

Advantage

January 2013

Digital Library

*County Library District
Steps Up Customer
Offerings*

Real CSI

**Medical Examiner's
"Unidentified Team" Solves
Decades Old Cases**

BOS: The Next Generation

*Election Brings 2 New Members
to Board of Supervisors*

Reaping Rewards for Innovation

*Clerk of Court's Office
Receives National Recognition*

Regional Trail

*Maricopa County Parks
Celebrates Milestone*





Your future is now.

Get ready for the Financial Fitness Expo.

How fit is your plan for the future? It's time to stretch those thoughts of retirement and get ready to make a healthy change.

With the help of Nationwide[®], our deferred compensation plan provider, we're sponsoring a Financial Fitness Expo to help you with all your retirement needs.

Date	Time	Location
January 15, 2013	9:00 - 2:00	SE Regional Court, 222 E. Javelina, Mesa
January 16, 2013	9:00 - 2:00	Operations Bldg, 2801 W. Durango St, Phoenix
January 17, 2013	9:00 - 2:00	Administration Bldg, 2 nd FL Café Area and Test Rooms A&B

Whether you're new to retirement planning, or already enrolled, the expo will have something for everyone.

You'll be able to:

- Enroll in deferred comp
- Review your existing account
- Learn about fund options
- Speak with your local Retirement Specialist or set up a one-on-one appointment
- Learn about other retirement programs such as the Roth 457

The Financial Fitness Expo will also feature workshops and presentations covering what matters most to you:

- *Making the Most of Your Retirement Income Sources*
- *Nationwide Retirement Solutions presents: Maximizing your employer benefit, Maricopa County 457 Deferred Compensation Plan, website enhancements, Roth 457*
- *Arizona State Retirement System presents Know Your Benefits*
- *Social Security presents: Pre-Retirement Presentation*

We encourage you to attend this very important expo. More information to follow on how to register for a workshop.

Make time to keep your financial future in shape

Information provided by Retirement Specialists is for educational purposes only and is not intended as investment advice. Retirement Specialists are registered representatives of Nationwide Investment Services Corporation: Member FINRA. In MI only, Nationwide Investment Svcs. Corporation

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ADVANTAGE®

A PUBLICATION OF
THE OFFICE OF THE
DEPUTY COUNTY
MANAGER

PUBLISHER
Sandi Wilson

Editor-in-Chief
Deb Stone

Editors
Brian Hushek
Rebekah Francis

CONTRIBUTING DEPARTMENTS and AGENCIES

Parks and Recreation

Correctional Health Services

Animal Care and Control

Clerk of Court

Office of Communications

Library District

Office of the
Medical Examiner

Risk Management

Research and Reporting

Business and Health Care
Strategies

SPECIAL THANK YOU TO:

Cari Gerchick
Office of Communications

Richard de Uriarte
Office of Communications

Barbra Hart
Photographer



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Cover Story

Real CSI -
Medical Examiner's
"Unidentified Team"
Solves Decades
Old Cases

10



BOS: The Next Generation

The elections are
over and the County
has 2 new members
on the Board of
Supervisors

18



Regional Trail

Maricopa County
Parks Celebrates
Milestone

24



Health Care Debate - Page 9

Safety Fair - Page 14

New Year Resolutions Resources - Page 26

Achievements - Page 27

*At left: Pets for Life Grant
Reduces Pet Homelessness - Pg.6*

3	From the Publisher's Desk
4	Digital Library - Library District Steps Up Services
13	Maricopa County IDA Mortgage Assistance Program
17	Correctional Health Changes Grievance Paradigm
21	History of County Employee Satisfaction Survey
22	Clerk of Court Wins Awards for Innovations

USERY MOUNTAIN REGIONAL PARK

MONTHLY PROGRAMS

PARK HOURS:

Sunday – Thursday: 6 a.m. – 8 p.m.
Friday – Saturday: 6 a.m. – 10 p.m.
365 days a year

NATURE CENTER HOURS:

Monday – Sunday: 8 a.m. – 4 p.m.

ADMIN. OFFICE HOURS:

Monday – Friday: 8 a.m. – 4 p.m.

PARK FEES:

\$6 vehicle day-use entry fee (no additional fees for programs, unless otherwise noted)

DIRECTIONS:

From central Phoenix, I-10 east to US 60 east. Exit Ellsworth Road north to the Usery Mountain Regional Park entrance.

WEBSITE:

<http://www.maricopa.gov/parks/usery/>



Maricopa County

Parks and Recreation Dept.
Usery Mountain Regional Park
3939 N. Usery Pass Road
Mesa, AZ 85207
Ph: 480-984-0032
Fax: 480-357-1545
userypark@mail.maricopa.gov

JANUARY FEATURED PROGRAMS

Desert Photography Walk

Date: 1/12/2013 Time: 10 a.m.

Description: Want to learn how to take beautiful photos in a desert environment? Whatever your level, this one-mile walk along the Merkle Trail will give you lots of useful tips and techniques! Our instructor, Steven Lewis, has years of experience as a photographer. The Merkle Trail is barrier-free and offers universal access. Please bring water, hats, and your camera.

Core: Outdoor Skills Location: Area 6

•••••

Movie Night in the Park: "Grand Canyon Adventure"

Date: 1/19/2013 Time: 7 p.m.

Description: This exciting movie follows the great Colorado River as it reveals one of the most pressing issues of our time – the world's growing shortage of water. Join three parents and their daughters as they travel deep into the Grand Canyon on a thrilling ride through raging rapids and breathtaking canyons. With stunning photography and sweeping aerial shots, this movie captures the majesty of one of the seven natural wonders of the world.

Core: Entertainment & Social Skills

•••••

Hiker's Choice Full Moon Hike and Campfire

Date: 1/26/2013 Time: 7 p.m.

Description: Here's your chance to experience the desert under the glowing

light of the full moon! We will offer both a self-guided and a guided hike – the choice is yours. Afterwards, enjoy the toasty flames of a campfire and a free marshmallow roast. Bring your flashlight, water, and closed-toe shoes for this 2-mile desert adventure. No pets, please. Location: Trail Staging Area.

Core: Health & Fitness

•••••

All About Hummingbirds

Date: 1/26/2013 Time: 12 p.m.

Description: What makes hummingbirds so special and unique? Which hummingbird species are found in this area? How do they survive and thrive in the wild? If you would like to know the answers to these questions, or any questions you may have about hummingbirds, then this one-hour presentation is for you! Bring your sandwich to the "Brown-Bag It" series inside our Nature Center as bird expert, Sandy Hornbaker, deepens our understanding and appreciation for our feathered friends.

Location: Nature Center

Core: Animals

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From the Publisher



It is 2013 and a renewed sense of hope is in the air. Two new Board members have joined Maricopa County, bringing with them new energy and new ideas. As we open a new chapter in our history, we finish the last chapter with a fond farewell to former Supervisor Brock and former Supervisor Stapley. Both gentlemen served our County with dignity and distinction. I want to take this opportunity to honor them and to thank them for their commitment to County government and for all of the many contributions that they made.

