



P I N A L • C O U N T Y

Wide open opportunity

Pinal County Environmental Health Services

Strategic Business Plan Alignment Maps

August 31, 2008

Environmental Health Services

The mission of the Pinal County Environmental Health Services is to provide environmental protection, consumer food safety, sanitation, mosquito surveillance & control, and public nuisance investigation & abatement services to residents and visitors of Pinal County so they can enjoy healthy communities and a safer environment.



Pinal County Environmental Health Services

Strategic Business Plan Alignment Map 1 of 3

Issue 3 - Technology

The increasing need and desire of the public and other customers for technologically based business processes including e-commerce, 24/7 customer information, and continuity of service, will, if not addressed result in:

- Possible increase in customer dissatisfaction with current business practices
- Inability to respond to customers in a timely manner
- Providing services that are increasingly customer "non-friendly"
- Increase and continuing inefficiencies

Issue 4 – Complaint Response/Resolution

The growing population combined with a higher public demand for expedited Environmental Health complaint response and resolution will, if not addressed result in:

- Less healthy communities
- Greater risks of food borne illness
- Greater possibility of Public lack of confidence in the departments ability to protect public health & the environment
- Possible litigation
- Not responding in a timely manner
- Increased complaint resolution times
- Lack of accountability for the responsible parties out of compliance



ENVIRONMENTAL HEALTH SERVICES DEPARTMENT

STRATEGIC GOAL #1:

Ease of Conducting Business

By 2013, customers will experience a greater ability to conduct e-business within Environmental Health as evidenced by:

- 50% of customers are making payments by electronic means (credit, debit, electronic check)*
- 90% of all documents (fillable and printable) are available online
- 35% of applications are submitted electronically*
- 50 % of complaints are submitted electronically
- 100% increase of people using online educational services by 2010

* These Items will appear in the Business Services Support Activity to be measured as soon as they are implemented. These items require technology and software that the County does not employ yet, but is expected to on the horizon. This is also a Cross-Cutting Issue with I.T.

The purpose of the **Business Services Support Activity** is to provide information, reports, and permits to the public and regulated community so they can obtain permits, reports, and requested information in a timely manner.

Result Measures

2. 10% of complaints will be submitted electronically
3. 75% of all documents (fillable and printable) are available online
4. 50% increase in people using online educational services from previous year

Pinal County Strategic Priorities

Accountability





Pinal County Environmental Health Services

Strategic Business Plan Alignment Map 2 of 3

Issue 2 – Government Relationships

The increasing need to establish, maintain and improve relationships with other County Departments, state agencies, the public, municipalities and other jurisdictions within Pinal County, will, if not addressed, result in

- Higher probability of occurrences of misinformation and miscommunication
- Potential increase in costs for customers & taxpayers
- Increased potential for violations of Environmental Health Rules & Regulations
- Possible increase in dissatisfaction & frustration of customers
- Possible increase in employee stress and decrease in morale

Issue 5 – Specialized Services

The increasing trend of public demand for expanded and specialized services, will, if not addressed, result in

- Increased potential for customer complaints & dissatisfaction
- Cause potential public confidence & credibility to decrease
- Inability to respond to environmental public health issues in a timely manner



ENVIRONMENTAL HEALTH SERVICES DEPARTMENT

STRATEGIC GOAL #2:

Customer Service

By 2013 customers will experience benefit from the establishment of a customer focused, integrated organization and service delivery system that fosters teamwork and collaboration as evidenced:

- 80% of the Arizona Department of Environmental Quality sewer collection system review and approval functions will be delegated to Pinal County excluding incorporated areas
- 75% of customer satisfaction survey responses indicating satisfaction with services provided by the Environmental Health Department
- 98% of permits to Operate issued in 5 business days of payment
- By 2011 Environmental Health will complete a needs assessment to identify any new services desired by the public

The purpose of the **Aquifer Protection Activity** is to provide Permitting and Approval services to The Residents and the Regulated Community so they can obtain the required permits in a timely manner to comply with Applicable Environmental Rules and Regulations.

1. 100% of approval to issue permits within designated timeframes.
2. 20% of the Arizona Department of Environmental Quality sewer collection system review and approval functions will be delegated to Pinal County excluding incorporated areas.

The purpose of the **Business Services Support Activity** is to provide Information, Reports & Permits to the Public & regulated community so they can obtain permits, reports, and requested information in a timely manner.

