



Please return original document  
to the **Yuma County Board of Supervisors Office**,  
**ATTENTION: Christy Isbell, 928-373-1107**  
*(Name & phone number)*

## **TYPE OF DOCUMENT:**

**RESOLUTION NO. 2019-26**

## **YUMA COUNTY FIVE-YEAR STRATEGIC PLAN 2020 THROUGH 2024**

## **DOCUMENT APPROVAL:**

*(Check appropriate box, fill in blanks.)*

Approved by Yuma County Board of Supervisors:  
July 22, 2019, Item No. C15.



YUMA COUNTY BOARD OF SUPERVISORS

RESOLUTION NO. 2019-26

A RESOLUTION OF THE YUMA COUNTY BOARD OF SUPERVISORS ADOPTING THE YUMA COUNTY FIVE YEAR STRATEGIC PLAN, EFFECTIVE JULY 2019

**WHEREAS:** Yuma County's current five year strategic plan was implemented in 2014 and expired in 2018; and

**WHEREAS:** A new plan is needed to communicate the vision, mission and values of the Board of Supervisors to Yuma County departments and agencies and to provide guidance in financial planning and resource allocation; and

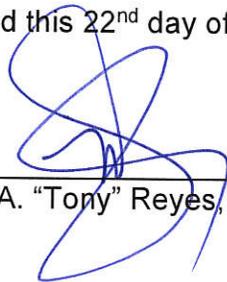
**WHEREAS:** This plan supersedes any and all other strategic plans previously adopted;

**NOW, THEREFORE, BE IT RESOLVED** that the *Yuma County Five Year Strategic Plan* is adopted to read as follows:

Yuma County Five Year Strategic Plan

Adopted by the Yuma County Board of Supervisor on July 22, 2019.

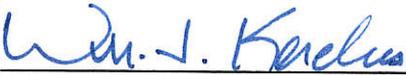
Adopted this 22<sup>nd</sup> day of July, 2019.

  
\_\_\_\_\_  
Marco A. "Tony" Reyes, Chairman

ATTEST:

  
\_\_\_\_\_  
SUSAN K. THORPE  
County Administrator/Clerk of Board

APPROVED AS TO FORM AND DETERMINED TO BE WITHIN THE SCOPE OF PERFORMANCE OF DUTY OF THE YUMA COUNTY BOARD OF SUPERVISORS:

  
\_\_\_\_\_  
JON R. SMITH, County Attorney

# Yuma



# County

*Governing · Giving · Growing*



## Five Year Strategic Plan

*Effective July 2019*



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## *A message from the County Administrator*



Yuma County's Strategic Plan describes our shared ambitions as a governmental entity and will guide departmental activities and financial decisions over the next five years. In the Plan, we developed key initiatives coupled with specific target outputs that will enable us to realize our vision of a resilient, prosperous and diverse county. We also utilized an enterprise-wide perspective to improve integration of all county operations and functions into a cohesive framework that will align our actions and unify our purpose. We are determined to attain all of our innovative objectives while continuing to provide the citizens of Yuma County with nothing less than excellent public service.

We have improved upon our previous Strategic Plan in several ways. The five strategic goals of the prior Plan have been reorganized into three Strategic Pillars: *Effective Governance, Operational Excellence, Valued Employees and Resources*. The pillars are supported by a solid foundation of eighteen straightforward objectives which will be reached through individual initiatives. The clear and understandable initiatives will produce measurable outputs and were developed to be easily applied to the various departments which differ in their unique mandates, services and operations. The updated Plan's target outputs will be simpler and easier to track, thereby improving financial reporting and departmental participation. All of these improvements will enhance the way we implement the Strategic Plan to allocate resources, maintain an exceptional performance level, and ensure we are delivering results. Annual updates of the Plan will be made and posted on our website.

# Introduction

## Strategic Planning Committee Members

Joshua Scott, Public Works Director

Diana Gomez, Chief Health Officer

Clif Summers, Chief Information Officer

Craig Sellers, Development Services Director

Shannon J. Gunderman, Administrative Services Director

It has been 5 years since the County developed a strategic plan and 3 years since it was last updated. To meet the changing needs of the citizens of Yuma County and to ensure that County departments/agencies are assisted in identifying and executing strategic initiatives that support the overall vision and mission of Yuma County, this 5 year strategic plan has been developed.