To Supervisor Barney and Supervisor Chucri, I wish a warm welcome to Maricopa County. May your days with us be filled with service, and passion for County government and the citizens we serve. Our cover story will introduce you to Supervisors Barney and Chucri, and will highlight why we are so fortunate to have them both join our existing Board members as County leaders. They are successful business men who will bring new approaches to providing necessary County services.

This edition has several great stories of departmental successes. The Real CSI is about the Medical Examiner's Office and the identification of decedents whose identity was unknown at death. The Digital Library outlines how the Maricopa County Library District is moving towards more digital resources for our changing library customers through ebooks and audio books.

The Regional Trail System in the Parks and Recreation department celebrates a milestone with the completion of 421 miles of trails. Correctional Health's revamping of the patient grievance program is featured. A great overview of Maricopa County's Industrial Development Authorities (IDA) Mortgage Assistance program for veterans is discussed. And the Friends of Animal Care and Control's attainment of a highly competitive grant from the Humane Society of the United States and PetSmart Charities.

The edition continues to educate our employees about various County resources and County news. There is a great article about the Safety Fair, sponsored by Risk Management. New Year's Resolution Resources that our Benefits department is supporting to help employees get in shape, get healthy and lose weight. This article is partnered with an editorial piece on individual health from former Supervisor Fulton Brock. And an article on the Employee Satisfaction Survey results for 2012.

Finally, there is a list various awards and achievements that our numerous programs have earned. Most notably the Clerk of the Court's Innovation Award is discussed.

To all of you, I wish a Happy New Year. Please join me in greeting our new Board members and helping them learn about all of the great services and employees that are part of Maricopa County. I hope you enjoy this edition of Advantage.

Sandi Wilson
Deputy County Manager
Maricopa County

"The beginning is the most important part of the work."

-Plato

DIGITAL LIBRARY

Library District Steps Up Customer Offerings

“Our everyday challenge is to give customers more of what they want and occasionally something great they did not expect in their community library,” said Cindy Kolaczynski, Maricopa County Library District director and County librarian. To illustrate that resolve, Kolaczynski points out that MCLD is offering more digital resources than ever before and it is now providing free online learning opportunities where none existed before.

For the past couple of years, MCLD has been ramping up customer access to digital resources. “To better respond to our customers’ needs, we have to utilize a wider variety of approaches to provide books and other materials,” said Andrew Chanse, MCLD Innovations & Strategies administrator.

“Most of our customers enjoy coming to the library to check-out materials. However, a growing customer base prefers the convenience of downloading free materials whenever they want them,” Chanse added.

MCLD is continuing to modernize its tactics by fine-tuning how it delivers library services to customers, according to Chanse. “That means meeting customers

where they are—at home, at work, or on the go—making it easy for them to use their laptops or digital devices to get the materials they want,” he added.

To that end, MCLD has been expanding its collection of online material and making access easier. Options include eBooks, audiobooks, free music downloads, and reference materials.

- There is never a wait for customers who obtain audiobooks through OneClickdigital. Items can be easily downloaded to a laptop, Android or Apple device.
- Freading also features eBooks that are always accessible for download. Apps are available for Android, Apple and Kindle Fire devices.
- Hundreds of reference materials such as travel guides, business books, and homework helpers are available through Gale Virtual Reference Library. Downloadable titles are always available and will remain on the device until deleted by the customer.
- By accessing Freegal, customers can download up to three free songs a week. More than 2 million tracks are available from popular artists in a variety of genres including Pop, Hip Hop, Rock, R&B, Jazz and Classical.
- OverDrive offers thousands of popular titles for download in eBook and audiobook formats. Items can be downloaded directly to a laptop or to a mobile device by using the OverDrive app.



These resources can be accessed anytime of the day or night by visiting www.mclnaz.org/downloadcenter. Customers need a valid library card to take advantage of these free offerings.

Online learning is a recent example of an unexpected resource MCLD is now providing to customers. “The Library District is serious about supporting the needs of the community not only by pushing early childhood literacy programs but also by providing continuing education for adults,” said Tony Apodaca, MCLD manager of Adult Services. “Online learning is a huge trend in adult education and our customers now have quality educational opportunities at their fingertips,” Apodaca emphasized.

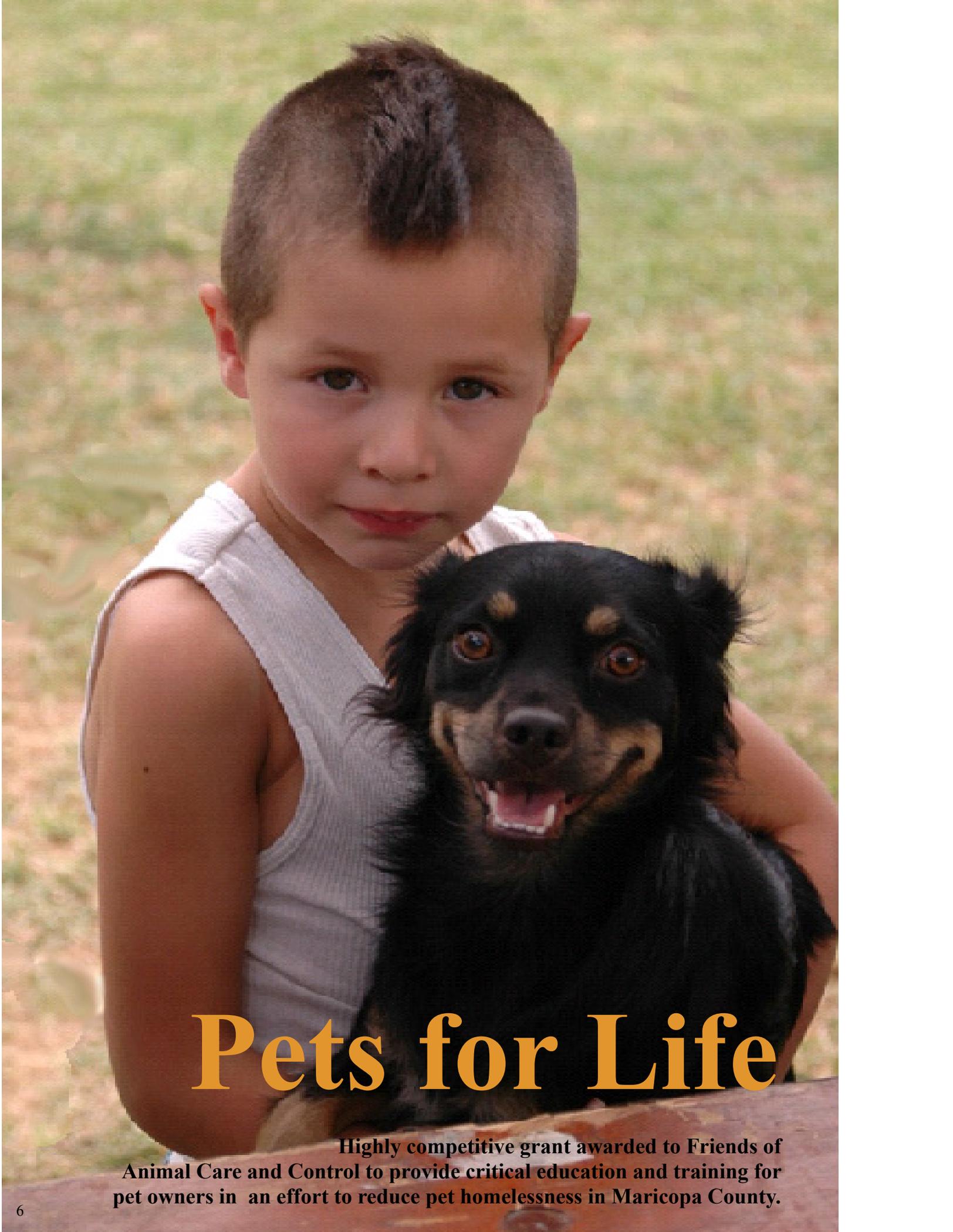
In January 2013, customers can connect to more than 300 online educational courses to learn new skills or to ramp up professional and career development. Through an MCLD Website connection with *ed2go for Public Libraries*, each of these instructor-facilitated courses can be accessed any time, day or night.

