

# Elections 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 Pinal County Elections department is to provide election services to Pinal County residents so they can exercise their right to vote.**

### ISSUE STATEMENTS

**Issue 1** – The increase in the number of registered voters from 34,000 to 134,000 since 1982 coupled with an increase in the number of jurisdictions has led to an increase in demand for election services (i.e. adding/splitting precincts, adding polling locations, adding and training poll workers) which if not addressed will result in:

- Decreased accessibility to the ballot box
- Increase in wait time at the polls
- Increase in the number of voter complaints
- Increased potential for legal actions

**Issue 2** – The continuing changes in election laws have led to a more complex electoral process for voters which if not addressed will result in:

- Continued voter confusion regarding identification (forms of identification required to vote) at the polls
- Decrease in voter turnout
- Decrease in the number of poll workers
- Decrease in the number of new voter registrations
- Increase in the training required for Elections staff, poll workers, and troubleshooters.

- Increase in costs for maintaining compliance with election laws.

**Issue 3** - The introduction of electronic voting technology coupled with continuing issues with the current voter registration system (Power Profile) has created burdens on Elections staff which if not addressed will result in:

- Continuing delay in poll worker assignments.
- Continued need for training in the voter registration (Power Profile) system
- Continued lack of functionality within Power Profile system to maintain candidate/precinct committeemen information.

## STRATEGIC GOALS

### **Strategic Goal 1 – Improved Voter Experience**

By 2012 Pinal County voter experience will be enhanced as evidenced by;

- 75% of precincts will have a wait time of one hour or less.
- % of voters surveyed who respond that they are satisfied or very satisfied with their voting experience. (\* baseline numbers for this result will be gathered from 2009 Countywide survey)
- 100% increase in Early Ballot Voters from 13,000 to 26,000.

### **Strategic Goal 2 – Voter Outreach**

By 2012 Pinal County voters will be better informed about the election process and voting requirements as evidenced by;

- 10% decrease in provisional ballots from 1000 to 900
- \*% of residents who report having a good or excellent understanding of the voting requirements.
- 4% increase in voter turnout in Presidential elections from 72% to 75%
- 7.6% increase in voter turnout in Gubernatorial elections from 60% to 75%

### **Strategic Goal 3 – Poll Worker Training**

By 2010 Pinal County voter will benefit from being served by adequately training poll workers as evidenced by:

- 100% of precincts will served by Premium poll workers. (Premium Poll Workers a higher level of training than a standard poll Worker)

## **Strategic Goal 4 – Political Party Services**

By 2012 political parties will benefit from timely poll worker assignments as evidenced by;

- 100% of poll worker assignments will be completed in 60 days from the call of election.

## **CROSS CUTTING ISSUES**

**Issue:** Elections-Voter Registration Coordination

**Goal(s):** #1 Voter Turnout

**Cross Cutting with:** Voter Registration

**Need(s):** Frequent communication, closer coordination, and planning with Elections Department

**Issue:** Poll Worker Payment

**Goal(s):** 3 & 4

**Cross Cutting with:** Finance

**Need(s):** Coordination with elections to ensure timely payment of poll workers

## DEPARTMENT ORGANIZATION

### 1. Administrative Program

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- 1.2. Training Activity *page 8*
- 1.3. Records Management Activity *page 9*
- 1.4. Vehicle Management Activity *page 10*
- 1.5. Financial Services Activity *page 11*
- 1.6. Department Director Activity *page 12*

### 2. Voting Program

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- 2.2. Election Worker Activity *page 14*
- 2.3. Public Information Activity *page 15*
- 2.4. Candidate Nomination & Petition Activity *page 16*

# PROGRAMS

## *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.

### **Key Results**

1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
2. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/manager evaluation
3. 100% of records managed in compliance with legal and policy requirements
4. 95% of department vehicles with preventative maintenance performed as scheduled
5. 95% of department vehicles operated more than 10,000 miles per year
6. 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
7. 100% of Key Results achieved
8. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Elections Department.

