



TREASURER
STRATEGIC BUSINESS PLAN
FY 2011/2012

COUNTY 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.

SUMMARY OF MAJOR SERVICES PROVIDED:

- Tax Bills
- Delinquent Notices
- Tax Lien Sale
- Policies and Procedures
- Online Public Access
- Bankruptcy Case Resolutions
- Research/Customer Inquiry
- Budget
- Financial Reports
- Debt Service Payments
- Investments
- Application Design/Enhancements
- Application Training Services
- Special Projects

ISSUE STATEMENTS

Technology – The increasing requests for online tax information for 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

Customer Education - The increasing desire from the public to understand 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 property taxes
- Potential fees/penalties, interest to customers

Resources - Increased budget constraints due to overall economic climate, if not addressed, result in:

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

COUNTY PRIORITY ALIGNED TO:

Accountability and Transparency to the Pinal County Residents. Pinal County will provide public information available on the County website and through other media sources so its residents will know what services they receive from the County and the value they receive in return for the taxes they pay, as evidenced by:

- By 2012, 20% increase in (fillable) electronic forms available online
- By 2012, 10% increase in interactive services (transactions) available online
- By 2012, 5% increase in survey respondents reporting that they know what services the County provides
- By 2012 5% increase in survey respondents indicating they value the services they receive from the County in return for the taxes they pay
- By 2012, the Pinal County Board of Supervisors will approve a budget that ties the level of funding to a level of expected performance for all county offices and departments
- By 2012, Pinal County will process 100% of vendor payments electronically
- By 2012, Pinal County will provide secured online interactive services (such as permits, tax payments, etc)

2-5 YEAR STRATEGIC GOALS:

By 2012, Pinal County taxpayers will receive notification of tax liability in a timely manner as evidenced by: 2.5% of tax bills will be delivered via email by 2012.

By 2012, Pinal County Treasurer's customers will have an increased understanding of the role, responsibilities, and services provided by the Treasurer as evidenced by: 5% reduction of taxpayer phone calls to the Customer Contact Center.

Pinal County Treasurer's Office customers will be able to easily and conveniently obtain or provide information to facilitate daily activity of their respective organizations as evidenced by:

- By 2013, 5% of tax bills will be delivered via electronic mail
- By 2012, 10% of depositing entities will be received via Desk Top Deposit.

CROSS CUTTING ISSUES:

Information Technology – Continue to work with the Pinal County IT Department to develop a solid plan to provide maintenance and support of the Treasurer Receipt and Online Collection System.

Assessor – Establish a method of sharing information stored in the Assessor's Data Warehouse that is critical to the functions of the Treasurer to provide an accurate tax bill on an annual basis.

County Attorney – Continue to work with the Pinal County Attorney's office to provide assistance with the Bankruptcy caseload and secure the County's claim against unpaid taxes.

County Sheriff – Assist the Pinal County Sheriff's Department to collect unpaid Personal Property Taxes in accordance with ARS §42-19108 and 42-19111.

Finance – Assist the Pinal County Finance Department with implementation of the county's new finance software package to ensure integration with the Treasurer Receipt and Online Collection System.

ANNUAL PERFORMANCE MEASURES:

Tax Collection

1. 95% of tax notices delivered (mail or electronic) on or before September 15th
2. 95% of tax payments received will be deposited within 72 hours of receipt (excluding weekends and holidays).
3. 5% reduction of taxpayer phone calls to the Customer Contact Center.

Banking and Accounting

1. 10% increase in the number of deposits made electronically via Desk Top Deposit.
2. 10% increase in the number of departments and districts utilizing Desk Top Deposit.

Tax Lien Sale

1. 100 % of tax lien property transactions closed within 3 business days.
2. 100% of tax lien certificates will be processed electronically.

Treasurer Software Support

1. 100% of 2011 Tax Bills will be calculated and delivered using the new Treasurer Web based system.
2. 2.5% of tax bills will be delivered via email by 2012.