Courses cover a wide range of interests including: computers and technology, personal development, career and professional development, and writing and publishing. In essence, the library has become a center of education for both traditional and non-traditional learners. Courses are normally conducted over a six-week period in a 12-lesson format. Students interact with their instructors via online discussion.

A valid library card is needed to enroll in any of the courses. To preview course offerings and to enroll, visit www.mclnaz.org and click the **LEARNING** link on the side bar.

“We are excited about making more connections with the people we serve in our library-communities,” noted Koczynski. “More importantly, we are taking extra steps—sometimes subtle, sometimes bold—to provide exceptional library experiences that are relevant to all of our customers,” she concluded. 





Pets for Life

Highly competitive grant awarded to Friends of Animal Care and Control to provide critical education and training for pet owners in an effort to reduce pet homelessness in Maricopa County.

On November 13, Maricopa County Animal Care and Control (MCACC) Community Outreach and Development (COD) began their Pets for Life canvassing in the neighborhoods of Arizona area zip code 85009. Friends of Animal Care and Control (**Friends**) of Maricopa County were awarded the highly competitive **Pets for Life Mentorship and Training Program Grant** sponsored by The Humane Society of the United States (HSUS) and PetSmart Charities®. **Friends** won one of only five full-grants awarded out of over 50 that applied nationwide to provide critical education and training for pet owners in an effort to reduce pet homelessness in Maricopa County.

COD staff was able to contact various pet owners and explain the Pets for Life program. Many of the pet owners were very thankful for the information and even pointed out houses that might be able to use services provided by MCACC.

“The chance to spend some time talking to the pet owners and finding out what their needs are and offering services they didn’t know about was a great experience,” said Medical Outreach Supervisor Mark Soto.

Approximately 100,000 animals arrived at shelter doors as owner surrenders or strays last year in Maricopa County. This is the 2nd highest shelter intake in the country, second to L.A. County. However, studies clearly show that increasing the spay/neuter rate ultimately reduces animal intake at shelters over time.

“With this grant, **Friends** will continue to reduce the number of homeless, unwanted animals in our local shelters, before they are born, through spay/neutering,” said Tina Lopez, Executive Director for Friends of Animal Care and Control. “We are thrilled with the support that the Humane Society of the United States and PetSmart Charities has focused on Maricopa County.”

Friends raised funds for close to 9,000 free spay/neuter procedures in 2011 for Maricopa County animal owners (Spay Neuter Assistance Program), while also supporting other needs of the County animal shelters.

One pet owner was very surprised to find out about the free spay/neuter voucher offer and the free rabies vaccination clinic we have planned for January 12, 2013, at Falcon Park. The dog owner explained to us that she is a senior citizen and on a fixed income but has wanted to get her pets spay and neutered and has not been able to afford it. We provided a voucher and all the details for the free rabies clinic.

“**Friends** have demonstrated an impressive initiative to bring needed pet care resources and services that are often out of reach to people and pets in Maricopa County,” said Amanda Arrington, Director for The HSUS’ Pets for Life program. “The Humane Society of the United States is delighted to help Friends of Animal Care and Control accomplish its mission with this well-deserved grant and training.”

“Maricopa County Animal Care & Control is the largest pet adoption agency in the state of Arizona,” said Maricopa County Supervisors’ Chairman Max Wilson. “Last year more



Audie Greybear, MCACC Public Information Officer shows an available pet at an outreach event.

than 14,000 animals found new homes and lives through the agency. The Pets for Life Mentorship and Training Program Grant will assist them in doing what they do best, as well as support spay/neutering efforts throughout the County.”



Soto wants everyone to know how special this program is for the community. “Our team goes out and tries to speak to as many pet owners in the 85009 Zip Code as

possible. We answer questions they might have and also provide them with information on the free services we offer such as free spay/neuter for dogs and cats and our free rabies vaccination events.”

“On January 26, 2013, we will be offering free rabies vaccinations for all dogs and cats 3 months and older. This event is for the residence of 85009 zip code area. Our goal is to make contact with all the pet owners in 85009 and get as many pets spay and neutered as we can to help stop the over pet population we have.”

Please visit www.azfriendsofanimals.org to donate crucially needed funds for spay/neuter programs in Maricopa County or to learn more about the solutions to pet homelessness. 

For more information, please contact (602) 506 – PETS (7387) and visit our website at www.pets.maricopa.gov.

“LIKE” us on Facebook and follow us on Twitter @MCACCaz1.

Event photos by Lieutenant John Reynolds.



MCACC Medical Outreach Supervisor Mark Soto holds a pitbull at the Pets for Life training program.

What's Missing in the Health Debate? *Health!*

There's something missing from our current debate about national health care. Too few are talking about actual *health!* We lament the red tape, the gaps in insurance coverage and the costs that seem to escalate daily. But we often forget the central point: Our own individual health and well being. How can Americans be healthier, feel better and live longer?

I've often thought about this as a public official, a state lawmaker, a county supervisor and as an average guy who wants to stay healthy for as long as possible. And there are clear national implications as well. If each of us tried a little harder to be healthier, maybe we wouldn't have to spend 18 cents of every dollar on doctors, hospitals, insurance and drugs -- money that we all know we could put to good use elsewhere. In fact, health care is one issue in which each of us can play a crucial role -- just by the small, personal choices we make in our everyday lives.

Consider: The five leading causes of death in the United States are heart disease, cancer, respiratory diseases, strokes and accidents. Each of these is partly related to lifestyle. Scientific evidence linking disease and bad health habits is established and growing. Some of the findings can surprise you: For example, there seems to be a connection between oral hygiene and heart disease. Inflamed gums can carry bacteria from your mouth into the bloodstream where they attach to the arteries. Turns out, flossing every day isn't just good for your teeth. It's good for your heart.

