

# **Pinal County Treasurer'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 Treasurer's Office is to provide financial and tax collection services to taxpayers, special districts, and political sub-divisions within Pinal County so they can be assured that their money is invested efficiently and accurately apportioned and managed with integrity and honesty.

## **ISSUE STATEMENTS**

### **Issue 1 – Technology**

The continued need to effectively and efficiently share information with the public, special districts, and other County departments will, if not addressed, result in:

- Decreased customer satisfaction
- Decreased timeliness and accuracy of information
- Inefficient use of staff resources
- Inability to maximize revenue collection

## **Issue 2 – Customer Service**

The increasing lack of understanding of the role of the Treasurer's Office\*, coupled with the complexity of computations and exceptions of tax bills will, if not addressed, result in:

- A negative public perception
- Decreased staff morale
- Untimely collection of due taxes
- Potential of increased costs to customers due to additional fees/penalties, interest, etc.

\* Although the Treasurer's Office takes responsibility for sending out tax bills, they are not responsible for setting the tax rates. Setting of tax rates is the responsibility of each of the different taxing authorities.

## **Issue 3 – Demand vs. Resources**

The continued budget cuts, coupled with continued departmental impacts due to growth\* will, if not addressed, result in:

- Decreased ability to respond to customers in a timely manner
- Potential for errors due to increased employee workload
- Inability to provide services at satellite locations
- Potential loss of revenue
- Decreased employee morale

\*Due to statutory requirements, the Treasurer's Office has an approximate 2 year lag time from when growth occurs and when that growth impacts the department. Thus, the Treasurer's Office continues to feel the impacts of the substantial growth of the 2005-2007 timeframe.

## STRATEGIC GOALS

### **Strategic Goal 1 - Improved Tax Bill Delivery (Issues 1, 2)**

Pinal County taxpayers will receive proper notification of tax liability in a timely manner as evidenced by:

- By 2011, there will be a 5% reduction of undeliverable tax bills (from 5391 to 5121)
- By 2011, there will be a 1% reduction in delinquent splits/combinations\* (from 1644 to 1627)

\* Due to statutory requirements, the Treasurer's Office has an approximate 2 year lag time from when growth occurs and when that growth impacts the department. Thus, the Treasurer's Office continues to feel the impacts of the substantial growth of the 2005-2007 timeframe.

### **Strategic Goal 2 – Education (Issues 1, 2)**

Pinal County Treasurer's Office customers will have a better understanding of the role, responsibilities, and services provided as evidenced by:

- By 2011, 5% reduction per capita of Treasurer phone calls received by the Customer Contact Center
- By 2011, 5% increase in the number of visits to the Pinal County Treasurer's webpage

### **Strategic Goal 3 – Enhanced Information Services (Issues 1, 2, 3)**

Pinal County Treasurer's Office customers will have improved access to the information they need to meet their individual needs, as evidenced by:

- By 2013, 20% of tax bills will be delivered via electronic mail\*
- By 2012, 95% of depositing entities will be submitting deposit information electronically

\*The delivery of tax bills electronically (customer opt-in system) would allow the Treasurer's Office to include more information within the bill including links to frequently asked questions, contact information to taxing authorities, etc.

## CROSS-CUTTING ISSUES

**Issue:** This cross-cutting issue stems from the Tax Collection Activity.

**Goal:** n/a

**Cross-Cutting With:** Assessor's Office

**Need(s):** shared database with up-to-date resident data/accurate addresses

**Issue:** Lack of coordination of tax lien server with Pinal County Sheriff's Office

**Goal:** n/a

**Cross Cutting With:** Pinal County Sheriff's Office

**Need(s):** Improved coordination and use of the Pinal County Sheriff's Office staff member hired to serve delinquent Personal Property tax notices .