## ***Voting Program***

**Purpose Statement** The purpose of the Voting program is to provide electoral process and information services to the general public so they can exercise their right to vote and/or run for public office.

**Key Results**

1. 4% increase in voter turnout for presidential elections from 72% to 75% (*Voter Activity*)
2. 75% of precincts that have a wait time of one hour or less (*Election Worker Activity*)
3. 90% of information requests completed in one business day or less. (*Public Information Activity*)
4. 96% of applicants that meet signature and filing deadline requirements. (*Candidate Nomination Petition and Application Activity*)

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# 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.

### 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.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Candidate Selection Recommendations</li> <li>• Job Postings</li> <li>• Policy Interpretations</li> <li>• Employee Relations Management</li> <li>• Employee Interviews</li> <li>• Grievance hearings</li> <li>• Employee Inquiry Responses</li> </ul>	<ul style="list-style-type: none"> <li>• Performance Appraisals/ Evaluations</li> <li>• Employee Assistance Referrals</li> <li>• Employee Orientation Sessions</li> <li>• Exit Interviews</li> <li>• Personnel Reports</li> <li>• Police and Procedure Updates</li> <li>• Employee Awards</li> <li>• “Silent Whistle” Investigations</li> </ul>
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<b>Family of Measures</b>	<p><u>Results</u></p> <p>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)</p> <hr/> <p><u>Outputs</u></p> <p>1. 4 employee appraisals submitted on/by due date</p> <hr/> <p><u>Demands</u></p> <p>1. 4 employee appraisals anticipated to be submitted</p> <hr/> <p><u>Efficiencies</u></p> <p>N/A</p>
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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"> <li>• Gilbert Hoyos</li> <li>• Irma Waskom</li> </ul>
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<b>Activity Budget</b>	\$x,xxx,xxx
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## **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.

## **1.2. 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.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Training Sessions</li><li>• Safety Training Sessions</li><li>• Employee Handbooks</li></ul>	<ul style="list-style-type: none"><li>• Training Assessments</li><li>• Training Records</li><li>• Training Schedules/Arrangements</li></ul>
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**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)

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Outputs  
1. 38 training sessions provided  
(\* Estimate based on information at hand. Target will be finalized within 6 months)

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Demands  
1. 45 training sessions anticipated to be required  
(\* Estimate based on information at hand. Target will be finalized within 6 months)

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Efficiencies  
1. \$ Training Activity expenditures per training session provided

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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Gilbert Hoyos</b></li><li>• <b>Damon Hampton</b></li></ul>
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**Activity Budget** \$x,xxx,xxx

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## ***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.

### ***1.3. 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.

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**Activity Services**

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

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**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)

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Outputs

1. \* records in compliance with legal and policy requirements  
(\* Estimate based on information at hand. Target will be finalized within 6 months)

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Demands

1. \* records anticipated to be in compliance  
(\* Estimate based on information at hand. Target will be finalized within 6 months)

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Efficiencies

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

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**Activity Manager(s)**

- Gilbert Hoyos
- Irma Waskom

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**Activity Budget** \$x,xxx,xxx

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## ***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.

### ***1.4. 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.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Vehicle Maintenance and Repair Service Schedules</li><li>• Vehicle Utilization Reports</li><li>• Maintenance Records</li></ul>	<ul style="list-style-type: none"><li>• Fleet Credit Card Usage Reports</li><li>• Vehicle Usage Assessment</li></ul>
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**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)

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Outputs

1. 4 department vehicles operated
- 

Demands

1. 6 department vehicles anticipated to be operated
  2. 3 department vehicles operated more than 10000 miles a year
- 

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated
- 

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• Refe Ayala</li><li>• Damon Hampton</li></ul>
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<b>Activity Budget</b>	\$x,xxx,xxx
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## **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.

