

Report to Citizens

FISCAL YEAR 2009-2010

Performance Management

Your Pinal County government is in the process of transformation. Pinal County is implementing performance management as a way to foster continuous improvement in service delivery. By focusing on what services we deliver, how we deliver them and what the client or customer gets from us, we can improve our processes, reduce frustration and better satisfy the people we serve – YOU!

Performance management began with the establishment of Countywide Strategic Priorities agreed upon by all of Pinal County's elected officials. Based on these priorities and the goals of each department, Countywide Strategic Plans were drafted, setting goals, establishing measurements and tracking results.

Across the entire county, there are quantitative or qualitative result measures that are tracked, reviewed, reported on and assessed on at least an annual basis.

This report will help you see how performance management is working in Pinal County.

Pinal County sought to increase accessibility to quality health care. Plans to open public health clinics in Maricopa and San Tan Valley are major milestones toward that goal.

About Pinal County

Did you know that three US states – Connecticut, Rhode Island and Delaware – are each smaller than Pinal County? With a land mass of 5,370 square miles, Pinal County is among the nation's largest counties. It is also very diverse in its economy, people and assets. School students in Arizona learn about the 5 C's of Arizona – citrus, cotton, copper, cattle and climate. Pinal County offers all of them...and a few new "C's" – community, commerce, challenges and competition for good paying jobs.

Pinal County is the heart of the Sun Corridor – a hot growth region stretching from the Prescott Valley down to Nogales, Arizona. Leading demographers are saying that the Sun Corridor is and will remain one of the nation's hot spots for new growth and development.

From 2000 to today, Pinal County's population has more than doubled. Even with the downturn in the economy, Pinal County's net population is rising every year. Coping with that growth and the needs of Pinal County's existing and new residents has been a challenge.

The leadership of Pinal County is fully focused on meeting that challenge while still providing you with prompt, quality services.

The Pinal County Sheriff's Office reduced response time for Priority 1 emergency calls from 15 minutes down to 13.44 minutes in FY 08/09. Response time at the end of FY 09/10 was down to an average of 12.24 minutes with one region already below the 10 minute goal.

Strategic Plan

Pinal County's elected officials have agreed on specific issues of countywide importance. Each of the following sections will talk about those priorities and provide examples of some of the measurements and goals. For each goal there may be hundreds of measures and results. This report is intended to highlight the more tangible results affecting the daily lives of people in Pinal County.

Transportation

Pinal County will provide residents and the traveling public with quality, maintained roads and will expand its multi-modal (public transportation, rail, personal vehicle, etc.) transportation capacity and diversify funding sources to provide residents with a greater range of alternative travel means.

With growth comes a need for functional transportation systems that are integrated and multi-modal. To that end, Pinal County has completed or is participating in several significant state and regional transportation planning projects. At the local level, you experience Pinal County's success when you drive on a smooth, maintained and well-marked piece of roadway. Significant projects in recent years such as the widening and paving of



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

Ironwood-Gantzel Road, which was completed well under budget and ahead of schedule, demonstrate Pinal County's continued commitment to quality roads.



Goal: By 2010, 80% of county dirt roads (excluding designated primitive roads) will be maintained on a frequency of once every four weeks.

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
78.6%	80%	77%

This will remain a priority and be met with minimal equipment breakdown, good weather, preventive maintenance on equipment and above average equipment operator performance and adequate funding.



Goal: By 2011, Pinal County will convert dirt and gravel roads to chip-sealed roads by 30 miles per year. This translates to reducing the total miles of dirt and gravel roads by 2.6%.

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
3.5%	2.6%	2.84%

In fiscal 09/10, 32.8 miles of dirt or gravel road received chip-sealing.



Goal: Pinal County will add at least 10 miles of paved lanes each year.

FY 08/09 Target = Add 10 miles of paved lanes
FY 08/09 Actual = Added 16.5 miles of paved lanes
FY 09/10 Target = Add 10 miles of paved lanes
FY 09/10 Actual = Added 10 miles of paved lanes

Major projects included Edwin Road, Florence-Kelvin Highway, Germann Road and Schnepf Roads. The Schnepf Road bridge replacement was also completed, along with guardrail replacement on Veterans' Memorial Highway.

