

The Office of the Clerk of the Board

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 Office of the Clerk of the Board is to provide official record keeping, statutory compliance and other policy-related services to the Board of Supervisors, Elected Officials, County Departments, Boards & Commissions, and the general public, so they can benefit from a transparent government and make informed decisions

ISSUE STATEMENTS

Issue 1: Public Access

The continued lack of electronic access to Board approved documents and Board agendas and minutes will, if not addressed, result in:

- Customer frustration
- Extended turn-around time frames
- Inefficient use of staff resources

Issue 2: Records Management

The continuing lack of a data based tracking and organization system for Board approved items will, if not addressed, result in:

- An increase in potential legal liability
- Extended turn-around time frames
- Inefficient use of staff resources

Issue 3: Institutional Knowledge and Training

The increasing ratio of staff eligible for retirement, coupled with the need for statute specific training will, if not addressed, result in:

- Loss of department specific institutional knowledge
- An increase in potential violation of open meeting laws and other statutory requirements
- Inability to effectively plan for the upcoming five member Board

Issue 4: Department Operations

The increasing need to separate and define the roles and responsibilities of staff positions between the Clerk of the Board and the County Manager's office as suggested by the Romley Report* will, if not addressed, result in:

- A decrease in customer satisfaction
- A decrease in effective services provided to the Board of Supervisors
- Inefficient use of staff resources

** The Pinal County Board of Supervisors hired former Maricopa County Attorney, Richard "Rick" Romley, to perform a thorough investigation into allegations that the former County Manager, Stan Griffiths, had misused his authority. Romley made several recommendations aimed at improving accountability, transparency and ethics in government. This document, issued in May 2007, is informally referred to as the "Romley Report." As of June 2008, Pinal County had implemented all of Romley's recommendations, including going several steps beyond some of his recommendations.*

STRATEGIC GOALS

Strategic Goal 1: Public Access (Issues 1, 4)

Pinal County Residents will experience improved access to Board approved items and Board agendas and minutes, as evidenced by:

- By 2010, 100% of Board of Supervisors supporting documents/attachments to the agenda (excluding supplemental items) will be electronically available 48 hours prior to the Board of Supervisors meeting.
- By 2010, 80% of the Board approved ordinances (dating back to 1990) and resolutions (dating back to 2000) will be electronically accessible to the public.

Strategic Goal 2: Improved Customer Service (Issues 1, 2, 3, 4)

Pinal County Residents, Board of Supervisors, Elected Officials and County management will benefit from timely Clerk of the Board services and an efficient use of staff resources, as evidenced by:

- By 2010, 100% of all customer services requests will be responded to within 3 working days of the request.
- By 2009, 95% of the Clerk of the Board service costs are appropriately allocated to the Clerk of the Board activity cost centers.

Strategic Goal 3: Training (Issue 3)

Elected Officials, Appointed Boards and Commissions, and County departments will benefit from current and ongoing Clerk of the Board specific training coordination as evidenced by:

- By 2012, 100% of Appointed Boards & Commissions will receive initial and ongoing statute and ordinance specific training every year.
- By 2010, have a bi-monthly online training schedule

Strategic Goal 4: Institutional Knowledge (Issue 3)

Board of Supervisors, Elected Officials, Boards & Commissions, and the general public will benefit from the preservation of Clerk of the Board specific institutional knowledge as evidenced by:

- By 2012, 100% of the Office of the Clerk of the Board procedures will be in written form and available on the website.

CROSS CUTTING

Issues: #1 –Public Access; #3 – Institutional Knowledge and Training

Goal: #3 - Training

Cross Cutting with: IT, HR

Need(s): Implementation of a bi-monthly NOVUS training schedule

Issues: #1 – Public Access; #2 – Records Management; #4- Department Operations

Goal: n/a

Cross Cutting with: Recorder’s Office

Need(s): A more efficient method for locating OnBase documents required for Clerk of the Board access

Issues: #1 –Public Access; #2 – Records Management

Goal: #1 – Public Access, #2 – Improved Customer Service

Cross Cutting with: Development Services, PCSO

Need(s): Coordinated efforts in the processing of liquor licenses

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 8
- 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. Customer Service Management Program

- 2.1. Meeting Management Activity, page 14
- 2.2. Information Activity, page 15
- 2.3. Customer Service Activity, page 16

PROGRAMS

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 Office of the Clerk of the Board

Program Two

Purpose Statement The purpose of the Customer Service Management Program is to provide meeting management, training services, and information retrieval and response services to the public and county departments so they can have access to information in order to make efficient and informed decisions in a timely manner.

