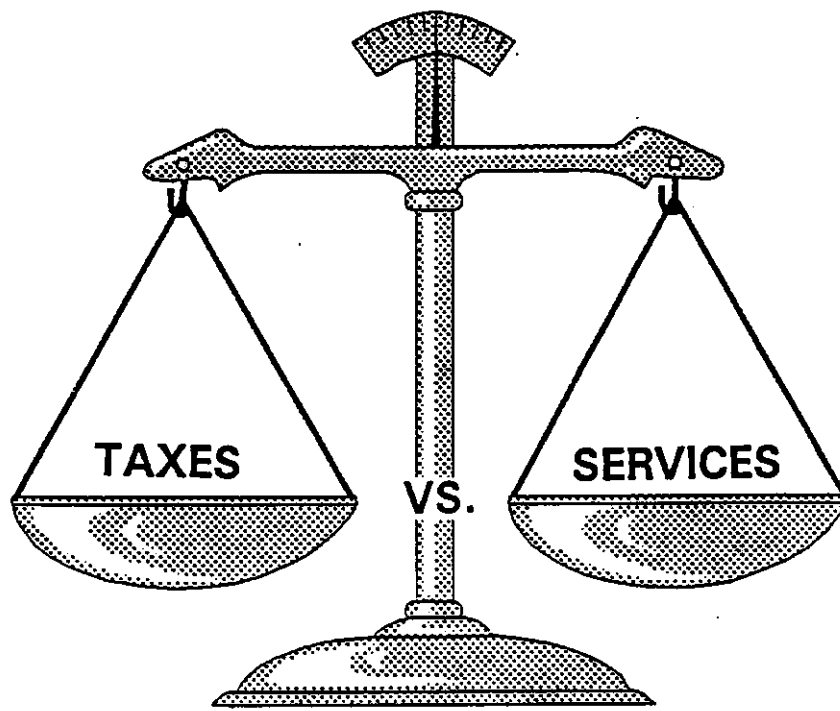


PINAL COUNTY TOWN HALL

An Inside Look At Pinal County Government



A DELICATE BALANCE

1991 REPORT AND DELEGATE DIRECTORY

Sponsored by the Pinal County Development Board

PINAL COUNTY TOWN HALL

**Inside Pinal County Government
Taxes vs. Services—A Delicate Balance**

**REPORT
AND
DELEGATE DIRECTORY
1991**

Sponsored by the Pinal County Development Board

Pinal County Development Board

POST OFFICE BOX 967
FLORENCE, ARIZONA 85232
PHONE 868-4331

June, 1991

Dear Town Hall Delegates:

On behalf of the Pinal County Development Board, it is my pleasure to provide you with the report and delegate directory from the Fourth Annual Pinal County Town Hall. The board and town hall advisory committee were very pleased with the attendance and enthusiastic participation of the delegates.

I want to also use this opportunity to again acknowledge our Partners in Economic Progress, listed in this report, who contributed both time and resources to help make the Pinal County Town Hall a continuing reality.

Should you have questions or comments concerning the report or overall process, feel free to contact our Town Hall planners, SunWest Educational Associates, at 426-5899. Your support and interest in the Pinal County Town Hall is greatly appreciated as we continue to work together for the economic well being of Pinal County.

Sincerely yours,



Robert A. Lee, Chairman
Pinal County Development Board

Report

SUMMARY REPORT OF THE FOURTH ANNUAL PINAL COUNTY TOWN HALL MAY 1-3, 1991

INTRODUCTION

One hundred thirty delegates took part in the Fourth Annual Pinal County Town Hall held May 1-3, 1991, at the Gold Canyon Ranch Resort. This year's theme was "Inside Pinal County Government: Taxes vs. Services," and delegates heard from a variety of speakers, received and reviewed resource materials, and participated in one of six discussion groups on this topic (see attached conference program schedule and discussion guide). In their discussions, each group independently arrived at suggestions and ideas regarding Pinal County government, taxes, and services that were then shared by each group facilitator in the form of an oral report to the assembled delegates at the concluding general session. The report that follows represents a summary of the six facilitators' reports.

