

# Advantage

June 2012

## ***Smart Drive***

MCDOT Uses Technology  
to Increase Road Safety

## **Solar-Powered**

*County Leads Sustainability  
Effort Through Downtown  
Solar Initiatives*

## **Blood Heroes**

County Employees Help  
Community Through  
Blood Donations

## ***Passport to Wellness***

*Cash Rewards Available  
for Completing  
Preventative  
Care*

A close-up portrait of Tom Manos, the new County Manager. He is a middle-aged man with short, graying hair, wearing a dark suit jacket, a white shirt, and a striped tie. He is smiling slightly and looking directly at the camera.

# **Meet the New County Manager**

**Tom Manos Takes the Helm**

# NEW! MARICOPA COUNTY WORKING ON WELLNESS TOGETHER WITH THE VALLEY OF THE SUN YMCA



## LAUNCHING JULY 1, 2012:

A new and innovative partnership between the Valley Of The Sun YMCA and Maricopa County. Through a Wellness Provider Partnership, the County will offer eligible County employees and their families an opportunity to take advantage of the many services the Valley of the Sun YMCA offers at significantly reduced rates.



## WATCH FOR EARLY BIRD SIGN UP:

Before the official launch, Maricopa County employees will be receiving information about the benefits available. The YMCA Team will come to the different Maricopa County Sites to do early bird sign ups. Watch for announcements when these on-site sign up will take place.

## MORE DETAILS:

Look for more information on the Intranet (EBC) and on the Employee Benefits Home Page, through e-mail blasts, posters, the digital monitors, and at the on-site sign up days!



**SMART START**  
HEALTHY LIVING WITH THE YMCA

# ADVANTAGE®

A PUBLICATION OF  
THE OFFICE OF THE  
DEPUTY COUNTY  
MANAGER

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Environmental Services

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## Cover Story

New County  
Manager Tom  
Manos shares his  
interests, style, and  
priorities.

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## Smart Drive

MCDOT's Smart  
Drive traffic system  
can clear red light  
signals and warn of  
traffic blockages.

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## Solar- Powered

County leads sus-  
tainability effort and  
increases economic  
development with  
downtown projects.

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# GETTING STARTED WITH DEFERRED COMP



Open up to the possibility of a brighter financial future. Join us for an upcoming enrollment presentation and learn more about the benefits of investing through deferred compensation.

*Investing involves risk, including possible loss of principal.*

NRM-8418AO.1 (06/11)

## Enrollment Workshops

June 21, 2012	June 21, 2012	July 19, 2012	July 19, 2012
9:00-10:00	1:00-2:00	9:00-10:00	1:00-2:00
301 W. Jefferson-Test Room A&B	1810 S. Lewis - Saguaro Room	301 W. Jefferson-Test Room A&B	222 N. Central-1A, Room 3

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# From the Publisher



As you all know, great change has come to Maricopa County. After 17 years of service to Maricopa County, David Smith announced his retirement and left at the end of April. The Board of Supervisors selected Tom Manos as our new County Manager. Tom worked for Maricopa County for 24 years, before leaving the County in 2008 to join Governor Brewer's administration. Maricopa County is very lucky to have Mr. Manos returning to County services. When I joined the County, Tom was one of the first people I met. At the time he was a Deputy Internal Auditor. He assisted with some auditing in the Budget Office and provided me with his knowledge of the County and his friendship. Later, he moved into a finance role in Parks and did a fabulous job there. Finally, he was tapped to become the Chief Financial Officer and an Assistant County Manager. I worked with him for many years in that role.

Tom is a great person, very kind and very knowledgeable. We have a wonderful leader in Tom. He has been in the job for a little over a month and has a thoughtful approach to County services. Our cover story will give insight into Mr. Manos' approach to County management.

There are many other interesting articles that you should spend time perusing. There is valuable information for employees regarding the passport to wellness, compensation strategy, the YMCA employee discount program, and our deferred compensation program. In addition, there are interesting articles from McDOT, Facilities Management and Business Strategies and Health Care Programs explaining some great projects/programs that these departments are engaged in. There is a terrific story about county employees who change lives through their blood donations. Finally, don't forget to review the broad range of June events that are happening at our County parks.

I hope you enjoy this edition of the Advantage Magazine. As always, please let me know if you have suggestions for future editions or to improve the publication. Thank you for all you do for Maricopa County.

**Sandi Wilson**  
*Deputy County Manager*  
*Maricopa County*

"The best thing you can do is the right thing; the next best thing you can do is the wrong thing; the worst thing you can do is nothing."  
 -Theodore Roosevelt



# Smart*Drive*

## **MCDOT Part of Important National Research on Road Safety Focus on Reducing Crashes Involving Emergency Vehicles**

In 2010, traffic fatalities in the United States dropped to the lowest point in 62 years. And in Arizona, crashes, fatalities and injuries are all trending downward as well, according to Alberto Gutier, director of the Governor's Office of Highway Safety. "During the recession, there has been less driving, of course, but most important factors have been safer cars, with seat belts and air bags."

On closer inspection, however, the tragedy, the financial and human cost of road crashes in America is staggering. In 2010, 32,885 persons died on America's roads and highways. That's a small U.S. city. In Arizona, 759 died in 2010, a figure that, according to current estimates, rose in 2011. 759. The size of a typical graduating class at an Arizona public high school. Gone. To gauge the impact of such a loss, figure that 759 is the number of employees of several Maricopa County departments. Think of the important work done each year by the Department of Public Health, or the Adult Probation Office, or the County Attorney's Office. Lost. Every year. That's the partial toll of traffic accidents, most of them preventable, since officials estimate some 90 percent of all crashes are caused by human error.

Wouldn't it be great if human ingenuity, research, technological innovation could make more dramatic progress, compensating for the most common mistakes drivers make: excessive speed and distractions?

Well, that's happening right now. Innovation has been the motorist's best friend. Technology has made roads far safer today than in the past and the future promises even greater advances. And, on a 2.3 mile test site along Daisy Mountain Drive in Anthem and at its traffic management center in South Phoenix, the Maricopa County Department of Transportation is participating in some critical research and field work.

MCDOT's field work involves alleviating a specific situation – the collision of emergency vehicles – police cars, ambulances and fire trucks converging on a single destination – and crashing into each other. Such accidents would seem ironic, almost absurd. In fact, they are equally tragic and common place – 33,403 in 2009, resulting in 126 fatalities.