1. % of permits issued within specified timeframes
 - 98% of Permits to Operate issued within 5 business days of payment
 - 100% of Construction Authorizations issued within 5 business days of Plan Review Approval
 - 100% for Discharge Authorizations issued within 5 days of inspection approval

The purpose of the **Department Director Activity** is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Environmental Health Department.



Pinal County Strategic Priorities

Growth
Accountability
Jobs and Economic Development



Pinal County Environmental Health Services

Strategic Business Plan Alignment Map 3 of 3

Issue 1 – Additional Staff

The increasing demand for additional qualified staff resulting from continued growth in the county will, if not addressed, result in:

- A lessened overall public health effort as existing human resources are called upon to tackle an increasing workload
- Lower quality of service as the work to employee ratio increases
- Increased likelihood of not meeting state delegated responsibilities and statutory mandates
- Decreased timeliness
- Lower staff morale, potential “burnout”, possibility of increased employee turnover
- Potential workflow delays in other departments and customer processes

Issue 2 – Government Relationships

The increasing need to establish, maintain and improve relationships with other County departments, state agencies, the public, municipalities and other jurisdictions within Pinal County will, if not addressed, result in:

- Higher probability of occurrences of misinformation and miscommunication
- Potential increase in costs for customers and taxpayers
- Increased potential for violations of Environmental Health Rules and Regulations
- Possible increase in dissatisfaction and frustration of customers
- Possible increase in employee stress and decrease in morale

Issue 4 – Complaint Response/Resolution

The growing population combined with a higher public demand for expedited Environmental Health complaint response and resolution will, if not addressed, result in:

- Less healthy communities
- Greater risks of food-borne illness
- Greater possibility of public lack of confidence in the department’s ability to protect public health and the environment
- Possible litigation
- Not responding in a timely manner
- Increased complaint resolution times
- Lack of accountability for the responsible parties out of compliance



ENVIRONMENTAL HEALTH SERVICES DEPARTMENT

STRATEGIC GOAL #3:

Compliance

By 2012 the Public will experience a higher rate of compliance & enforcement as evidenced by:

- 90% of valid complaints received will be investigated within 5 business days
- 80% of permitted food establishment with no critical violations noted at the time of routine inspection.
- By 2012 S.O.P’s (Standard Operating Procedures) will be in place for compliance and enforcement. (Although this is a strategy, it is very important to the Department’s success and it was felt that it needed to be stated)



Pinal County Strategic Priorities

Accountability
Healthcare

The purpose of the **Food Protection Activity** is to provide plan review, inspection, education and complaint response services to the regulated facilities and public in Pinal County so they can operate in compliance with the Arizona Food Code Regulations and experience a reduced risk of food-borne illnesses.

Result Measure(s)

1. 74% of food establishment inspections with no critical violations noted at the time of routine inspection

The purpose of the **Enforcement Action Activity** is to provide unresolved environmental health law violation resolution services to the Public so they can experience a safer and healthier environment.

Result Measure(s)

1. 33% of enforcement actions processed.

The purpose of the **Surveillance and Control Activity** is to provide education, assessment surveillance and complaint response services to the people of Pinal County so they can experience a reduced exposure to vector borne diseases.

Result Measure(s)

1. 90% of valid complaints addressed within 5 days

The purpose of the **Recreation, Lodging, and School Activity** is to provide plan review, inspection and education services to owners, operators, and patrons so they can use and operate the establishment in a manner that minimizes exposure to environmental, health and safety hazards.

Result Measure(s)

2. 10% increase in public pools that are in compliance at the time of routine inspection

The Purpose of the **Smokefree Arizona Activity** is to provide Education and Inspection services to business owners, residents & visitors of Pinal County so they can achieve and maintain compliance and enjoy a smoke free environment in Public Places and Places of Employment.

Result Measure(s)

1. 80% of facilities in compliance with the Smokefree AZ Law



Pinal County Environmental Health Services

Cross Cutting Issues

Goal #1 – “Ease of Conducting Business”

Issue Statement #3, Issue Statement #4

Cross Cutting with: IT

Need: There is a need to update how business is done with regards to information exchange and electronic forms of payment.

Goal #3- “Enforcement”

Issue Statement #1, Issue Statement #2, Issue Statement 4

Cross Cutting with: County Attorney’s Office

Need: There is much expertise needed in the legal arena for successful and efficient processing of enforcement actions