



## **STRATEGIC BUSINESS PLAN**

### **FY 2011/2012**

#### **COUNTY VISION**

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

#### **COUNTY MISSION**

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

#### **DEPARTMENT MISSION**

The mission of the Finance Department is to provide procurement, payment and financial reporting services to Pinal County management and departments in an ethical, efficient and responsible manner so employees can have the goods they need to provide services and management can have the information they need to make informed decisions.

#### **SUMMARY OF MAJOR SERVICES PROVIDED:**

- Comprehensive Annual Financial Report (CAFR)
- Cost Allocation Plans
- Expenditure Limitation Reports
- Management Reports
- Training Sessions
- Accounting consultations
- Public Records Request Responses
- Manage Payroll Functions
- Manage Procurement Card Program
- Issue Purchase Orders and Contracts
- Obtain Bids and Quotes
- Procurement Code Interpretation/Enforcement
- Deduction and Withholding Distributions
- Manage the County Financial System Structure
- Manage Accounts Payable Functions
- Manage the Travel Card Program
- Mail Deliveries
- Establish Vendor Accounts
- Property Lease monitoring and management
- Recommend Accounting Policies and Procedures
- Special Districts monitoring and management

## **ISSUE STATEMENTS**

### **Issue 1: Increased Regulations**

An increase in accounting regulations and continuing efforts to comply with Internal Revenue Service (IRS) regulations combined with the difficulty in attracting and retaining personnel with specific accounting expertise, will if not addressed, result in:

- Continuing and potentially increasing audit findings
- Loss of grant financed resources
- Penalties and Interest from IRS
- Loss of public trust
- Possible negative impact on bond rating resulting in fewer capital improvement projects

### **Issue 2: Problematic Financial System**

The continued problems with the aging, inadequate, non-user friendly financial system which does not meet the County's business needs will, if not addressed, result in:

- Delays and increased customer dissatisfaction due to continued department reliance on the Finance Department staff for financial information.
- Increasing support cost for hardware and programming expertise
- Inaccurate financial information which could lead to incorrect management decisions
- Inefficient use of staff

### **Issue 3: Purchasing**

The continued increase and complexity of purchasing activity combined with the lack of purchasing expertise in County Departments will, if not addressed, result in:

- Increase in the number of procurement code violations and disciplinary actions
- Increase in customer inquiries
- Decreased public confidence
- Delays in receiving goods and services
- Delays in vendor payment
- Inefficient spending of County funds

## **COUNTY PRIORITY ALIGNED TO:**

### **Accountability**

By 2012, Pinal County will process 100% of vendor payments electronically.

## **2-5 YEAR STRATEGIC GOALS:**

Pinal County will be perceived to be a financially sound and transparent public organization as evidenced by:

- By 2012, The Comprehensive Annual Financial Report (CAFR) will be made available to the public in less than 180 days from year end.
- By, 2012, 100% of external audits that have an "unqualified or clean" auditor opinion.
- By 2013, 100% of contracts listed on the website will include the date of award, vendor and using department name with an annual purchase estimate.

Pinal County's financial processes will demonstrate efficiency and accountability, as evidenced by:

- By 2012, Pinal County will process 100% of vendor payments electronically.

County departments will benefit from timely and effective procurement services as evidenced by:

- By 2012, 100% of the County's formal contracts will be renewed or rebid on or before their expiration date
- By 2014, 100% of the firms on the County's previously developed cooperative purchase contract list will be analyzed to determine whether continued participation is in the County's best interest.

By 2015, Pinal County will benefit from a more efficient and effective Financial Management system as evidenced by:

- 100% of Elected Offices and Departments will enter payroll directly into the Financial System
- 100% of Elected Offices and Departments will have desktop access to financial reports.

**ANNUAL PERFORMANCE MEASURES:**

Finance Activity

1. % of vendor payments processed electronically. (# of vendor payments processed electronically / Total # of vendor payments).
2. Comprehensive Annual Financial Report is made available to public within 175 days of year's end.
3. % of external audits that have an "unqualified or clean" auditor opinion. (# of external audits that have an unqualified or clean opinion / # of external audits).

Procurement Activity

1. % of contracts listed on the website that includes the date of award, vendor and using department name with an annual purchase estimate. (# of contracts on the website that includes the date of award, vendor and using department name and an annual purchase estimate / Total # of contracts on the web)
2. % of cooperative purchase contracts analyzed to determine whether continued participation is in the County's best interest. (# of cooperative purchased contracts analyzed / Total # of cooperative purchase contracts).
3. % of the County's formal contracts renewed or rebid on or before the expiration date. (# of contracts renewed or rebid before the expiration date / Total # of contracts).

**EXPENDITURES BY FUND:**

Programs/Activities	# of Full Time Employees	# of Part Time Employees	Cost Center	Total Budget
General Fund				
Finance Activity	19	1	3340210	1,481,049
Procurement Activity	5		3340240	414,514
<b>General Fund Total</b>	<b>24</b>	<b>1</b>		<b>1,895,563</b>