation

**Public Health Clinic**  
1870 West American Avenue

## San Manuel

**Public Health Clinic**  
Located at Sun Life Clinic  
23 South McNab Parkway

**Ray Blair Airport**  
Avenida de Aviacion

**Sheriff Substation**  
28380 South Veterans Memorial Boulevard

## San Tan Valley

**Public Health Clinic**  
36235 North Gantzell Road

**Sheriff Substations**  
Hunt Highway and Arizona Farms Road  
85 West Combs Road, Suite #115

Did you know that the westernmost battle of the Civil War took place at Picacho Peak? It was called the Battle of Picacho Pass and it took place on April 15, 1862

# Services Across Pinal County

## Superior

### Pinal County Complex

60 East Main Street

- Precinct 5 Justice Court
- Public Health Clinic

## Pinal County Library District Locations

### Pinal County Library District Main Office

92 West Butte Avenue

### Apache Junction Library

1177 North Idaho Road

### Arizona City Library

13254 South Sunland Gin Road

### Casa Grande Main Library

449 North Dry Lake

### Casa Grande Vista Grande Library

1556 North Arizola Road

### Coolidge Public Library

160 West Central Avenue

### Eloy/Santa Cruz Library

1000 North Main Street

### Florence Community Library

1000 South Willow Street

### Kearny Public Library

912-A Tilbury Drive

### Mammoth Public Library

125 North Clark Street

### Maricopa Public Library

41600 West Smith-Enke Road, Building #10

### Oracle Public Library

565 East American Avenue

### San Manuel Library

108 5th Avenue

### Superior Public Library

99 North Kellner Avenue

## Important Pinal County Websites

### Pinal County Main Page

[Pinalcountyaz.gov](http://Pinalcountyaz.gov)

### Board of Supervisor Agendas

[pinalcountyaz.gov/bos/Pages/AngendaMinutes.aspx](http://pinalcountyaz.gov/bos/Pages/AngendaMinutes.aspx)

### Video Coverage of Supervisor Meetings

[pinalcountyaz.gov/bos/Pages/LiveStreaming.aspx](http://pinalcountyaz.gov/bos/Pages/LiveStreaming.aspx)

### Search Recorded Documents

[pinalcountyaz.gov/recorder/Pages/DocumentSearch.aspx](http://pinalcountyaz.gov/recorder/Pages/DocumentSearch.aspx)

### Road Closure Alerts

[local.nixle.com/county/az/pinal/](http://local.nixle.com/county/az/pinal/)

### Sign up for press releases by email

[pinalcountyaz.gov/News/Pages/MailingList.aspx](http://pinalcountyaz.gov/News/Pages/MailingList.aspx)

### Property Tax Information

[treasurer.pinalcountyaz.gov/parcelinquiry](http://treasurer.pinalcountyaz.gov/parcelinquiry)

# County Services in Florence