- Key Results**
- 50% of the BOS supporting documents/attachments to the agenda (excluding supplemental items) will be electronically available 48 hours prior to the BOS meeting.
 - 25% of appointed Boards and Commissions will receive initial and ongoing statute and ordinance specific training
 - 50% of all customer service requests will be responded to within 3 working days of the request

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	<ul style="list-style-type: none"> • Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • “Silent Whistle” Investigations
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Family of Measures

Results

1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
(# of employee appraisals submitted by due date/total # of appraisals)

Outputs

1. 1 employee appraisals submitted on/by due date

Demands

1. 1 employee appraisals anticipated to be submitted

Efficiencies

N/A

Activity Manager(s) • Sheri Cluff

Activity Budget \$x,xxx,xxx

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

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
- Safety Training Sessions
- Employee Handbooks
- Training Assessments
- Training Records
- Training Schedules/Arrangements

Family of Measures

Results

1. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/ manager evaluation
(# of trained employees that demonstrate improved skill knowledge/ total number of employees trained)

Outputs

1. 9 training sessions attended

Demands

1. 9 training sessions anticipated to be attended

Efficiencies

1. \$ Training Activity expenditures per training session attended

Activity Manager(s)

- Sheri Cluff

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 1.4: Records Management Activity

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
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

Family of Measures

Results

1. 100% of records managed in compliance with legal and policy requirements
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. * of records in compliance with legal and policy requirements

* data is not currently available; it will be collected over the next six months and added to the plan once a baseline is established

Demands

1. * of records anticipated to be in compliance

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance

Activity Manager(s)

- Heidi Cole

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 1.5: Vehicle Management Activity – N/A

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
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled (# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year (# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. 0 department vehicles operated

Demands

1. 0 department vehicles anticipated to be operated
2. 0 department vehicles operated more than 10000 miles a year

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s) • n/a; use Fleet Motorpool

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	<ul style="list-style-type: none">• Grant Reports• Grant Applications• Grant Programmatic Progress Reports• Payment Authorizations• Employee Reimbursement Authorizations	<ul style="list-style-type: none">• Year-end Accounting Records• Cash Receipts• Budget Proposal• Spending Requests• Appropriation Adjustments• Expenditure Projections• Performance Reports
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Family of Measures Results
1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations)

Outputs
1. 90 of payment authorizations received within three business days of physical receipt of item(s)

Demands
1. 100 of payment authorizations anticipated to be entered into the system

Efficiencies
1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s) • **Karon Simmons**

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 1.7: Department Director Activity

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	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership
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Family of Measures

Results

1. 100% of Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Office of the Clerk of the Board.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 250 of customers responding to the department survey

Demands

1. 125 of customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s)

- Sheri Cluff

Activity Budget \$x,xxx,xxx

2. Customer Service Management Program

Purpose Statement The purpose of the Customer Service Management Program is to provide meeting management, training services, and information retrieval and response services to the public and county departments so they can have access to information in order to make efficient and informed decisions in a timely manner.

Section 2.1: Meeting Management Activity

Activity Purpose Statement The purpose of the Meeting Management Activity is to provide agenda, public notification, training, and coordination services to the public and county departments so they can conduct their business in an efficient and timely manner.

