

# Report to Citizens

FISCAL YEAR 2010-2011

## Performance Management

Since 2007, your Pinal County government has been transforming its operations to reduce the size of the overall budget, deliver services efficiently and effectively serve the people of our region.

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 Plans and then setting goals, establishing measurements and tracking results.

Pinal County Performance Management provides performance information that is easily understood by staff, management and the public. From initial implementation to now, measures that were no longer useful were eliminated and measures that were truly important became the central focus.

Across the entire county, there are quantitative or qualitative result measures that are tracked, reviewed, reported on and assessed on a regular 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. Public health clinics are under construction in Maricopa and San Tan Valley. They are slated to open in 2012.*

## 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. The official US Census data came out in March 2011, Pinal County's population was officially 375,770, up from the 2000 Census of 179,727. 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.

## Strategic Plan

Pinal County's elected officials have agreed on specific issues of countywide importance. Each of the following sections will focus on those priorities and provide examples of some of the measurements and goals. The next phase involves development of Countywide Strategic Planning process that will coincide with the expansion of the board from three members to five with the goal of having a new plan in place by July 2013. This report is intended to highlight the more tangible results affecting the daily lives of people who live, work in or visit Pinal County.

*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. FY 09/10 response time averaged 12.24 minutes and for FY 10/11, response time was down to 11.7 minutes.*

## Transportation

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



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

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 this fiscal year include a joint project with the Town of Queen Creek, Maricopa County DOT and the County to widen and improve Ellsworth Road, application of dust control surfacing to Hidden Valley Road, Storey Road and Suizo Road as well as the installation of traffic signals on Hunt Highway.

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 Actual	FY 10/11 Actual
78.6%	77.7%	82%

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.

FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Actual
41 miles	32.8 miles	22.9 miles

Shorter stretches of road were paved this year and staff was engaged in a test project for dust palliative products. Fifteen miles of dirt road was graded for the purpose of evaluating multiple dust mitigation products for possible future use on dirt roads. State funding sweeps from the Highway User Revenue Fund (HURF) and countywide budget woes contributed to this year's decline in the paving of dirt and gravel roads.

Goal: While faced with reduced federal and state transportation funding, Pinal County remains committed to adding at least 10 miles of paved lanes each year.

FY 08/09 Actual = Added 16.5 miles of paved lanes
FY 09/10 Actual = Added 10 miles of paved lanes
FY 10/11 Actual = Added 0 miles of paved lanes

Six lane miles of projects were planned but funding for one of them was pushed out to the 2014 funding cycle. While added lane miles were not completed this year, there were projects completed that addressed congestion and safety issues such as the signals added along Hunt Highway. Year 2011 revenues were down 37% and cuts at the state, federal and county level affected the Public Works department's priority projects.

## 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%.

FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Actual
60.49%	75.24%	82.09%

Public Health will meet and maintain this goal.

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 Actual	10/11 Actual
Hospitals	0	1	1
Nursing Homes	0	1	1
Outpatient Clinics	3	2	6

- Banner Ironwood Hospital opened on November 1, 2010.
- Florence Hospital at Anthem is under construction and is expected to open in late 2011.
- Oasis Pavilion skilled nursing center opened in August 2010.

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. With the recent opening of urgent care centers and hospitals, access to care has improved greatly.

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

By 2012, Pinal County is aiming for a 7% increase in

FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Actual
25 PCPs	42 PCPs	68 PCPs

primary care physicians (PCP). The 2012 goal was to have 28 primary care physicians in Pinal County. Today there are 68 PCPs, exceeding the original goal.

## 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 09/09 Actual	FY 09/10 Actual	FY 10/11 Actual
13.44 Minutes	12.24 Minutes	11.7 Minutes

Response time has been reduced to 11.7 minutes through a regional realignment of resources and improved technology such as the installation of mobile data centers in patrol vehicles.

Another goal is to achieve accreditation of Pinal County's Adult Detention Facility by the end of 2010. The Pinal County Jail became the second in the United States to receive accreditation through the National Sheriff's Association Jail Accreditation Pilot Program in June 2011. Accreditation is based on meeting 594 specific guidelines designed to ensure safe, secure and pro-actively protected jail facilities.

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 toward 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 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.

FY 08/09 Actual	FY 09/10 Actual	FY 10/11 Actual
100%	100%	100%

## 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. As a result of the economy, site plan submissions slowed significantly, allowing this target to be achieved at 100%.

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 last fiscal year. For FY 10/11, the result was 98.4% reporting timely and responsive service.

## 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. This is a target that was established using 2008 Census Bureau data. More recent data was not available but is anticipated in October 2011. The county remains committed to this goal.

During FY 10/11, Pinal County attracted the interest of solar generation developers, adding approximately 60 megawatts of electricity to the power grid. FritoLay completed its \$129 million Near Net Zero expansion project, including the SunChip line with a 2 megawatt solar power unit.

Plans are underway for a major international commerce center in Casa Grande, consisting of a 1.5 million square foot facility and 3,000 new jobs. The anticipated overall job creation potential for this project is estimated at 7,000.

Central Arizona College has also announced the construction of new, larger satellite campuses as well as additions to the Signal Peak Campus.

Historically, the county's job scene was dominated by mining, government, manufacturing and agriculture. 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	2010/11 Actual
Federal Government	2.80%	3.40%	3.4%
State and Local Government	34.40%	35.50%	35.1%
Trade, Transportation and Utilities	17.60%	16.70%	16.9%
Information	0.60%	0.70%	0.63%
Financial Activities	2.90%	2.90%	2.60%
Professional and Business Services	6.60%	8.10%	9.5%

Educational and Health Services	8.20%	7.80%	9.9%
Leisure and Hospitality	8.80%	7.30%	7.8%
Other Services	3.10%	2.70%	2.5%
Mining and Construction	7.50%	7.80%	5.5%
Manufacturing	7.50%	7.10%	6.0%

## 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 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.

View the budget document at: <http://www.pinalcountyaz.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.pinalcountyaz.gov/Departments/Finance/Pages/CAFR.aspx>)

For the past eight 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, 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 Annual 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 third year in a row, the county's website earned a Sunny Award from the Sunshine Review for transparency in government. The Sunshine Review conducts evaluations of government websites to assess transparency and public access to information. No other county website in the state has earned a score higher than Pinal's.

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 20 new e-forms, exceeding the goal by 30%.

By 2010, increase from 27 to 31 the number of online transactions citizens can conduct. Two new online transactions were added in FY 10/11, just one transaction short of the goal. The team was on target to meet the goal but unforeseen delays pushed the launch into FY 11/12.

## 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.

Early in the budget planning for FY 2011-12, the Board agreed to hold the tax rate steady at \$3.999 per \$100 of assessed valuation and not raise the rate to offset the decline in revenues.

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. This fiscal year, 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.

On June 30, 2011, Fitch affirmed Pinal County's Certificates of Participation at A+ with a stable outlook. "The rating reflects the general credit characteristics of the county, the fact that lease payments from the county to the Municipal Property Corporation are subject to annual appropriation, and the essentiality of the leased assets.," Fitch analysts wrote.

Fitch also issued an implied unlimited tax general obligation (ULTGO) rating of AA-. Fitch comments: "Strong financial management practices underpin the 'AA-' implied ULTGO rating, with conservative budgeting and frequent fiscal monitoring, as well as a willingness to cut spending to offset revenue losses, fostering maintenance of adequate reserves."

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. This rating was affirmed in FY 2010/11.

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.