Nearly 13 percent of the firefighters and police officers who die in the line of duty are killed in vehicle-related accidents across the country. According to national statistics, fire trucks are ten times more likely to be involved in collisions as other heavy trucks. Imagine the dire predicament that emergency teams and victims face when the first responders, those charged with life-saving, are themselves victims in a second debilitating collision.

Cooperative Transportation System Pooled Fund Study (CTS PFS) a consortium of Federal Highway Administration, ten states and Maricopa County has designated MCDOT's Anthem test bed along with that of CALTRANS for system deployment and field testing of connected vehicle technology for Multi Modal Intelligent Traffic Signal System applications. The University of Arizona, University of California – PATH Program, University of Virginia and the private companies will be leading the development of system design. Such a program would enable emergency vehicles to “talk” with each other, with traffic signals and with other drivers, determining which vehicle would have priority at any intersection. Currently, emergency vehicles are equipped with software that can create a four-way red light as they approach an intersection. But that's not always enough, since different drivers approaching from different directions might presume they can proceed through the intersection.

“During an emergency, every second counts,” explained Nicolaas Swart, MCDOT Traffic Management Division Manager. “Through this technology that we are developing, we are making incident response safer for the emergency personnel and reducing the time it takes for them to arrive at the scene.”

“The ultimate goal is to use communication technology to increase safety and mobility on the road,” he said.

The test track in Anthem, along with a CALTRANS site in California are the principal field trial locations for this research, part of a larger national research project called the Cooperative Transportation System Pooled Fund Study. The road test corridor is being paid for through local funds and federal grants. “The successful testing of the vehicle-to-vehicle, and vehicle-to-infrastructure technology in a real world application and was a milestone event for research, application development and isolated tests that started in 2007. This technology has the potential for a much wider vehicle application to make intersections safer and improve mobility” says Nicolaas Swart, Division Manager for Traffic Management at MCDOT.

Transportation Director John Hauskins has high hopes for the “SMARTDrive” technology. “MCDOT has been a leader in the application of technology to improve service and safety. We believe that this will

help a new era in transportation and we are pleased to be one of the agencies pioneering this innovation.”

In recent years, in-vehicle use of high-tech phone and data communications devices have been getting a bad reputation on road safety. Traffic officials have pushed for state and federal laws banning text messaging and even hand-held cell phones while driving. Their arguments were bolstered last year, when during a well-publicized Blackberry outage, traffic accidents plunged 40 percent in Abu Dhabi and 20 percent in Dubai.

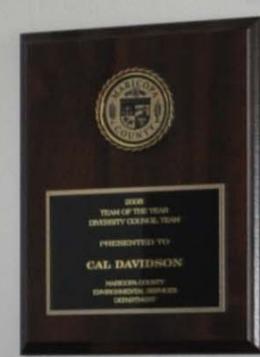
But technology has been an even longer history as the motorist's best friend.

Several new automobile models feature backup collision intervention systems and other warning devices that can alert drivers of potential mishaps, even applying the brakes automatically. The car takes over for the driver to prevent accidents.

The prospect of vehicle-infrastructure and vehicle-to-vehicle communication holds even greater potential. And Maricopa County's transportation agency is poised for a substantial contribution. [M](#)



Transportation Director John Hauskins Presents at Anthem Test Bed Demonstration



# Blood Heroes

## County Employees Help Community in Critical Need

In 1960, at age 16, Cal Davidson's aunt was diagnosed with Hodgkin's disease – a blood borne cancer. She lost her fight against the disease in December 1968 when she was only 24 years old. During the intervening 8 years, she underwent every treatment offered – both the normal standard of care and experimental ones. These treatments used countless units of blood.

Less than 10 years after her daughter's death, Cal's grandmother was diagnosed with non-Hodgkin's lymphoma – a different, but related cancer. Over the next 2 years, she also used many units of blood in her unsuccessful fight.

Cal, a Finance Analyst for Maricopa County Environment Services Department, notes that none of these treatments could have happened without the many anonymous donors who gave their time and life's blood to help those they never met and never would meet.

"Now I try to 'pay it forward'. I started donating blood in high school. At age 17, I was still a minor and thus needed my mother's permission to donate. After what her sister and mother went through, she gladly gave that permission. That high school donation experience was the start of a lifelong commitment to blood donations. Even when I lived overseas, I made sure to do-

nate. It's been 25 years since that high school blood drive and I donate now more than ever." A few weeks ago, Cal received an 8-gallon pin for the donations made through United Blood Services since moving to Arizona in 1997.

"For several years, I made 'power red' donations, also known as 'double red cell' donations. In this procedure, an aphaeresis machine separates out the red blood cells and returns the rest of the blood components to the donor. This type of donation provides approximately the same amount of blood cells as two whole blood donations but the donor doesn't lose volume as the plasma and platelets are returned during the procedure. Double red donations are good for patients since they receive blood from fewer donors from which they receive blood, which means fewer foreign antibodies they need to deal with."

"During a power red donation in October 2010, while hooked up to the machine, I was speaking with one of the phlebotomists who mentioned platelet donation. Platelets are blood components necessary for clotting to occur. They are used extensively by cancer patients going through chemotherapy. After that discussion, I chose to become a platelet donor."

"Platelets are collected with an aphaeresis machine similar to the

one used in the power red donation. Since there are a lot fewer platelets than red cells in the blood, the process takes much longer. However, because the body produces platelets so quickly, donations may be made every 7 days, rather than 8 weeks, like a regular donation or 16 weeks like a power red. Thus, every week or two I spend about 2 hours hooked up to the machine giving at least a double platelet donation. Every eight weeks, they also take red cells in about the same quantity as in a traditional whole blood donation.”

Annually, United Blood Services honors those platelet donors who give at least 70% of their allowable donations in the previous calendar year. On April 26, 2012 they honored the more than 200 people who reached that donation level in 2011. These volunteers underwent thousands of procedures. Forty-six donors reached the 100% level. Cal reached 96% last year, but her goal is to max out in 2012.

Blood donations are desperately needed. At the recognition event, participants were informed that Arizona blood needs in 2011 were 15% higher than in 2010. The 2010 needs were higher

than in 2009, which were higher than in 2008. It is estimated that by 2030, the need for blood products in the Phoenix-Tucson metropolitan corridor will be 82% higher than in 2000.

If you are interested in donating, there are many ways to do so. Many County facilities host blood drives throughout the year. They are always listed in the weekly *Wellness Works* e-mails sent to County e-mail addresses. These drives accept whole blood donations and some also do power red. Because of the time commitment and equipment needs, they collect platelets only at blood donor centers. If you go to a United Blood Services donor center, Maricopa County can still get credit for the donation – just use the group name “Maricopa”.