**Issue:** Improved tax area code accuracy

**Goal:** Strategic Goal #1, Improved Tax Bill Delivery

**Cross-Cutting With:** Assessor's Office

**Need(s):** Improved timeliness and accuracy of tax area codes and tax authority information

**Issue:** Lack of timely review of Special District data

**Goal:** n/a

**Cross-Cutting With:** Special Districts

**Need(s):** Review and confirm special district information prior to tax bill calculation

**Issue:** Communication with IT Department

**Goal:** n/a

**Cross-Cutting With:** IT

**Need(s):** Clarify level of support needed for the Treasurer's new IT system

## DEPARTMENT ORGANIZATION

### **1. Administrative Program**

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Financial Services Activity, page 12
- 1.7. Elected Official Activity, page 13

### **2. Treasurer's Office Program**

- 2.1. Tax Collection Activity, page 14
- 2.2. Banking and Accounting Activity, page 15
- 2.3. Tax Lien Sale Activity, page 16
- 2.4. Treasurer's Software Support Activity, page 17

## 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
- 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 Pinal County Treasurer's Office.

## ***2: Treasurer's Office Program***

**Purpose Statement** The purpose of the Pinal County Treasurer's Office is to provide financial and tax collection services to taxpayers, special districts, and political subdivisions within Pinal County so they can be assured that their money is invested efficiently and accurately apportioned and managed with integrity and honesty.

**Key Results**

- 95% of tax payments received by mail deposited within 72 hours (excluding weekends and holidays) of receipt
- 5% increase in the number of deposits made electronically
- 10% of new qualified tax lien bidders who register online
- 100% of 2010 Tax Bills will be calculated and delivered using new Treasurer Web based system by September 15, 2010

# 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 the Pinal County Treasurer’s Office so we can cost effectively manage our 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.

<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>• Policy 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. 12 employee appraisals submitted on/by due date

Demands

1. 12 employee appraisals anticipated to be submitted

Efficiencies

N/A

**Activity Manager(s)** • Sue Armbrust

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

### 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 the Pinal County Treasurer's Office so we can cost effectively manage our 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

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Training Sessions</li><li>• Safety Training Sessions</li><li>• Employee Handbooks</li><li>• Annual Staff Retreat</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 number of training dollars spent)

---

Outputs

1. \$4,000 Training \$ spent that directly align to County or Department strategic goals

---

Demands

1. \$4,000 Training \$ spend that directly align to County or Department strategic goals expected to be spent

---

Efficiencies

1. \$ Training Activity expenditures per training session attended

---

**Activity Manager(s)**

- Sue Armbrust

---

**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 the Pinal County Treasurer’s Office so we can cost effectively manage our 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 records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. 9 record series in compliance with legal and policy requirements

Demands

1. 9 record series anticipated to be in compliance with legal and policy requirements

Efficiencies

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

**Activity Manager(s)**

- Sue Armbrust

**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 the Pinal County Treasurer's Office so we can cost effectively manage our resources to achieve the planned results.

### ***Section 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. 1 department vehicles operated

---

**Demands**

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

---

**Efficiencies**

1. \$ Vehicle Management Activity expenditure per vehicle operated

---

**Activity Manager(s)** • Sue Armbrust

---

**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 the Pinal County Treasurer's Office so we can cost effectively manage our 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 efficient use of County resources.

---

<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><li>• Auditor Consultations</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 within 3 days of the receipt of goods/total payment authorizations entered into the system)

---

Outputs

1. 20 payment authorizations received within three business days of physical receipt of item(s)

---

Demands

1. 20 payment authorizations anticipated to be entered into the system

---

Efficiencies

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

---

**Activity Manager(s)**

- Sue Armbrust

---

**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 the Pinal County Treasurer's Office so we can cost effectively manage our resources to achieve the planned results.