## **1.5. 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.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Grant Reports</li><li>• Grant Applications</li><li>• Grant Programmatic Progress Reports</li><li>• Payment Authorizations</li><li>• Employee Reimbursement Authorizations</li></ul>	<ul style="list-style-type: none"><li>• Year-end Accounting Records</li><li>• Cash Receipts</li><li>• Budget Proposal</li><li>• Spending Requests</li><li>• Appropriation Adjustments</li><li>• Expenditure Projections</li><li>• Performance Reports</li></ul>
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**Family of Measures** Results  
1. 90% of non-construction payment authorizations (requisitions) 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)

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Outputs

1. 400\* payment authorizations received within three business days of physical receipt of item(s)  
(\* Estimate based on information at hand. Target will be finalized within 6 months)

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Demands

1. 450\* payment authorizations (requisitions) anticipated to be entered into the system  
(\* Estimate based on information at hand. Target will be finalized within 6 months)

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Efficiencies

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

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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Irma Waskom</b></li><li>• <b>Becky Canalez</b></li></ul>
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<b>Activity Budget</b>	\$X,XXX,XXX
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## ***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.

### ***1.6. 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.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Direction</li> <li>• Employee Supervision Meeting</li> <li>• Inquiry Responses</li> <li>• Strategic Business Plans</li> <li>• Issue Resolutions</li> <li>• Special Projects</li> <li>• Accounting consultations</li> <li>• Capital leases</li> <li>• Rating agency presentations</li> <li>• Financial Consultations</li> </ul>	<ul style="list-style-type: none"> <li>• Budgets</li> <li>• Department Structures</li> <li>• Policies/Procedures</li> <li>• Employee Evaluations</li> <li>• Program Evaluations</li> <li>• Recommendations</li> <li>• Leadership</li> <li>• Fraud investigation reports</li> <li>• Greater AZ development authority financing</li> <li>• Certificates of participation</li> </ul>
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<b>Family of Measures</b>	<p><b><u>Results</u></b></p> <ol style="list-style-type: none"> <li>1. 100% of Key Results achieved (# of key results achieved/total # of key results)</li> <li>2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Elections Department. (# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)</li> </ol>
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<p><b><u>Outputs</u></b></p> <ol style="list-style-type: none"> <li>1. * customers responding to the department survey (* Survey – number of customers not yet known)</li> </ol>
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<p><b><u>Demands</u></b></p> <ol style="list-style-type: none"> <li>1. * customers expected to respond to the survey (* Survey – number of customers not yet known)</li> </ol>
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<p><b><u>Efficiencies</u></b></p> <ol style="list-style-type: none"> <li>1. \$ Department expenditures per customer served</li> </ol>
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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"> <li>• <b>Gilbert Hoyos</b></li> <li>•</li> </ul>
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<b>Activity Budget</b>	\$x,xxx,xxx
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## 2. Voting Program

**Purpose Statement** The purpose of the Voting program is to provide electoral process and information services to the general public so they can exercise their right to vote and/or run for public office.

### 2.1. Voter Activity

**Activity Purpose Statement** The purpose of the Voter activity is to provide electoral services to registered voters so they can exercise their right to vote.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Partisan Sample Ballots</li><li>• Non-Partisan Sample Ballots</li><li>• Partisan Official Ballots</li></ul>	<ul style="list-style-type: none"><li>• Non-Partisan Official Ballots</li><li>• Polling Places</li><li>• Voter Education Programs</li></ul>
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**Family of Measures**

Results

2. 4% increase in voter turnout for Presidential elections from 72% to 75%
3. 7.6% increase in voter turnout for Gubernatorial elections from 60% to 65% [current # – prior # / prior #]

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Outputs

1. 151,300 official ballots provided
  2. 154,368 sample ballots provided
  3. 90 polling places provided
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Demands

1. 160,000 official ballots anticipated to be provided
  2. 164,000 sample ballots anticipated to be provided
  3. 105 polling places anticipated to be provided
- 

Efficiencies

1. \_\_\$ Total expenditure per official ballot provided
  2. \_\_\$ Total expenditure per sample ballot provided
- 

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• Gilbert Hoyos</li><li>• Irma Waskom</li></ul>
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<b>Activity Budget</b>	\$x,xxx,xxx
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## 2. Voting Program

**Purpose Statement** The purpose of the Voting program is to provide electoral process and information services to the general public so they can exercise their right to vote and/or run for public office.