PINAL COUNTY GOVERNMENT: FOUNDATIONS AND FUNDAMENTALS

Program Focus

Delegates learned about the history and evolution of county government throughout the United States. They heard speakers address county government's multiple roles, the challenges it faces, the current issues it confronts, and they received an overview of the structure and organization of Pinal County government.

Discussion Summary and Considerations

In their discussion groups, delegates examined the general public's understanding of Pinal County and how it operates. Delegates perceived that the average Pinal County citizen is uninformed about Pinal County government, its services, its finances, and its organization. Words used to describe citizens' relationship to Pinal County government included "misinformed," "apathetic," "ignorant," "unconcerned," and "uninvolved." Delegates concurred that increased education and improved communication about county government were the two primary keys to increasing citizen interest and involvement in county government. Delegates offered a number of specific suggestions to better inform citizens about county government. These included:

- Ensure a systematic information flow to news media
- Schedule educational forums throughout the county

- Develop a county speakers' bureau
- Create a public information office
- Produce a periodic citizens' newsletter
- Prepare regular newspaper inserts, columns, and feature articles on county government
- Develop a Pinal County government brochure describing services, functions, offices, phone numbers -- "Who to go to for what"
- Post meeting notices in public places throughout the county
- Distribute county information cards as new voters register
- Use public service announcements -- radio and TV cable channels
- Conduct focus groups as a vehicle for gathering citizen concerns
- Use and expand the town hall concept -- "government on the road"
- Rotate Board of Supervisors' meetings throughout the county
- Publish and disseminate an annual report

A supporting theme expressed by the delegates was the need to foster better customer service and make county services more "user-friendly." Among ideas offered were:

- Provide staff training on customer relations, including telephone usage
- Ensure that all county employees are knowledgeable about the county -- its services and organization
- Install a new and improved county telephone system
- Install better signs for county buildings along with a building directory
- Provide a toll-free county-wide telephone number
- Publish FAX numbers for each county department

Delegates also suggested that Pinal County's educational systems (elementary schools through community college) need to include and/or place greater emphasis on county government as a unit of instruction within their civics or government classes.

PINAL COUNTY GOVERNMENT: MAINTAINING THE BALANCE

Program Focus

Speakers provided delegates with an overall look at how Arizona's county governments are financed along with a perspective on evolving state-county relationships, particularly as they relate to state-mandated services. Delegates received in-depth information about Pinal County government's revenues, taxes, expenditures, and services.

Discussion Summary and Considerations

A number of different issues and topics were discussed by the delegates with the majority of the discussion focused on three general areas: services, taxes/revenues, and taxing and spending policies.

Services

Delegates discussed a range of topics relating to services offered by Pinal County government, including service knowledge, service adequacy, citizens' expectations and priorities, service accessibility, and state-mandated programs. Several of the groups re-stated the concern that most citizens are unaware of the services provided by county government; furthermore, these groups indicated that the majority of "complaints about service adequacy" were most often an expression of frustration many citizens have because they don't know "who to go to for what." The single exception noted was "road maintenance" which was cited by several groups as a concern.

Delegates also expressed concern and frustration with the state's increasing tendency to mandate services without providing necessary funding. The groups concurred that this issue is of major concern to Pinal County and needs to be addressed at the state level. One group suggested that "efficient delivery of current resources might help prevent future mandates."

Some groups felt that it was difficult to discuss funding priorities for discretionary services when state-mandated programs dominate the available revenue. Other groups felt it would be helpful to determine the actual percentage of mandated services in the county budget prior to recommending any changes on service priorities. Still others commented that determining priorities is difficult due to the perceived needs of the service user and the diversity of Pinal County (i. e., business or individual, city/town or unincorporated area, etc.)

