

# **Pinal County Recorder's Office 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 Recorder's Office is to provide recording, voter registration and early voting services to residents, county departments and other stakeholders so they can record their documents, research records and participates in the election process; all with the utmost quality in customer service.

### **ISSUE STATEMENTS**

#### **Issue 1:- Insufficient Facility Capacity**

The increasing population coupled with the increasing trend of early voting is generating a need for additional floor space which will, if not addressed, result in:

- Potential for increased errors
- Increased potential for employee accidents
- Potential inability to meet mandated time frames
- Increased potential for lawsuits (Election)

**Cross Cutting: Board of Supervisors, Facilities**

## **Issue 2: Early Voting/Voter Registration Procedures & Processes**

The increasing popularity of early voting, coupled with a lack of collaboration between county departments and/or intergovernmental agencies\* contributes to an ongoing lack of voter knowledge of voting requirements and timelines which will, if not addressed, result in:

- Increased possibility of lawsuits
- Increased voter uncertainty and distrust in the voting process

\*Secretary of State, Motor Vehicle Department, other counties

Cross cutting: IT, Elections

## **Issue 3: Information Distribution/Reception**

The increasing customer service needs of the Records Office coupled with the County's continued resource challenges and decentralized business model\* will, if not addressed, result in:

- Decreased staff time devoted to primary duties
- Inefficient use of department resources and revenues
- Increase risk of mail theft
- Increase risk to the county & county staff

\*(Lack of mailroom, motor pool, courier service)

Cross Cutting: Board of Supervisors, County Administration

## **Issue 4: Increased Service Availability**

The growth of the diversified population coupled with increasing demand for readily available services including convenient locations, electronic options and e-commerce will, if not addressed, will result in:

- Diminished confidence in the quality of county government
- Decreased customer satisfaction
- Potential of unmet statutory requirements

Cross Cutting: Board of Supervisors, IT

## **Issue 5: Employee Security at Satellite offices**

The lack of security facilities/equipment at satellite offices coupled with the unavailability of multiple county departments staffing at the satellite offices will, if not addressed, result in:

- Potential increase in liability to the county
- Increase possibility of employee and public safety issues
- Potential decrease in staff morale

Cross cutting: Facilities, Risk Management, and Other County Departments

## STRATEGIC GOALS

### **Strategic Goal 1: Early Voting/Voter Registration (Issues: 1,2,3,4,5)**

Pinal County residents will have continued confidence in the integrity and quality of early voting/voter registration service as evidenced by:

- Voter ID card distribution within 10 working days of voter registration acceptance
- Onsite early voters receiving service within 10 minutes

### **Strategic Goal 2: Access to Services (Issues: 1, 3, 4)**

Customers of the county recorder's office will experience greater access to the services offered as evidenced by:

- By 2012, an office within 15 miles of 75% of the population
- By 2010 100% of customers will have the ability to use alternate payment methods (e-commerce)
- By 2010, unofficial copies of all non-sensitive\* documents from 1998 forward will be available on-line (excludes: death certificates, state & federal tax liens, trusts, wills etc)

### **Strategic Goal 3: Public Education (Issues: 2,4)**

We will assist the public in understanding the available services of the Pinal County Recorder's office as evidenced by:

- By 2010, 10% increase in website visits from 360,000 to 396,000 on recorder information pages
- By 2010, 100% increase in information pamphlets distribution from 0 to 2 (Recording and Voter Registration each having a separate pamphlet).
- By 2012, 20% increase in the number and frequency of Recorder's informative articles published.

### **Strategic Goal 4: Satellite Security (Issues: 2,4,5)**

Pinal county satellite office customers will experience greater confidence in a secure business environment as evidenced by:

- By 2010 95 % of customers who respond as satisfied or very satisfied according to customer surveys
- By 2010, 100% of Recorder's office staff receives training on "How to Handle Difficult People" on an annual basis for new employees.

