

Report to Citizens

DECEMBER 2009

Managing for Results

Your Pinal County government is in the process of transformation. This process began in 2007 with a renewed focus on serving you, the citizens of Pinal County effectively and efficiently. County leaders recognized in 2007 that the challenges of the future, including intense growth pressures, would not be met with the present structure of government. They also recognized that something as simple as the construction of a building involves many departments – from addressing and building safety to the Assessor and Recorder.

We exist to provide people with the needed public services as stipulated by state law. From public health to public works, we take pride in our work to give the people of Pinal County the best service possible.

Pinal County is implementing Managing for Results to assess current levels of service delivery and embark on a path of continuous improvement. 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!

Managing for Results begins with the establishment of Countywide Strategic Priorities, agreed upon by all of the county's elected officials. The next step was identifying goals, establishing measurements and tracking the results.

A key goal was to boost the immunization rate for Pinal County youth. The national goal is to have 80% of children fully immunized by 24 months of age. Pinal County's rate jumped from 43% to 58% in just one year.

Across the entire county, there will be more than 3,000 quantitative or qualitative result measures that are tracked, reviewed, reported on and assessed on a monthly, quarterly and annual basis. At the time this first annual Report to Citizens was being written, there were more than 2,545 measures in place because some departments are still in the implementation phase.

This report will help you see how Managing for Results is being implemented in Pinal County by specifically highlighting measures that tie back to the county's overall strategic priorities.

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. There is the lush San Pedro River corridor in eastern Pinal County with its rich mining history. There are the acres of pecan and cotton growing land in central Pinal County. Four Native American tribes count Pinal County as part of their homeland. There are new, young, vibrant communities in the San Tan Valley – and age-restricted retirement communities as well. Let's not forget cattle ranching, citrus growing and manufacturing.

Pinal County is also 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.

The Sheriff's Office reduced response time for Priority 1 emergency calls from 15 minutes down to 13.44 minutes.

From 2000 to today, Pinal County's population has more than doubled. 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 Priorities

Pinal County's elected officials have agreed on specific issues of countywide importance. Each of the following sections will talk about those priorities and provide examples of some of the measurements and goals. For each goal there may be hundreds of measures and results. This report is intended to highlight the more tangible results affecting the daily lives of people in Pinal County.



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Wide open opportunity

Strategic Priorities

continued from page 1

We would ask you to note a few points as you review the text. Several measures were established during the initial implementation phase that will be modified in the future. This may be the result of unreliable comparative data, data that is no longer available or, perhaps the staff and leadership has found a different data source or measurement to be more reliable and accurate. It may not be possible to align these new measures with historical data. For several measures, the baseline data was being gathered for the first time. In these instances, you may see "Not Measured" or "Not Determined." Again, this is the first Report to Citizens and it should be expected that some measures will be modified or refined in the future.

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. This is a priority for which baseline data and specific measurements are still being developed.

The Board of Supervisors adopted the Comprehensive Plan in November 2009. The Comprehensive Plan is the result of an extensive public process that began in 2007 with a series of citizen workshops and events. By the time it came to the Board of Supervisors for approval, more than 2,000 people participated in the public events or committees that shaped the plan.

Early in the planning process, considerable public and stakeholder discussion occurred that resulted in the drafting of seven key values, which collectively became known as the Pinal Vision. The key values are shown in the blue box on page 3.



Now that the Comprehensive Plan is complete, it will be used as a tool to help implement the county's vision and expectations for quality, living-wage jobs, development of an efficient transportation system that offers mobility options and preserving and protecting open spaces and the rural lifestyle in Pinal County.

These are the values that define the Pinal Vision:

- Sense of Community,
- Mobility and Connectivity,
- Economic Sustainability,
- Open Space and Places,
- Environmental Stewardship,
- Healthy, Happy Residents and
- Quality Educational Opportunities.

Other Managing for Results goals that relate to growth are specifically tied to tasks and functions that occur within specific departments or across multiple departments. Here is an example:

Goal: By 2010, 90% of site plan reviews will be approved within 90 days. This is a priority with several measurements for which baseline data is currently being gathered.