Taxes/Revenues

Each group discussed Pinal County's current tax mix and possible alternative revenue sources (e. g., increased property tax, county sales tax, user fees, bed and board tax, sales tax on food, and grants). As a whole, delegates acknowledged concern about the present level of property taxes. As one group facilitator said, "Property owners currently shoulder too much of the tax burden." Some groups supported user fees as a viable source of revenue while other groups saw them as regressive and an ineffective means of raising revenue. For example, one group commented that "as landfill user fees increase, so does illegal desert dumping." One group went on record to support a half-cent county sales tax while another group suggested more aggressive pursuit of grant monies. Several groups noted that Pinal County needs to take better advantage of winter visitor revenues, whether through a sales tax on food or a bed and board tax. A number of the groups expressed frustration with the state's present sales tax distribution, perceiving it as inequitable in that it rewards some counties at the expense of others, including Pinal County. Several groups suggested that before ANY new taxes are proposed, Pinal County government needs to do a thorough job of explaining what they are, why they are needed, and how they would benefit Pinal County citizens.

Impact of Taxing/Spending Policies

Delegates discussed the impact that Pinal County's taxing and spending policies have had on the county's business climate, image, economic development efforts, and quality of life. In general, delegates felt that the county's reputation for high property taxes has "slowed industrial expansion" and has inhibited Pinal County's economic development potential. Delegates noted that tourism is a critical aspect of the county's economy and needs to be supported and promoted, including greater networking and "event promotion" between and among Pinal communities. Pinal County's designation as an enterprise zone was viewed as a positive development. Other suggestions offered in order to enhance the county's image, quality of life, and economic development potential included:

- Expand transportation systems
- Change laws to lower taxes for industry
- Regulate land use through proper zoning controls
- Emphasize comprehensive master planning
- Encourage within-county purchases by major Pinal County businesses and a "Buy in Pinal County" philosophy among the general public
- Maintain a larger unreserved fund balance in the county budget to cover emergencies
- Focus spending policies on building an infrastructure which recognizes our rural lifestyle and preserves our quality of life

PINAL COUNTY GOVERNMENT: PRODUCTIVITY AND EFFICIENCY FOR THE '90's

Program Focus

Delegates heard ideas, approaches, and considerations on how to improve county government productivity, foster cost savings, and increase both the efficiency and effectiveness of county services.

Discussion Summary and Considerations

In their discussion groups, delegates offered their ideas on how to increase county productivity and efficiency as well as the role they feel the county should play in economic development efforts. Delegates strongly encouraged Pinal County to develop a strategic short- and long-term planning process as a principle means for enhancing efficiency and effectiveness in the decade ahead. Some of the groups saw the planning process as fundamental to good management; other groups also saw it as a tool for informing the general public. One group felt that all county elected officials should develop an annual list of goals and objectives as part of the planning process.

Delegates recommended that the county explore the privatization of various county functions, with individual discussion groups citing one or more of the following services: refuse collection, road construction and maintenance, building maintenance, vehicle maintenance, landfill operations, jail operations, data processing, contract labor, and fire

protection. While it was noted that the benefits to privatization include reduced liability and costs (due to fewer governmental regulations), concern was expressed that privatization could result in a loss of control as well as a loss in accountability. It was suggested that a cost analysis be done to determine which, if any, county services should be considered for privatization.

Delegates discussed the issue of increased centralization as a means to effect cost savings. They observed that it would be more efficient to reduce the numbers of satellite offices throughout the county; however, the loss in responsiveness and accessibility due to Pinal County's size mitigates against total centralization. Two groups felt that some of the individual services could be centralized without negatively impacting responsiveness to citizens. Examples cited were personnel functions, the maintenance shop, and purchasing. Other groups noted that electronic technology could be explored as a means to centralizing services in some county functions. The groups acknowledged that centralization and accessibility to services need to be carefully balanced; as one group facilitator noted, "If we as citizens give, we can save; if we as citizens take, it's going to cost."