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, page 7
- 1.2. Reserved Activity, page 7
- 1.3. Training Activity, page 8
- 1.4. Records Management Activity, page 9
- 1.5. Vehicle Management Activity, page 10
- 1.6. Finance Services Activity, page 11
- 1.7. Department Director Activity, page 12

### **2. Program: Recording Program**

- 2.1. Recorded Document Activity , page 13
- 2.2. Recording Administration, page 14

### **3. Program: Voter Services Program**

- 3.1. Voter registration Activity, page 15
- 3.2. Early Voting 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
- 85% of training dollars spent that directly align to County or Department strategic goals
- 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
- 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 applicable Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Recorder's Office.

### ***Recording Program***

**Purpose Statement** The purpose of the Recording Program is to provide permanent public record archival services to the public so they can access recorded documents and data

- Key Results**
- 90 % of Requested information will be provided within 8 hours (total # of information requests provided in xx hours / total # of requests)
  - 100% of Recording Accounts below the required account balance invoiced within 16 working hours
- 

### ***Voter Services Program***

**Purpose Statement** The purpose of the Voter Services Program is to provide voter registration and early voting services to the public so they can exercise their right to vote.

- Key Results**
- 100% of Voter Registration cards distributed within 10 working days of receipt registration form (# of voter ID cards distributed within 10 days of receipt registration forms/ # of total ID cards distributed)
  - 100% of Early ballots returned are processed by deadline (#of early ballots processed /# of early ballots returned)

# 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.

### Activity 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>
--------------------------	---	--

---

**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. 23 of employee appraisals submitted on/by due date

Demands

1. 24 of employee appraisals anticipated to be submitted

Efficiencies

N/A

---

**Activity Manager(s)**

- Barbara Kelly
- Linda Tuttle

**Activity Budget** \$6160

---

## Section 1.2: Reserved

---

## ***1. Administration Program***

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.

### ***Activity 1.3: Training Activity***

**Activity Purpose Statement** The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County or Department strategic goals.

---

<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>
--------------------------	---	---

---

**Family of Measures**

Results

1. 85% of training dollars spent that directly align to County or Department strategic goals. (# of training dollars spent that directly align to County or Department strategic goals/ total # of training dollars spent)

---

Outputs

1. 23 Training \$ spent that directly align to County or Department strategic goals

---

Demands

1. 23 Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

---

Efficiencies

1. \$ Training Activity \$ spent that directly align to County or Department strategic goals

---

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Laura Dean-Lytle</b></li><li>• <b>Linda Tuttle</b></li></ul>
----------------------------	---

---

<b>Activity Budget</b>	\$44,454
------------------------	----------

---

## ***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.

### ***Activity 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 series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives ( # of records series managed in compliance with legal and policy requirements/ total # of records series managed)

---

Outputs

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

---

Demands

1. \* of records series anticipated to be in compliance

---

Efficiencies

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

---

**Activity Manager(s)** • **Linda Tuttle**

---

**Activity Budget** \$46,263

---

## **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.

### **Activity 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
- 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. 2 department vehicles operated
  2. 2 department vehicles operated more than 10,000 miles a year.
- 

**Demands**

1. 2 department vehicles anticipated to be operated
- 

**Efficiencies**

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

**Activity Manager(s)** • **Linda Tuttle**  
•

---

**Activity Budget** 10,586

---

## ***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.

### ***Activity 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 appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.