Health Care

Pinal County will provide residents with quality, accessible health care. "Building Healthy Communities" is a model that includes a full continuum of care that promotes healthy lifestyles and prevention while encompassing both outpatient and institutional care.

Pinal County residents have had lower rates of childhood immunization coverage than the national average. Immunizations protect children from getting or transmitting infectious diseases.

The national goal is to have 80% of children fully immunized by 24-months of age. Therefore, one of the measures is as follows:



Goal: By 2012, there will be an increase in the vaccination rate of all 24-month old children from 58 to 80%. (For 2008/09, the immunization rate went from 43 to 58%—the measure is updated annually to reflect the current rate of 58%). The FY 2009/10 target was 66% but by fiscal year end, the county wide rate was 75.24% with some clinic locations topping the 80% mark. Public Health will meet and maintain this goal.

Drug use, abuse and experimentation is a cross-cutting issue that affects families and communities, public safety and courts, education and almost all other aspects of life. To address this issue, Pinal County Health & Human Services established targets that are influenced by many departments and programs.

Access to health care is a dilemma facing many Pinal County residents. Federal standards classify Pinal County as "medically underserved," meaning that there are too few medical care facilities and providers of medical care. That is changing with the addition of a new skilled nursing facility and two hospitals. Pinal County is actively working with universities, state agencies and other entities to spur interest in our communities.



Goal: By 2012, there will be an increase in the number of licensed healthcare facilities: hospitals (from 1 to 2), skilled nursing homes (from 1 to 2), and outpatient clinics (from 46 to 51).

Total NEW Facilities	08/09 Actual	09/10 Target	09/10 Actual
Hospitals	0	1	3
Nursing Homes	0	1	0
Outpatient Clinics	3	2	2

- Florence Hospital at Anthem anticipates opening in the near future.
- Oasis Pavilion skilled nursing center delayed its opening until August 2010 and will be counted toward 2010/11 statistics.

Since primary care physicians are the generally a resident's source for routine family medical care, preventive care and wellness counseling, increasing the number of primary care physicians is top priority for the health of our region.

Primary care physicians include general/family practice, pediatrics, internal medicine and obstetrics and gynecology providers.

 By 2012, Pinal County is aiming for a 12% increase in primary care physicians (PCP). The 2012 goal is to have 28 primary care physicians in Pinal County.

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
25 PCPs	26 PCPs	42 PCPs

custody receive four hours of educational courses five days per week. Through collaboration with the Pinal County School Superintendent and the addition of a classroom at the detention facility, this goal was achieved and will be maintained into 2011.

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
100%	100%	100%

Public Safety

Pinal County will foster safe neighborhoods and communities and will provide residents and court users with effective and timely court services.

Response time to Priority 1 emergency calls is a useful measurement related to safety. Priority 1 calls are emergency calls that may include threats to life or dangerous or serious injury or involve major property damage. This could also include any felony or violent misdemeanor where the suspect remains on the scene or may be apprehended in the vicinity.

 Goal: By 2010, decrease law enforcement response time from 15 minutes to 10 minutes for Priority 1 emergency calls.

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
13.44 minutes	10 minutes	12.24 minutes

Response time has been reduced to 12.24 minutes through a regional realignment of resources and improved technology such as the installation of mobile data centers in patrol vehicles. Region A, B and C response times were 9.89 minutes, 11.97 minutes and 14.85 minutes respectively.

Another goal is to achieve accreditation of Pinal County's Adult Detention Facility by the end of 2010.

 Related goals include achieving a reduction in inmate suicides. There were four suicides in 2007/08 and one in 2008/09. The goal was set to achieve a 100% reduction in inmate suicides (from 4 to 0).

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
75% reduction (1)	100% reduction (0)	100% reduction (0)

Policies are in place and efforts are being structured towards the goal of achieving jail standards that include inmate suicide prevention as adopted by the National Sheriffs' Association.

 Goal: Pinal County sought to maintain compliance with state mandates by ensuring that 100% of remanded juveniles in the adult detention facility receive required educational services. All juveniles remanded to adult

 Goal: A 5% increase (from 49% to 54%) of correctional costs recovered from non-County funding through contracts with Immigration & Customs Enforcement, US Marshal's Service or others.

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
6% increase	5% increase	4% increase

In January 2010, the number of ICE beds was reduced from 620 to 430 with the removal of female detainees from the Pinal County Jail. At about the same time, the US Marshal's Service contracted for up to 240 beds.