Some of the groups discussed the concept of county home rule as a means to increasing efficiency. While identifying a number of advantages and disadvantages of home rule, these groups tended to feel that the issue was very complex and required far more in-depth information and study prior to serious consideration. On the other hand, several groups encouraged the increased pursuit of intergovernmental agreements or contracts between the county and cities/towns to reduce overlapping services and save on costs. Some examples cited were:

- Permits and records
- Magistrate and justice of the peace
- Regional landfill
- County/Town of Florence jail
- Employee health insurance

Delegates offered a number of other suggestions to either improve productivity or improve constituent service. These included:

- Change welfare regulations to include work components
- Conduct department-by-department reviews for efficiency and effectiveness
- Review the compensation system and performance evaluation process for county employees
- Promote and support innovative approaches and risk-taking throughout county government
- Stagger work hours in selected county offices in order to provide evening service
- Investigate the possibility of a five-member Board of Supervisors
- Consider implementing a county-wide "911" system

Delegates concluded that the county has a significant and ever-increasing role to play in economic development. Cited as examples were the county's involvement in and/or support for the Pinal County Town Halls, regional jetport, Pinal County Governmental Alliance, the war museum, Evergreen Air Center, and the county's designation as an enterprise zone. Delegates cautioned, however, that they saw the direct responsibility for pursuit of new business and industry as the domain of individual communities rather than that of Pinal County government.

--CONFERENCE PROGRAM SCHEDULE--

WEDNESDAY, MAY 1, 1991

3:00-6:00 p. m.

**HOTEL CHECK-IN AND CONFERENCE
REGISTRATION**

5:30-7:00 p. m.

RECEPTION

Compliments of the Gold Canyon Ranch Resort
Background Music by Jim Sorensen

7:00 p. m.

BANQUET AND OPENING ADDRESS

Presiding:

Wayne G. Gerken
SunWest Educational Associates, Inc.

Welcome:

Tom Damiano, Vice Mayor
City of Apache Junction

Robert A. Lee, Chairman
Pinal County Development Board

Address:

"Don't Dump the Tea in the Harbor Yet"

Dean Weatherly, Chairman
Pinal County Board of Supervisors

*Outline of Proceedings
and Announcements:*

Joanna K. Michelich
SunWest Educational Associates, Inc.

THURSDAY, MAY 2, 1991

6:45-8:00 a. m.

BUFFET BREAKFAST

7:30-9:00 a. m.

LATE REGISTRATION

8:30-9:00 a. m.

GOVERNOR'S ADDRESS

Presiding:

Robert A. Lee, Chairman
Pinal County Development Board

Address:

The Honorable Fife Symington, Governor
State of Arizona

9:00-10:30 a. m.

GENERAL SESSION

Topic:

"Pinal County Government: Foundations and Fundamentals"

Moderator:

Kent Myers, City Manager
City of Casa Grande

Video Presentation:

"The Challenge of Change: County Government Prepares for the 21st Century"

Speakers:

David S. Hunt, Director
Arizona State Retirement System

Stanley D. Griffis, County Manager
Pinal County

10:30-10:45 a. m.

BREAK

10:45-12:15 p. m.

GENERAL SESSION

Topic:

"Pinal County Government: Maintaining the Balance"

Moderator:

Evelyn Casuga, Consultant
Community and Economic Development
Arizona Public Service

Speakers:

Jeffrey S. Johnson, Assistant County Manager/
Financial Services Director
Mohave County

Terry Doolittle, Assistant County Manager for
Administration
Pinal County

Maureen Gehl, Chief Deputy
Pinal County Treasurer's Office

12:15-1:00 p. m.

LUNCHEON

1:15-2:15 p. m.

GENERAL SESSION

Topic:

"Pinal County Government: Productivity and Efficiency for the '90's"

Moderator:

William Mathieson, Supervisor, District #1
Pinal County Board of Supervisors

Speakers:

Roy R. Pederson, County Manager
Maricopa County

James M. Holst, Administrator
Yavapai County

2:15-3:30 p. m.

