

Pinal County - Managing For Results

Annual Report

FY 2009-2010

ENVIRONMENTAL HEALTH SERVICES

Administrative Support

Business Services Support

KR % increase of users completing the online Food Handler's certification course from previous year

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
50.00%	180.00%	50.00%	162.86%	100.00%	375.86%	100.00%	137.46%	151.00%	151.16%	151.00%

This result is reported as a 12 month rolling average. For FY 09-10 the number of users completing the online food handler's training and certification has far exceeded our original target of 50%. While we are not sure exactly why this strictly voluntary online training and certification service is so popular, the current explanation for the better than expected results is that having a food handlers certificate confers an advantage to those seeking employment in the food industry, especially in the current down economy. The fact that the training can be done at one's leisure at a computer may be a contributing factor to current success of this service. We will continue to provide this online educational service as long as the numbers indicate there is a continuing demand for online food handler training and certification. The CYEE was increased to reflect the actual year end percentage.

KR % of Permits to Operate issued within 5 business days of payment

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
98.00%	100.00%	98.00%	100.00%	98.00%	100.00%	98.00%	100.00%	100.00%	100.00%	100.00%

Looking at the numbers for the past twelve months, it is evident that we are doing an excellent job of getting the requisite permits to operate to the establishment operators in a timely manner. We attribute our success to the in place SOPs we have developed to efficiently handle permit issuance. We will continue with the current procedures while examining possible ways to become even more efficient in the area of permit issuance.

KR % of all documents (fillable & printable) are available online

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
75.00%	68.18%	75.00%	69.92%	75.00%	71.11%	75.00%	71.11%	71.11%	70.09%	71.11%

Looking back over the past twelve months we see that we were able to achieve modest gains in the number of documents made available online. We fell short of our target, but not by much. We intend to continue to update current forms and develop new forms that can be placed on our website over the course of the next several months which will allow us to surpass this year's target and shoot for an even more ambitious goal next year. The CYEE was lowered to reflect the actual numbers.

KR % of complaints submitted electronically

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
10.00%	0.44%	10.00%	11.45%	10.00%	6.54%	10.00%	13.44%	7.84%	7.84%	7.84%

Use of the online complaint submittal option started about eight months ago. Over the course of those eight months we have actually exceeded the CYEE 10%. However, for fiscal year we do not meet our CYEE because 1) we hadn't defined what an electronic complaint submittal was and; 2) we didn't properly capture data from other e-submittal options such as email during the July through November period. Next fiscal year will provide a more accurate reflection of this measure as we have defined electronic submittal and how to capture that data. Also, we will have twelve months of data to analyse and report. We will continue to promote our website as a means to conveniently submit complaints.

KR % of Construction Authorizations issued within 5 business days of design approval

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

We have been able to meet our target of 100% CA issuance within 5 days of design approval over the last fiscal year. Effective procedures and a well trained staff have allowed this success. We will continue to focus on staff training and periodically review our procedures to ensure they are efficient for current and future workloads.

ENVIRONMENTAL HEALTH SERVICES

Administrative Support

Business Services Support

KR %of Discharge Authorizations issued within 5 days of inspection approval

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

We have been able to meet our target of 100% DA issuance within 5 days of design approval over the last fiscal year. Effective procedures and a well trained staff have allowed this success. We will continue to focus on staff training and periodically review our procedures to ensure they are efficient for current and future workloads.

Aquifer Protection

Aquifer Protection

KR % of approval to issue permits within designated timeframes

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

For FY 09-10, all onsite wastewater treatment facility permits were issued within the designated timeframes. This success has been possible because of an efficient operation, a well-trained staff, and economic factors that have resulted in a decreased workload due to the smaller than normal number of submittals. We will continue to review our operations to identify potential areas for improvement so that high levels of efficiency are maintained under any given workload scenario.

KR % of the Arizona Department of Environmental Quality sewer collection system review and approval functions will be delegated to Pinal County excluding incorporated areas

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

The delegation authority for the performance of this activity/service was returned to ADEQ in January of 2009. Consequently, this key result has been 0% since that time and currently has no real meaning.

