

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 – Increased Demand for Services

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

Issue 2 – Complex Electoral Process

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
- Increased voter confusion in the voting process
- Decreased confidence in the voting process
- Decrease in the number of poll workers

- Increase in the training required for Elections staff, poll workers, and troubleshooters.
- Increase in costs for maintaining compliance with election laws.
- Increased potential for legal actions

Issue 3 – Changing Laws and Technology

The evolution of electronic voting technology coupled with changes in election laws and procedures has created burdens on Elections staff which, if not addressed will result in:

- Increased voter confusion
- Increased voter frustration
- Decrease in the number of poll workers
- Increased potential for legal actions

STRATEGIC GOALS

Strategic Goal 1 – Improved Voter Experience

By 2010 Pinal County voter experience will be enhanced as evidenced by;

- 100% of election boards will serve no more than 2500 registered voters in county-wide elections
- 75% of surveyed customers (jurisdictions) will say they are satisfied or very satisfied with the services provided

Strategic Goal 2 – Efficient Precinct Operations

Pinal County voters will benefit from being served by adequately trained poll workers, as evidenced by:

- By 2010, 75% of precinct ballot reports are correctly filled out and balanced for every election
- By 2012, 100% of Touch Screen Voting Machines are properly set up and ready to be used at the opening of the polls on election day

Strategic Goal 3 – Poll Worker Compensation

By 2010, poll workers will receive timely compensation for their services as evidenced by:

- 80% of all paychecks will be received by the poll workers on election day

CROSS CUTTING ISSUES

To be further discussed following initial review by ACM and external reviewers

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

- 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*
- 1.6. Financial Services Activity *page 11*
- 1.7. Department Director Activity *page 12*

2. Voting Program

- 2.1. Voter Activity *page 13*
- 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

- 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 Finance 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**
- 100% of election boards will serve no more than 2,500 registered voters in county-wide elections
 - 75% of precinct ballot reports are correctly filled out and balanced for every election
 - 90% of public records requests completed in one business day or less
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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.

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	<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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Activity Manager(s)	<ul style="list-style-type: none"> • Steve Kizer • Irma Waskom
Activity Budget	\$x,xxx,xxx

Activity 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.

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	<ul style="list-style-type: none">• Training Sessions• Safety Training Sessions• Employee Handbooks	<ul style="list-style-type: none">• Training Assessments• Training Records• Training Schedules/Arrangements
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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. \$1000.00 Training dollars spent that directly align to County or Department strategic goals

Demands
1. \$1000.00 Training dollars 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

Activity Manager(s)	<ul style="list-style-type: none">• Steve Kizer• Damon Hampton
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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.

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
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. 14 record series in compliance with legal and policy requirements

Demands

1. 14 record series anticipated to be in compliance

Efficiencies

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

Activity Manager(s)

- Steve Kizer
- Irma Waskom

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.

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. 4 department vehicles operated
2. 2 department vehicles operated more than 10000 miles a year

Demands

1. 4 department vehicles anticipated to be operated

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s)

- Refe Ayala
- Damon Hampton

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.

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

Demands

1. 50 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)	<ul style="list-style-type: none">• Irma Waskom• Becky Canalez
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Activity Budget	\$x,xxx,xxx
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1. Administrative Program

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176. 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• Accounting consultations• Capital leases• Rating agency presentations• Financial Consultations	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership• Fraud investigation reports• Greater AZ development authority financing• Certificates of participation
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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 Elections Department.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 6 customers responding to the department survey
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Demands

1. 6 customers expected to respond to the survey
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Efficiencies

1. \$ Department expenditures per customer served
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Activity Manager(s)

- **Steve Kizer**

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.

2.1. 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.

Activity Services	<ul style="list-style-type: none">• Ballots• Publicity Pamphlets• Election Results	<ul style="list-style-type: none">• Polling Places• Precinct/District Boundaries•
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Family of Measures

Results

1. 100% of election boards will serve no more than 2,500 registered voters in county-wide elections
(# of election boards serving 2,500 or less registered voters/total # of election boards)
2. 75% of Touch Screen Voting Machines are properly set up and ready to be used by the opening of the polls on each election day
(# of voting machines properly set-up and working prior at opening of the polls/total # of voting machines at polling sites)

Outputs

1. 509,571 official ballots provided
2. 300,072 of publicity pamphlets provided
3. 90 polling places provided

Demands

1. 509,571 official ballots anticipated to be provided
2. 300,072 of publicity pamphlets anticipated to be provided
3. 90 polling places anticipated to be needed

Efficiencies

1. __\$ Total expenditure per official ballot provided
2. __\$ Total expenditure per polling place provided

Activity Manager(s)	<ul style="list-style-type: none">• Steve Kizer• Irma Waskom
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Activity Budget	\$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 voter information efficiently.

Activity Services

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

Family of Measures

Results

1. 75% of precinct ballot reports are correctly filled out and balanced for every election (# of ballot reports correctly filled out and balanced/total # of ballot reports)
2. 80% of all poll worker paychecks will be distributed on election day (# of election worker paychecks distributed on election day/total # of election worker paychecks)

Outputs

1. 38 training sessions provided
2. 2000 paychecks provided

Demands

1. 38 training sessions anticipated to be needed or requested
2. 2000 paychecks anticipated to be provided

Efficiencies

1. __\$ total expenditure per training session provided
2. __\$ total expenditure per paycheck provided

Activity Manager(s)

- Steve Kizer
- 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.

Activity Services	<ul style="list-style-type: none">• Canvass Books• Polling Place Lists• Copies• Election Facility Tours• Election Results• Telephone Inquiry Responses• Candidate Filings• Precinct Committeemen Reports• Recall Petitions• Candidate Nomination Certificates• Partisan Candidate Packets• Non-Partisan Candidate Packets	<ul style="list-style-type: none">• Voter Precincts Assignments• Board of Supervisors Agenda Items• Population Statistics Reports• Political District Maps• Logic/Accuracy Tests• Legal Notices• Financial Disclosure Reports• Recall Applications• Special District Election Packets• Proposition Packets (Recall, Initiative, and Referendum)• Nomination Petitions
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Family of Measures

Results

1. 90% of public records requests completed in one business day or less.
(# of information requests completed in one business day or less/total # of information requests)

Outputs

1. 5 information requests completed

Demands

1. 5 information requests anticipated to be asked for by customers

Efficiencies

1. __ \$ total activity expenditure per information request provided

Activity Manager(s)	<ul style="list-style-type: none">• Becky Canalez• Damon Hampton
Activity Budget	\$x,xxx,xxx