### 2.2. Election Worker Activity

**Activity Purpose Statement** The purpose of the election worker activity is to provide training, voting equipment, voting materials, and support to poll workers so they can process voters in a timely manor.

**Activity Services**

• Optical Scan Manuals	• Troubleshooter Certifications
• Touch Screen Manuals	• Training Sessions
• Poll Worker Instruction Manuals	• Election Voting Equipment
• Poll Worker Assignments	• Voting Equipment Deliveries
• Training Session Certifications	• Polling Place Setup Materials

**Family of Measures**

Results

- 75% of precincts that have a wait time of one hour or less [ # of precincts that have a wait time of one hour or less/Total # of precincts]
- 100% of precincts served by premium poll workers. [#of precincts served by premium poll workers/ total # of precincts]

Outputs

- 38 training sessions provided

Demands

- 45 training sessions anticipated to be provided

Efficiencies

- \_\_\$ total expenditure per training session provided

**Activity Manager(s)**

- Gilbert Hoyos
- Irma Waskom

**Activity Budget** \$x,xxx,xxx

## 2. Voting Program

**Purpose Statement** The purpose of the Voting program is to provide electoral process and information services to the general public so they can exercise their right to vote and/or run for public office.

## 2.3. Public Information Activity

**Activity Purpose Statement** The purpose of the public information activity is to provide voting results and election process documentation to the public so they can obtain official election information in a timely manner.

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<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Canvass Books</li><li>• Polling Place Lists</li><li>• Copies</li><li>• Election Facility Tours</li><li>• Election Results</li><li>• Telephone Inquiry Responses</li><li>• Candidate Campaign Filings</li></ul>	<ul style="list-style-type: none"><li>• Voter Precincts Assignments</li><li>• Board of Supervisors Agenda Items</li><li>• Population Statistics Reports</li><li>• Political District Maps</li><li>• Logic/Accuracy Tests</li><li>• Legal Notices</li></ul>
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**Family of Measures** Results  
1. 90% of information requests completed in one business day or less. [ # of information requests completed in one business day or less/total # of information requests]

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Outputs  
1. 20 information requests completed

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Demands  
1. 20 information requests anticipated to be provided.

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Efficiencies  
1. \_\_\_\$ total activity expenditure per information request provided

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<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Becky Canalez</b></li><li>• <b>Damon Hampton</b></li></ul>
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<b>Activity Budget</b>	\$x,xxx,xxx
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## 2. Voting Program

**Purpose Statement** The purpose of the Voting program is to provide electoral process and information services to the general public so they can exercise their right to vote and/or run for public office.

### 2.4. Candidate Nomination Petition and Application Activity

**Activity Purpose Statement** The purpose of the candidate nomination petition and application activity is to provide signature requirements and deadline services to prospective candidates and ballot proposition applicants so they can obtain ballot status.

**Activity Services**

- Deadline Reminders
- Precinct Committeemen Reports
- Recall Petitions
- Candidate Nomination Certificates
- Partisan Candidate Packets
- Non-Partisan Candidate Packets
- Nomination Petitions
- Event Calendars
- Financial Disclosure Reports
- Recall Applications
- Certificates of Election
- Special District Election Packets
- Proposition Packets (Recall, Initiative, and Referendum)

**Family of Measures**

Results

1. 97% of applicants that meet signature and filing deadline requirements. [ of applicants that meet signature and filing deadline requirements/total # of applicants]

Outputs

1. 177 candidate packets provided
2. 0 proposition packets provided

Demands

1. 198 candidate packets anticipated to be provided
2. 2 proposition packets anticipated to be provided

Efficiencies

1. \_\_\_\$ total activity per candidate packet provided

**Activity Manager(s)**

- **Becky Canalez**
- **Damon Hampton**

**Activity Budget** \$x,xxx,xxx