Take a moment and ask yourself some simple questions: Do you smoke? Do you consume too many needless calories? Do you drink alcohol to excess? Drive too fast or while distracted? Do you get enough daily exercise? Do you drink enough water? Are you coping well with stress in your life? The good news is that becoming healthier is not difficult. It's as simple as driving closer to the posted speed limit and never while texting. As eating more fruits and vegetables. As drinking water, not sodas. As getting up, walking around, and taking deep breaths every 20 to 30 minutes.

Prevention is the best approach to many of our social ills. In the case of health, it's the most effective way to restrain the cycle of escalating costs and to reduce the stress on the current medical system. Instead of building more hospital beds, let's figure out how to create fewer patients.

At Maricopa County, we have shaped smart health habits into public policy. A big part of our goal is to reduce endless increases in health insurance. The County offers an in-house pharmacy and clinic, annual biometric screenings, premium reductions for non-smokers, a fitness center and yoga classes. The healthcare problems we face as a society are quite real and large. They have been documented in imposing stacks of detailed reports, debated in countless legislative hearings and talk shows. Meanwhile, the single most important element of the solution is staring at us in the mirror. 

Fulton Brock is a resident of Chandler and was the former Supervisor for District 1 on the Maricopa County Board of Supervisors.



Real CSI

Medical Examiner's "Unidentified Team"
Solves Decades Old Cases



**Technological Advances and Dedication
Bring New Chance for Identification**

90-2705 was originally listed as unidentified male. He was struck by a motor vehicle and the driver never stopped to help. He was taken to St. Joseph's Medical Center where death was pronounced on 12/22/1990. He had no identification with him and at that time there were no matches to his fingerprints. The decedent was buried at Tempe Twin Buttes Cemetery in Tempe which is a Maricopa County Cemetery.

Thanks to a National Institute of Justice (NIJ) grant, Maricopa County's Office of the Medical Examiner started work on identification. They received funding to exhume unidentified decedents in order to take a DNA sample and digital dental radiographs. "Case 90-2705 was at the top of our list because at the time of his death he was visually identifiable," said Christen Eggers, lead investigator for the unidentified program. "With all of our grant cases, we try and re-submit the prints again as technology has advanced and more prints are entered into IAFIS, etc. With the help of DPS we ran the prints again and this time we got a match."

According to Eggers, the prints came back to a man by the name of Gregorio Solix Castano. They discovered that he was a WWII veteran, Private First Class, that served from 6/1941-6/1945. Most of his service was in the South Pacific. They exhumed Gregorio so that he could have a proper burial.

"The Missing in America Program (Veteran Recovery Program) did a wonderful job in getting all of the organizations to come out and give this man a proper burial at the National Memorial Cemetery. With the help of the Missing in American Program Gregorio received a complete military style funeral.



Full military funeral for Gregorio Solix Castano identified nearly 22 years after death.



Christen Eggers has been a Medicolegal Death Investigator with the Medical Examiner's Office for almost 10 years.

Photo at Left-
FRONT ROW Henry Ferris, Dr. John Piakis, Dr. Laura Fulginiti, Christen Eggers. BACK ROW Lyle Hinkle , Ethan Bueler, Rodney Newman, Avery Williams, Andy Seidel, Mike Molzhon.
Not shown: Rachel Murguia, Public Fiduciary



worked on so far, 10 were identified. “We have had the most success of any jurisdiction” Eggers exclaims. The funds do not pay the salaries of staff, but many of the costs associated with these investigations such as backhoe, funeral home representatives at the cemetery, new caskets (old one dilapidated), shovels, tables, portable X-ray machine so everything can be done at the cemetery, overtime, experts consult fees, and more.

Recently, the team identified a 16 year old boy and were able to locate his family in California. “It is so heartbreaking to talk to them. They want closure because they never knew what happened to him. They want to know what happened, where is he? At least they now know.”

Christen is quick to give credit to the Identify the Missing Team. When we have an exhumation, we have a team that goes out and works the case. “It is totally a team effort. “

“Even if we don’t have active leads, we say that no one is forgotten here. It is one of our priorities to identify these individuals.” 

He was finally laid to rest with his name and in an appropriate cemetery on 11/08/2012.”

Christen laments that Gregorio made it through the war but ended up getting hit by a motorist that left the scene of the accident. “It is pretty sad.” His family has yet to be found. “I get emotional, especially when there is something like this with the military.” Christen was an honorary pall bearer at the funeral.

Still working on Gregorio’s case, Eggers is hopeful. “I know that he was born in Texas. I have a couple of leads on this case for possible next of kin (great niece and nephew) in Nebraska or South Dakota. I am looking in different databases, Google search, Ancestry.com.” Now Lead Investigator for the Unidentified Program, Eggers works full time on this now. “This is needed because we have about 230 unidentified cases dating back to the 1970’s.”

When they started this grant back in 2010, they were hoping to get just one ID. Out of the 40 cases



Mortgage Assistance Funds Available

Industrial Development Authorities Announce Availability of Mortgage Assistance Funds for Maricopa County Homebuyers

Phoenix and Maricopa County homebuyers can now get a 5% down payment assistance grant and a low, competitive mortgage rate through the *Home in Five Advantage* mortgage origination program issued by the IDAs of the City of Phoenix and Maricopa County. Homebuyers have access to 30-year, fixed-rate mortgage loans (FHA, VA, or USDA-RD) that also provide a grant for down payment and closing cost assistance equal to 5% of the original loan amount throughout Maricopa County including the city of Phoenix. Special incentives will be given to qualified United States Military Personnel and qualified Veterans.



Home in Five Advantage Mortgage Origination Program

“The *Home in Five Advantage* program provides mortgage loans at an attractive interest rate with a down payment assistance grant to families who might otherwise be unable to afford a home,” said Juan Salgado, Executive Director, Phoenix IDA. “For example, a homebuyer who received a \$100,000 loan would receive a \$5,000 grant to be used for down payment and closing costs.”

“The largest barrier to home ownership many families face is lack of a down payment,” said Charles Thompson, President of the Maricopa County IDA. “We want to continue our long-standing support and encouragement of home ownership by providing a way for families to achieve and afford the American Dream of owning their own home.”

Income limitations for the *Home in Five Advantage* program include annual qualifying income that does not exceed \$90,000. There are no income limits for qualified United States Military Personnel and qualified Veterans.

In addition, Mr. Thompson noted that several factors contributed to the competitive mortgage rate achieved with 5% down payment assistance grants. “Our finance team developed an innovative structure which resulted in a very favorable mortgage rate.”



The IDAs of the City of Phoenix and Maricopa County have provided single family programs since 1980 and done so on a joint basis since 2000. More than 4,158 Phoenix and Maricopa County families have received in excess of \$600 million in mortgage loans and approximately \$30 million in down payment assistance grants through these joint programs since 2000.