Cal notes that there is no tangible reward for donating – unless you count the snacks afterwards to help replenish the body. However, the intangible feeling of giving something back is all the reward she needs.

“Strangers gave of their time and their body to help my family. I’m just passing along the favor.” 



## UPCOMING BLOOD DRIVES

**Wed. July 11th**  
**United Blood Services**  
**Lower Buckeye Jail**  
**7:30am to 12:30pm**

**Wed. July 25th**  
**United Blood Services**  
**Environmental Services**  
**7:30am to Noon**

**Wed. July 25th**  
**American Red Cross**  
**Administration Building**  
**7:00am to Noon**



## County's Compensation Philosophy and Strategy

Darrien Ellison, Compensation Supervisor

**E**mployee Compensation wants to share the County's compensation philosophy and strategy to help employees understand how the County handles compensation issues.

### Compensation Philosophy

Maricopa County's compensation philosophy is to provide a competitive compensation program within available financial resources to attract, retain,

and motivate a talented and diverse workforce in order to achieve our mission and goals. Maricopa County recognizes that every employee plays a vital part in accomplishing its mission and goals. We are committed to maintaining a compensation program within our available financial resources by:

- Developing compensation plans, policies, and strategies that sup-

port this philosophy and provide departments with tools and resources to administer compensation effectively.

- Developing and maintaining market ranges that are externally competitive and internally equitable.
- Compensating employees with a base pay rate that is competitive with the external labor market and equitable within the County, based on qualifications and positions similar in nature.
- Rewarding high performance by compensating employees through performance-based merit plans.
- Supplementing employees' base pay rates by providing comprehensive and competitive benefit plans and programs.

### Compensation Strategy

Maricopa County's compensation strategy is performance driven and market-based. An employee's initial pay is determined based on a number of factors, including experience and internal equity among similar positions within the department and across the County. Employee salary increases and movement through a market range are primarily based on meritorious performance, but may also include market adjustments. When funding is available, performance-based merit increases

are generally awarded annually and market adjustments are provided when market conditions warrant. All salary increases are subject to Board approval.

The market aspect of an employee's compensation is based on the relationship of his/her salary to similar jobs in the external labor market and related experience in the position. The external labor market varies based on the position and nature of the profession, but may include local public sector jurisdictions, comparable counties within and outside of Arizona, and/or purchased salary surveys which contain both public and private sector data. With the exception of top executive positions, market data used from organizations outside of the Phoenix metropolitan area is adjusted for cost of labor differences.

Market ranges are developed based upon salary ranges of similar jobs in the external labor market. To ensure that market ranges remain competitive with the external labor market, they are typically reviewed on a cyclical basis and are updated as necessary.

### **Impact of Fiscal Challenges**

Balancing the budget has not been easy for the County, departments, or employees. The economic challenges over the last several years have impacted the County's ability to fund the merit and market increase strategies discussed above. County revenues have significantly declined resulting in stagnant salaries. Fortunately, to offset the lack of performance or market increases, benefits have remained rich over the last several years. Employee Compensation looks forward to the day when the County can fund its merit and market strategies again. 



## **Determining a Pay Rate**

By Darrien Ellison Employee  
Compensation Supervisor

Recently, a suggestion has come forward to have Employee Compensation post the Placement-in-Range (PIR) spreadsheet on the EBC so that anyone could calculate their placement-in-range. Unfortunately, Employee Compensation cannot support this suggestion. Determining a rate of pay is not as simple as plugging numbers into a spreadsheet, and here's why.

The placement in range spreadsheet is one of several tools used to ensure consistency across the County in calculating the appropriate rate of pay to offer an employee entering a new position, whether through a hire or a transfer/promotion. It is the first step, not the final, in determining rates of pay, and requires validating exactly what type of experience will be credited, and how much credit may be given. Not all of an employee or applicant's experience is credited in the placement-in-range. The experience credited in one Market Range Title (MRT) is not the same experience that would count in another MRT.

After the preliminary placement is made based on education and experience, a number of other factors must then be taken into consideration. These include such things as the department's ability to fund the position, the impact of stagnant salaries for current employees, the value of the position in relationship to other positions within the department, current and past performance, and internal equity, both within the affected unit and across the County for similar positions.

The average employee is not involved in all aspects of job offers, and does not have access to all the pertinent information used to determine a pay rate. Granting access to part of the decision-making process would only generate confusion and misunderstanding.

As you can see, determining a pay rate is not as simple as 1-2-3. It is more of an art than a science. 

## Do More for Retirement Even When You Forget to Do More

### How to Give Your Maricopa County Deferred Compensation Plan Automatic Raises

One way you may be able to increase the assets you have available at retirement is to regularly increase your contributions per pay. But that's easy to forget. That's why, as your employer and sponsor of the Maricopa County Deferred Compensation Plan, we asked Nationwide to add *percent-based contributions* as an option for your deferred compensation plan account.

You can now elect to have your contributions be a percent of your pay. That way, your contribution amount increases automatically when your earnings increase. Now, we cannot guarantee that by choosing percent-based contributions, you'll have more assets when you decide to retire; there are too many things that could happen to predict that. What we can tell you is, industry professionals and reports by governmental agencies – including the National Institute on Aging and the Dept. of Labor – say that “some people find it helpful to put a part of any sal-

ary increase directly into their retirement-saving plan.”<sup>1</sup> “As you set aside more money, the combination of savings and earnings will help close the gap” between what you have and what you may need in retirement.<sup>2</sup>

By designating your contributions as a percentage of your pay, you:

- Automatically increase your contributions every time your pay increases.
- Avoid concerns that often come with forgetting to increase contributions over time.

Selecting percent-based contributions is an easy way to help your Maricopa County Deferred Compensation Plan account potentially keep pace with your financial needs in retirement. To begin using this new Plan option, contact your local Nationwide Retirement Specialist or call 800-598-4457.



#### Sources:

1. “Saving for Retirement: What You Can Do”, National Institute on Aging, Nov 12, 2009, [www.nia.nih.gov/HealthInformation/Publications/Retirement09\\_saving.htm](http://www.nia.nih.gov/HealthInformation/Publications/Retirement09_saving.htm).
2. “Taking The Mystery Out Of Retirement Planning”, Employee Benefits Security Administration, [www.dol.gov/ebsa/publications/nearretirement.html#chapter5](http://www.dol.gov/ebsa/publications/nearretirement.html#chapter5)

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**Nationwide** is Maricopa County's 457 Deferred Compensation Plan. Employees can start saving for the **FUTURE NOW**. Nationwide offers **FREE** classes on a wide range of topics related to building your tomorrow's financial security today.