DISCUSSION GROUPS

Group 1

Facilitator: Cherie H. McGlynn, Board Chairman
Central Arizona Medical Center

Recorder: Rick Miller, Planning and Development Director
City of Casa Grande

Group 2

Facilitator: Butch Opsahl, Executive Director
Greater Casa Grande Chamber of Commerce

Recorder: Sandy Gerdon, Manager of Support Services
Magma Copper Company - Superior Division

Group 3

Facilitator: Martin Colburn, Town Manager
Town of Kearny

Recorder: Kimerlee Johnson, Vice Mayor
City of Coolidge

Group 4

Facilitator: Tony Vehon, Councilmember
City of Apache Junction

Recorder: Bonnie D. Bariola, Community Development Director
Town of Florence

Group 5

Facilitator: Evelyn Casuga, Consultant
Community and Economic Development
Arizona Public Service

Recorder: Edwin K. Hill, Dean of Instructional Services
Central Arizona College - Aravaipa Campus

Group 6

Facilitator: Bryant Ridgway, Superintendent
Stanfield Elementary Schools

Recorder: John M. Schoeph, Economic Development Manager
City of Apache Junction

3:30-3:45 p. m.

BREAK

3:45-5:15 p. m.

DISCUSSION GROUPS

6:30 p. m.

SOCIAL HOUR AND BARBECUE
Entertainment by the "Young Spirit" of
Apache Junction High School
Russ Young, Director

FRIDAY, MAY 3, 1991

6:45-8:00 a. m.

BUFFET BREAKFAST

8:00-9:30 a. m.

ROUNDTABLES WITH PINAL COUNTY OFFICIALS

The Honorable Robert R. Bean
Presiding Judge, Superior Court

Terry Doolittle
Assistant County Manager for Administration

Kathleen C. Felix
County Recorder

Sherry Ferguson
County Superintendent of Schools

Larry D. Fidler
Chief Deputy Assessor

Phil C. Hogue
Director of Planning and Development Services

Richard P. Foell
Director, Department of Building Safety

Stanley D. Griffis
County Manager

Dan Coen
Acting County Engineer/Assistant County
Manager for Public Works

Roy Hudson, Supervisor, District #2
Board of Supervisors

William Mathieson, Supervisor, District #1
Board of Supervisors

Roy A. Mendoza
County Attorney

Frank R. Reyes
County Sheriff

Robert E. Robb
Assistant County Manager for Health
and Human Services

Jim L. Turnbull
County Treasurer

Dean Weatherly, Supervisor, District #3
Board of Supervisors

9:30-9:45 a. m.

BREAK

9:45-12:00 noon

CONCLUDING GENERAL SESSION

Co-Presiding:

Wayne G. Gerken & Joanna K. Michelich
SunWest Educational Associates, Inc.

Conference Evaluation

Update on Previous Years' Recommendations

Presentations:

Discussion Group Facilitators

12:00 noon

ADJOURNMENT

Discussion Guide Questions Fourth Annual Pinal County Town Hall

“Inside Pinal County Government: Taxes vs. Services--A Delicate Balance”

PINAL COUNTY GOVERNMENT: FOUNDATIONS AND FUNDAMENTALS

1. How informed is the average citizen regarding Pinal County's services, revenues, and expenditures? What efforts would be helpful in making for a more informed citizenry?
2. What public relations and/or educational efforts might be considered by Pinal County to further inform and educate the citizenry about county services, revenues, and expenditures?

PINAL COUNTY GOVERNMENT: MAINTAINING THE BALANCE

3. How does the average citizen perceive the adequacy of county services?
4. How responsive is county government to the concerns and needs of the citizen? How accessible are county services?
5. To what extent does Pinal County government have a fiscal problem? How would you define the problem? What are the causes of the problem?
6. When paying taxes, to what extent do Pinal County citizens expect to receive a direct benefit? An indirect benefit? A public benefit? To what extent do citizens believe they are receiving their money's worth? To what extent are they?
7. How can county government spending best be evaluated? What criteria and measurement will most accurately evaluate program expenditures and program success?
8. What are the effects of the state's shifting programs and responsibilities to the county without providing necessary funding? How can these effects best be addressed?
9. To what degree are current levels of expenditures and service levels for various programs appropriate? Are there areas in which the county should increase or decrease current levels of expenditures? Which county services should be given priority?
10. Is Pinal County's mix of taxes and other revenue sources appropriate? If not, how should the mix be changed? What alternate tax and revenue sources, if any, should be considered to broaden the county's tax base so that property tax rates might be lowered (e. g., user fees, sales tax, etc.)?
11. To what extent have the county's taxing and spending policies helped to position Pinal County for the 21st Century? In particular, consider the effect these policies have had on the county's:
 - a. Business climate and economic development efforts
 - b. Quality of life
 - c. Image