The Strategic Planning Committee (SPC) spent considerable time and effort in formulating this plan, which involved the following actions and considerations:

- Site visits were conducted throughout the County to better understand social, economic, and geographical differences and disparities.
- When creating the *Vision, Mission* and *Objectives*, careful thought was given to wording in order to make it fresh, clear and understandable to a variety of readers; terms that have become cliché or meaningless through overuse were avoided as were descriptions that were confusing or needed excessive clarification to be properly understood.
- An enterprise-wide concept was used to craft the plan, viewing each department/agency as a critical part of the County's overall plan while respecting individual needs and operations.
- Several strategic plans from other public entities were reviewed and compared.
- Industry white sheets, governmental reports and standard strategic plan templates were consulted and studied.
- The SPC met regularly to discuss the relationship between community wants and needs and the responsibilities of the County as a governing entity; the goal of these discussions was to include features in the strategic plan that would focus attention on departmental performance to improve resource management.

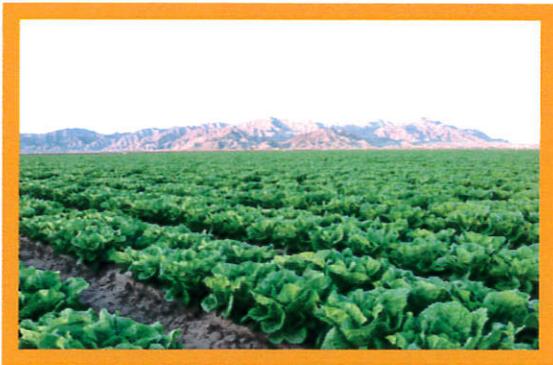
It is anticipated that the enterprise approach used by the SPC will provide effective direction and encourage departmental collaboration as the County continues to deliver excellent public service.

# Background

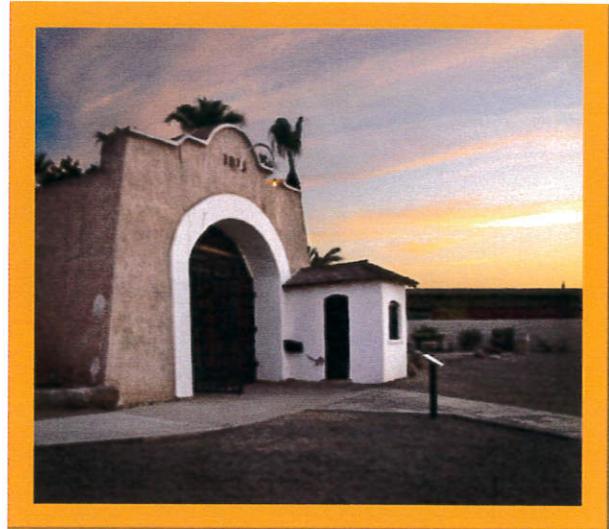


Yuma County's unique history has resulted in a growing, diverse and vibrant community with a shared heritage. It is one of the four original counties designated by the first Territorial Legislature, maintaining its original boundaries until 1983 when voters decided to split Yuma County into LaPaz County in the north and a new "Yuma County" in the south.

Yuma County is larger than the state of Connecticut, with much of its 5,514 square miles of desert accented by rugged mountains, several river valleys and an abundance of arable land. The valley areas have some of the most fertile soils in the world, having received silt and mineral deposits from two historic Southwest rivers: the Colorado and Gila. This fertility has contributed to Yuma County being one of the most productive year-round agricultural centers in the United States.



Some of the major attractions in Yuma County are the historical Territorial Prison, the Yuma Crossing Historic Park, the Kofa Mountain Range and Wildlife Refuge and Martinez and Mittry Lakes.



Bordered by California on the west and Mexico to the South, the County offers a great opportunity to experience multi-cultural and international business opportunities.



Yuma County is also home to Arizona Western College, a two-year community college. It offers higher education to full and part time students and shares its campus with a satellite campus of Northern Arizona University. The University of Arizona and Arizona State University also maintain a presence at the college in the form of ground, online, and transferrable degree programs.

# Demographics, Geography and History



Yuma County has an estimated total population of 205,631 (Census, 2016), with 94,906 living within the City of Yuma.

43.9% of the County's population are between 18 and 65 years of age.

53.3% of County citizens are employed in the civilian workforce and have an average travel time to work of 19 minutes.

The median family income is \$41,467 with 19.3% living in poverty.



Yuma County is located in southwestern Arizona, shares a border with Mexico and California and consists of 5,514 square miles.

Much of the County is federally managed land that includes military installations, Native American reservations and wildlife reserves.

The climate is mild in the winter providing for year-round agriculture and shipping by rail and truck.



Prior to the arrival of European immigrants, Yuma County was inhabited by Native American tribes, ancestors of the present-day Quechan and Cocopah nations.

In 1540, Hernando de Alarcon became the first European to visit the site of what is now the City of Yuma. Centuries later, in 1774, Juan Bautista De Anza arrived at the Yuma Crossing on his way to founding San Francisco.