Results from within specific departments that handle portions of the residential and commercial site plan reviews are trending positively. For example:

- Planning & Development has successfully delivered 75.6% of site plan reviews to the applicant within the time frame guideline.
- Building Safety has completed 100% of residential plan reviews within 20 days of submittal.
- Public Works has completed 98.2% of first and second site plan reviews within 30 days or less of receipt in Public Works.

Public Safety

Pinal County will foster safe neighborhoods and communities and will provide residents and court users with effective and timely court services.

While safety may be a difficult thing to measure, crime rates are not. That said, there are many different ways to categorize crime rates. For example, 'rape' may be a category used in one jurisdiction but another may more broadly categorize such activity as 'sex crimes.' To help determine where Pinal County ranks and what we hope to achieve, the Pinal County Sheriff's Office chose to compare the crime rate against national data compiled by the Federal Bureau of Investigation (FBI) in a report called the Uniform Crime Report.

This is a measure that will be changing in the future to better reflect the crime rates for comparable counties. The Sheriff's office believes that a comparable counties measure would be a

better measure to spot trends or track and report progress.

Initial measure: The goal by the end of 2010 is to have Pinal County's overall crime rate be less than or equal to the national average crime rate as published by the FBI Uniform Crime Report.

Goal: By the end of 2010, the violent crime rate should be at or below the national average of as reported by the FBI Uniform Crime Reports.

Violent Crime	Target	FY 08/09 Actual	FY 09/10 Target
Homicide	1%	1%	1%
Rape	6%	4%	6%
Robbery	32%	4%	32%
Assault	60%	91%	60%

Goal: By the end of 2010, the overall property crime rate should be at or below the national average of as reported by the FBI Uniform Crime Reports.

Property Crime	Target	FY 08/09 Actual	FY 09/10 Target
Burglary	17%	17%	17%
Larceny/Theft	67%	66%	67%
Vehicle Theft	15%	17%	15%

Pinal County is working to achieve this goal.

Response time to Priority 1 emergency calls is another 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.



As of the date of this report, the response time has been reduced to 12.5 minutes through a regional realignment of resources and improved technology such as the installation of mobile data terminals (computers) in patrol vehicles.

Goal: To achieve accreditation of Pinal County's Adult Detention Facility by the end of 2010. Related goals include achieving a reduction in inmate suicides. There were four suicides in 2007/08. The goal is to have no inmate suicides.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
100% Reduction(0)	75% Reduccion(1)	100% Reduction(0)

There was one suicide during 2008/09. Policies are in place and efforts are being structured towards the goal of achieving jail standards that include inmate suicide prevention as adopted by the National Sheriffs' Association. We expect to maintain this priority measure for 2010.

Goal: A second goal was established for juvenile offenders who are remanded to the adult detention facility. Pinal County sought to maintain compliance with state mandates to ensure that 100% of remanded juveniles in the adult detention facility receive required educational services. This goal is intended to reduce the rate of repeat offenders by providing an education and a way to avoid a life of crime. 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 as a 2010 target.

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

Because funding for vital services continues to be a challenge, Pinal County seeks to make the best use of its jail capacity by making unused capacity available under contract with federal law enforcement partners. The goal is for a five percent increase in the correctional costs recovered from non-County funding sources such as Immigration and Customs Enforcement (ICE).

Goal: A 5% increase (from 43% to 49%) of correctional costs recovered from non-County (ICE) funding.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
5% Increase	6% Increase	5% Increase

The county achieved this goal during the 2008/09 fiscal and will maintain it for next fiscal year.

As mentioned in the introduction, some measures that were selected for the initial plan were later determined to require some revisions. One such measure dealt with the Superior Court in Pinal County. The goal sought to increase by 10% the clearance rate in non-capital criminal cases within 180 days. Cases may be delayed due to discovery issues, pre-hearing requests, motions on evidence and other factors that can influence the processing of a case. These are factors outside the control of the courts and because speed is not always the best measure of effectiveness, this measure is being eliminated.