For more information about the program contact the Maricopa County IDA Program Hotline at 602-506-7294 or the Phoenix IDA at 602-534-9655. Information is also available at www.phoenixida.com and www.mcida.com.



Safety Fair Classes:

Arizona Blue Stake
Back Care and Lower Body Self Care
Heat stress Hazard Communications
Identity Theft
PPE (Personal Protective Equipment)
NFPA 70E Overview/Electrical Safety Standards
Lockout/Tagout
Snakes and Desert Critters
Dust Control Basics
Fire Extinguishers
Bloodborne Pathogens
MCSO Accident Investigation
Gangs in the Valley
Career Criminal Mindset
CDL Drug and Alcohol Supervisor ASRS
Commercial Vehicle Inspection
Ethics for Everyone
Hand and Power Tool Safety
Bee Safety
West Nile Virus
Confined Space

Supervisory Series:

Working with You is Killing Me
Exemplary Customer Service
Ethics for Supervisors
Effective Communication in the Workplace



Safety Fair

Events Scheduled for
Durango and Downtown

The 19th Annual Safety Fair is coming February 25-28, 2013

The Maricopa County Risk Management Safety Division's 19th annual Safety Fair 2013 is coming February 25-28, 2013. The Safety Fair will offer 63 classes, including a Supervisor track. The Fair will also display various County departments information at 401 W. Jefferson on Tuesday February 26th and also at the Durango complex, February 27th along with displays of 25 Vendors and their safety equipment.

During this week Maricopa County employees will compete in an Equipment Roadeo for Graders, Loaders, Backhoes, Forklift, and Truck and Trailer Towing, CDL Truck and Traffic Control event. The event will be ongoing during Safety Fair Week.

The Safety Fair comes to a close on February 28th with the Safety Bowl Challenge. Teams started to qualify starting December 1st. So, step right up and join in for a week long series of Safety and Fun.



Maricopa County

SAFETY FAIR

February 25-28, 2013

Safety Classes



Vendor Safety Day



Safety Rodeo



Safety Bowl Challenge



**Maricopa County
Risk Management Safety Division**

Information: (602) 506-7134

Common Sense Tips for Safe Workplaces

- Avoid unsafe acts/ behaviors
- Always look for unsafe acts/behaviors and/or conditions in your workplace
- Correct unsafe conditions or report them to your supervisor
- Participate in your safety meetings or your department's Safety Committee
- Adhere to all safety rules and policies
- Report accidents/injuries immediately
- Housekeeping is everyone's responsibility
- Be mindful of safety at all times (What if?)
- Inspect your work area and tools each day and before work
- Wear your personal protective equipment at all times
- Avoid shortcuts
- Take safety home with you each day
- Remember – SAFETY STARTS WITH ME!

Safety Practice as a Personal Responsibility

Acts, according to the Webster's dictionary, are described as "something done voluntarily" and can be momentarily or temporarily. On the other side Behavior is "the manner of conducting oneself". Normally this type of conduct is a pattern that is part of our daily lives. Although no one wants to be involved in an accident, accidents do occur. While Worker's Compensation data has proven an overall decrease in the last fiscal year, a number of significant accidents continue in our daily operations.

Often safe and unsafe attitudes/behaviors are the issues that are permanently part of our daily lives and guide us in our daily operations; thus creating a significant change in our lives and in the lives of those around us. Behaviors can be modified, yet the complacency of performing to the same level year after year pushes us to act unsafe. The problem is often the knowledge we acquired throughout the years is in one single place without allowing different avenues to permeate into our operation. Lack of being open to visual effects and open to be more efficient and creative are the keys to not succeeding in safety.

Why change your attitude and/or modify your behavior? Think about your loved ones. How often do we say to our loved ones "See you this afternoon" but do you really know you are coming home at the end of the day? While working, think about the people that are waiting for you each day.

Working safe could eventually modify your behavior but it really comes down to personal responsibility, commitment and accountability. Your level of safety awareness or anything else you focus on can increase by just practicing. Often we think that a certain operation is not "our job" and we don't pay attention thinking "it is not our business". Safety is everyone's business. Each activity whether you are the performer or not, is our job and you should never be afraid to remind your co-workers to work safely. Report deficiencies and unsafe conditions immediately before you or someone else gets hurt. 

Article submitted by Rosie Rodriguez Safety Consultant

Changing the Grievance Paradigm

Grievances are costly to your organization and time consuming for staff. Changing your paradigm surrounding patient grievances can reduce costs, empower staff, and improve patient satisfaction. Maricopa County Correctional Health Services (CHS) undertook the task of improving its grievance process and has successfully decreased the overall number of grievances, reduced costs, improved patient satisfaction, and empowered staff.

The first step in changing the paradigm surrounding patient grievances is to explore staff attitudes surrounding inmate patients and patient complaints. Staff attitudes affect not only the manner in which staff interact with inmate patients, but will ultimately affect the way they view patient complaints.

Changing the way one views inmate patients and patient complaints is an important step in changing the paradigm surrounding grievances. It is human-nature to become defensive when our work or personal character is criticized. One of the first paradigm shifts regarding patient grievances is to view patient complaints as an opportunity to improve. This simple philosophy is a key tenet of good customer service and will allow you to view grievances in a different light.

Another key component of this paradigm shift is the belief that patients have valid concerns and that they want to resolve their issues. By shifting the belief that patients complain for the sake of complaining or as a means to sue you will empower staff to resolve grievances at the lowest level and ultimately improve staff encounters with patients.

In order for staff to be empowered they must know the expectations and be held accountable to those expectations. Ongoing

training and education are critical to providing staff with the tools to function autonomously.

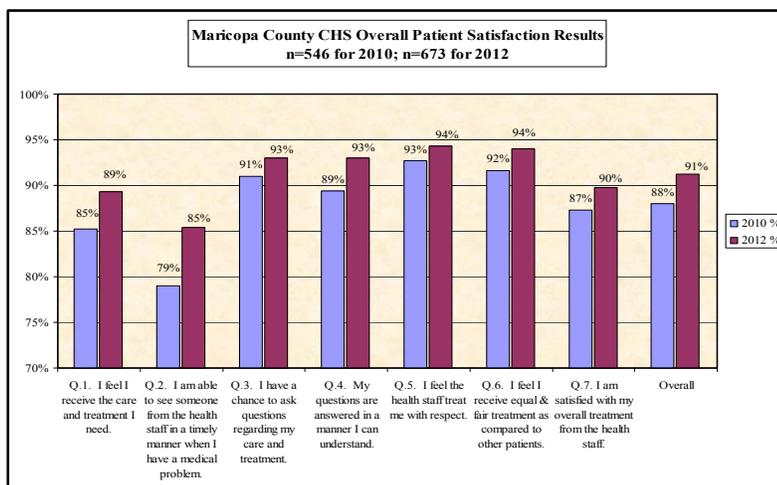
Correctional Health Services also made several changes to its practice guidelines and protocols that addressed common patient complaints and grievances. One of the most rewarding strategies CHS implemented is a Patient Satisfaction Survey. In late 2010, CHS implemented its first patient satisfaction survey which was repeated in early 2012.

