

Pinal County Performance Management

Annual Report

FY 2012-2013

OFFICE OF STRATEGIC PLANNING

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

FY13 Target	Q1		Q2		Q3		Q4	FY13 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100.00%	0.00%	0.00%	0.00%	53.00%	0.00%	46.00%	38.46%	38.46%

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

It should be noted that we are currently measuring performance for the Strategic Business Plan developed for FY 11/12. Some of the measures have achieved their stated target, but may not have had a yearly improvement.

Per Board of Supervisor direction, we will continue to measure and report on these performance measures until a new Countywide Strategic Business Plan is completed.

A new Board of Supervisors was seated in January 2013. Given this transition the decision was made to postpone Strategic Plan Development discussions until after the FY13/14 budget process was complete.

We met with the Board of Supervisors in mid July and their guidance was, 1) Yes, we want to develop an updated Countywide Strategic Business Plan 2) We would like to wait until the new County Manager is on Board and 3) We want to continue to track and report on the performance measures in the FY 11/12 Countywide Strategic Business Plan until the new plan is in place.

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SBP % of Department level Strategic Goals which have an aligned (related) performance measure(s)

FY13 Target	Q1		Q2		Q3		Q4	FY13 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
75.00%	75.00%	75.00%	0.00%	75.00%	0.00%	75.00%	0.00%	75.00%

Of the 192 Department Strategic Goals, there were 144 which had an aligned performance measure. This was a 9% increase over FY11/12. (157 of 238).

The overall number (Countywide) of performance measures was reduced by 12.4%. It appears that departments focused on removing measures which were less important and focused on those that would continue to drive success of long term goals.

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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

FY13 Target	Q1		Q2		Q3		Q4	FY13 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	0.00%	50.00%	0.00%	50.00%	0.00%	50.00%	12.24%	12.24%

This measure is similar in nature to a measure within the County Manager SBP (% of County Offices/submitted 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

FY13 Target	Q1		Q2		Q3		Q4	FY13 YTD
	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
30.00%	17.95%	17.95%	0.00%	17.95%	0.00%	17.95%	0.00%	17.95%

There were only 7 of 39 submitted Strategic Business Plans which had a related family of measures. A related family of measures assists departments in capturing and reporting a fuller picture of performance. (as an example: a result of 100% may appear to indicate delivering effective service, but if the # of units produced (output) was only two for the entire year then the 100% result doesn't reflect the complete performance picture)

Although this result fell short of the 30% target, it was an increase of 11% from last Fiscal Year.

OFFICE OF STRATEGIC PLANNING

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

	Q1		Q2		Q3		Q4	FY13 YTD
FY13 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
50.00%	0.00%	50.00%	0.00%	50.00%	0.00%	50.00%	36.36%	36.36%

Based on the survey results from our annual PCPM Online survey, 4 of the 11 departments responding to the survey indicated that they had used this tool during FY12/13.

The PCPM program has been developed to place accountability for the accuracy of performance information with the elected official/department director. The self-assessment tool is one way that departments can ensure the reporting of accurate data.

We will continue to look for strategies to increase the use of this tool. Additionally, we will continue to work to see performance information reviewed as part of regularly scheduled internal audits.

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

	Q1		Q2		Q3		Q4	FY13 YTD
FY13 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
100.00%	69.81%	69.81%	0.00%	69.81%	0.00%	69.81%	43.40%	56.60%

We had only 23 of 53 department/elected office Strategic Business Plans posted to the website by July 1st. (We did capture 6 additional after July 1st)

This is down over 37% from last fiscal year. The largest part of this decline can be attributed to 1) changes to department leadership leading to departments making significant changes to their SBP, and 2) several elected offices choosing not to participate in the PCPM program (thus not producing a Strategic Business Plan).

We anticipate receiving 4 additional Strategic Business Plans from Departments currently working on updates.

We have 20 elected offices/departments not participating in the PCPM program.

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

	Q1		Q2		Q3		Q4	FY13 YTD
FY13 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
25.00%	0.00%	25.00%	0.00%	5.60%	0.00%	5.60%	0.00%	0.00%

In FY 12/13, there were 6 audits scheduled, per the Internal Audit website. (This does not include follow-up audits). In reviewing the 6 audits, there were no performance measures audited as part of these audits.

Departments have available a "self-assessment" process to internally ensure accuracy of reported performance data. Absent any verification during an Internal Audit process, we do not have any outside review of reported performance data and/or proper policies and procedures of collecting and reporting data.

O SBP # of performance measures reviewed quarterly

	Q1		Q2		Q3		Q4	FY13 YTD
FY13 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
360	360	360	326	326	326	326	686	1,698

There are 326 performance measures in FY12/13 Strategic Business Plans. On a quarterly basis, this office reviews the measures in two ways:

- 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.

In the first quarter, there were 360 performance measures reviewed which reflects the measures in the FY11/12 Annual Report.

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

	Q1		Q2		Q3		Q4	FY13 YTD
FY13 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
36	1	36	3	22	8	16	1	13

OFFICE OF STRATEGIC PLANNING

This output was lower than anticipated due to lower attendance for the workshops offered in conjunction with SBP review and development. Outreach has been ongoing with changes to elected officials, department directors and to departments that are considering or going through re-organization.

It is unclear at this time how this measurement will be affected by the re-assignment of job duties of the Managing for Results Administrator.

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SBP Board of Supervisors Countywide Strategic Plan adopted by June 30, 2013

	Q1		Q2		Q3		Q4	FY13 YTD
FY13 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
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A new Board of Supervisors was seated in January 2013. Given this transition the decision was made to postpone Strategic Plan Development discussions until after the FY13/14 budget process was complete.

We met with the Board of Supervisors in mid July and their guidance was, 1) Yes, we want to develop an updated Countywide Strategic Business Plan 2) We would like to wait until the new County Manager is on Board and 3) We want to continue to track and report on the performance measures in the FY 11/12 Countywide Strategic Business Plan until the new plan is in place.

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SBP \$ of non personal services budget expended per FTE

	Q1		Q2		Q3		Q4	FY13 YTD
FY13 Target	Actual	YE Estimate	Actual	YE Estimate	Actual	YE Estimate	Actual	Actual
\$1,000.00	\$0.00	\$1,000.00	\$0.00	\$1,000.00	\$0.00		\$539.00	\$539.00

The department continued to control expenditures on supplies and other non-personal services. This figures is approximately \$400 less than in FY 11/12.

Please note, there was only one FTE in this department for FY12/13 and the data used in this reporting is for 11 months of the fiscal year. End of year financial reports were not yet available at the time of report preparation.