

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 is responsible 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 is just now feeling 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 2010, there will be an 5% reduction of undeliverable tax bills (from 5391 to 5121)
- By 2010, there will be an 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 is just now feeling 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 2010, 5% reduction per capita of Treasurer phone calls received by the Customer Contact Center
- By 2010, 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

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 87
- 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
- 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/manager evaluation
- 100% of records 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 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 dollars will be collected on or before the statutory due date
- 5% increase in the number of deposits made electronically
- 57% of tax liens sold on the sale date
- 30% of the new system* will be designed by the end of 2009

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.

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. 10 employee appraisals submitted on/by due date

Demands
 1. 11 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 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

- Training Sessions
- Safety Training Sessions
- Employee Handbooks
- Annual Staff Retreat
- Training Assessments
- Training Records
- Training Schedules/Arrangements

Family of Measures

Results

1. 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/ manager evaluation
(# of trained employees that demonstrate improved skill knowledge/ total number of employees trained)

Outputs

1. 3 training sessions attended

Demands

1. 4 training sessions anticipated to be attended

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

Outputs

1. 945,098 records in compliance with legal and policy requirements

Demands

1. 945,098 records anticipated to be in compliance

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. 2 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.

Activity Services	<ul style="list-style-type: none">• Grant Reports• Grant Applications• Grant Programmatic Progress Reports• Payment Authorizations• Employee Reimbursement Authorizations• Auditor Consultations	<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 within 3 days of the receipt of goods/total payment authorizations entered into the system)

Outputs

1. 211 payment authorizations received within three business days of physical receipt of item(s)

Demands

1. 230 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.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects• Investment Purchase Decisions• Annual Reports	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership• Excess Proceeds
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Family of Measures

Results

1. 100% of 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 Pinal County Treasurer's Office.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. * of customers responding to the department survey

*TO BE PROVIDED AFTER 6 MONTHS OF DATA COLLECTION

Demands

1. 1,500 customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s)	<ul style="list-style-type: none">• Dodie Doolittle•
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Activity Budget \$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.

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

Results

1. 95% of tax dollars will be collected on or before the statutory due date (amount of due taxes collect by the due date/total amount of due taxes)
2. 94% of parcels will be paid on or before the statutory due date (# of parcels paid by the due date/total number of parcels)

Outputs

1. 218,000 tax bills delivered
2. 30,788 delinquent notices sent

Demands

1. 238,680 tax bills expected to be delivered
2. 33,000 delinquent notices expected to be sent

Efficiencies

1. Total \$ Tax Collection Activity expenditure per parcel billed
2. Total \$ Tax Collection Activity expenditure per delinquent notice sent

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 2.2: 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.

Activity Services	<ul style="list-style-type: none">• Non-Sufficient Funds Notifications• Secure Website Access• Annual Special District Meetings• Monthly Bank Statements• Investment/Warrant Resolutions• Department Services Training Sessions• Research Findings• Declaration Letters• Warrants	<ul style="list-style-type: none">• Unclaimed Funds Transfers• Customer Inquiry Responses• Lines of Credit• Miscellaneous Financial Reports• Treasurer Receipts• Debt Service Payments• Bond Registrations• Warrant Images• Investment Income Apportionments
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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 pre-scanned check images received by the Treasurer's Office
(# of check images received by Treasurer this year - # of check images received by Treasurer last year/total # of check images received by Treasurer last year)

Outputs

1. 10,764 total deposits received by Treasurer's Office
2. * of check images received
3. 750,000 paper checks received

* TO BE PROVIDED AFTER 6 MONTHS OF DATA COLLECTION

Demands

1. 10,764 total deposits expected to be received by Treasurer's Office
 2. * of check images expected to be received
 3. 750,000 paper checks expected to be received
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Efficiencies

1. Total \$ Banking and Accounting Activity expenditure per # of checks received by Treasurer's Office
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Activity Manager(s) • Naomi Ruffin

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.

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

Results

1. 57% of tax liens sold on the sale date
(# of tax liens sold on sale date/total # of tax liens available for sale)
2. 3% increase in qualified bidders that participate in the annual tax lien sale
(TY # of qualified bidders-LY # of qualified bidders/ LY # of bidders)

Outputs

1. 9,246 of tax liens available for sale

Demands

1. 9,246 of tax liens expected to be available for sale

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	<ul style="list-style-type: none">• Database designs• Application designs• Technical Business Analysis Reports• Application Installations• Service Request Responses	<ul style="list-style-type: none">• Application Enhancements Upgrades• Application Training Sessions• Technical Consultations• Technical Project Plans
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Family of Measures

Results

1. 30% of the new system* will be designed by the end of 2009

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

2. 0% of tax bills will be delivered via email by 2011

Outputs

1. * of tax bills delivered via email

Demands

1. 12,500 tax bills expected to be delivered via email

Efficiencies

1. Total \$ Treasurer's Technical Support Activity expenditure per tax payment processed

Activity Manager(s) • **Maureen O'Connell**

Activity Budget \$x,xxx,xxx

* TO BE PROVIDED AFTER 9 MONTHS OF DATA COLLECTION
(main portion of data will come from 2009 redesigned tax bill payments)