With implementation of changes to practice guidelines and protocols as well as education and training regarding the grievance process, CHS improved its patient satisfaction scores in every category. This information is shared at the clinic CQI teams and with all staff which provides staff with positive reinforcement.

Changing your organization's paradigm surrounding patient grievances requires a review of staff attitudes that may impact perceptions of inmate patients and patient complaints. Development of practices that alleviate variances between providers and facilities provides staff with the tools to function autonomously and empowers them to resolve grievances at the lowest level. Lastly, consideration should be given to the addition of patient satisfaction surveys which demonstrate your organization's commitment to quality patient care and provides staff with reinforcement for a job well done. 



Jackie Griffin-Rednour,
RN, BAS, CCHP
Clinical Nurse Educator



This article contains excerpts from an article that initially appeared in NCHC CorrectCare Summer 2012 Volume 26 Issue 3 edition.

BOS: The Next Generation

Election Brings New Members Barney and Chucri to Board of Supervisors

The two newest Maricopa County Supervisors, Denny Barney and Steve Chucri, are new to elective office, new to County government and new to the varied responsibilities of an elected Supervisor.

But they are both deeply rooted Arizonans from families that share long histories of community and public service, particularly in the East Valley. Those who know them expect them to bring intelligence, energy and a friendly, let's-get-it-done attitude to their new assignments.

Both are hard workers. Their day-long orientation with County management in early December showed them to be engaged, quick studies. Neither would have been satisfied sitting contentedly through endless Power Point presentations. So they welcomed the more animated give-and-take with top staffers, including County Manager Tom Manos and Deputy County Managers Sandi Wilson and Joy Rich. Both survived a grueling County government boot camp that should enable them to hit the ground running since being formally sworn in on January 7th.

It has been quite a while – more than a decade – since there's been a fresh face on the Board of Supervisors. But neither Barney nor Chucri need crib notes on American government or their constituencies.

Barney, of Gilbert, is a sixth generation Arizonan, part of a family tree that extends back to Mesa's founding families. He graduated from Gilbert High, got degrees in political science and international relations, with a minor in Japanese from Brigham Young University. He later

received his law degree from Arizona State University.

In many ways, Barney's route to elective office follows a uniquely American pattern of an earlier day. He was successful in the family business, Landmark Interiors, and has since branched out into real estate investment. He is CEO of Landmark Companies, specializing in real estate investment and development and a principal in ARCUS Private Capital Solutions, specializing in real estate and finance.



Denny Barney
District 1 Supervisor

And today, after having started a family and becoming established in business, Barney is now ready to take a more active part in public affairs. This is a story very typical of the G.I. Generation: Be successful at work and family, help out in community affairs, and later, once established, run for political office at the local level. Current District 4 Supervisor Max Wilson followed this route.

In recent decades, politics has been increasingly the home field of hyper-ambitious political professionals, the kind who look in the mirror and see "future president" – when they're still in their teens. Addicted to campaigns and the glamour of elected office, their first constituency is their own ambition.

Neither Denny Barney nor Steve Chucri is from that school.

Barney has given his free time in recent years to those organizations and activities that build a solid community resume and prepare you for greater public responsibilities. He has served as president of the Mesa Baseline Rotary Club, on the board of directors of the East Valley Partnership and on the Maricopa County Planning and Zoning Commission where his brother Jason now serves. He currently is on the board of the Mesa United Way and active in Boy Scouts and United Food Bank. He is steeped in the East Valley.

“He’s just a natural,” current Supervisor Fulton Brock said of his successor. “He’s intelligent, affable, understands government, business, the community, public relations. He’ll be a formidable Supervisor.”

Barney admitted that he has toyed with the idea of elective office for a while. “I want to be involved. I want to be active. My family has always been involved politically although no one in my immediate family has run for office,” he said.

He sees himself as a hands-on, active Supervisor. “I love to learn. I love to break down problems. I’m not afraid to dig in. I’m pretty persistent and tenacious when I need to be, but more than anything I care about people.”

Candice Copple, coming on as Mr. Barney’s Deputy Chief of Staff also has deep roots in the community. She has been active on many local political campaigns in the East Valley – including working as Mr. Barney’s campaign manager – and has extensive nonprofit experience. She has an accounting background and has a master’s degree in public administration.

Ms. Copple, a longtime Barney friend, shares his enthusiasm and echoes his passion for the new job. “Mr. Barney is an incredible problem solver and communicator and will be very engaged in bringing people together in positive ways,” she said.

Bruce Bartholomew will be Barney’s chief of staff. He’s a well known figure in County and local government circles, with 30 years experience serving four elected officials, including former U.S. Reps. Bob Stump and Harry Mitchell, and the Maricopa County Department of Transportation.

Yet, with all that energy and background, the newest supervisor comes on board conceding he has a lot to learn. “Frankly, until I started campaigning and more recently digging into County government, it is amazing how much I didn’t know,” he said in an interview. “There’s a lot to learn and a lot that goes into it.”



Photo by Martin Camacho

He does think County government needs to be more accessible and transparent. “People want to be heard. They want to know people are listening. They want to know they have access to the government they fund (with taxes).

“We’ve got a great infrastructure in place,” Barney said. (We should) “use these existing tools, people, departments in a way that helps government to be more responsive and transparent – that’s what I would like to see happen.”

Barney’s outlook mirrors that of Chucuri, who is even more deeply schooled in political life.

Chucuri is no stranger to the halls of the U.S. Congress and is a fixture at the Arizona State Legislature, where he has represented the Arizona Restaurant Association. While in his 20s, he was tapped as legislative director for U.S. Rep. Matt Salmon during Salmon’s first stint from Arizona’s Congressional District 1. Capitol Hill is also where he met his wife, Christine, who now works in the office of Senator-elect Jeff Flake. They have two young children. After Salmon voluntarily left Congress after three terms, Chucuri joined the Restaurant Association as president and chief executive officer.



Steve Chucuri
District 2 Supervisor

It’s not hard to see why Chucuri is effective. He combines a ready smile and a focus on getting things done. He remembers names. Still only 42, he has nearly two decades of political, governmental and legislative service. He well understands the pressures elected officials, state and local governments – and their workers -- face. His experience has afforded him the know-how to find common

ground and a path to solve problems. His choice as his office chief of staff: the well respected Page Gonzales, who served her apprenticeship in the Maricopa County Government Relations office over ten years ago. Gonzales has been with Gov. Jan Brewer’s policy team for almost four years. She likes local government and admires Chucuri, whom she sees as both a consensus builder and a leader. “He truly practices the servant leadership philosophy,” Gonzales said.

Chucuri is clearly proud how his staff choice has been received. “You want your staff to be a mirror reflection of yourself. Page gives us instant credibility and respect,” he said.