In 1864 the first Territorial Legislature designated Yuma County as one of four original Arizona counties; Yuma County maintained its original boundaries until 1983 when voters decided to split it into La Paz County in the north and "Yuma County" in the south.

In 1871 Jose Maria Redondo, a Spanish immigrant from Mexico, and his brother began diverting water from the Gila River to grow crops unknown to the area.

# Influential Industries

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Yuma County's agricultural business infuses an estimated \$2.8 billion a year into its economy.

Yuma County is **first** in the state and **third** in the nation for vegetable production, growing 90% of all leafy vegetables in the United States, November through March.

Every 100 jobs in agriculture support an additional 26 jobs in other County industries.

More than 175 crops are grown in Yuma County.



The second largest contributor to the local economy is the U.S. military, which includes the Marine Corps Air Station (MCAS) and U.S. Army Yuma Proving Ground (YPG).

MCAS deploys nearly 14,000 Marines and support personnel in Yuma annually for air-to-ground aviation and is also a joint-use airfield sharing its facilities with the Yuma International Airport.

YPG is the County's largest civilian employer and hosts a variety of military weapons testing that includes artillery, mortar and missile. With over 1,300 square miles, YPG can accommodate up to 100 tests simultaneously.



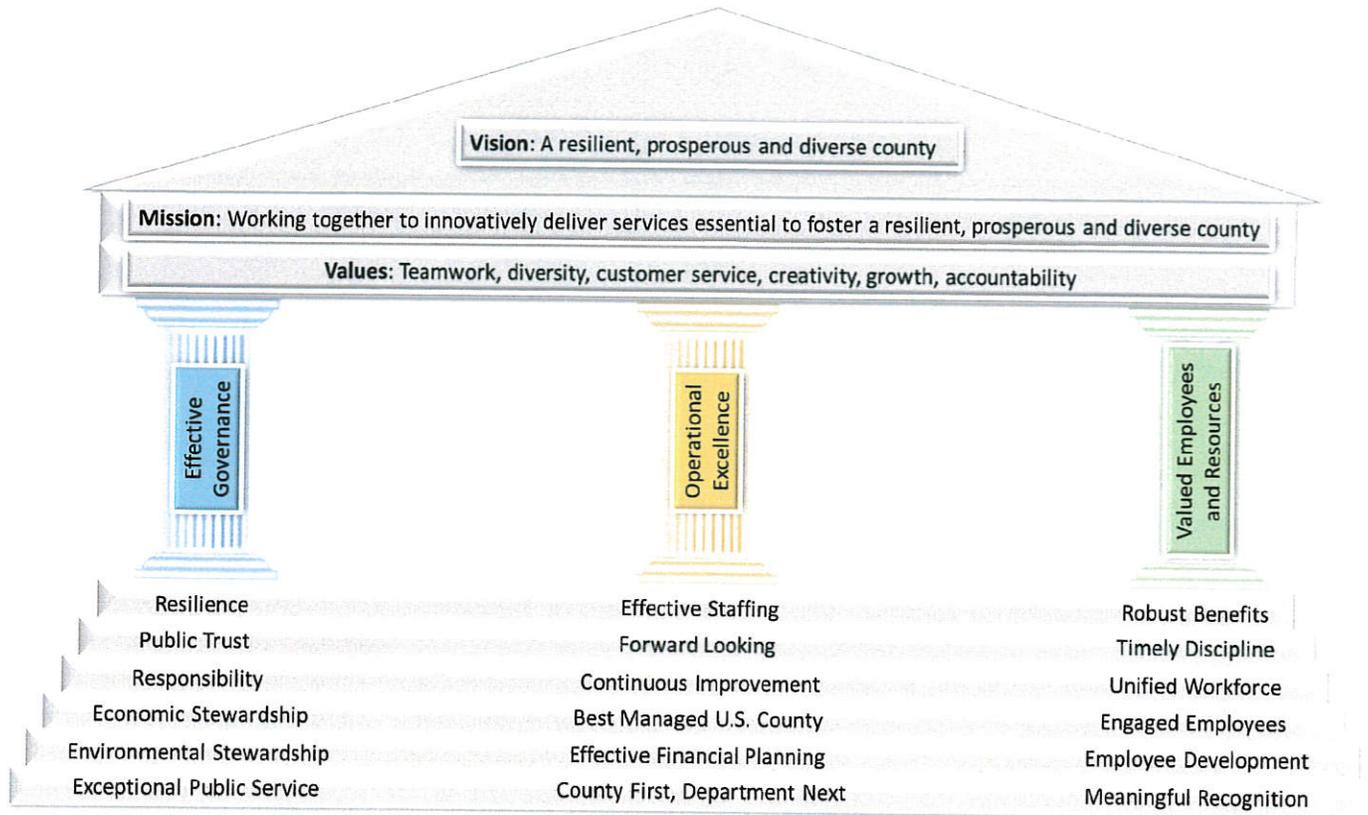
Tourism is Yuma County's third biggest industry, with visitors peaking at about 80,000 in the month of February.

