# Budget and Research Department
# Strategic Business Plan

## Vision

**Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.**

## COUNTY MISSION

**Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.**

## DEPARTMENT MISSION

The mission of the Budget and Research Department is to provide Budget Development, Maintenance, Research, Forecasting and Reporting Services to the County Manager and the Board of Supervisors so they can maintain fiscal responsibility and adopt a structurally balanced budget.

## ISSUE STATEMENTS

**Issue 1: Long Range Planning**

The continuing lack of 5-year Countywide financial planning document and long range forecasting to prepare for economic situations will, if not addressed, result in:

- Reactive and inefficient business practices;
- Possible downgrade in bond rating;
- Possible decreased morale;
- Potential for adverse effects on County Departments ability to operate;
- Continued lack of sufficient infrastructure; and
- Possibility of exceeding the expenditure limit set by Arizona Revised Statures.

**Issue 2: Capital Improvement Plan**

The continuing lack of a capital improvement program (CIP) and dedicated CIP revenue source such as general obligation bonds and HURF (Highway User Revenue Funds) bonds will, if not addressed result in:

- Deferred long range capital planning;
- Deterioration of existing and lack of new infrastructure;
- Reduced ability to improve financial rating; and
- Continued reliance on volatile revenue (sales tax).

**Issue 3: Departmental Accountability**

The increasing need for departments to be accountable for their budget (revenue and expenditures) will, if not addressed result in:

- Inaccurate revenue forecasts;
- Increased audit findings;
- Actual expenditures that exceed Budget Appropriation;
- Increasing number of General Fund contingency requests;
- Potential delay in non mission critical departmental services; and
- Possible failure of the Budgeting for Results component of MFR.

**Issue 4: Grant Processes**

The continuing lack of a comprehensive grant process that includes policies and procedures will, if not addressed, result in:

- Increased audit findings;
- Increased General fund transfers (subsidies);
- Continued reactive and inefficient business practices; and
- Potential loss of revenue.

**Issue 5: Financial System**

The continued use of an antiquated and non-user friendly financial system will, if not addressed, result in:

- Increased number of manual adjustments;
- Inefficient use of time;
- Increased audit findings; and
- Decreased ability to track MFR (Managing For Results).

## STRATEGIC GOALS

**Strategic Goal 1: Planning** (Issue #1, 2, 3, 4)

Pinal County residents and departments will benefit from the County's ability to make more informed decisions on fiscal matters as evidenced by:

- By 2010, 100% of revenue sources will be forecasted in 5-year Countywide financial planning document;
- By 2010, 100% of departments will be forecasting their respective revenue with documentation; and
- By 2011 reduction of primary property tax rate by 13% from $3.43 to below $2.99 per $100 of assessed valuation.

**Strategic Goal 2: Accountability** (Issue #3, 4)

Departments, executive managers, and residents will benefit from the allocation of funding based on the County's strategic priorities to achieve efficient delivery of (County) services as evidenced by:

- By 2011, 100% implementation of budgeting component for MFR;
- By 2011, 50% reduction in non-emergency General Fund contingency requests;
- By 2012, 100% reduction in non-emergency General Fund transfers;
- By 2010, 4 Budget Training sessions (1 per quarter) will be offered for County Employees;
- By 2010, maintain budget audit findings and points at 0; and
- By 2010, 100% of Departments will contact the Budget office prior to grant application/acceptance being presented to the Board of Supervisors.

**Strategic Goal 3: CIP** (Issue #1, 2)

Pinal County residents and departments will benefit from new infrastructure and more realistic expectations of capital project delivery as evidenced by:

- By 2012, 100% of Departments will be actively involved in the establishment of the CIP Program; and
- By 2011, Improve Financial rating from A to A+ or better as determined by Standard and Poor's.