Chucuri is poised to add luster to his family’s history. Like Barney, Chucuri, was raised in Mesa. His maternal grandfather, Tony Coury Sr., was born in Morenci and as a young man started his own car business in downtown Mesa – a business that remained in the family for 70 years. His father, Alexander

Chucuri, came to Arizona directly from Lebanon as a teenager and started working in the produce department at Basha’s. It was Eddie Basha Sr. who called Tony Coury with a recommendation, “I’ve got a kid here who’s too good for the produce department. You ought to hire him.” And that’s how Chucuri’s parents met.

Eddie Basha Jr. was best man at their wedding. (Chucuri is so infused in East Valley history, he distinguishes between Eddie Basha Sr. and Jr.).

With such a pedigree, Chucuri has been asked why he sought County office, rather than running for Congress. “Ten and a half years ago, I was captivated by the Arizona restaurant industry and I don’t want to give that up,” he explains. “The job here is far from complete.” What’s more, he and his wife have two young boys. “I wanted to serve my community and have the opportunity to see my kids grow.” His oldest attends St. Thomas the Apostle School in east central Phoenix, creating a lot of miles in the car-pool lanes for the Chucuris.

“I am impressed with County government in many ways,” he said. “I just want to bring my business mindset and accountability to the public sector.” So when residents come to him with a problem – say, getting a permit to move a culvert – Chucuri doesn’t want to solve one person’s problem, but to look at the issue in a more systemic way – “so the issue doesn’t come up again.”

He will be “very deliberate” when confronted with setting property tax rates. “I won’t be afraid to be a No vote.” He is complimentary of County government’s record of fiscal discipline and service. Hearing from constituents in District 2, “There’s a lot we can still improve on.”

Chucuri sees his business and legislative experience as an asset, familiar with the substance of issues, the public pressures sometimes surrounding them and having the moxie to find workable solutions. He wants to fashion his public career like retiring U.S. Senator Jon Kyl. Kyl is known as a hard worker, not a showman, detail oriented, and in politics for the right reasons. “Kyl is an impressive figure. He is leaving of his own accord with a distinguished record,” Chucuri says.

But that’s politics. His over-arching personal model is equally instructive. He wants to emulate his mother’s perseverance overcoming difficulties and her devotion to family.

Interestingly, when asked for a personal role model, Denny Barney didn’t hesitate either. “My Dad. He had an ability not to get bogged down with things that don’t matter and stay focused on people.”

Two new supervisors. Two different men. With a lot in common.



Article contributed by Richard de Uriarte

The Survey Says...

History of the Employee Satisfaction Survey at Maricopa County

The first Maricopa County employee satisfaction survey was conducted in 1992. It was conducted by an outside vendor. Each County employee was sent a questionnaire by mail to be completed and mailed back to the vendor. Reports were compiled by agency and sent to each agency director. A very limited number of employees completed the survey resulting in questions related to the usefulness of the data. Because of these questions, very little was done in terms of trying to use the data in any constructive way.

In 1995, then county manager, David Smith, approached Research and Reporting about conducting an employee satisfaction survey specifically for departments reporting to him. These departments are referred to as appointed departments. The decision was made to include other departments (elected and court) at the discretion of each elected and court official.

Surveys were conducted in 1995, 1997, and 1999. The appointed department results were used to set up action plans to address issues at a County-wide level. Reports were also issued for each participating agency/department.

In 2000, the emphasis was redirected to the departments. Each department assumed the responsibility for using the results to develop department specific action plans. Research and Reporting began working much more closely with individual departments to make sure the report formats would provide each one with the data it needed to be able to identify and address employee concerns and issues. In 2005, expectations were developed by the county manager to assist departments in developing action plans that focused on the areas of greatest need.

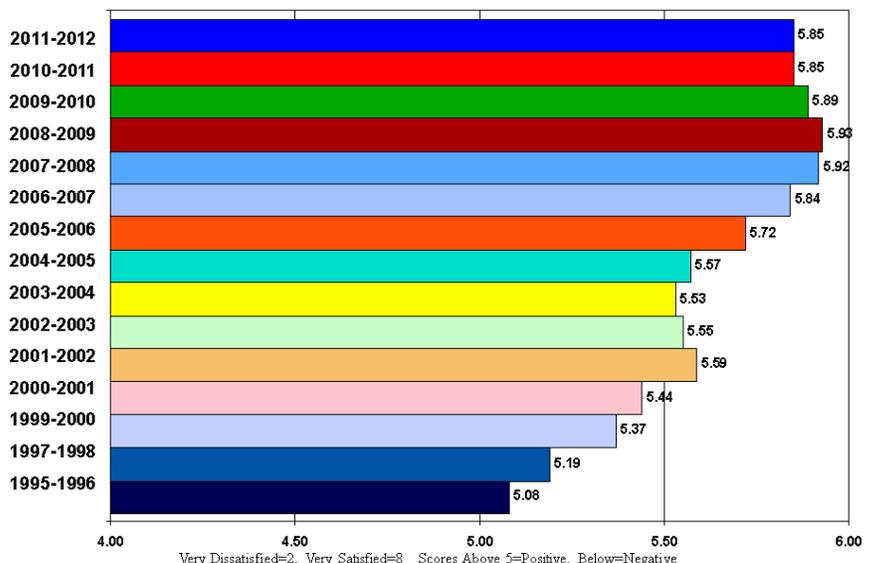
In 2012, at the direction of newly hired county manager Tom Manos, Research and Reporting revamped the report formats. Until now, survey items had been reported in terms of ‘scores’ that had been computed for each item and for item averages. Currently, presentations contain percents and average percents. The impetus for this change was to make the reports easier to understand by both management and employees. It is very important that every employee has the opportunity to not only see their department report presentation but to become involved in identifying and addressing the issues identified in these report.

“Better communication seeing the ESS actually make a difference”

“the front line staff is consulted/surveyed and their opinions valued when making decisions that directly affect them”

Comments from 2011 Employee Satisfaction Survey

**All Appointed Departments FY 1996-2012
Overall Satisfaction Scores**



Slide 2



Reaping Rewards for Innovation

C2C Team (front row, left to right) – Flor Nevarez, Sharon Rochford, Juanita Summerhill, Dorothy King, Vonda Culp. (Back row, left to right) – Mark Jensen, Elva Martin-Mendoza, Kathleen Slabaugh, Pam Crawford, and Ruben Trejo.

Clerk of Court’s Office Receives National Recognition For Innovative Programs

The Clerk of the Superior Court’s Office has received three national awards for the innovative programs implemented over the past few years to increase efficiency and enhance service. The awards were presented this month by the National Association of Counties (NACo), who represents the nation’s county governments in Washington D.C.

“It is an honor to be recognized nationally for our efforts to improve services,” Clerk of the Court’s Michael Jeanes said. “It is particularly gratifying to have achieved this recognition in a cost-effective manner during the economic downturn that has resulted in budget reductions, staff shortages, and limited resources. It is a tribute to our innovative staff and their outstanding dedication and hard work.”