### Section 1.7: Elected Official Activity

**Activity Purpose Statement** The purpose of the Elected Official 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>• Investment Purchase Decisions</li><li>• Annual Reports</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>• Excess Proceeds</li></ul>
--------------------------	---	---

---

**Family of Measures**

Results

1. 100% of applicable Key Results achieved  
(# of applicable key results achieved/total # of applicable key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal County Treasurer's Office.  
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

---

Outputs

1. 200 of customers responding to the department survey

---

Demands

1. 200 customers expected to respond to the survey

---

Efficiencies

1. \$ Department expenditures per customer served

---

---

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• <b>Dodie Doolittle</b></li><li>•</li></ul>
----------------------------	--

---

<b>Activity Budget</b>	\$x,xxx,xxx
------------------------	-------------

---

## 2. Pinal County Treasurer's Office Program

**Purpose Statement** The purpose of the Pinal County Treasurer's Office program is to provide financial and tax collection services to taxpayers, special districts, and political sub-divisions within Pinal County so they can be assured that their money is invested efficiently and accurately apportioned and managed with integrity and honesty.

### Section 2.1: Tax Collection Activity

**Activity Purpose Statement** The purpose of the Tax Collection Activity is to provide information and notification services to property owners so they can pay their taxes by the statutory due date.

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Public Notices</li><li>• Tax Bills</li><li>• Delinquent Notices</li><li>• Adjusted Tax Notices</li><li>• Refunds</li><li>• Split Information Letters</li><li>• Bankruptcy Case Resolutions</li></ul>	<ul style="list-style-type: none"><li>• Non-Sufficient Funds Notifications</li><li>• 2<sup>nd</sup> Half Payment Reminders</li><li>• Tax Receipts</li><li>• Online Public Access</li><li>• Research Findings</li><li>• Tax Roll Records</li><li>• Customer Inquiry Responses</li></ul>
--------------------------	--	--

---

#### Family of Measures

##### Results

1. 95% of tax notices delivered (mail or electronic) on or before September 15th  
(# of tax notices delivered on or before September 15th/total # of tax notices delivered)
  2. 95% of tax payments received by mail deposited within 72 hours (excluding weekends and holidays) of receipt  
(# of tax payments received by mail deposited within 72 hours/total # of tax payments made)
- 

##### Outputs

1. 240,000 tax bills delivered
  2. 460,000 tax payments deposited within 72 hours
- 

##### Demands

1. 245,000 tax bills expected to be delivered
  2. 480,000 tax payments expected to be posted
- 

##### Efficiencies

1. Total \$ Tax Collection Activity expenditure per parcel billed
  2. Total \$ Tax Collection Activity expenditure per tax payment received by mail that are deposited within 72 hours.
- 

---

<b>Activity Manager(s)</b>	<ul style="list-style-type: none"><li>• Janie Ayala</li></ul>
----------------------------	---

---

<b>Activity Budget</b>	\$x,xxx,xxx
------------------------	-------------

---

## **2. Pinal County Treasurer's Office Program**

**Purpose Statement** The purpose of the Pinal County Treasurer's Office is to provide financial and tax collection services to taxpayers, special districts, and political subdivisions within Pinal County so they can be assured that their money is invested efficiently and accurately apportioned and managed with integrity and honesty.

### **Section 2.2: Banking and Accounting Activity**

**Activity Purpose Statement** The purpose of the Banking and Accounting Activity is to provide financial and investment services to political subdivisions and County departments so they can conduct their financial business efficiently and as required by state statute.

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Non-Sufficient Funds Notifications</li><li>• Secure Website Access</li><li>• Annual Special District Meetings</li><li>• Monthly Bank Statements</li><li>• Investment/Warrant Resolutions</li><li>• Department Services Training Sessions</li><li>• Research Findings</li><li>• Declaration Letters</li><li>• Warrants</li></ul>	<ul style="list-style-type: none"><li>• Unclaimed Funds Transfers</li><li>• Customer Inquiry Responses</li><li>• Lines of Credit</li><li>• Miscellaneous Financial Reports</li><li>• Treasurer Receipts</li><li>• Debt Service Payments</li><li>• Bond Registrations</li><li>• Warrant Images</li><li>• Investment Income Apportionments</li></ul>
--------------------------	---	--

---

**Family of Measures**

Results

1. 5% increase in the number of deposits made electronically  
(# of electronic deposits made this year - # of electronic deposits made last year/total # of electronic deposits made last year)
2. 5% increase in the number of departments and districts submitting deposits electronically  
(# departments and districts depositing electronically this year - # departments and districts depositing last year/total # departments and districts depositing last year)