## CROSS CUTTING ISSUES

**Issue #4:** Grant Processes
**Strategic Goal #2:** Accountability
**Cross Cutting with:** All departments
**Need(s):** Comprehensive grant policies and procedures

# DEPARTMENT ORGANIZATION


1. **Administrative Program**
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   - 1.2. Reserved, page 8
   - 1.3. Training Activity, page 9
   - 1.4. Records Management Activity, page 10
   - 1.5. Vehicle Management Activity, page 11
   - 1.6. Financial Services Activity, page 12
   - 1.7. Department Director Activity, page 13

2. **Research Program**
   - 2.1. Research Activity, page 14

3. **Budget Administration Program**
   - 3.1. Budget Development Activity, page 15
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# PROGRAMS

## Program: Administrative Program

**Purpose Statement**

The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

**Key Results**

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date.
- 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/manager evaluation.
- 100% of records managed in compliance with legal and policy requirements.
- 95% of department vehicles with preventative maintenance performed as scheduled.
- 95% of department vehicles operated more than 10,000 miles per year.
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of Key Results achieved.
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Budget and Research Department.

| Program: Research Program | |
|---|---|
| **Purpose Statement** | The purpose of the research program is to provide project recommendation and research finding services to the County Manager and Board of Supervisors so they can make informed decisions regarding funding requests to insure they align with County strategic priorities. |
| **Key Results** | • 90% of project recommendations and research findings align with County Strategic Priorities. |

| Program: Budget Administration Program | |
|---|---|
| **Purpose Statement** | The purpose of the Budget Administration program is to provide development and maintenance services to the Board of Supervisors, County Manager and County Departments so they can adopt and maintain a balanced budget. |
| **Key Results** | • 100% of General Fund departments will not exceed 80% of supplies and outside services budget by December 31.<br>• 100% of annual budget document completed by July 1st (excluding Tax and Levy information).<br>• 100% of General Fund revenue over $15,000,000 forecast within 5% above or below actual revenues. |

# ACTIVITIES

## *1. Administrative Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results. |

## *Section 1.1: Human Resources Activity*

| | |
|---|---|
| **Activity Purpose Statement** | The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce. |
| **Activity Services** | • Candidate Selection Recommendations<br>• Job Postings<br>• Policy Interpretations<br>• Employee Relations Management<br>• Employee Interviews<br>• Grievance hearings<br>• Employee Inquiry Responses<br>• Performance Appraisals/ Evaluations<br>• Employee Assistance Referrals<br>• Employee Orientation Sessions<br>• Exit Interviews<br>• Personnel Reports<br>• Police and Procedure Updates<br>• Employee Awards<br>• "Silent Whistle" Investigations |
| **Family of Measures** | ***Results***<br>1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date.<br>(# of employee appraisals submitted by due date/total # of appraisals)<br><br>***Outputs***<br>1. 3 employee appraisals submitted on/by due date<br><br>***Demands***<br>1. 3 employee appraisals anticipated to be submitted<br><br>***Efficiencies***<br>N/A |
| **Activity Manager(s)** | • **Director** |
| **Activity Budget** | $ |

## *Section 1.2: Reserved*

## *1. Administrative Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results. |

## *Section 1.3: Training Activity*

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|---|---|
| **Activity Purpose Statement** | The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set. |
| **Activity Services** | • Training Sessions<br>• Safety Training Sessions<br>• Employee Handbooks<br>• Training Assessments<br>• Training Records<br>• Training Schedules/Arrangements |
| **Family of Measures** | ***Results***<br>1. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/ manager evaluation.<br>(# of trained employees that demonstrate improved skill knowledge/ total number of employees trained)<br><br>***Outputs***<br>1. 4 training sessions provided<br><br>***Demands***<br>1. 4 training sessions anticipated to be required<br><br>***Efficiencies***<br>1. $ Training Activity expenditures per training session provided |
| **Activity Manager(s)** | • **Director** |
| **Activity Budget** | $ |

## *1. Administrative Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results. |

## *Section 1.4: Records Management Activity*

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|---|---|
| **Activity Purpose Statement** | The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required. |
| **Activity Services** | • Record Archives<br>• Record Disposals<br>• Record Disposition Authorizations<br>• Records Destruction List<br>• Records Inventory<br>• Records Requests Responses |
| **Family of Measures** | ***Results***<br>1. 100% of records managed in compliance with legal and policy requirements.<br>( # of records managed in compliance with legal and policy requirements/ total # of records managed)<br><br>***Outputs***<br>1. 496 records in compliance with legal and policy requirements<br><br>***Demands***<br>1. 496 records anticipated to be in compliance<br><br>***Efficiencies***<br>1. $ Records Management Activity expenditure per record in compliance |
| **Activity Manager(s)** | • **Director** |
| **Activity Budget** | $ |