---

<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>
--------------------------	---	---

---

**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. 280 of payment authorizations received within three business days of physical receipt of item(s)

---

Demands

1. 300 of payment authorizations (requisitions) anticipated to be entered into the system

---

Efficiencies

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

---

**Activity Manager(s)**

- **Linda Tuttle**

---

**Activity Budget** \$53,737

---

## ***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.

### ***Activity 1.7: Elected Official 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></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></ul>
--------------------------	--	---

---

#### **Family of Measures**

##### Results

1. 100% of applicable 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 Recorder's Office.  
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

##### Outputs

1. 143 of customers responding to the department survey

##### Demands

1. 360 of customers expected to respond to the survey

##### Efficiencies

1. \$ Department expenditures per customer served

---

**Activity Manager(s)** • **Laura Dean-Lytle**

---

**Activity Budget** \$92,900

---

## 2. Recording Program

**Purpose Statement** The purpose of the Recording Program is to provide Permanent public record archival services to the public so they can access recorded documents and data

### 2.1: "Recorded Document Activity"

**Activity Purpose Statement** The purpose of the Recorded Document activity is to provide retention and retrieval services to the public so they can record and access documents and data in a timely manner

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Original Recorded Document/Document Returns</li><li>• Web document images</li><li>• Document Search Findings</li><li>• Recorded Document Copies</li><li>• Imaging Information Responses</li><li>• Archived Records</li></ul>	<ul style="list-style-type: none"><li>• Plats and Surveys on CDs</li><li>• Certified Document Copies</li><li>• E-mailed Plats and Surveys</li><li>• Transfer of Document Images (for other county departments)</li><li>• Property Value Affidavits Forms</li></ul>
--------------------------	--	--

---

#### Family of Measures

##### Results

- 1 90% of Requested information will be provided within 8 hours (total # of information requests provided in 8 hours/total # of requests)
  - 2 100% of Maps and Plats available on-line. (# of maps and plats availability on-line/total # of maps and plats)
  - 3 75% increase of Pinal County population within 15 miles of Recorder's office location (TY population within 15 miles of a recorders Office-LY population within XX miles of a Recorder's Office location/LY population within XX miles of a Recorder's office location)
- 

##### Outputs

1. \* of information requests
  2. 124,255 Documents Recorded
  3. 360,000 # of website visits for recorded documents
- 

##### Demands

1. \* of anticipated information requests
  2. 124,255 Recorded documents anticipated to be processed
  3. 396,000 website visits anticipated.
- 

##### Efficiencies

1. \$ Recorded Document Activity expenditures per recorded document
- 

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Barbara Kelly</b></li><li>• <b>Cheryl Lira-Castro</b></li><li>• <b>Deb Smith</b></li><li>• <b>Teresa Barr</b></li><li>• <b>Donna Diaz</b></li></ul>
----------------------------	--

---

<b>Activity Budget</b>	\$402,051
------------------------	-----------

---

## 2. Recording Program

**Purpose Statement** The purpose of the Recording Program is to provide Permanent public record archival services to the public so they can access recorded documents and data

### 2.2: "Recording Administration Activity"

**Activity Purpose Statement** The purpose of the Recording Administration Activity is to provide financial accounting, notary and reports services to the public so they can conduct their business in a timely manner.

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Recording Tracking Sheets</li><li>• Recording Information Responses</li><li>• Refund Checks</li><li>• Recording Payment Receipts</li></ul>	<ul style="list-style-type: none"><li>• Surrendered Notary Journals</li><li>• Account Activity Statements/Invoices</li><li>• Notarized Signatures</li><li>• Rejected Document Notifications</li><li>• Temporary Blotter Reports</li></ul>
--------------------------	--	---

---

**Family of Measures**

Results

- 1 100% of Recording Accounts below the required account balance invoiced within 16 hours (# of recording accounts below the required level invoiced within xx hours/total # of recording accounts below the required level invoiced)
- 2 100% of Accounts Receivable Clients who responded they were satisfied or very satisfied in a department survey (# of Account Receivable Clients who responded they were satisfied or very satisfied in a department survey / Total # of Account Receivable Clients who responded to a department survey)

---

Outputs

1. 68 Recording Accounts Invoices sent

---

Demands

1. 68 Recording Account Invoices expected to be sent

---

Efficiencies

1. \$ \_\_\_\_\_ Recording Administration Activity expenditure per recording invoices sent

---

**Activity Manager(s)**

- Tracy Hamilton

---

**Activity Budget** \$1000

---

### 3. Voter Service Program

**Purpose Statement** The purpose of the Voter Services Program is to provide voter registration and early voting services to the public so they can exercise their right to vote.

