

# Pinal County Performance Management

## Annual Report

### FY 2011-2012

#### OFFICE OF STRATEGIC PLANNING

R  
SBP % of Countywide Strategic Priority performance measures showing performance improvement annually

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100.00%	0.00%	100.00%	0.00%	26.60%	0.00%	26.60%	73.33%	73.33%

This measure is intended to give a "snapshot" view of performance improvement towards our organizational long-term goals.

Ideally, the organization should see incremental performance gains towards the long-term target. For this FY, 73.33% of the measures achieved the stated target or showed performance improvement towards the target.

Please Note: In conjunction with the expansion of the Board of Supervisors from three to five members, Pinal County will begin the development of a new 5 year Strategic Business Plan in January of 2013. It is anticipated that this new plan will go into effect beginning in FY 13/14 (July 1, 2013).

Pinal County will continue to collect and report performance data for the existing FY 11/12 Countywide Strategic business Plan until the new strategic business plan is developed.

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SBP % of departmental budgets that include Department Strategic Goals(and/or Annual Performance Measures), targets for those Goals(and/or Performance Measures) and an explanation of how the Proposed Budget impacts the Goal and/or Performance measure achi

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	0.00%	50.00%	0.00%	50.00%	0.00%	25.00%	18.00%	18.00%

This measure is similar in nature to a measure within the County Manager SBP (% of County Offices/submitting budgets that tie funding to performance).

The PCPM program provides a tool for departments to include performance information as part of the budget process. While performance information is not a requirement of the budget process, departments can and should include it as an integral part of the decision making process.

This result highlights a significant challenge often seen in the implementation of a performance management program; graduating from collecting and reporting performance data, to effectively using performance data, especially in the decision making processes.

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SBP % of Elected Office and Department Strategic Business Plans which have a related "family" of measures

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	6.67%	6.67%	0.00%	6.67%	0.00%	6.67%	0.00%	6.67%

In order to provide a clear picture of performance, it is often necessary to analyze several related performance measures.

For this measurement we analyzed current FY11/12 SBP's to see how many SBP's contained a "related" family of measures. (we considered a related family as having 3 of the 5 measure types related). We counted departments with no SBP as having no related measures.

Only 3 departments had a related family of measures in their Strategic Business Plan of the 45 departments we analyzed.

While most departments continued to measure results and/or outcomes it appears that most are not tracking related measures within the PCPM program.

As we continue to review and refine our new program, I anticipate that departments will begin to add related measures which help in providing a clearer picture of measure performance.

On a positive note, 13 of 45 departments had at least (2) related measures within their SBP.

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SBP % of Elected Offices and Departments completing an annual Performance Measure self-assessment

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100.00%	0.00%	100.00%	0.00%	50.00%	0.00%	50.00%	45.45%	45.45%

# OFFICE OF STRATEGIC PLANNING

In our PCPM Online survey at the end of FY11/12 we asked Departments if they had used the Performance Measure Self Assessment. 10 of the 22 Department responding to the survey indicated that they had used this tool during the past fiscal year.

The self assessment tool was developed to assist departments in applying internal systems and controls to help ensure the accuracy and reliability of reported performance data. The assessment was part of the two pronged approach to delivering accurate and reliable data. (In conjunction with Internal Audit checks of data.)

The Strategic Planning and Performance Management policy places accountability for collecting and reporting data accuracy with the elected official/department director .

As part of an analysis of the PCPM program, we will explore strategies to improve on the use of this tool.

**R SBP % of Elected Offices and Departments with a current Fiscal Year Strategic Business Plan posted on the County website**

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100.00%	82.22%	84.09%	0.00%	82.22%	0.00%	82.22%	0.00%	82.22%

As of July 31st, 2011 there were 37 of 45 Departments which had a current FY 11/12 Strategic Business Plan (SBP) posted on the County website. Of the eight that did not, 7 were elected offices, and one was an appointed department.

As of September 30, the number of SBP's posted had increased to 41.

In the PCPM program, the development and posting of departmental SBP's is important for two reasons.

1) The SBP development process requires departments to think critically about what results are important to their customers, both now and into the future.

This proactive process assists departmentants in overcoming obstacles and providing measureable result to Pinal County residents.

2) An emphasis is placed on posting SBP's to the County website to provide citizens a transparent look at what results they can expect given the taxes they pay.

In addition to the SBP being posted on the website, annual performance results are also posted at the end of the fiscal year.

**R SBP % of overall performance measures which have been validated by the Internal Auditor (Annually)**

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
25.00%	0.00%	25.00%	0.00%	4.40%	0.00%	4.40%	1.11%	1.11%

The number of measures reviewed by the Internal Auditor was significantly less than what was expected at the beginning of the fiscal year. After evaluation this appears to be attributable to several factors:

- 1) Implementation issues, as this was a new requirement for the internal audit process
- 2) Audits that were performed within departments that were not participating in the PCPM program (ie County Attorney).
- 3) Audits being performed on only a portion of a departments operations. As an example, the Facilities Department only focused on the Custodial portion of the business and was only related to one performance measure.

As part of an analysis of the PCPM program, we will explore strategies to improve on the use of this tool.

**O SBP # of performance measures reviewed quarterly**

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100	0	100	361	361	361	1,444	361	1,083

Due to the reduction of overall performance measures, it is now possible to review all departmental performance measures on a quarterly basis.

The review includes:

- 1) Early review (before the PCPM system closes) for data and analysis accuracy. Feedback is provided to the department director(s) as applicable.
- 2) A more thorough review of the data and analysis to provide comments to senior management and the department directors as applicable.

**O SBP # of strategic planning and performance measurement workshops/education/consultation/facilitation sessions given**

FY12 Target	Q1		Q2		Q3		Q4	FY12 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
48	4	48	2	24	17	29	1	24

## OFFICE OF STRATEGIC PLANNING

For the last quarter, there was only one departmental consultation requested/given. The great majority of sessions that were provided for the year were related to the development of Strategic Business Plans and occurred between December and March. (22 of 24)

If there are no other major changes to the PCPM program, the timing of these requests would be expected to continue.

We will continue to look for opportunities for outreach with departments to increase the knowledge and use of the PCPM program.

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Board of Supervisors Performance Management policy adopted by June 30, 2012

	Q1		Q2		Q3		Q4	FY12 YTD
FY12 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
	OT		OT		OT		OT	OT

The Board of Supervisors approved the Strategic Planning and Performance Measurement policy at their November 29th meeting. The policy # is 1.95.