For more information on Nationwide Deferred Compensation go to [www.maricopadc.com](http://www.maricopadc.com)

# Your Passport to Wellness: Travel the Road to a Healthier Life

Are you taking advantage of the FREE preventive health care screenings available to you? Do you have your bi-annual dental exams scheduled? How about a well-child exam for your child? These types of check-ups not only contribute towards the pursuit of good health, but could earn you and your family members money in the “Passport to Wellness” program.

With the approach of a new benefits year, the Employee Benefits Division wants to make sure you know about, and take advantage of, the “Passport to Wellness” program. It is a program that encourages

benefits-eligible employees and their covered dependents who are enrolled in County-sponsored health plans to take advantage of available free preventive health care services and rewards them for doing so.

The program requires the completion of annual exams, medical screenings, immunizations and oral health exams which are available at no cost, if received from an in-network provider. The preventive care requirements are listed by gender and age groups, and each passport is designed accordingly.

Upon completion and validation of all Passport to Wellness program requirements, the employee will receive the following for each member of the family who completes the passport: \$100 employee, \$100 spouse, and \$50 per dependent up to \$500 per family maximum. These incentives will be considered taxable income.

## To Get Started! Print Your Passport

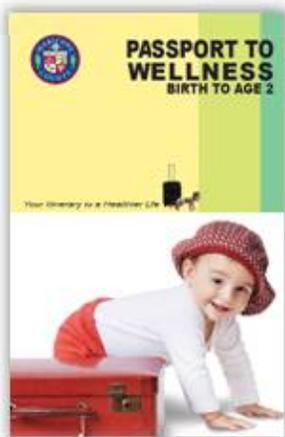
*(no photo ID required!)*

Go to the Employee Benefits home page ([www.maricopa.gov/benefits](http://www.maricopa.gov/benefits)) and click on the “Passport to Wellness” link. Print out a passport for you and for all of your family members. Passports are age specific and can be found for these categories:

- Babies from birth to age 2
- Children ages 3 to 18
- Men 18 years of age and older
- Women 18 years of age and older

Keep your passports handy and take them with you to your doctor visits or when you participate in a Maricopa County Wellness Works program such as Blueprint For Wellness, Biometric Screening or the flu shot program.

Have your provider complete the appropriate sections of your passport as you complete the requirements. When all requirements have been met, follow the instructions on the back of your passport. To be eligible for the incentive in the new plan year, 2012-2013, all requirements must be completed between July 1, 2012 and June 30, 2013. 



# Meet the New County Manager

## Tom Manos Takes the Helm

Tom Manos was appointed by the Board of Supervisors as the new County Manager on March 27, 2012. Tom recently took time out of his busy schedule to answer some questions about himself to shed some light on his interests, style, and priorities for Maricopa County.

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### **What do you want to share about yourself?**

I've worked here since 1984. It is not just a place I work, it is a place I grew up. I feel so fortunate that out of our 13-14 thousand employees, I know more of them than just about anybody else. What makes me confident about this job is that I have an awful lot of people that want to see me succeed. That motivates me to do better.

### **How do you manage work/life balance?**

I truly believe that the balance between my work, my family, and myself is most important in making me happy, and so I make time for all of those things.

A lot of people in the County already know how much I exercise. I get up at 5:00 every morning to ride my bicycle. I always have a better day if I do that. I'll be the first to tell you it is hard to get up at 5:00 in the morning, but I work better when I'm at work if I've exercised before I come here and I feel better about myself. I'm a better father and hus-

band when I get home for having that balance in my life. I ride a standard route with a group of 6 or 7 people that I go with for about an hour and fifteen or twenty minutes.

I like working. I like coming here. I'm having a good time doing this job despite all of the stress the job can bring. I have a wonderful family. My kids are my greatest accomplishment. They are wonderful people.

### **Besides work, what interests do you have that make you feel most alive?**

Exercise, bicycling, running. More recently I've picked up a hobby of restoring old motorcycles. I've restored about four of those. There is a book out now about no matter what your career is, you need to have an activity where you do something with your hands. I have found that most rewarding. I'm not good at it – every task I do over 3 or 4 times, but I like having something I do with my hands.



**What do you think are some of the greatest assets of Maricopa County?**

This one is easy, it is our 14,000 employees. I really do find that they are dedicated, they are doing this for the right reasons, and they are focused on the customer. That is the most important to me – that everything we do here make it easier for people to do business with the County. That is my primary focus, that's the North Star I am going to follow.

We serve the people of the County, we need to make it as easy as possible to do business with us. For jails and courts, I'm not sure that motto works. I look at the tremendous progress we've made now where people don't have to come down to the County to do a lot of business. Today you can record deeds at a Library branch. I have been here long enough to remember when people paid taxes twice a year, the line would be out the door. Now you can go to any J.P. Morgan Chase branch and pay your taxes. I look at some of the things that the Courts

have done. Everything, again, to make it easier to do business with us.

**What is your vision for Maricopa County 5 years from now? What will be needed to make that happen?**

Much of the County's business is regulatory. Planning and Zoning, Environmental Services, Air Quality. I will never give up on our role in regulation. There is an important role for regulation, but I want to make it as easy as possible for our customers. I also want to eliminate as much duplication as possible. Those are the two parts of my vision, and the third part is I want to develop the next round of leaders in Maricopa County. I've noticed that a lot of department heads are close to my age. There are also a lot of departments where I ask the department head "Who is ready to take this over when you are gone?", and for a lot of departments there isn't somebody. Succession planning will require an investment. This is something I will be exploring further.

Tom Manos with one of the classic motorcycles he restored.



Mr. Manos joined the County in 1984 as the Deputy County Auditor. In 1996, he assumed the position of Administrator for the County's Parks and Recreation Department. In February of 1998, he was appointed Acting Chief Financial Officer and three months later his appointment was made permanent.

In January 2009, Tom joined Governor Brewer's transition staff and assisted with transition planning and staffing. In February 2009, Tom became the Governor's Deputy Chief of Staff for Finance and Budget. In August 2009, Tom retired from state service and became active in managing the downtown Human Services Campus.

Tom is the former president of the Arizona Local Government Auditors Association and has been a board member of the Phoenix Downtown YMCA. Mr. Manos is a native of Arizona and graduated from Arizona State University with a Bachelors of Science Degree in Finance. Upon graduation, he served in the Peace Corps, where he worked for the World Bank in Liberia, West Africa.