---

Outputs

1. 250 total electronic deposits received by Treasurer's Office
  2. 3 departments and districts depositing electronically
- 

Demands

1. 250 total electronic deposits expected to be received by Treasurer's Office
  2. 4 departments and districts depositing electronically
- 

Efficiencies

1. Total \$ Banking and Accounting Activity expenditure per # of checks received by Treasurer's Office
- 

**Activity Manager(s)** • Naomi Ruffini

---

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

---

## **2. Pinal County Treasurer's Office Program**

**Purpose Statement** The purpose of the Pinal County Treasurer's Office is to provide financial and tax collection services to taxpayers, special districts, and political subdivisions within Pinal County so they can be assured that their money is invested efficiently and accurately apportioned and managed with integrity and honesty.

### **Section 2.3: Tax Lien Sale Activity**

**Activity Purpose Statement** The purpose of the Tax Lien Sale activity is to provide information, training, and reporting services to potential investors so they can have the opportunity to participate and purchase available tax liens.

---

<b>Activity Services</b>	<ul style="list-style-type: none"><li>• Tax Lien Training Sessions</li><li>• Bidder Registrations</li><li>• Customer Inquiry Responses</li><li>• Foreclosures</li><li>• Tax Lien Sales</li></ul>	<ul style="list-style-type: none"><li>• Foreclosure Treasure Deeds</li><li>• Subsequent Tax Statements</li><li>• Tax Lien Portfolios</li><li>• Treasurer Checks</li><li>• ID Participation Activations</li></ul>
--------------------------	--	--

---

**Family of Measures** Results

1. 100 % of tax lien sale property transactions closed within 48 hours  
(# of tax lien sale property transactions closed within 48 hours/total tax liens sale property transactions)
2. 10% of new qualified tax lien bidders who register online  
(# of new qualified tax lien bidders who register online/total # of new qualified tax lien bidders)

---

Outputs

1. 5,200 tax lien sale property transactions closed within 48 hours
2. 1 new qualified tax lien bidders who registers on line

---

Demands

1. 5,200 tax lien sale property transactions
2. 10 new qualified tax lien bidders

---

Efficiencies

1. \$ Tax Lien Sale Activity expenditure per tax lien available for sale

---

**Activity Manager(s)** • **Janie Ayala**

---

**Activity Budget** \$X,XXX,XXX

---

## 2. Pinal County Treasurer's Office Program

**Purpose Statement** The purpose of the Pinal County Treasurer's Office is to provide financial and tax collection services to taxpayers, special districts, and political subdivisions within Pinal County so they can be assured that their money is invested efficiently and accurately apportioned and managed with integrity and honesty.

### Section 2.4: Treasurer's Software Support Activity

**Activity Purpose Statement** The purpose of the Treasurer's software Support Activity is to provide software application design, implementation, and technical assistance services to the Treasurer's Office so they can efficiently process and use data.

---

**Activity Services**

- Database designs
- Application designs
- Technical Business Analysis Reports
- Application Installations
- Service Request Responses
- Application Enhancements Upgrades
- Application Training Sessions
- Technical Consultations
- Technical Project Plans

---

**Family of Measures**

Results

1. 100% of 2010 Tax Bills will be calculated and delivered using new Treasurer Web based system by September 15, 2010

\* New Treasurer's application will be a web-based platform with enhanced capabilities including easier access to data for Treasurer's Office customers

2. 5% of tax bills will be delivered via email by 2011  
(# of tax bills delivered by email/total # of tax bills delivered)

---

Outputs

1. 242,258 of tax bills calculated and delivered using the new Treasurer Web based system

---

Demands

1. 254,437 expected to be calculated and delivered using the New Treasurer Web based system

---

Efficiencies

1. Total \$ Treasurer's Technical Support Activity expenditure per tax bills calculated and delivered using the new Treasurer Web based system

---

**Activity Manager(s)** • Levi Gibson

---

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

---