Agricultural tours, arts and craft shows, concerts and farmers' markets offer visitors a chance to experience the local culture.

The Colorado River provides visitors with ample opportunities for fishing, boating and camping.

Access to Mexico for medical and dental services is just minutes away.

# Strategic Plan Framework



From its early days as a community of pioneers, Yuma County has long survived on the entrepreneurial and risk-taking activities of its diverse population. The hard work and dedication of the visionary immigrants of yesteryear have transformed the once arid desert into an oasis of agriculture that provides an abundant assortment of produce for consumption at home and abroad.

However, the 21<sup>st</sup> century world is vastly different than the one that existed at the time of the County's founding. Rapid technological advances and the globalization of economies makes it impossible to realize the vision of a resilient, diverse and prosperous county simply through individual determination and ingenuity. In the reality of today and the uncertainty of tomorrow, prosperity can only be attained through the collaboration of innovative thinkers that acknowledge and respect the methods and accomplishments of the past while promoting continuous improvement to successfully thrive in an unpredictable future. The County's values of teamwork, creativity, growth and accountability will be evident in the departmental actions tied to each strategic objective that supports the County's Strategic Pillars of *Effective Governance*, *Operational Excellence*, and *Valued Employees and Resources*. Regular reinforcement of these pillars through the unified activities of a dedicated workforce will result in the achievement and promotion of the County's mission and vision.

# Vision, Mission and Values

## *Our* **VISION**

A Resilient, Prosperous and Diverse  
County



## *Our* **MISSION**

Working together to innovatively deliver  
services essential to foster a resilient,  
prosperous and diverse county



## *Our* **VALUES**

Teamwork, Diversity, Customer Service,  
Creativity, Growth, Accountability





## Strategic Pillar: EFFECTIVE GOVERNANCE

*Yuma County will carry out the policies and directives established by the will of the public as voiced by its elected and statutory officials.*



Effective governance begins with an understanding and appreciation of those who are governed and providing reliable services that reflect an awareness of their needs. To obtain such an awareness, Yuma County is committed to listening to its citizens consistently, equitably and empathetically and to being a reliable resource of subject matter expertise in all areas wherein it serves the public. Yuma County will strive to continually cultivate and strengthen public trust through the ethical and responsible stewardship of the financial and environmental resources that have been delivered to its care. The County will also work diligently to provide exceptional public service. *Exceptional* public service is not a routine matter of checking a series of operational boxes; it is County employees who are trendsetting leaders in the timely, effective and efficient provision of programs and services that impact their community.

### EFFECTIVE GOVERNANCE OBJECTIVES:

- *Resilience - Maintain levels of service during changes and adverse conditions*
- *Public Trust - Listen first; treat all fairly; partner; reliable source; consistency; commitment*
- *Responsibility - Holding ourselves accountable*
- *Economic Stewardship - Responsible and ethical use of financial resources*
- *Environment Stewardship - Sustainable management of natural resources*
- *Exceptional Public Service - More than normal or routine; trendsetting*



## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: Maintain levels of service during changes and adverse conditions*

### INITIATIVES:

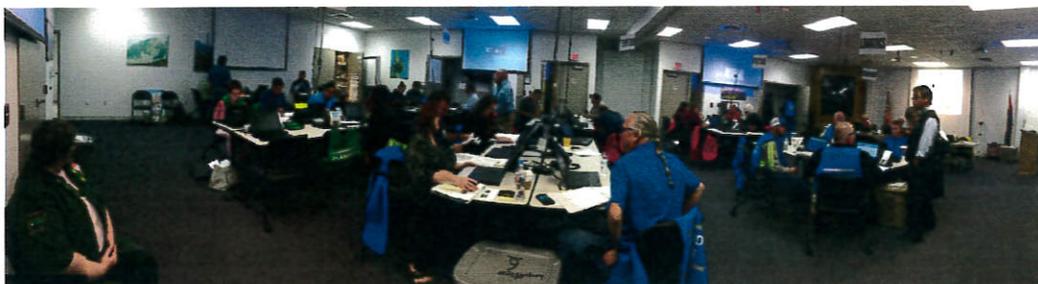
Provide FEMA National Incident Management System training to ensure continuity of government operations during a national disaster or man-made incident.

Use Emergency Operations Center Stand-Ups to increase the County's readiness in reacting to natural or man-made disasters.

Achieve and maintain a fund balance in all Governmental funds that is sufficient to address unanticipated emergencies affecting County operations.