Tom lives in Central Phoenix with his wife Jean and his children.

mile swim, 112 miles on bike, and a 26 mile run.

**How would you describe your management style?**

There will be no hesitation on my part to provide clear direction. I can make the tough decisions. I can make them timely. I didn't want a job where I was here to keep the seat warm. I took this job because I think I can make a difference.

People have to recognize that this is a changed world. We don't have classifications Accountant 1, 2, 3, etc. We have to look at ourselves as contractors. We have to continually explore what better possibilities are out there. It doesn't mean that you are not loyal while you work at an organization. The whole world is so much more competitive now so you have to do something to make you more attractive than ever. The system is not just going to carry you along any longer. So whether it is additional training or volunteering for additional duties, or taking on a special project -anything you can do to put some daylight between you and everybody else. That is going to serve you well if you are looking to advance.

**What are your greatest accomplishments?**

If I break it into the three areas that make me happy it would be: Professionally, getting this job as County Manager. As far as my family, raising 3 wonderful kids. Not just good in school but having kind and compassionate hearts. For myself – competing in 2 Ironman races. A 2 ½

I can do that be providing firm direction, make decisions quickly, and getting the opinions of as many people as I can that can hopefully bring me to the right decision. Taking the time to get input is not a way to postpone decisions, but it is a way to make learned decisions.

I hope to be a visible County Manager. I will participate at MAG (Maricopa Association of Governments). I like hearing what the community thinks about Maricopa County.



New County Manager Tom Manos looks on at a recognition ceremony for employees at the Change of Venue plaza.





# Solar Powered

The 1,680 Solar panels  
generate

Maricopa County is well known as the Valley of the Sun for a good reason. With nearly 4,000 hours of sunshine a year, the County is the sunniest of the nation's large metropolitan areas. Considering that we have such an abundant source of clean, renewable energy, it makes good sense that the County is currently developing the largest solar system in downtown Phoenix.

The Facilities Management Department is currently installing photovoltaic solar systems on three buildings at the Downtown

Campus. These three systems, consisting of more than 5,100 solar panels, will generate 1.27 megawatts of electricity. This is enough electricity to power 169 homes each year. Over a 20-year period, the power generated will offset the equivalent of 59 million pounds of carbon dioxide that would be produced by a conventional fossil fuel power plant. In addition to the significant environmental benefits, the County will realize an estimated \$5 million in energy savings.



**Solar panels on the roof of the Elections/Sheriff's Warehouse will generate up to 26% of the electricity used in the building**

“This is extremely exciting. For too long we have neglected the energy potential of over 300 days of sunshine each year,” says Supervisor Don Stapley, who has spearheaded solar energy development at the County. “We want to reduce our footprint on the environment. We see energy costs consume more of our tight budget. And we want to support our national energy and security goals.”

You may have noticed construction activity on the roof of the Jefferson Street Parking Garage. Once completed, there will be a 542 kilowatt system with 2,212 solar panels mounted over the roof-top parking deck. Not only will this system save money and produce environmental benefits, it will also provide an acre and a half of shaded parking.

Supervisor Fulton Brock has pointed out that, “The shaded parking is a nice bonus for our employees and fleet vehicles.” Also under construction are systems at the Elections/Sheriff’s Warehouse and the Downtown Justice Center. The Warehouse system will be a 412 kilowatt installation with 1,680 solar panels.

At the Downtown Justice Center, there will be a 312 kilowatt system consisting of 1,274 panels. These systems also shade the building, thus helping to keep the buildings cooler and reducing the load on the air conditioning systems. This results in additional energy savings and could help to extend the useful life of the air conditioning units. In addition, the shade will protect the roofing from sun and weather damage, thus prolonging its life which will be an additional cost benefit.

The installations will be facilitated in part by the APS (Arizona Public Service) Renewable Energy Incentive Program, which

offers financial incentives to customers who add renewable energy systems to their homes, businesses and offices. The program is funded by APS customers and approved by the Arizona Corporation Commission.

Janet Palacino, director of the Facilities Management Department credits Supervisor Stapley with coming up with the idea to take advantage of the Renewable Energy Incentive Program adopted by the Arizona Corporation Commission that requires utilities to obtain 15 percent of their energy from renewable sources by 2025.

Facilities Management has also recently completed the installation of nine solar thermal water heating projects at five jails, three juvenile detention facilities and the Food Factory. These systems will produce the equivalent of 2.7 megawatts of energy, which is enough to power 370 homes. Each year they will save the County an estimated \$270,000 in energy costs.

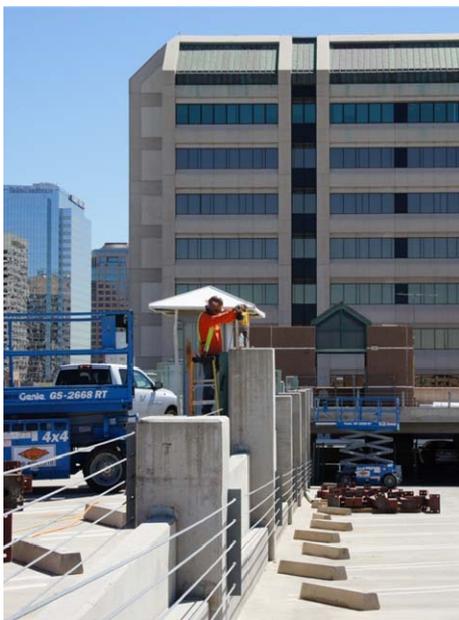
In 2008, the Board of Supervisors set a goal for Maricopa County to increase its clean, renewable energy production by two megawatts by the year 2015. Combined, the solar electric and the solar hot water projects will produce nearly four megawatts. With the completion of these projects, Facilities Management will double the goal's target and will do it three years ahead of schedule.

These solar projects are a significant step in the County's goal to reduce its carbon footprint, save money, and enhance the region's environment. As Supervisor Don Stapley has observed, "Maricopa County understands that we have a responsibility to our residents both current and future to be a leader in sustainability." Sustainability is most effective when environmental, economic, and social benefits overlap to achieve a positive outcome. These projects address all these critical aspects and emphasize the Board of Supervisors' commitment to a long-term approach to advancing regional sustainability.