## *1. Administrative Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results. |

## *Section 1.5: Vehicle Management Activity*

| | |
|---|---|
| **Activity Purpose Statement** | The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles. |
| **Activity Services** | • Vehicle Maintenance and Repair Service Schedules<br>• Vehicle Utilization Reports<br>• Maintenance Records<br>• Fleet Credit Card Usage Reports<br>• Vehicle Usage Assessment |
| **Family of Measures** | ***Results***<br>1. 95% of department vehicles with preventative maintenance performed as scheduled<br>(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)<br><br>2. 95% of department vehicles operated more than 10,000 miles per year<br>(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)<br><br>***Outputs***<br>1. 0 department vehicles operated<br><br>***Demands***<br>1. 0 department vehicles anticipated to be operated<br>2. 0 department vehicles operated more than 10000 miles a year<br><br>***Efficiencies***<br>1. $ Vehicle Management Activity expenditure per vehicle operated |
| **Activity Manager(s)** | • **N/A – the Budget and Research Department does not have any vehicles assigned to the department.** |
| **Activity Budget** | $x,xxx,xxx |

## *1. Administrative Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results. |

## *Section 1.6: Financial Services Activity*

| | |
|---|---|
| **Activity Purpose Statement** | The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources. |
| **Activity Services** | • Grant Reports<br>• Grant Applications<br>• Grant Programmatic Progress Reports<br>• Payment Authorizations<br>• Employee Reimbursement Authorizations<br>• Request for Payments (Services to Agencies that benefit the whole County)<br>• Year-end Accounting Records<br>• Cash Receipts<br>• Budget Proposal<br>• Spending Requests<br>• Appropriation Adjustments<br>• Expenditure Projections<br>• Performance Reports |
| **Family of Measures** | ***Results***<br>1. 90% of non-construction payment authorizations (requisitions) entered into the system within three business days of receipt of goods.<br>(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)<br><br>***Outputs***<br>1. 57 payment authorizations received within three business days of physical receipt of item(s)<br><br>***Demands***<br>1. 57 payment authorizations (requisitions) anticipated to be entered into the system<br><br>***Efficiencies***<br>1. $ Financial Services Activity per payment authorization entered within three business days |
| **Activity Manager(s)** | • **Director** |
| **Activity Budget** | $ |

## *1. Administrative Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results. |

## *Section 1.7: Department Director Activity*

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|---|---|
| **Activity Purpose Statement** | The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services. |
| **Activity Services** | • Reports<br>• Direction<br>• Employee Supervision Meeting<br>• Inquiry Responses<br>• Strategic Business Plans<br>• Issue Resolutions<br>• Special Projects<br>• Budgets<br>• Department Structures<br>• Policies/Procedures<br>• Employee Evaluations<br>• Program Evaluations<br>• Recommendations<br>• Leadership |
| **Family of Measures** | ***Results***<br>1. 100% of Key Results achieved.<br>(# of key results achieved/total # of key results)<br><br>2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Budget and Research Department.<br>(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)<br><br>***Outputs***<br>1. 40 customers responding to the department survey<br><br>***Demands***<br>1. 40 customers expected to respond to the survey<br><br>***Efficiencies***<br>1. $ Department expenditures per customer served |
| **Activity Manager(s)** | • **Director**<br>• |
| **Activity Budget** | $ |

## *2. Research Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the research program is to provide project recommendation and research finding services to the County Manager and Board of Supervisors so they can make informed decisions regarding funding requests to insure they align with County strategic priorities. |