The Judicial Branch of government in Pinal County, which is an independent and co-equal branch of government, shall review policies and procedures, that are appropriate, so that the future performance of the Judicial branch is enhanced, measureable and scalable, while still remaining impartial and independent. Through a collaborative process involving the many elected officials and departments involved in the court process, the establishment of more meaningful performance measures is underway.

Transportation

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

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 in recent years such as the widening and paving of Ironwood-Gantzel Road, which was completed well under budget and ahead of schedule, demonstrate Pinal County's continued commitment to quality roads.

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 Target	FY 08/09 Actual	FY 09/10 Target
80%	78.6%	80%

We came close to achieving this goal due to minimal equipment breakdown, good weather, preventive maintenance on equipment and above average equipment operator performance and adequate funding. This target will remain at 80% for 2009/10.

Goal: By 2011, Pinal County will convert dirt and gravel roads to chip-sealed roads by 30 miles per year. This translates to reducing the total miles of dirt and gravel roads by 2.6%.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
2.6%	3.5%	2.6%

In fiscal 2008/09, 41 miles of dirt or gravel road received chip-sealing. By the end of calendar 2009, the county completed 26 miles with plans to resume chip-sealing activity in the spring. Chip-sealing can only be done during certain weather conditions.

Goal: Pinal County will add at least 10 miles of paved lanes each year.

FY 08/09 Target = Add 10 miles of paved lanes

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

FY 09/10 Target = Add 10 miles of paved lanes

For fiscal 2009/10, our plans are to maintain this goal of paving 12 road miles. This target is likely to be vulnerable to declining revenues, particularly in the area of impact fees due to the recession. Another area of vulnerability is the State Highway User Revenue Fund (HURF), which is funded through motor vehicle licensing fees, gasoline taxes, motor carrier fees and other funds that are then disbursed to cities, towns and counties.

Health Care

Pinal County will provide residents with quality, accessible health care. "Building Healthy Communities" is a health care delivery 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%. (For 2008/09, the immunization rate went from 43 to 58%—the measure is updated annually to reflect the current rate of 58%). The FY 2009/10 target is 66%. Systems have been established to ensure that Public Health will meet this goal by 2012.

FY 08/09 Target = Increase rate from 43% to 58%

FY 08/09 Actual = Achieved 58% immunization rate

FY 09/10 Target = Achieve 66% immunization rate

Goal by 2012 = 80% fully immunized by 24-months of age

Drug use, abuse and experimentation is a cross-cutting issue that affects families and communities, public safety and courts, education and almost all other aspects of life. To address this issue, Pinal County Health & Human Services established targets that are influenced by many departments and programs.

Goal: By 2012, the percentage of students who use alcohol, marijuana, methamphetamines and prescription medications in grades 8, 10 and 12 will be less than or equal to the state average, as published by the Arizona Criminal Justice Commission, Arizona Youth survey.

For the schools that participate in the School Health Liaison Program 90% of schools requesting substance abuse education will receive training within the school year.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
Not determined	Not measured	90%

As of this report's publication date, 62% have received substance abuse education training during the school year. There are other measures in other departments that can influence results for this priority.

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. The addition of a new skilled nursing facility and two hospitals will provide increased access to medical care. Pinal County is actively working with universities, state agencies and other entities to spur interest in

our communities. Managing for Results goals are used to measure progress toward better balancing the need for care with available resources.

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).

Facility	08/09 Target	08/09 Actual	09/10 Target
Hospitals	1	0	1
Nursing Homes	1	0	1
Outpatient Clinics	5	3	2

- Florence Community Healthcare Hospital, Florence Hospital at Anthem and Banner Ironwood anticipate openings in the near future.
- Oasis Pavilion skilled nursing center will open in January 2010.

Goal: By 2012, there will be an increase in the number of physicians from 75 physicians per 100,000 residents to 82 per 100,000 residents.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
Not determined	Not measured	To be determined

It became difficult to find reliable data for this measure. For 2009/10, Pinal County Health & Human Services recommends changing this priority to reflect the measures obtained from the Arizona Department of Health Services.