### TARGET OUTPUTS:

- By the end of Fiscal 2025, all department managers, supervisors and directors will have participated in at least one National Incident Management System training provided by FEMA.
- Perform at least two Emergency Operations Center Stand-Ups each fiscal year.
- Review fund balance policy annually.





## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: Listen first; treat all fairly; partner; reliable source; consistency; commitment*

### INITIATIVES:

Maintain good communication with community stakeholders regarding the County's development standards and any subsequent amendments.

Develop and implement a marketing strategy that will reach multiple communities, especially those that are marginalized or underreported, in order to build public awareness of legal resources and support available to victims of crime.

Increase the public's awareness and understanding of the indigent legal services offered by the County in order to create support for its program.



### TARGET OUTPUTS:

- The Department of Development Services will conduct at least one stakeholder outreach meeting per fiscal year.
- The County Attorney's Office will perform research regarding best practices in community outreach and communication and develop a marketing strategy by the end of Fiscal 2020, with implementation of the strategy to begin in Fiscal 2021.
- The Legal Defender's Office will conduct at least two community educational outreach-es per fiscal year.



## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: Holding ourselves accountable*

### INITIATIVES:

Combine the offices of the Recorder and Elections to maintain compliance with state and federal laws and provide a seamless and positive experience to the public.

Ensure compliance with federal, state and Yuma County employment policies through regular training.

Implement a countywide process of regular IT security assessments to ensure the integrity and security of confidential data collected and stored by county departments.

Ensure compliance with internal policies and procedures as applicable to the divisions within the Recorder's Office.

Timely issuance of accurate Annual Financial Statements and other required financial reports.

### TARGET OUTPUTS:

- Initiate analysis of Recorder and Election operations and begin integration in Fiscal 2020, with full operational changes implemented by the end of Fiscal 2020.
- All department managers, supervisors and directors will attend at least one training per fiscal year conducted by Human Resources and relating to compliance with federal, state and Yuma County employment policies.



## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: Holding ourselves accountable*

### TARGET OUTPUTS:

- First countywide IT security assessment will be performed and documented in 2019, with a full assessment occurring once every two years thereafter.
- Each employee shall participate in one training per year relating to compliance with internal policies and procedures in support of their position and/or cross-training.
- Financial Services will issue the Comprehensive Annual Financial Report within six months after the end of each fiscal year and/or prior to the corresponding deadlines of other required financial reports.



## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: Responsible and ethical use of financial resources*

### INITIATIVES:

Develop and implement a utility review program to increase utility use efficiency and reduce overall costs.

Transition the County's Oracle software from an in-house platform to a Cloud-based one to provide a more strategically placed, cost-effective and reliable software system that provides a better end-user experience.

Convert all County maintained traffic signal lights from high-sodium to LED to reduce utility and maintenance costs.

Implement a tipping fee at waste transfer sites to enable Public Works to update its facilities, replace its equipment, improve the safety and effectiveness of its services and decrease the financial burden on the General Fund.

Continue safeguarding County assets and maintain accuracy of complex financial transactions.

### TARGET OUTPUTS:

- Facilities Management will research, develop and propose a utility review program, including costs and investment returns, for consideration in the 2021 budget.
- ITS will secure the Oracle contract in calendar 2019, with full implementation occurring in Fiscal 2020.





## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: Responsible and ethical use of financial resources*

### TARGET OUTPUTS:

- Public Works will begin conversion of high-sodium lights in Fiscal 2019, with project completion in Fiscal 2021.
- Public Works will research, develop and propose a revised tipping fee schedule, to include anticipated investment returns, for consideration in the 2021 budget.
- Financial Services will submit any required updates to County financial policies and procedures to the Board of Supervisors on an annual basis.



## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: Sustainable management of natural resources*

### INITIATIVES:

Provide the public with an updated Comprehensive Plan to guide future community activities relating to land use and resource utilization.

Reduce ecological footprint and conserve natural resources related to paper use.

### TARGET OUTPUTS:

- Development Services will review the current Comprehensive Plan, make changes and updates in calendar 2019, with Plan finalization and approval occurring by the end of Fiscal 2020.
- Financial Services will research current system capabilities in order to implement ways to expand the use of electronic documents and reduce the usage of paper records.





## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: More than normal or routine customer service; trendsetting*

### INITIATIVES:

Improve the efficiency and reliability of permitting services, Geographic Information System services, Health District inspection tracking, and asset management.

Improve the public's physical access to services and accommodate the staffing and equipment necessary to provide timely customer service.

Increase the Health District's public education outreach and improve intergovernmental networking capability.

Reduce costs of the Restoration to Competency Program through process improvements.