Enforcement

Enforcement

KR % of Superior Court compliance actions resolved

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	0.00%	100.00%	0.00%	100.00%	50.00%	100.00%	0.00%	100.00%	50.00%	100.00%

During FY 09-10, there were two actions requiring Superior Court resolution. In both cases, those actions were resolved by the Court allowing us to achieve our stated target. Much as we have in the past, we will continue to work closely with our legal counsel on these cross-cutting issues to ensure that future Superior Court actions involving environmental health compliance and enforcement matters are also processed and resolved in a timely manner.

Public Nuisance Control

KR % of Public Nuisance complaints investigated within 5 business days

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
95.00%	85.94%	95.00%	84.73%	85.00%	95.39%	85.00%	92.89%	89.49%	89.49%	89.49%

For FY 09-10, 90% of of the nuisance complaints received by the department were investigated within the specified timeframe. A revised system of complaint assignment and tracking along with a renewed emphasis on the importance of complaint response and resolution with respect to creating and maintaining healthy communities is seen as a major factor in this year

ENVIRONMENTAL HEALTH SERVICES

Environmental Health and Food Protection

Food Protection

KR % of food establishment inspections with no critical violations at time of routine inspection

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
80.00%	75.51%	80.00%	70.80%	75.00%	81.50%	75.00%	77.26%	76.25%	76.25%	76.25%

We met our annual target for Fiscal Year 09-10. While this measure provides a window through which to glimpse the overall likelihood of becoming ill from eating out in Pinal County, it is a result that we cannot directly control. We can, however, indirectly influence the critical violation outcomes through strategies and interventions such as consultations/collaborations, meaningful interaction and communication with food establishment operators and employees, the use of short and long term corrective action plans and the like. All of these promote the concept of active managerial control on the part of establishment operators. Ultimately we play the role of change agent in a continuing effort to effect positive behavioral change among food establishment operators and employees with respect to food handling practices and procedures, including employee hygienic practices, with the overarching goal of reducing food-borne illness in Pinal County food establishments. We will continue to act as change agents within our food establishments, promoting active managerial control, with the goal of seeing more establishments with fewer identified critical items in the coming year.

Recreation, Lodging, and School Activity

KR % of public pools/semi-public pools and spas that are in compliance with ADHS rules and regulations at the time of routine inspection

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
90.00%	28.08%	40.00%	36.31%	40.00%	44.73%	40.00%	53.87%	41.00%	40.84%	41.00%

The pool program has been a neglected program for some time. This may explain the less than stellar results. On the bright side, we were able to devote more resources to this program this past year than we have in the past and as a result we saw steadily improving compliance as the year progressed. Continuing education of pool operators during inspection, workshops like the Annual Pool Clinic, and performing more pool inspections are strategies to gain additional compliance. At this time, we have limited resources to devote to this program, but will use what we have as efficiently and effectively as we can to improve health and safety considerations at these facilities. With increased inspections and an emphasis on educating operators at the time of inspection, we hope to continue to improve our swimming pool compliance rates in the coming year.

Smokefree Arizona

KR % of facilities in compliance with the Smokefree AZ Law

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
80.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

All the facilities that received a smokefree verification inspection during Fiscal Year 09-10 were found to be in compliance. Factors contributing to this success include the fact that the Smoke-Free Arizona Act has been in effect since May of 2008 and that a Smoke-Free verification is performed along with every routine inspection. Education of establishment operators and the public generally has resulted in high levels of compliance. Smokers now use the outdoor patios creating a healthier indoor environment for everyone. We expect future compliance to remain at the levels seen this past year. We will continue to provide Smoke-Free verification and education services as part of the routine inspection process to help ensure continued compliance in the coming year.