Since primary care physicians are most often 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. Primary care physicians include general/family practice, pediatrics, internal medicine and obstetrics and gynecology providers. By 2012, Pinal County is aiming for a 12% increase in primary care physicians (PCP). The 2012 goal is to have 28 primary care physicians in Pinal County.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
Not determined	25 Primary Care	26 Primary Care

Adult and juvenile detention inmates undergo a psychiatric evaluation to determine if there are any underlying mental conditions that require treatment. To help improve the outcomes for inmates, Pinal County Health & Human Services has set goals related to mental health screening.

Goal: Each year, 75% of inmates with an identified mental health condition will maintain or improve their mental health status as determined by a psychiatric condition.

This is a new measure that was not in place for FY 2008/09. First quarter data demonstrates that 95% of inmates with an

identified mental health condition are maintaining or have improved their mental health status. Efforts are underway to maintain this priority and review or refine the target as more data is available.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
75%	Not Yet Measured	75%

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.

Pinal County is host to a diverse workforce and lifestyle options. Due to the proximity of northern Pinal County to the Phoenix metro region, many residents choose to commute to jobs outside the county. As the Tucson region has grown, the same has happened in southern Pinal County.

It is a priority for the Board of Supervisors and elected officials to expand economic opportunities and grow jobs within the county. The goal is to have a variety of living wage jobs that permit someone to support their lifestyle with the wages they earn and the housing options available in the region. Many resources need to be brought to bear to make this happen.

Until recently, economic development in Pinal County was handled by a diverse range of departments and individuals. In November 2009, Pinal County hired an Economic Development Manager to centralize and coordinate these efforts. Enduring goals and objectives are being set but there remains a great deal of groundwork to be laid.

Specific goals were set to achieve the goal of having more people living and working in Pinal County.

Goal: By 2012, there will be a 5% increase (from 55% to 60%) of Pinal residents working within the county.

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
5% Increase	Not measured	5% Increase

This is a goal that the Board of Supervisors and elected officials are committed to achieving. An Economic Development website and other resources are expected to be developed in the 2009/10 fiscal year.

Today, Pinal County is in the process of identifying and creating an 'inventory' of economic assets such as airports, the I-10 corridor, the Union Pacific Railroad and classes of workers based on industry.

Traditionally, job opportunities within Pinal County were dominated by mining, government, manufacturing and agriculture (captured in trade, transportation and utilities). 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	2009 YTD	2012 Priority Goal
Federal Government	2.70%	3.40%	2.80%
State and Local Government	34.40%	35.50%	29.90%
Trade, Transportation and Utilities	17.60%	16.70%	18.00%
Information	0.70%	0.70%	1.00%
Financial Activities	2.90%	2.90%	2.90%
Professional and Business Services	6.70%	8.10%	7.00%
Educational and Health Services	8.20%	7.80%	10.00%
Leisure and Hospitality	8.80%	7.30%	8.80%
Other Services	3.10%	2.70%	3.10%
Mining and Construction	7.50%	7.80%	8.00%
Manufacturing	7.40%	7.10%	8.50%

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).

This will be demonstrated and measured by meeting the following goals by the end of 2010:

- Achieving a B+ average or better on the Valley Forward scorecard.
- Achieving a score of 95 or better on the Governor's Smart Growth Scorecard.
- Evaluating the results of a Citizen Satisfaction Census anticipated to be conducted in the first quarter of 2010.

As for the Valley Forward scorecard, this is a third-party evaluation of the county's leadership in key areas such as Air Quality, Land Use and Transportation. The next scoring period will be 2012. Here's our progress to date:

Topic	2004	2008
Air Quality	B-	B
Land Use	C-	B+
Transportation	D+	B
Open Space & Recreation	D+	Now part of Land Use Measure

Pinal County's elected and appointed leaders encourage participation and planning with other governments, chambers of commerce, economic development foundations, citizen advisory boards, neighborhood groups and non-profit organizations.

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.