Activity Services	<ul style="list-style-type: none"> • Board Of Supervisor(BOS) agendas • Supplemental BOS agendas • Special District agendas • Board Of Supervisor agenda postings • Special District agenda postings • Board of Supervisor meeting minutes • Board of Equalizations meeting coordination's • Public Notices • NOVUS Agenda training sessions 	<ul style="list-style-type: none"> • Special District meeting minutes • Executive Session minutes • Agenda Item Reviews • Department Agenda Submittal Consultations • Board of Supervisor meeting calendars • Board room preparations • Board of Supervisors Marquee Updates
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Family of Measures

Results

1. 50% of the BOS supporting documents/attachments to the agenda (excluding supplemental items) will be electronically available 48 hours prior to the BOS meeting.
(# of supporting documents electronically available 48 hours prior to meetings/total # of supporting documents)
2. 50% of departments that have employees with updated NOVUS training.
(# of departments with employees that have received updated NOVUS training/total # of County departments)

Outputs

1. 30 agendas
2. 60,000 supporting documents/attachments
3. 50 departments that have updated NOVUS training

Demands

1. 30 agendas anticipated to be delivered
2. 70,000 supporting documents/attachments anticipated
3. 50 departments that are anticipated to require NOVUS training

Efficiencies

1. Meeting Management Activity \$ expenditures per agenda

Activity Manager(s) • **Karon Simmons**

Activity Budget \$x,xxx,xxx

2. Customer Service Management Program

Purpose Statement The purpose of the Customer Service Management Program is to provide meeting management, training services, and information retrieval and response services to the public and county departments so they can have access to information in order to make efficient and informed decisions in a timely manner.

Section 2.2: Information Activity

Activity Purpose Statement The purpose of the Information Activity is to provide posting, routing, and training coordination services to the public, county departments, and boards and commissions so they can have access to information to make informed decisions.

Activity Services	<ul style="list-style-type: none">Justice of the Peace/Constable monthly report filingsBoards & Commissions Open Meeting Laws training coordinationsPublic Meeting postings	<ul style="list-style-type: none">Lawsuit distributionsApplication & Permit RoutingsApplication & Permit postingsAnnexation Information copiesFinancial Disclosure statement notifications
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Family of Measures

Results

- 25% of appointed Boards and Commissions will receive initial and ongoing statute and ordinance specific training
(# of appointed Boards and Commissions that received initial and ongoing training/total # of appointed Boards and Commissions)
- 100% of lawsuits routed to appropriate departments within 48 hours of receipt.
(# of lawsuits routed to appropriate department within 48 hours/total # of lawsuits routed)

Outputs

- 2 training sessions coordinated
- 300 lawsuits routed

Demands

- 2 training sessions anticipated to be coordinated
- 300 lawsuits anticipated to be routed

Efficiencies

- Information Activity \$ expenditure per training coordination

Activity Manager(s)	<ul style="list-style-type: none">Karon SimmonsHeidi Cole
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Activity Budget	\$x,xxx,xxx
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2. Customer Service Management Program

Purpose Statement The purpose of the Customer Service Management Program is to provide meeting management, training services, and information retrieval and response services to the public and county departments so they can have access to information in order to make efficient and informed decisions in a timely manner.

Section 2.3 : Customer Service Activity

Activity Purpose Statement The purpose of the Customer Service Activity is to provide document retrieval and inquiry response services to the public and county departments so they can have they information they need in a timely manner.

Activity Services	<ul style="list-style-type: none">Recorded Document routingsCertified (Copy of the official document) Document copiesPublic document retrievalsInternal document retrievalsBoard Action inquiry responses	<ul style="list-style-type: none">Public Information Request responsesProcessed documentsAgenda inquiry responsesTelephone/Email Inquiry responses
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Family of Measures

Results

- 50% of all customer service requests will be responded to within 3 working days of the request
(# of customer service requests responded to within 3 working days/total # of customer service requests)
- 25% of internal procedures in written form
(# of procedures in written form/total # of procedures)
- 25% of applicable processes (liquor licenses, agenda items, public involvement in board meetings, etc.) available on-line
(# of processes available online/total # of processes)
- 30% of Board approved ordinances (dating back to 1990) and resolutions (dating back to 2000) will be electronically accessible to the public.
(# of ordinances and resolutions available on line/total # of ordinances and resolutions)

Outputs

- 1100 customer service requests

Demands

- 1100 anticipated customer service requests

Efficiencies

- Customer Service Activity \$ expenditure per customer service request response

Activity Manager(s) • Sheri Cluff

Activity Budget \$x,xxx,xxx