Vector Program

Surveillance and Control

KR % of valid complaints addressed within 5 business days

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
90.00%	79.91%	75.00%	68.42%	75.00%	98.04%	75.00%	93.25%	85.62%	85.62%	85.62%

Upon analysis of the past fiscal year data, it is determined that there were reporting discrepancies that may have skewed this result. In the future, we plan to only report those complaints that require an onsite inspection and/or investigation. We have developed a process whereby complaints are separated into distinct categories. Under the current scheme we met our annual target for the past fiscal year. The revised process will allow us to do the same for the coming year.

ENVIRONMENTAL HEALTH SERVICES

Administrative

Department Director

KR % of applicable Key Results achieved

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	62.75%	70.00%	66.00%	85.00%	82.69%	85.00%	77.55%	72.28%	72.28%	72.28%

For Fiscal Year 09-10, the percentage of applicable key results achieved fell short of the annual target despite acceptable performance in many measurement areas. Complicating the final percentage result is the fact that not all measurements were created equal. In some instances, measurements were tracked and reported on a monthly basis. In other cases, the measures were tracked annually and only reported once. This resulted in some degree of variability with respect to the monthly reporting of applicable results achieved over the course of the year where, through May, we had experienced continual, incremental improvement with respect to this measure. However, failure to achieve satisfactory results for some of those one time end of the year measures coupled with the fact we stumbled on a couple of the monthly measures for June that had previously been on target reversed the positive trend and brought the final result percentage down somewhat. Nevertheless, in many measurement areas directly affecting our customers we consistently met or exceeded targets throughout the year. These include issuing permits and other approval documents in a timely manner, promoting active managerial control in our food establishments, establishing and maintaining healthy public environments through compliance with Smoke-Free Arizona requirements, making available online educational services, timely nuisance complaint response and investigation efforts, and providing online documents and forms. In other areas, though, we struggled. Swimming pool compliance is one excellent example of a performance measure where we established a target that was totally unrealistic. Despite the overly ambitious target, we still managed to see significant improvements in swimming pool compliance as a result of an expanded inspection program that increased the frequency of inspections and emphasized on-site education of pool operators during inspection. Other areas where we didn't meet targets include vehicle management and record management. These are examples of measures where falling short of targets resulted in a more thorough examination of the "why" which, in turn, led to the development of strategies and interventions to promote improvement in these areas. In the coming year we will continue to examine, analyze and refine all performance measures to ensure that we have developed appropriate measures with realistic targets that produce meaningful, understandable results for our customers.

KR % of surveyed customers who say they are satisfied or very satisfied with the services provided by the department

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
75.00%	98.75%	75.00%	99.46%	75.00%	99.48%	75.00%	99.34%	99.27%	99.27%	99.27%

We have exceeded the target every month for this fiscal year. We attribute the high level of customer satisfaction with our services to a responsive, knowledgeable and well-trained staff. We will continue to reinforce the importance of excellent customer service to our employees at scheduled staff meetings and in other job settings and circumstances. We will continue to explore new ways to receive meaningful feedback on our services in the coming year. The CYEE has been changed to reflect the actual year end number.

Financial Services

KR % of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
90.00%	85.71%	90.00%	100.00%	90.00%	100.00%	90.00%	100.00%	96.00%	96.00%	96.00%

The relatively small number of payment authorizations that we were required to enter into the system over the past twelve months probably accounts in large part for our success in meeting the annual target. Given a down economy, tight budgets, and dwindling resources, we anticipate the future demand for payment authorizations will be similar to this year's demand. We further anticipate that future payment authorization demands will be processed and entered into the system at rates that will consistently meet or exceed the target for this measure. The CYEE has been changed to reflect actual year end numbers.

Human Resources

KR % of all annual employee appraisals will be submitted to Human Resources by the end of January due date.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
98.00%	0.00%	98.00%	0.00%	98.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

This was originally an annual target that was reported in January. At that time we slightly exceeded the target. The county is now in the process of moving to a new performance management system that will follow the fiscal year rather than a calendar year. EHS was one of the departments that participated in a "dry run" of the new performance management and review system. As a key supervisor retired at the start of the six-month compressed performance cycle, a number of staff were not able to fully benefit from the test drive of the new system. It was a good learning experience, though, and will help as we implement the new performance management system in July, beginning with the development of employee performance plans.