At the Jefferson Street Garage, the 2,212 solar panels will generate 53% of the building's electrical needs as well as provide shade for the roof top parking. (Artist's Rendering)



Drilling the holes that will be used to bolt the steel structure to the building

### SOLAR BY THE NUMBERS

	Size of Array in Kilowatts	Lifetime Energy Savings
<b>SOLAR THERMAL PROJECTS</b>		
<b>Lower Buckeye Jail</b>	<b>284</b>	<b>\$ 1,552,000</b>
4th Avenue Jail	266	\$ 1,480,000
<b>Estrella Jail</b>	<b>188</b>	<b>\$ 824,468</b>
Durango Jail	165	\$ 960,110
<b>Towers Jail</b>	<b>171</b>	<b>\$ 701,176</b>
Juvenile Detention	44	\$ 163,135
<b>LBJ-Food Factory</b>	<b>1474</b>	<b>\$ 5,797,301</b>
Juvenile Facility	46	\$ 155,419
<b>SE Juvenile</b>	<b>55</b>	<b>\$ 269,689</b>
<b>PHOTOVOLTAIC PROJECTS</b>		
<b>Electons Warehouse</b>	<b>412</b>	<b>\$ 1,693,293</b>
FMD Parking Garage	542	\$ 2,167,462
<b>Downtown Justice Center</b>	<b>312</b>	<b>\$ 1,334,261</b>
<b>TOTALS</b>	<b>3,960</b>	<b>\$ 17,098,314</b>



**Workers installing solar panels on the roof of the Warehouse**

## Solar Power and Economic Development

Soon, very soon, Maricopa County government is going to have the largest public or private solar energy array in downtown Phoenix, minutes from where you are reading this. It is the latest example of how our state is finally able to take economic advantage of our most abundant natural resource – the sun.

We have talked about it for decades, but the engineering and technology have caught up to our dreams. And it could not have come at a more opportune moment, as energy prices continue to climb and we begin to further understand the impacts of burning fossil fuels.

The solar movement is finally red hot as schools all over the Valley are installing solar shade structures not just as a way to generate clean, renewable energy but also to help shade the kids playing on the playground. Certainly a win-win. By the time this year's first grade class graduates from high school, I think solar panels will be on the roofs of every new public school in Arizona and most of the existing ones. They will generate enough power to reduce the schools' energy costs for decades to come.

By the end of the summer, the County will have installed 5,000 panels on three downtown buildings and those panels will generate enough power need to serve 169 homes for a full year and offset the amount of gas emissions created by 266 passenger cars every year. At the same time, we are hoping to reduce County government's electric and other energy costs by \$5 million over a 25-year period.

Solar panels are useful and valuable in some not so obvious ways. Everyone can understand that by deflecting the sun's most direct rays, these solar panels can reduce the heat of the sun on air conditioned offices and residences they serve. Besides generating their own power, the panels cut the energy needed to cool the inside of that building.

But on top of a parking garage, the rooftop panels create another covered parking area – for those of us who have to leave the building during the work day and can't find a space on the lower levels upon our return. No window shade or towel can keep your leather seat or steeling wheel from burning up.

The next time you're driving to California, to San Diego or Los Angeles, you will be passing an area so rich in potential they're starting to call it the "Saudi Arabia of Solar Energy." Places like Tonopah, the Rainbow Valley, Gila Bend, Harquahala and Arlington have attracted private companies interested in developing utility-scale commercial solar energy projects. These are all in various stages of planning and development. Not all of them will be crowding out the Gila Monsters just yet. But they're coming – and with them come jobs, good paying jobs in construction and technology, for Arizonans of coming generations.

The sun has historically brought economic development and progress to Arizona. Our pleasant winters attracted snowbirds. Our rain-free, temperate days of March convinced baseball to train here. Our clear skies appealed to pilots and the military. Solar energy is just the latest example.

*- Mary Rose Wilcox  
Maricopa County Supervisor*



Artist's rendering of the solar array installation on the Downtown Justice Center



The 880 solar collectors already operational on the Food Factory produces over 50% of the hot water used daily

### Strategic Priority

Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands.

Through its commitment to sustainable development, energy conservation, water conservation, clean energy, recycling and public transit, Maricopa County hopes to become a model steward of its future, saving money, our natural resources and enhancing our future while growing economically more secure

#### FY 2011-2015 Strategic Goals:

1. Reduce kilowatt hours per square foot in County buildings by 7.5%
2. Increase fuel efficiency rating for County cars by 90%
3. Increase citizen satisfaction with open space, parks and recreation
4. All new buildings built will achieve LEED certification
5. Reduce carbon footprint by 10%
6. Improve air quality conditions by 9%

# How Well Does Maricopa County Provide Public Services?

## Analyzing for Results Dashboard Displays Over 6000 Measures

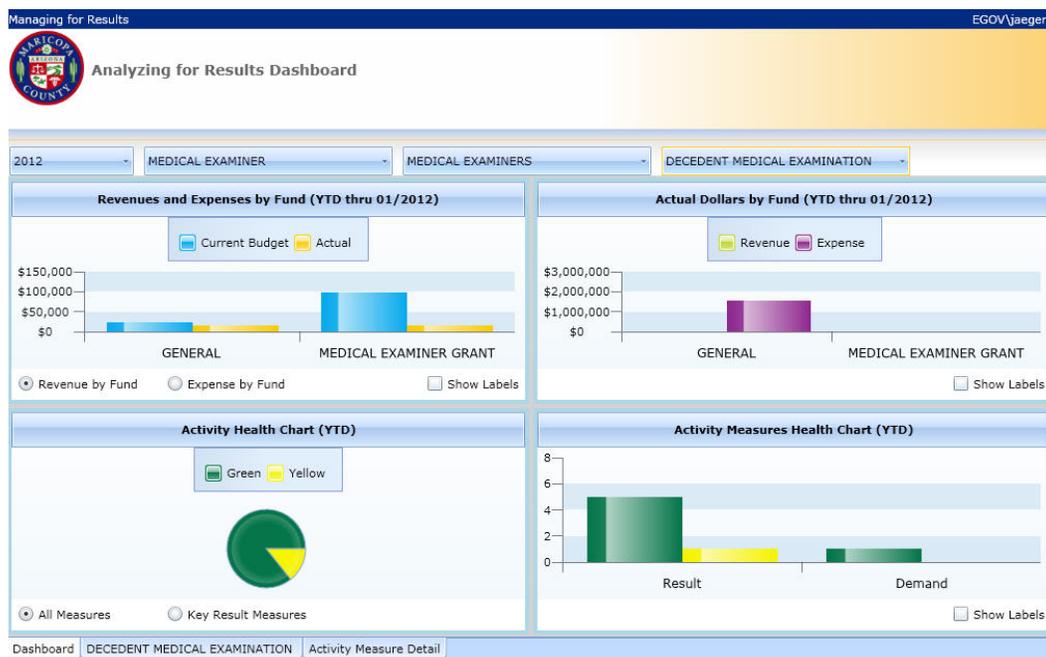
Maricopa County employees provide crucial services to Maricopa county residents every day, and many services are delivered very effectively and efficiently. Unfortunately, that information will rarely appear in newspapers, because bad news sells. However, County employees do have access to information about how well they are providing services and, for most employees; it's as close as their workstation.