For 2010/11, there will be a new measure to reduce the number of recordable industrial injuries per 100 Adult Detention employees through a renewed focus on wellness, safety, fitness, hygiene, airborne and blood borne pathogens.

Growth

Pinal County will effectively coordinate land use (growth area), environmental planning, (energy, water), open space, transportation, economic development and housing to guide growth in Pinal County for sustainable communities.

By 2011, people who want to develop and build in Pinal County will have access to understandable, predictable and clearly articulated land use policies (including the Comprehensive Plan, the Zoning Code and the permitting process) and experience decisions that are timely and responsive.

In support of this objective, Pinal County's Ordinances and Codes were organized and codified in a searchable on-line library during FY 09/10. It is updated regularly. The site address is <http://www.codepublishing.com/AZ/pinalcounty/>.

Other goals that relate to growth are specifically tied to tasks and functions that occur within specific departments or across multiple departments.

 Goal: By 2010, 90% of site plan reviews will be approved within 90 days. For FY 2009-10, site plan submissions slowed significantly, allowing this target to be achieved at 100%.

Goal under development: By 2011, Pinal County will issue building permits in fewer days than contiguous counties. This is a measure under development to track performance data relative to adjacent counties. Environmental Health participated in a benchmarking study sponsored by Maricopa County Environmental Services. The results indicate that Pinal's Environmental Health staff issues permits in time frames consistent with Maricopa County.

 Goal: By 2011, 70% of individuals requesting plan reviews and permits will report that Pinal County's services are timely and responsive. Customers needing permits indicated 97% satisfaction with timely and responsive service.

Plan review clients will be surveyed starting in the next fiscal year.

Economic Development

Pinal County government will work collaboratively with regional governments to promote the creation of jobs that provide a more diversified economy for sustainable communities.

Due to the proximity of northern Pinal County to the Phoenix metro region, many residents choose to commute to jobs outside the county. As Tucson has grown, the same has happened in southern Pinal County.

The Pinal County Board of Supervisors and elected officials set goals to have a variety of living wage jobs that permit someone to support their lifestyle with the wages they earn. Specific goals were set to achieve the goal of having more people living and working in Pinal County.

Goal in progress: By 2012, there will be a 5% increase (from 55% to 60%) of Pinal residents working within the county.

FY 08/09 Actual	FY 09/10 Target	FY 09/10 Actual
Not Measured	5%	Data Not Available

This is a target that was established using 2008 Census Bureau data. More recent data was not available but is anticipated soon. The county remains committed to this goal.

The Pinal County Economic Development website went live during FY 09/10, adding a valuable marketing tool to the county. A Business Retention & Expansion program is also in the works to aid existing businesses.

Pinal County's job scene was dominated by mining, government, manufacturing and agriculture (captured in trade, transportation and utilities). Pinal County leaders would like to build greater diversity in the range of jobs to reduce reliance on certain sectors.

Goal: By 2012, jobs within Pinal County will be diversified by sectors.

Industry	2008 Benchmark	2009/10 Actual	2012 Priority Goal
Federal Government	2.80%	3.40%	2.80%
State and Local Government	34.40%	35.50%	29.90%
Trade, Transportation and Utilities	17.60%	16.70%	18.00%
Information	0.60%	0.70%	1.00%
Financial Activities	2.90%	2.90%	2.90%
Professional and Business Services	6.60%	8.10%	7.00%
Educational and Health Services	8.20%	7.80%	10.00%
Leisure and Hospitality	8.80%	7.30%	8.80%
Other Services	3.10%	2.70%	3.10%
Mining and Construction	7.50%	7.80%	8.00%
Manufacturing	7.50%	7.10%	8.50%

From 2008, the benchmark year for the above, to now, Pinal County lost an estimated 1300 jobs – mostly in trades, construction, mining and manufacturing. Meanwhile, modest gains occurred in professional services, government, information and leisure/hospitality .

Regional Leadership

Pinal County will provide leadership through proactive involvement in both county-specific and regional issues (including growth, public safety, healthcare, transportation, education, environmental concerns and economic development).

Pinal County continues to provide proactive leadership on regional issues as demonstrated by active roles in Central Arizona Association of Governments and creation of the Sustainable Pinal Citizen Task Force. County employees also provide leadership through roles on committees and task forces dealing with a range of topics from homeland security, parks and open space and transportation to human services, substance abuse prevention and domestic violence prevention.