ENVIRONMENTAL HEALTH SERVICES

Administrative

Records Management

KR % of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	100.00%	80.70%	92.00%	54.12%	92.00%

After attending a recent training sponsored by the Arizona State Library, Archives and Public Records, we now recognize that we have 25 record series needing management. We also have been able to determine that we are managing 23 of the 25 record series in compliance with legal and policy requirements. This has been possible as a result of attending proper training and SOP development and implementation. We will continue to examine our policies and procedures with respect to records management to ensure that in the future all records are managed in compliance with requirements. The CYEE is changed to reflect the actual year end number.

Training

KR % of training dollars spent that directly align to County or Department strategic goals.

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
85.00%	0.00%	85.00%	0.00%	85.00%	0.00%	85.00%	100.00%	100.00%	100.00%	100.00%

Over the course of the past fiscal year, several employees had the privilege and good fortune to be able to attend various trainings. These trainings were specific to environmental health program areas including food safety and protection, on-site wastewater treatment, terrorism and all hazards preparation, vector control and zoonotic disease, and business office practices. All training dollars spent on these conferences are seen as directly relating to EHS strategic goals. We continue to seek out conferences, workshops and seminars that offer quality educational and technical training at reasonable cost in those areas that directly align with our strategic goals.

Vehicle Management

KR % of department vehicles operated more than 10,000 miles per year

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate						
95.00%	0.00%	95.00%	0.00%	95.00%	0.00%	95.00%	54.55%	54.55%	54.55%	54.55%

Environmental Health has a fleet of 14 vehicles. Of these, one vehicle is designated as a "campus vehicle" and therefore exempt from the 10,000 miles per year measure per the MFR criteria for this measure. A second vehicle that likely would have achieved the 10,000 mile goal broke down around the end of January, was not worth fixing, and was traded in for a replacement vehicle. The replacement vehicle was only driven for five months. Due to this circumstance, this vehicle is not included in the measure count. A third vehicle that likely would have achieved the 10,000 mile target incurred major damage in April and has been out of service every since. Again, due to fact that this third vehicle was only operated for a portion of the year, it also is not included in the annual measure. Of the remaining 11 vehicles eligible to be counted in this annual measure, six were operated in excess of 10,000 miles and met the annual target. Two of the remaining five vehicles not meeting the target are operated by field staff in the on-site wastewater program. Given the our economy, septic tank system installations are at an all time low. As a result, the demand for constructions inspections and other field work associated with the installation of septic tank systems is also minimal thereby greatly reducing the need to drive these vehicles in the field. Another of the five vehicles not meeting the target is operated by a member of the food program whose inspection district is comprised of the Florence/San Tan Valley area. The opportunity to put 10,000 miles on the vehicle is negated by fact that most of this individual's inspection work is located close to Florence.

In order to meet the 10,000 mile per vehicle per year target in the future, we plan to monitor the milage of each vehicle more closely to identify which vehicles are getting the most milage and reassigning those vehicles to operators of vehicles with less milage in an effort to ensure that we maximize the number of vehicles reaching the 10,000 miles per year target. The CYEE has been changed to reflect the actual year end number.

KR % of department vehicles with preventative maintenance performed as scheduled

	Q1		Q2		Q3		Q4		FY10 YTD	
FY10 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate
95.00%	100.00%	95.00%	100.00%	95.00%	100.00%	100.00%	50.00%	88.24%	88.24%	88.24%

For the year, scheduled preventative maintenance was not performed on three of our vehicles. In the first case the staff failed to take the vehicle in for preventative maintenance after notification to do so. In the second and third cases the vehicles had very low mileage and the scheduled maintenance was missed by a few hundred miles in both cases. In the coming fiscal year, supervisors will monitor staff vehicles requiring maintenance more closely. The CYEE was changed to reflect the actual annual percentage.