The Analyzing For Results (AFR) dashboards can display around 6000 MFR performance measures in 900 activities

spread over 50 departments.

To look at how well your department is performing, please go to the following link: <http://moss.maricopa.gov/mfris/default.aspx>

Click on Analyzing for Results, and the large [Analyzing for Results Dashboard](#). Select the year and department you would like to review, and then select a program and activity, and you will see a screen similar to the one below.



### Tips to Navigate AFR Dashboard

- Clicking the title bar on each quadrant provides a full-screen view. Clicking it again returns it to the quadrant view.
- To reduce clutter, you can select only those programs and activities you are interested in viewing.
- To see actual values in the top two quadrants, hover over the colored bar, or click 'Show Labels' to see values for all bars.
- In the bottom left quadrant, clicking on a colored pie chart segment takes you to the performance measures represented.
- To see actual performance data and trends, select a single activity on the top right tab, and click on the activity name again on the bottom middle tab. Click 'Display Threshold and Target Sparklines' at the bottom left and, if the measure has thresholds, the data will be displayed as in the example below.
- Hovering over any data point will display the value for that data point, or you can click on the 'Show Data' button on the bottom right to go to the data table for the measure.

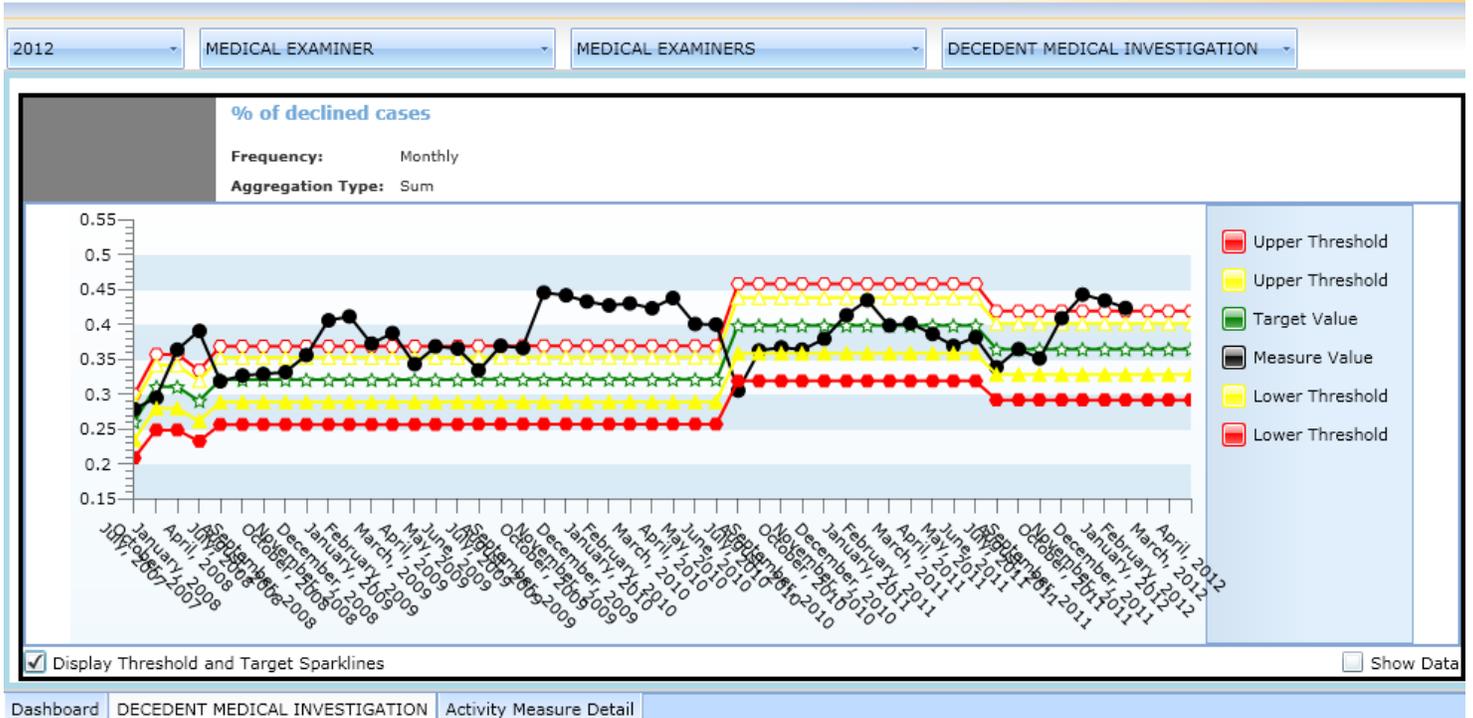
## Medical Examiner's Office Data

Managing for Results

EGOV\jae



### Analyzing for Results Dashboard



The data in the chart above illustrates a significant improvement in how the Medical Examiner's Office serves the public. A few years ago, almost all decedents were brought to the Forensic Science Center for examination by a forensic pathologist. This practice created a large and unnecessary delay in releasing decedents to funeral homes. However, scientific and procedural advancements now allow, in many cases, the cause and manner of death to be determined without an examination by a doctor in an autopsy suite or operator. In many cases, on-scene investigators can determine whether a decedent needs to be transported to the FSC for further examination. When an investigator declines a case, there is no delay in transporting the decedent to the funeral home. As shown in the chart, only 27.8% of cases were declined in July 2007, while 42.3% were declined in January 2012. This significant increase means that more families can gain closure without undue delay.

This particular chart is unusual in that it has both upper and lower thresholds, represented by the yellow and red lines, indicating that the department aims to keep the actual performance within limits. Most results have either upper or lower thresholds:

- When a higher value is desirable, as in a basketball game, the measure only has lower thresholds.

- However, when a lower value is desirable, as in golf, only upper thresholds are used.

It is important to note that, before July of 2010, thresholds were not available for the Medical Examiner to use to make adjustments. Since then, the department has been able to use performance information to adjust their process.