(see over)

PINAL COUNTY GOVERNMENT: PRODUCTIVITY AND EFFICIENCY FOR THE '90'S

12. What functions of county government have been privatized? What functions might lend themselves to privatization? What are the advantages and disadvantages of privatization?
13. What cooperative and/or joint efforts between Pinal County and other counties currently exist? Between Pinal County and local governmental entities? What other services/functions might lend themselves to these efforts?
14. As a taxpayer and a citizen, would you rather see county services become more centralized, though less accessible, in order to save money? Or should the county become more decentralized and more accessible, even if that means increased spending?
15. What is the county currently doing to enhance economic development throughout Pinal County? Should the county play a larger role in economic development efforts? If so, in what ways?
16. What innovative approaches or other efficiencies might be considered that could bring about cost savings, increased revenues, or better services for county residents?

Partners in Economic Progress

PINAL COUNTY BOARD OF SUPERVISORS

Special appreciation is extended
to the Pinal County Board of Supervisors.
Its continuing support
of the Pinal County Development Board
enables the Development Board to serve as sponsor
for the Pinal County Town Hall.

COMMUNITY CONTRIBUTORS

Supporting

City of Apache Junction
City of Casa Grande
City of Eloy
Town of Florence

Sustaining

Apache Junction Chamber of Commerce
Arizona City Chamber of Commerce
Copper Basin Chamber of Commerce
Eloy Chamber of Commerce
Florence Chamber of Commerce
Greater Casa Grande Chamber of Commerce
SMOR Tri-Community Chamber of Commerce
Superior Chamber of Commerce
Town of Superior

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Sustaining

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Bank of Casa Grande Valley
Casa Grande Valley Newspapers, Inc.
Dinomount, Inc.
Fast Stop Convenience Stores
First American Title Insurance Agency
Garrett Motors
The Mahoney Group, Casa Grande
The Mahoney Group, Coolidge
Mega Enterprises
New Concepts Employment Services
SMOR Training and Management Associates
Southwest Gas Corporation
SunWest Educational Associates, Inc.
The Tanner Companies
Trejo Oil Company
Tucson Medical Center
Valley Instant Printing
Valley National Banks, Pinal County

Delegate Directory

Directory of Pinal County Town Hall Registered Delegates May 1-3, 1991

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/
/
126 E. Brenda Circle
Casa Grande, AZ 85222

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House of Representatives
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 Directory of Pinal County Town Hall Registered Delegates May 1-3, 1991

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 Directory of Pinal County Town Hall Registered Delegates May 1-3, 1991

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Directory of Pinal County Town Hall Registered Delegates May 1-3, 1991

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Directory of Pinal County Town Hall Registered Delegates May 1-3, 1991

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1991

PINAL COUNTY TOWN HALL

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Ms. Mary Lu Brooks Arizona City
Mr. Ken Buchanan Florence
Dr. William Buttery Oracle
Ms. Virginia Carter-Padgett Coolidge
Mr. Max Fowler. Apache Junction
Ms. Jenny Garvin Eloy
Mr. Robert A. Lee San Manuel
Ms. Virginia Mitchell. Superior
Mr. George Peoples. Casa Grande
Mr. Danny L. Ray Kearny
Dr. Bryant Ridgway Stanfield

Ex-officio Members

Mr. William C. Haus, Representative
Pinal County Development Board

Mr. Dean Weatherly, Chairman
Pinal County Board of Supervisors

Facilitators

Mr. Wayne G. Gerken
SunWest Educational Associates, Inc.

Dr. Joanna K. Michelich
SunWest Educational Associates, Inc.

