

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 documents, research records and participate 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)

Issue 2: 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 continue to 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)

Issue 3: Increased Service Availability

The growth of the diversified population coupled with increasing demand for readily available services including 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

STRATEGIC GOALS

Strategic Goal 1: Early Voting/Voter Registration (Issues: 1,2,3)

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

- 100% of Voter Identification cards distributed within 10 days of receipt of registration forms
- 100% of voter registration change confirmations mailed within 30 days
- 100% of onsite early voters receiving service within 10 minutes

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

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

- By 2011 100% of customers will have the ability to use alternate payment methods (use of credit cards via the web and onsite)
- 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)
- By 2010, 98% of recorded maps and plats will be available online.

Strategic Goal 3: Public Education (Issues: 2,3)

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.

CROSS CUTTING ISSUES

Issue: Insufficient Facility Capacity

Goal(s):

Cross Cutting With: Board of Supervisors, Facilities

Need: Increased work space needed for early voting process during gubernatorial and presidential election cycles.

Issue: Information Distribution/Reception

Goal(s):

Cross Cutting With: Board of Supervisors, County Administration

Need: A county mail center to collect mail from/to the post office and other county complexes would increase the safety of office staffing to/from the post office and would be more economical for courier services to/from county complexes than each department driving to/from those sites.

Issue: Increased Service Availability

Goal(s):

Cross Cutting With: IT

Need: The current consumer lifestyle has advanced through the use of emerging technology practices to the level of the consumer rarely using cash or checks. Therefore, this office needs the capability of providing debit and/or credit card services for our customers.

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

3. Program: Voter Services Program

- 3.1. Voter registration Activity, page 14
- 3.2. Early Voting Activity, page 15

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**
- 20% of customers that use an alternate payment method (credit cards)
 - 85% of the recording process* completed within 2 weeks of being recorded. (*Recording process: Data entry, quality control, scanned images to computer systems and recorded documents returned to submitter)
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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 ID cards distributed within 10 working days of receipt registration form
 - 99% of ballots for early voting distributed to the voter error free.

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.

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. 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.

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 # of training dollars spent)

Outputs

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

Demands

1. * 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

Activity Manager(s)	<ul style="list-style-type: none">• Laura Dean-Lytle• Linda Tuttle
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Activity Budget	\$44,454
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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.

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)
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Outputs

1. 2 department vehicles operated
 2. 2 department vehicles operated more than 10,000 miles a year.
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Demands

1. 2 department vehicles anticipated to be operated
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Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated
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Activity Manager(s) • **Linda Tuttle**
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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.

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. 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.

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 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. 400 of customers responding to the department survey

Demands

1. 400 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, retrieval and financial accounting services to the public so they can record and access documents and data in a timely manner.

Activity Services

- Original Recorded Document/Document Returns
- Web document images
- Document Search Findings
- Recorded Document Copies
- Imaging Information Responses
- Archived Records
- Account Activity Statements/Invoices
- Recording Payment Receipts
- Document CDs
- Certified Document Copies
- E-mailed Document Copies
- Property Value Affidavits Forms
- Document E- Recordings

Family of Measures

Results

1. 85% of the recording process* completed within 2 weeks of being recorded (# of recoded documents completed through the process within 2 weeks/total # of recoded documents completed through the process). *Recording process: data entry, quality control, scanned images to computer systems and recorded documents returned to submitter
2. 90% of Requested information will be provided within 8 business hours (total # of information requests provided in 8 hours/total # of requests)
3. 100% of recorded Maps and Plats available on-line. (# of maps and plats available on-line/total # of maps and plats)
4. 20% of customers that use an alternate payment method (# of customers using an alternate payment method / # of customers using non-alternate payment methods)

Outputs

1. 1,200 information requests provided
2. 133,000 recorded Documents provided
3. 360,000 website visits for recorded documents
4. 10,000_ alternate payments processed

Demands

1. 1,200 of anticipated information requests
2. 133,000 Recorded documents anticipated to be provided
3. 396,000website visits anticipated.
4. 10,000 alternate payments expected

Efficiencies

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

Activity Manager(s) • **Barbara Kelly, Cheryl Lira-Castro, Deb Smith, Teresa Barr, Donna Diaz**

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 materials, information and verification services to the public so they can exercise the right to vote.

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| Activity Services | <ul style="list-style-type: none"> • Voter Registration Forms • Voter Registration Information Responses • Voter Registration Training Sessions • Petition Verifications • Provisional Ballot Verifications • Voter Outreach Presentation Sessions • Voter Confirmation Notices | <ul style="list-style-type: none"> • Election Rosters Voter Registration List • Department of Justice Approved Submission Requests • Election Reports • Voter Identification Cards • Voter Registration Form Rejection Letters |
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Family of Measures

Results

1. 100% of Voter Identification cards distributed within 10 working days of receipt of registration forms
(#of voter identification cards distributed within 10 days of receipt of registration forms/ # of total identification cards distributed)
2. 90% of voter registration forms received before the close deadline processed within 3 business days
(#of voter registration forms received before the close deadline processed within 3 business days/total of voter registration forms received before the close deadline)
3. 85% of voter registration change confirmations mailed within 30 days
(#of voter registration change confirmations mailed within 30 days/total # of voter registration change confirmations mailed)

Outputs

1. 52,000 Voter Identification cards distributed
2. 54,000 voter registration forms received

Demands

1. 52,000 Voter Identification cards expected to be distributed
2. 54,000 voter registration forms expected to be received

Efficiencies

1. \$ ____ Total Voter Registration Activity expenditures per voter identification cards distributed
2. \$ ____ Total Voter Registration Activity expenditure per voter registration form processed

Activity • **Barbara Montijo**

Manager(s) • Rachel Silvas

Activity Budget \$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 ballots, information and reporting services to the public so they can have the ability and convenience to vote early.

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

Results

1. 100% of Early ballots returned are processed by deadline (#of early ballots returned/#of early ballots processed)
2. 99% of ballots for early voting distributed to the voter error free. (# of ballots for early voting distributed to voters error free / # of ballots for early voting distributed)
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
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Activity Manager(s) • Barbara Montijo

Activity Budget \$356,054