The dashboards continue to evolve, and as more people use them, feedback will allow the dashboards to continue to become more useful in making data-driven decisions. By the way, we already know about the crowded timeline. We're on it.

Please go ahead and explore the available information on any County activity in your department or another department. At this point, there is a lot of interesting and actionable MFR information available.

Something very much like this AFR Dashboard will be searchable on the Internet within the coming year. As employees of Maricopa County, please feel free to make recommendations for how we can improve it. Please contact Kirk Jaeger at [jaegerk@mail.maricopa.gov](mailto:jaegerk@mail.maricopa.gov).

## Hot Summer Deal

Are you making a running list of hot summer deals around the Valley? If you are, add Maricopa County's Parks and Recreation Department to that list. Beginning May 29, the County's regional park system will launch a new summer promotion – buy one day-use entry, get one day-use entry free!

“With summer right around the corner, everyone is searching for “hot” deals,” stated Maricopa County Supervisors' Chairman Max Wilson, District 4. “While some will pack-up their vehicles and head for the coast or mountains, others will take advantage of local deals. This is the audience Maricopa County's regional park system will be targeting with their new summer promotion.”

“During the warmer months, the desert parks tend to be a little slower and certainly less crowded,” said R.J. Cardin, Maricopa County Parks and Recreation Department Director. “We're hoping that by offering this program, in conjunction with the newly extended trail hours, more people will come out to experience the beauty of the park system. In addition, we also offer a

lot of great evening programs such as the scorpion hunts and full moon hikes which are fun for the whole family. Sunrise hikes are also a treat.”

To qualify for the free coupon, visitors simply need to turn in a day-use entry receipt

stamped between May 29 and June 30 at the park Nature Center. Staff will then provide them with a complimentary day-use entry coupon valid through August 31, 2012. The promotion is valid in the desert mountain parks only and excludes Lake Pleasant Regional Park. If you have any questions regarding the summer promotion, call the Maricopa County Parks and Recreation Department at (602) 506-2930, or visit [www.maricopa.gov/parks](http://www.maricopa.gov/parks). 

**About Maricopa County Parks & Recreation:** From hiking on a barrier-free trail, to horseback riding along a creek, Maricopa County Parks offer visitors the best of the Sonoran Desert. At approximately 120,000 acres, Maricopa County is home to one of the largest regional park systems in the United States. All trails within the Maricopa County Park System are for non-motorized use only. The ten parks in the system circle the metropolitan area and all are within a 45-minute drive from downtown Phoenix.



National Commission on  
Correctional Health Care Accreditation

## Maricopa County Correctional Health Services

State of Black Arizona  
Community Luminary

## Donna McHenry Crime Prevention Specialist

Centennial Legacy Project  
48 Most Intriguing Women of Arizona

## Mary Rose Wilcox Board of Supervisors

Arizona Quality Award  
Adult Education GED Program

## Maricopa County Adult Probation Department

Arizona Quality Award  
Scoreboard Measurement Process

## Maricopa County Department of Transportation

# BIG PICTURE CHALLENGE

## Employees Ideas Encouraged for Priority Areas

The [2011-2015 County Strategic Plan](#) established a roadmap of what the County aspires to achieve over a five-year period that would strengthen the community and enhance the quality of life in Maricopa County. To succeed in achieving our goals, we need new and better ways to tackle them. We need people to THINK BIG, and to quote the late Steve Jobs: “THINK DIFFERENTLY.” So we have created the Big Picture Challenge as a component of the [Maricopa County Idea Factory](#) (<https://www.maricopa.spigit.com>).

The Big Picture Challenge encourages us to look beyond our day-to-day work experiences. Each month, a priority area outlined in the County’s five-year strategic plan will be highlighted in the Big Picture Challenge along with a posted question to stimulate your mind. We want your ideas on how the County can approach the highlighted issue.

The “Big Picture” means having a broad overall view of an issue. A “Big Picture” perspective can inspire a “Big Picture solution”. After all, innovation is about looking at issues from different perspec-



tives: whoever thought we would be listening to music on our cell phones, or that a simple portable solar water treatment system was key to saving millions of lives around the globe each year?

We see innovation in action every day of our lives, and our lives are better and easier as a result of the work to create new products and services. We want to have the same impact through the work we do in Maricopa County to make the County a better place to live, work, play and grow.

There are a lot of creative people working in the County. We challenge you to think about the County’s future, and what County government can do differently and better through never-been-tried collaborations, new approaches to old processes, or reconsidered structures and relationships that will lead the County to achieve its broader goals. The Big Picture Challenge provides an opportunity for every employee to truly live the County motto: “Citizen Serving Citizens” in new and better ways. 



## Weekend June Events *(partial listing)*

Dive 'n' Movies  
Adobe Dam Regional Park  
Every Friday June – July

Yoga Classes  
Usery Mountain Regional Park  
Every Saturday

Summer Night Ride Series  
McDowell Mountain Regional Park  
Every Friday and Saturday June – July

Free Family Fishing Fun Day  
Lake Pleasant Regional Park  
Saturday, June 9<sup>th</sup>

Wonderful World of Plants  
Estrella Mountain Regional Park  
Saturday, June 9<sup>th</sup>

Archery 101  
Usery Mountain Regional Park  
Saturday, June 9<sup>th</sup>

Bug Theatre: The Black Light Chronicles  
Cave Creek Regional Park  
Saturday, June 16<sup>th</sup>

Desert Edibles Breakfast at San Tan  
San Tan Mountain Regional Park  
Saturday, June 16<sup>th</sup>

Reptile Feeding and Venomous Creatures  
Cave Creek Regional Park  
Saturday, June 16<sup>th</sup>

Scorpion Hunt  
Cave Creek Regional Park  
Saturday, June 23<sup>rd</sup>

Venomous Creatures  
White Tank Mountain Regional Park  
Saturday, June 23<sup>rd</sup>

All About Wild Horses Brown Bag  
Usery Mountain Regional Park  
Saturday, June 30<sup>th</sup>

Edible Plants of Spur Cross  
Spur Cross Ranch Conservation Area  
Saturday, June 30<sup>th</sup>

camping  
swimming  
star gazing  
jet ski  
boating  
bird watching  
biking  
horseback riding  
water ski  
nature centers  
diving  
geocaching  
picnicking  
golfing  
sports  
hiking  
fishing  
*...and more*

# What's to do this Summer?

Try Your  
**Maricopa County Parks**  
[www.maricopa.gov/parks](http://www.maricopa.gov/parks)