The Library District will partner with County agencies to promote County programs and services through awareness programs.

Improve the accessibility and end-user experience of the Library District's patrons.

Increase awareness of and accessibility to County financial records and transactions.

Improve County responsiveness to public requests for service through a centralized phone number combined with the County's website chat feature.

### TARGET OUTPUTS:

- Development Services and ITS will secure an enterprise software contract by 2019, with full implementation occurring in 2020.



## Strategic Pillar: EFFECTIVE GOVERNANCE

*OBJECTIVE: More than normal or routine customer service; trendsetting*

### TARGET OUTPUTS:

- Renovations of 197 and 198 Main Street buildings will be completed in Fiscal 2019, with new facilities being reviewed for inclusion in the County's CIP program in Fiscal 2021.
- The Health District will work with ITS to develop a proposal in Fiscal 2020 for inclusion in the 2021 budget.
- During Fiscal 2020, Court Administration will partner with other stakeholders and work with the County Administrative Services Director to implement at least four process improvement solutions identified through the six sigma analysis performed in Fiscal 2019.
- The Library District will partner with County agencies to provide awareness of the County's programs and services through at least two outreach campaigns per fiscal year.
- In Fiscal 2020, the Library District will research, design and test a mobile application for its services and will implement the application in Fiscal 2021.
- Financial Services will make available all required and pertinent financial reports.
- By the end of Fiscal 2020, the Communications Division of County Administration will research the potential for implementing a centralized phone number combined with the County's website chat feature and, if feasible, will present a proposal to the County Administrator to include program costs, monetary and operational ROIs, as well as a draft implementation plan.



## Strategic Pillar: OPERATIONAL EXCELLENCE

*Yuma County will streamline policies and procedures to improve delivery of services and promote a healthy workplace with fully engaged employees*



It's been said that a bad process will beat a good person every time. Yuma County recognizes the important connection between a successful enterprise and the effectiveness of its operations. The County will endeavor to maintain the highest level of operational excellence through appropriate staffing levels of qualified employees, championing continuous improvement, proactively looking to the future to anticipate risks and discover opportunities, and by utilizing its resources in a cost-effective, prudent manner that maximizes value. Employees will view operations from an enterprise-wide perspective, realizing that their individual departments contribute to the success of the County as a whole. The siloed thinking of the past will be replaced by positive communication, regular resource-sharing and a team-centric approach that will ensure that the County's operations continue to exceed the public's expectations.

### OPERATIONAL EXCELLENCE OBJECTIVES:

- *Effective Staffing - Maintain staffing at a level that promotes efficiency and effectiveness*
- *Forward Looking - Anticipating and preparing for future opportunities and needs*
- *Continuous Improvement - Moving past tradition to grasp opportunities and reduce risks*
- *Effective Financial Planning - Utilizing available resources to maximize value*
- *County First, Department Next - Employees strive to work together for the County good*
- *Best Managed U.S. County - Model organization*



## Strategic Pillar: OPERATIONAL EXCELLENCE

*OBJECTIVE: Maintain staffing at a level that promotes efficiency and effectiveness*

### INITIATIVES:

Follow long term staffing plan in order to hire additional Sheriff's Office in-service call takers to improve priority call response times.

Maintain efficient law enforcement operations, enhance the quality of criminal investigations, and create growth in program initiatives.

Recruit and retain a qualified workforce to meet the County's staffing needs.

### TARGET OUTPUTS:

- Sheriff's Office average priority call response times will be within 15 minutes or less by the end of Fiscal 2025.
- Sheriff's Office attrition rates will be reduced by 10% each year through the end of Fiscal 2025.
- Human Resources will maintain the County's overall turnover rate at 15% or less through the end of Fiscal 2025. An evaluation of the County's recruitment tools will be made to reduce the time to hire by 50% by Fiscal 2025. At least once per fiscal year, Human Resources will conduct a meeting with departments to solicit input from employees regarding what programs affect their decision to remain employed with the County; adjustments based upon feedback received will then be made.





## Strategic Pillar:

## OPERATIONAL EXCELLENCE

*OBJECTIVE: Anticipating and preparing for future needs and opportunities*

### TARGET OUTPUTS:

- By the end of Fiscal 2020, the Communications Division will develop and present to the County Administrator a comprehensive list of website changes, updates and new applications and the estimated costs to implement them. Obtain approval to include website updating expenses in the Fiscal 2021 budget. Use qualified vendor to update the website by the end of Fiscal 2021.
- By the end of Fiscal 2020, the Communications Division will present a plan to the County Administrator that details the proposed expansion of the Division to improve the County's use of social media as a conduit to the public. The plan will include additional staff requirements with their specific job titles and FTE costs, detailed budget increases to the division's supplies and services, as well as the expected operational and strategic ROIs.



