

Civil Hearing 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 Civil Hearing Office is to provide regulatory assessment services to County Elected Officials, County Management, Departments and defendants so they can achieve ordinance compliance and avoid further legal action

ISSUE STATEMENTS

Issue 1 – Ordinance Knowledge

Residents continued lack of knowledge with regards to zoning code, animal control and alarm code requirements, building safety and housing, will if not addressed, result in:

- Lower quality of life
- Increased safety hazards for County residents
- Inefficient use of County resources

Issue 2 – Inefficient Collection Services

The continuing lack of efficient collection services and policies will if not addressed, result in:

- Decrease in available resources
- Decreased efficiencies regarding use of staff and resources to address unexpected collection issues on a case by case basis
- Increased customer dissatisfaction regarding the perception of being treated differently from others involved in the collection process due to the lack of governing policies

STRATEGIC GOALS

Strategic Goal 1 – Ordinance Compliance

By 2011, Pinal County residents will experience safer and compliant neighborhoods, as evidenced by:

- 85% of notices of violation brought in to compliance.

Strategic Goal 2 – Efficient Collection Services

By 2011, Pinal County residents will benefit from increased accountability through more efficient ordinance violation management, as evidenced by:

- 60% of notices of violation paid
- 50% of notices of violation brought in to collections.

CROSS CUTTING ISSUES

Issue: Timely Delivery of Services

Goal:

Cross Cutting with: Planning and Zoning, Housing, Animal Care Control, Building Safety, PCSO (Alarm Unit), and Human Resources (Organizational Development).

Need: Commitment by Elected Offices and Departments currently using the Hearing Office Services to commit to agreed on timelines in order to have timely resolution to cases.

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 7
- 1.2. Reserved
- 1.3. Training Activity, page 8
- 1.4. Records Management Activity, page 9
- 1.5. Vehicle Management Activity, page 10(not used)
- 1.6. Financial Services Activity, page 12
- 1.7. Department Director Activity, page 13

2. Civil Hearing Procedures Program

- 2.1. Civil Hearing Procedures Activity, page 13

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
- 95% of department vehicles with preventative maintenance performed as scheduled (not used)
- 95% of department vehicles operated more than 10,000 miles per year (not used)
- 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 Hearing Office

Civil Hearing Procedures Program

Purpose Statement The purpose of the Civil Hearing Procedures Program is to provide regulatory assessment services to code compliance, animal control, alarm enforcement officers, and defendants so they can achieve compliance and avoid further legal action

Key Results

- 75% of notices of violation brought in to compliance
- 60% of notices of violation paid
- 50% of notices of violation brought in to collections.

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
--------------------------	---	---

Family of Measures	<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. 2 employee appraisals submitted on/by due date</p> <hr/> <p><u>Demands</u></p> <p>1. 2 employee appraisals anticipated to be submitted</p> <hr/> <p><u>Efficiencies</u></p> <p>N/A</p>
---------------------------	--

Activity Manager(s)	<ul style="list-style-type: none"> • Brenda Lampert-Jones
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

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 and/or department strategic goal.

Activity Services	<ul style="list-style-type: none">• Training Sessions• Safety Training Sessions• Employee Handbooks• Annual Development Fee Conference	<ul style="list-style-type: none">• Training Assessments• Training Records• Training Schedules/Arrangements
--------------------------	---	---

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 number of training dollars spent)

Outputs

1. 0 Training \$ spent that directly align to County or Department strategic goals

0

Demands

1. 0 Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

0

Efficiencies

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

Activity Manager(s)	<ul style="list-style-type: none">• Brenda Lampert-Jones
----------------------------	---

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

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

Outputs

1. 2 record series in compliance with legal and policy requirements

Demands

1. 2 record series anticipated to be in compliance

Efficiencies

1. Records Management Activity \$ expenditure per record series in compliance with legal and policy requirements

Activity Manager(s)

- **Brenda Lampert-Jones**

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(Not Used)

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)

- **Brenda Lampert-Jones**

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 1.6: 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.

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
--------------------------	---	---

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)

Outputs
1. 10 payment authorizations received within three business days of physical receipt of item(s)

Demands
1. 10 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)

- **Brenda Lampert-Jones**

Activity Budget \$3,815.00

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
--------------------------	--	---

Family of Measures

Results

1. 100% of applicable Key Results achieved
(# of key results achieved/total # of key results)
2. 95% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Hearing Office..
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 0 of customers responding to the department survey

Demands

1. 0 of customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s) • **Brenda Lampert-Jones**

Activity Budget \$

2.Civil Hearing Procedures Program

Purpose Statement The purpose of the Civil Hearing Procedures Program is to provide regulatory assessment services to code compliance, animal control, and alarm enforcement officers and defendants so they can achieve compliance and avoid further legal action

Section 2.1: Civil Hearing Procedures Activity

Activity Purpose Statement The purpose of the Civil Hearing Procedures Activity is to provide regulatory assessment services to code compliance, animal control, alarm, enforcement officers and defendants so they can achieve compliance and avoid further legal action.

Activity Services	<ul style="list-style-type: none">• Financial Collection reports• Treasury reports• Civil Judgments• Complaint hearings• Verbatim minutes•	<ul style="list-style-type: none">• Notices of violations received• Notices of violations sent• Code Violation investigation reports• Archived files• Litigation background materials• Customer responses
--------------------------	---	--

Family of Measures

Results

1. 75% of notices of violation brought into compliance
(# of notices of violation brought into compliance/total # of notices of violation issued)
2. 60% of notices of violation paid
(# of notices of violation paid/total # of notices of violation issued)
3. 50% of notices of violation brought in to collections
(# of notices of violation brought in to collections/total # of notices of violation issued)

Outputs

1. 1200 of notices of violation issued

Demands

1. 1272 of notices of violation anticipated to be issued.

Efficiencies

2. \$80.56per notices of violation sent

Activity Manager(s)

- **Brenda Lampert-Jones**

Activity Budget \$96,677.00