## *Section 2.1: Research Activity*

| | |
|---|---|
| **Activity Purpose Statement** | The purpose of the research activity is to provide project recommendation and research finding services to the County Manager and Board of Supervisors so they can make informed decisions regarding funding requests to insure they align with County strategic priorities. |
| **Activity Services** | • Project recommendations<br>• Research Findings |
| **Family of Measures** | ***Results***<br>1. 90% of project recommendations and research findings align with County Strategic Priorities.<br>(# of recommendations that align with County strategic priorities / Total # of recommendations)<br><br>***Outputs***<br>1. 10 project recommendations made<br>2. 20 man hours involved in research per project<br><br>***Demands***<br>1. 15 requests for review/recommendations anticipated<br>2. 20 man hours anticipated to be needed for research per project<br><br>***Efficiencies***<br>1. $_____Program expenditures per recommendation made |
| **Activity Manager(s)** | • **Scott Brown** |
| **Activity Budget** | $ |

## *3. Budget Administration Program*

**Purpose Statement**

The purpose of the Budget Administration program is to provide development and maintenance services to the Board of Supervisors, County Manager and County Departments so they can adopt and maintain a balanced budget.

## *Section 3.1: Budget Development Activity*

**Activity Purpose Statement**

The purpose of the Budget Development activity is to provide annual budget development services to the County Manager and the Board of Supervisors so they can adopt a timely balanced budget.

**Activity Services**

- Annual State Reports
- Capital Improvement Plan
- Policies / Procedures
- Budget Kickoff Training Sessions
- ATRA (Arizona Tax and Research Agency) Meetings (Budget Department hosted event)
- Annual Budget Document
- Board Briefings and Presentations
- Consolidation of Tax/ Levy Document
- Forecasts
- Budget System Interfaces
- New Position Reviews
- Budgeting for Results
- Public Hearings

**Family of Measures**

***Results***

1. 100% of annual budget document completed by July 1st (excluding Tax and Levy information).

2. 100% of departments forecasting their annual revenue with supporting documentation (# of departments forecasting their annual revenue with supporting documentation / # of departments forecasting revenue)

3. 100% of General Fund revenue over $15,000,000 forecast within 5% above or below actual revenues.

***Outputs***

1. 100 department meetings / training sessions scheduled
2. 288 of supplemental budget requests reviewed

***Demands***

1. 150 department meetings / 4 training sessions anticipated to be needed
2. 300 supplemental budget requests anticipated

***Efficiencies***

1. $ ____ Activity expenditure per department meeting / training session

**Activity Manager(s)**

- **Scott Brown**

**Activity Budget**

## *Budget Administration Program*

| | |
|---|---|
| **Purpose Statement** | The purpose of the Budget Administration program is to provide development and maintenance services to the Board of Supervisors, County Manager and County Departments so they can adopt and maintain a balanced budget. |

## *Budget Maintenance Activity*

| | |
|---|---|
| **Activity Purpose Statement** | The purpose of the budget maintenance activity is to provide review, consulting, reporting and modification services to County Departments, the County Manager and the Board of Supervisors so they can maintain a balanced budget. |
| **Activity Services** | • Hiring Delay Exemption Request<br>• Budget management training sessions<br>• Telephone consultations<br>• PACO reviews (Pinal County Automated Career Opportunity)<br>• Supplemental CIP expenditure reconciliations<br>• Agenda reviews<br>• Quarterly budget reports<br>• Budget hold reviews<br>• Budget amendments<br>• Annual audit report<br>• Managing for Results Consultations |
| **Family of Measures** | ***Results***<br>1. 60% reduction in contingency requests from 30 to 18.<br>(last year's number of requests – this year's # of requests/ last year's # of requests)<br><br>2. 100% of General Fund departments will not exceed 80% of supplies and outside services budget by December 31<br><br>3. 100% of departments will contact the budget office prior to grant application being presented to the Board of Supervisors.<br>(# of departments that contact budget office prior to grant application presentation/<br><br>***Outputs***<br>1. 40 budget amendments<br>2. 1 formal budget holds<br>3. 100 of managing for results consultations<br><br>***Demands***<br>1. 0 Formal budget holds anticipated<br>2. 150 managing for results consultations anticipated<br><br>***Efficiencies***<br>1. $ Program expenditure / # of Managing for Results consultations. |
| **Activity Manager(s)** | • **Wendy McVicker** |
| **Activity Budget** | $ |