## Strategic Pillar: OPERATIONAL EXCELLENCE

*OBJECTIVE: Moving past tradition to grasp opportunities and reduce risks*

### INITIATIVES:

Integrate the enterprise risk management program into departmental operations, the budget process and strategic plan to prioritize countywide needs, improve financial planning and treat risks to county initiatives and operations.

Reduce workplace injuries and improve the safety of County operations.

Improve the accessibility and security of data related to health and safety inspections.

Utilize technology to streamline financial services operations and provide enhanced services.

### TARGET OUTPUTS:

- Departments will use the enterprise risk management program annually to update Strategic Plan Target Outputs, prepare budgets, and identify and treat risks.
- Human Resources will enter the County in the Public Entities Partnership Program agreement with the Arizona Division of Occupational Health and Safety by the end of Fiscal 2020; successful program implementation will reduce the County's total injury case incidence rate and days away restricted time by 25% by the end of Fiscal 2023.
- Human Resources will transition safety, ergonomic and Americans with Disabilities Act inspections from a paper-based to a cloud-based format by the end of Fiscal 2020.
- Finance will deploy an electronic vendor payment system by the end of Fiscal 2022.



## Strategic Pillar: OPERATIONAL EXCELLENCE

*OBJECTIVE: Utilizing available financial resources to maximize value*

### INITIATIVES:

Develop and implement a Building Construction and Modification Guide to improve financial planning of construction costs and eliminate duplication or overlap of projects.

Improve financial planning and stabilize the year-to-year costs associated with the regular replacement of electronic equipment.

Utilize the principles of Lean Six Sigma to improve the efficiency of the Board of Supervisor agenda preparation process.

Continue to report on the County's monthly financial condition to assist County agencies in monitoring their resource use.

### TARGET OUTPUTS:

- Facilities Management will complete a draft of the Building Construction and Modification Guide for comment by the end of calendar 2019 and present a final guide to the Board of Supervisors for approval by the end of Fiscal 2020.
- ITS will research, develop and propose a life-cycle internal services fund and accompanying budget for consideration in the 2021 budget.
- County Administration will reduce the Board of Supervisor agenda development cycle from 5 to 3 days by the end of Fiscal 2020.
- Financial Services will issue monthly budget-to-actual reports to County agencies.



## Strategic Pillar: OPERATIONAL EXCELLENCE

*OBJECTIVE: Employees strive to work together for the County good*

### INITIATIVES:

Improve countywide operational efficiency and effectiveness and reduce costs through inter-departmental partnerships.

Increase financial stability and sustainability of Adult Probation programs through improvement in collection rate of adult probation fees.

Maintain continuity and integrity of financial operations countywide.

### TARGET OUTPUTS:

- By the end of Fiscal 2025 each County department/agency will have partnered with at least one other County department/agency and, through said partnership, demonstrated cost savings, implementation of an innovative program, or improvement in operational efficiency.
- Adult Probation will increase the collection rate of adult probation fees by 10% each year through the end of fiscal 2025.
- Each division within Financial Services will provide at least one annual training to County departments that reviews County financial policies and procedures.



## Strategic Pillar: OPERATIONAL EXCELLENCE

*OBJECTIVE: Model organization*

### INITIATIVES:

Maintain the County's reputation as a progressive, innovative entity that values continuous improvement.

Maintain the quality and accuracy of County financial reporting to qualify for an Excellence in Financial Reporting award from the Government Finance Officers Association.

Maintain a positive work environment based upon the County's strategic plan values.

### TARGET OUTPUTS:

- A County process, program or initiative will be used as a model by at least one outside organization per fiscal year through the end of Fiscal 2025.
- Financial Services will issue a Comprehensive Annual Financial Report that will result in the County receiving an Excellence in Financial Reporting award from the Government Finance Officers Association.
- At least 70% of employees will indicate on the biannual engagement survey that the County has a positive work environment that reflects the County's strategic plan values.





## Strategic Pillar:

# VALUED EMPLOYEES AND RESOURCES

*Yuma County values its employees and the public resources entrusted to it*



The backbone of any entity, public or private, is its workforce. It therefore follows that the success of an entity is dependent upon the overall strength of its employees. The County will ensure the strength, unity, and passion of its employees by providing a workplace that celebrates diligent, creative work while providing clear and consistent expectations. The County will also be committed to providing the necessary resources to support improvement of employees' knowledge and skills. Honest, meaningful recognition of the valuable contributions of employees will encourage innovation, dedication, and engagement. This will lead to positive employee growth and commitment and will unify the three County strategic pillars. The County will also continue to provide its employees with valuable and useful benefits that will recognize their worth while serving as an important method of talent retention.