This will be demonstrated by the Citizen Satisfaction Census that will measure citizen opinions about the services they receive from the county in return for the taxes they pay. The survey will also measure residents' knowledge of the services the county provides. Please keep in mind that many of the services we provide are provided countywide, regardless of whether you reside in an incorporated city or town. Such services include: Public Health services, Justice Courts and Superior Court services, County Attorney, Juvenile and Adult Detention, Emergency Management, Air Quality and Environmental Health, School Superintendent and more.

The Budget book is published online at: www.pinalcountyaz.gov/departments/budgetoffice/pages/home.aspx

The entire budget is published online with a goal to have the annual budget document (excluding tax rate and levy information) completed and posted online by July 1 of each year. (<http://www.pinalcountyaz.gov/Departments/BudgetOffice/Pages/Home.aspx>) Arizona Revised Statute (A.R.S 42-17151) states the tax levy for a county, city, town, community college district and school district must be adopted on or before the third Monday in August. The County's Board of Supervisors approves the tax levy for all jurisdictions in Pinal County based on the tax levy provided by the jurisdictions on the third Monday in August.

For the fiscal year ending June 30, the Adopted Financial Schedules were online by July 1 and the remaining sections completed in September. Budget & Research staffers used the additional time to convert department financial reports to the Managing for Results framework.

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>)

Pinal County's website is constantly updated to deliver you the current, most accurate and useful information.

Goal: By 2010, the county's goal is to increase the number of forms available online from 449 to 494 (equating to a 10%

increase) and increase the number of transactions you can conduct online from 24 to 28 (a 15% increase). As of June 30, we exceeded the online forms goal by achieving a 16% increase in the number of forms available online. For the same time period, we only achieved an increase of 12.5% in the number of online transactions. The goal for the number of forms will be changing

FY 08/09 Target	FY 08/09 Actual	FY 09/10 Target
10% more forms online	16.3%	10% + fillable forms

for the next reporting period because the objective has shifted to make the forms available and 'fillable' in the electronic format online.

For the past six 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 13 years in a row, the CAFR has earned the same award for excellence.

Financial Responsibility

Pinal County will continue to reduce the primary property tax rate while ensuring continued financial stability.

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. This means the county can complete projects that improve the infrastructure or quality of life without high interest payments in the future. An upgrade is seen as a sign of creditworthiness and a low probability of default.

In March 2009, Fitch Ratings affirmed Pinal County's A rating and indicated that the outlook for the county's financial status was stable. Commentary from Fitch indicated the following:

"The 'A' rating reflects Pinal County's (the county) sound fiscal management, satisfactory financial profile, ample taxing margin, and low debt burden. Credit considerations also include annual appropriation risk associated with lease payments and projected reliance on contractual revenues from federal agencies for housing prisoners. Like much of Arizona, Pinal County is experiencing a severe downturn in residential construction, which is exacerbating ongoing recessionary pressures. While various revenue sources-primarily sales taxes and development-related revenues-have declined sharply in recent months, the county has responded with a number of expenditure adjustments that to date have been sufficient to maintain sufficient operating reserve levels."

To balance the FY 08/09 budget, funds from the "Rainy Day" fund were used in conjunction with a hiring freeze, travel and training freeze, elimination of vacant positions and across the

board budget cuts in all areas except the courts and public safety. With continued reductions in county revenues, state shared revenues, sales taxes and cost shifts from the state to the county, budgeting remains a challenge. Additional reductions in force, across the board cuts in most departments and continuations of the hiring and travel freezes have resulted in an 11% reduction in the total county budget for the current fiscal year.

FY 07/08 Budget =	\$475,000,000
FY 08/09 Budget =	\$445,794,000
FY 09/10 Budget =	\$400,217,000

By 2011, Pinal County looks to reduce primary tax rate by 13% from \$3.23 to below \$2.99. The Pinal County Board of Supervisors voted in June to reduce the primary property tax rate to the lowest level since 1974.

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.

1974 Tax Rate	1.99
1984 Tax Rate	\$ 5.08
1994 Tax Rate	\$ 4.16
2004 Tax Rate	\$ 4.45
2009 Tax Rate	\$ 3.43
2010 Tax Rate	\$ 3.23

Learn more about Managing for Results online at www.pinalcountyaz.gov/Departments/MFR.