 In the County Manager's recent 360-degree survey, results show that the County Manager provides regional leadership by:

- 85.7% of respondents indicated the County Manager "always provides vision and direction that encourages innovation for the benefit of the county as a whole."
- 71.4% said the County Manager "always develops and fosters working relationships and cooperative arrangements with community groups and organizations."
- 66.7% said the County Manager "always represents Pinal County as a whole while keeping mindful of other agencies' goals and balancing priorities."

In addition to their full-time careers, many county employees devote thousands of volunteer hours in their communities. This means we're out there and visible in the community, listening to your needs.

Accountability

Pinal County will provide public information available on the county website and through other media sources so its residents will know what services they receive from the county and the value they receive in return for the taxes they pay.

The entire budget is published online with a goal to have the entire annual budget document (excluding tax rate and levy information) completed and posted online by July 1 of each year. This goal was missed slightly due to state budget impacts. The tentative budget and final budget were adopted later than originally planned.

 Goal: By July 1, 93% of the budget document was completed and posted online. The final document was posted to the website on July 21, 2010.

View the budget document at: <http://www.pinalcountyyaz.gov/Departments/BudgetOffice/Pages/Home.aspx>.

As a further demonstration of financial accountability, Pinal County posts its Comprehensive Annual Financial Report (CAFR) on the website as well. (<http://www.pinalcountyyaz.gov/Departments/Finance/Pages/CAFR.aspx>)

For the past seven years in a row, Pinal County has earned the Excellence in Financial Reporting Award from the Government Finance Officers' Association (GFOA) for the budget. For the past 14 years in a row, the CAFR has earned the same award for excellence.

In FY 09/10, Pinal County began several initiatives designed to report performance information to citizens. The Report to Citizens is part of that commitment. The 2010 Citizen Satisfaction Survey was the baseline survey designed to gauge citizen perception of the county. The setting of performance goals is part of the ongoing commitment to accountability.

For the second year in a row, the county's website earned a

Sunny Award from the Sunshine Review Project for transparency in government. Pinal County was only one of 39 government entities nationwide to earn an A or better grade for transparency in government.

 Goal: By 2010, the county's goal is to increase the number of electronic forms available online from 52 to 74. At fiscal year end, we exceeded the online forms goal by adding 15 new e-forms, a more than 28% increase in the number of forms available online.

 By 2010, increase from 27 to 31 the number of online transactions citizens can conduct. The target was missed by one, reflecting an 11.1% increase in the number of online transactions.

Financial Responsibility

Pinal County will endeavor to reduce the primary property tax rate while ensuring continued financial stability.

Economic hardship, plummeting housing values and a state budget crisis conspired to deal a difficult blow to Arizona's counties, which were already struggling. As weeks and months of state budget negotiations wore on, Pinal County was seeing declines in revenues in every category, from sales tax through property tax collections. County leaders and program managers placed emphasis on funding necessary programs and evaluating ongoing service levels.

 Goal: Through 2011, Pinal County seeks to maintain its Standard & Poor's debt rating at A. In 2007, Standard & Poor's upgraded Pinal from A- to A. An upgrade in the debt rating means that when Pinal County issues bonds or debt obligations to fund major projects, it is able to borrow at lower interest rates. An upgrade is seen as a sign of creditworthiness and a low probability of default.

During FY 09/10, the Pinal County Finance and Budget team developed a presentation to Standard & Poor's asking for a rating upgrade. On July 23, 2010 (FY 2010/11), Standard & Poor's upgraded its long term rating for Pinal County to A+ from A on the county's Certificates of Participation. This rating action reflects their view of the county's financial management and maintenance of reserve levels during a time of economic pressure.

Standard & Poor's assigned its AA- rating with a stable outlook to Pinal County's \$11.9 million excise tax revenue bonds, series 2010, and \$19.18 million excise tax refunding bonds, series 2010.

Pinal County is committed to a budget process that provides financial and performance information upon which county leaders can make good business decisions that achieve results.

Financial responsibility is also tied to accountability. Continuing progress in both of these areas will demonstrate to residents and visitors along with businesses that seek to locate here that their government is reliable, responsible and committed to continued improvement.