## VALUED EMPLOYEES AND RESOURCES OBJECTIVES:

- *Robust Benefits – Valuable, reliable benefits with real options*
- *Timely Discipline – Clear expectations and correction to build better employees*
- *Unified Workforce – Employees support the County and the County supports employees*
- *Engaged Employees – Passionate, ethical and respectful employees*
- *Meaningful Recognition – Honest, heartfelt appreciation of quality work*
- *Employee Development – Committed to enhancing employee skills and knowledge*



## Strategic Pillar: VALUED EMPLOYEES AND RESOURCES

*OBJECTIVE: Valuable, reliable benefits with real options*

### INITIATIVES:

Open a clinic at the Health District that would serve the health needs of County employees and provide increased access to health services; this will reduce the costs of the County's health insurance plan and improve employee health.

Provide cost-effective medical and pharmacy insurance to County employees.

Provide disability programs to meet the needs of County employees.



### TARGET OUTPUTS:

- The Health District will work with Human Resources and Administrative Services to research, develop and propose a Health Clinic, including costs and ROIs, for consideration in the 2021 budget.
- Human Resources will maintain annual medical and pharmacy insurance costs under 15% trend by adjusting plan design and premium rates.
- By the end of Fiscal 2021, Human Resource will research, develop and deploy a Short Term Disability program that will allow eligible employees to be given paid time off when their paid time off accruals are exhausted; the program will be developed in coordination with the County's current Long Term Disability program.



## Strategic Pillar: VALUED EMPLOYEES AND RESOURCES

*OBJECTIVE: Clear expectations and correction to build better employees*

### INITIATIVES:

Develop and implement a fair, useful performance evaluation process to coach employees to success and address deficiencies.

Mandate training of all managers, supervisors, and directors in County disciplinary procedures to ensure consistent and accurate implementation.

### TARGET OUTPUTS:

- Human Resources will provide a recommendation to the Board of Supervisors by the end of calendar year 2019 for a new performance evaluation program.
- All managers, supervisors, and directors will attend training in County disciplinary procedures at least once per fiscal year.



## Strategic Pillar: VALUED EMPLOYEES AND RESOURCES

*OBJECTIVE: Employees support the County and the County supports employees*

### INITIATIVES:

Maintain fiduciary service levels and ensure that program continuity through appropriate succession planning.

### TARGET OUTPUTS:

- Seventy-five per cent of all fiduciaries employed by the Public Fiduciary shall become certified by the end of Fiscal 2025.





## Strategic Pillar: VALUED EMPLOYEES AND RESOURCES

*OBJECTIVE: Passionate, ethical and respectful employees*

### INITIATIVES:

Provide consistent, accurate and respectful customer service at Development Services Department.

Provide excellent financial services to County agencies that comply with all applicable laws.

### TARGET OUTPUTS:

- By Fiscal 2025, 98% of Development Services' customer survey responses will be rated as *Good* or *Excellent*.
- Financial Services will review internal policies and procedures and service guarantees at least once per fiscal year and revise as needed.



## Strategic Pillar: VALUED EMPLOYEES AND RESOURCES

*OBJECTIVE: Honest, heartfelt appreciation of quality work*

### INITIATIVES:

Expand the County's employee appreciation and award system by increasing the number of awards available and allocating sufficient monetary resources to fund them.

Maintain a supportive work environment consistent with the County's mission and core values and that encourages employee commitment to the County.

### TARGET OUTPUTS:

- Human Resources will develop an updated employee appreciation and award system, obtain employee input, and present to the Board of Supervisors for consideration and approval by the end of calendar 2019, with implementation of the program beginning April, 2020.
- At least once per fiscal year, Human Resources will solicit feedback from County departments and agencies regarding possible improvements to the County's employee recognition programs.



## Strategic Pillar:

# VALUED EMPLOYEES AND RESOURCES

*OBJECTIVE: Committed to enhancing employee skills and knowledge*

### INITIATIVES:

Improve access of employees to skill-enhancing training to improve retention and employee job satisfaction.

Improve employee skills to maintain the continuity of the daily operations of Financial Services.

Human Resources will partner with local and state vendors to expand professional development training opportunities to employees.

Increase opportunities for employees to grow professionally.

### TARGET OUTPUTS:

- At a minimum, departments will commit budget funding to employee training in an amount that represents 2% of a department's annual salary budget, beginning in Fiscal 2021.
- Finance Director will meet monthly with staff to obtain input regarding potential opportunities to improve employee skills.
- Human Resources will partner with one or more non-County entities to add at least one professional development program offering to employees each fiscal year.
- Human Resources will increase the number of professional growth classes offered to employees to 250 by Fiscal 2025.