#### 3.1: "Voter Registration Activity"

**Activity Purpose Statement** The purpose of the Voter Registration Activity is to provide voter materials and information services to the public so they can register and exercise the right to vote in a timely manner.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Voter Registration Forms</li> <li>• Voter Registration Information Responses</li> <li>• Voter Registration Training Sessions</li> <li>• Petition Verifications</li> <li>• Provisional Ballot Verifications</li> <li>• Voter Outreach Presentations Sessions</li> <li>• Voter Confirmation Notices</li> </ul>	<ul style="list-style-type: none"> <li>• Rosters for Poll workers</li> <li>• Voter Registration List</li> <li>• Department of Justice Approval Requests</li> <li>• Elections Reports</li> <li>• Voter Identification Cards</li> <li>• Voter Registration Form Rejection Letters</li> </ul>
--------------------------	---	--

**Family of Measures**

Results

1. 100% of Voter Identification cards distributed within 10 days of receipt of registration forms (#of voter identification cards distributed within X day of receipt of registration forms/ # of total identification cards distributed)
2. 75% o of voter registration forms that were properly completed and returned before deadline date processed to result in newly listed registered voters (# of voter registration forms that were properly completed and returned before deadline date processed to result in newly listed registered voters/ # of voter registration forms received *a.k.a.* attempted voter registrations)

Outputs

1. 62,000 Voter Identification cards sent

Demands

1. 62,000 Voter Identification cards expected to be sent

Efficiencies

1. \$ \_\_\_\_ Voter Registration Activity expenditures per voter identification cards issued

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"> <li>• Barbara Montijo</li> <li>• Rachel Silvas</li> </ul>
----------------------------	--

<b>Activity Budget</b>	\$201,164
------------------------	-----------

### 3: Voter Service Program

**Purpose Statement** The purpose of the Voter Services Program is to provide voter registration and early voting services to the public so they can exercise their right to vote.

#### 3.2: "Early Voting Activity"

**Activity Purpose Statement** The purpose of the Early Voting Activity is to provide ballot information and reporting services to the public so they can have the ability and convenience to vote early.

<b>Activity Services</b>	<ul style="list-style-type: none"> <li>• Early Ballots</li> <li>• Early Voting Supplies (envelopes, affidavits, etc)</li> <li>• Verified Early Voted Ballots to Elections</li> <li>• 120 Day Voter Notifications</li> <li>• Department of Justice Approval Requests</li> </ul>	<ul style="list-style-type: none"> <li>• Military &amp; Overseas Voting</li> <li>• Early Voting Statistics and Reports</li> <li>• Early Voting Information Responses</li> <li>• Permanent Early Voting Lists</li> <li>• Off-site Early Voting Locations (not located in Recorders locations)</li> <li>• Special Boards Early Voting (hospitals and shut ins)</li> </ul>
--------------------------	--	---

**Family of Measures**

Results

- 1 100% of Early ballots returned are processed by deadline(#of early ballots returned/#of early ballots processed)
- 2 60% increase in the number of early ballots issued (this year early ballots issued – last year early ballots issued/ last year early ballots issued)
- 3 80% of on-site early voters who received voter services within 10 minutes (# of on-site early voters who received voter services within x minutes / # of voter for on-site voter services)

Outputs

- 1 12,400 of Early ballots issued

Demands

- 1 12,400 of Early ballots expected to be issued

Efficiencies

- 1 \$ \_\_\_\_\_ Early Voting Activity expenditure per early ballots issued

**Activity Manager(s)**

- **Barbara Montijo**
- 
- 

**Activity Budget** \$356,054