The programs that received the national achievement awards are:

- **Mandatory eFiling** – This program was developed to enhance case processing, decrease expenses, and reduce space and other resource needs by implementing mandatory eFiling by attorneys for all civil subsequent case documents. eFiling allows the office to process documents filed within approximately eight hours compared to an average of three days with paper filings. The office plans to further reduce the eFiling timeframe to two hours. As a result of this mandatory eFiling program, Civil paper filings decreased by one hundred percent from 2011 - 2012.
- **Court-to-Court (C2C) Program** – This program was developed to electronically transmit the record on appeal for all case types to the Supreme and Appellate Court. It created a net annual savings of \$165,000 and eliminated a time-intensive method of handling the paper documents. Prior to implementing this electronic transmittal, all Records on Appeal were disassembled,

**Mandatory eFile Team
(left to right) Correnia
Snyder, Kathy Whittiker,
Lauri Million, Merriel
Trombley, Cheryl Odell,
and Brenda Burton.**



copied, indexed, and rebuilt in order to send multiple paper copies to the Court.

- **Electronic Court Record (ECR) Online** – This program was developed to provide a secure, cost-effective, and convenient method for attorneys and self-represented parties to use the internet to register and view the documents of their case(s) on their computer rather than coming to the Clerk’s Office to view the hard copy file. Along with the convenience and quicker access to the ECR through the new website, the program improves the impact on the environment by decreasing travel

time. In addition, ECR reduces the demand on Clerk’s staff to manually pull files for viewing. At the end of FY10-11, over 10,000 attorneys and self-represented parties were registered in ECR Online.

The three achievement honors brings the Clerk of Court’s total to 36 NACo awards. NACo conducts the achievement award program to recognize the best, new programs in county government. Awards are given in 21 different categories including information technology, financial management, court administration and management, children and youth, criminal justice, and health. 



**Electronic Court Record Online
Names - (front row, left to right) - Candy Terry,
Chris Kelly, Diane Garbarino, Mary Rose Wilcox,
Tom Manos. 2nd row - Michael Jeanes, Max
Wilson, Don Stapley, Rich McHattie, and Mark
Jensen. (Not pictured – Timothy Potratz)**

Regional Trail Celebrates Milestone

The Maricopa Regional Trail development project reached a major milestone this fall - having completed the midpoint in the construction of 421 miles of trail that will link the County's ten parks and provide miles of hiking, mountain biking and equestrian trails across the county.

The trail has been more than a decade in planning and in construction and, once completed, will link all ten Maricopa County parks surrounding Phoenix and its suburbs. It will provide challenging, longer trails for competitive hikers and mountain bikers seeking back-country experiences outside the urbanized park systems. The trails between Cave Creek and Lake Pleasant are already being used for hikers training to cross the Grand Canyon rim-to-rim.

"This project will be a great legacy for our children and our children's children," commented Supervisor Andy Kunasek, who served on the Trail Commission for several years and guided its master plan. "I see this project as a 'Pathway to the Parks,' where you can experience the desert from the San Tan Mountains to the McDowell's and Lake Pleasant to White Tank and South Mountains".

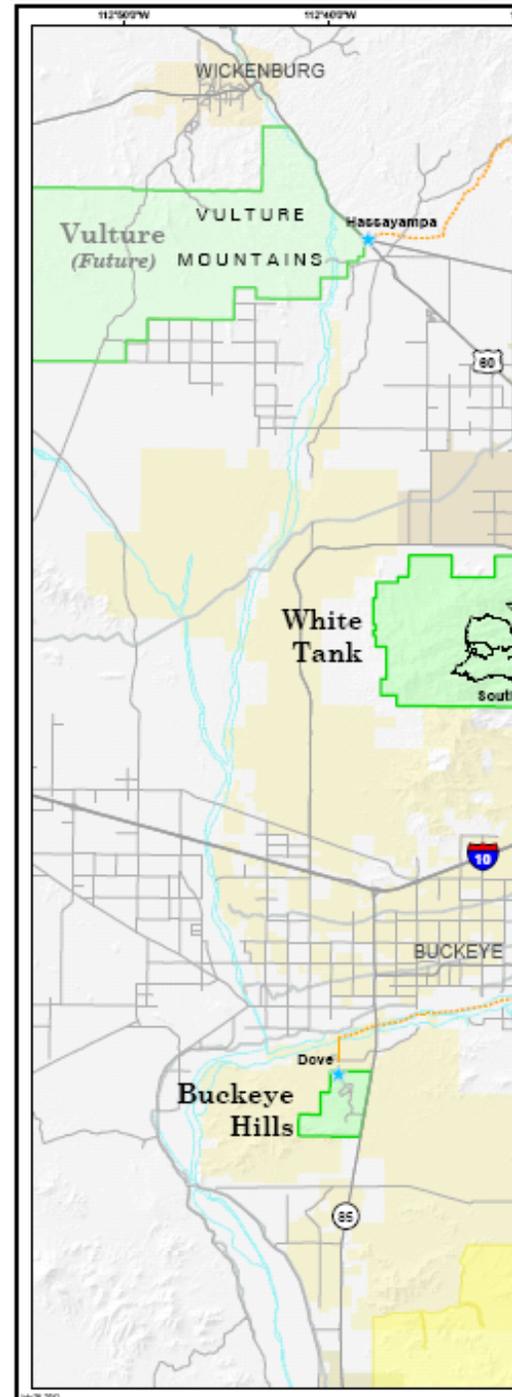
Much of the most recent trail work has been completed in the San Tan Mountain Regional Park connection from Gilbert.

The trail is being knit together by obtaining or purchasing right of way from other jurisdictions, identifying and securing easements on canals, parks and utility corridors. Then a private contractor builds four-foot wide trails through the desert terrain. An additional 59-miles will be constructed by July 2013, mostly in the McDowell Sonoran Preserve and Tonto National Forest. The funds come from the County's general fund, with an estimated \$2.3 million remaining for the next four fiscal years.

"The effort is a real tribute to the parks department," Kunasek said. The trail system eventually will build out to 1521 miles across the County land area. The effort has required cooperative agreements with Phoenix, Scottsdale, Peoria, Cave Creek and Guadalupe, the Tonto National Forest, the Maricopa County Flood Control District and Salt River Project. "This has been a complicated, laborious process to assemble and build and to be on schedule is quite an accomplishment," Kunasek said, crediting the Maricopa County Parks Department Director R.J. Cardin and his staff as well as other cooperating agencies.

Cardin called the project "exciting", but said that the parks department cannot maintain the trail system with just its own maintenance funds. "We are seeking volunteers from both the community and local businesses who can donate time and other resources to help maintain the trails," Cardin said.

Maps for the completed segments of the Maricopa Regional Trail system can be found at <http://www.maricopa.gov/parks/MaricopaTrail/>. 





New Year New You

Resources for Your New Year's Resolutions

Year after year, people make New Year's Resolutions. The list may change in ranking order, but it usually includes losing weight/getting in shape, eating right, and quitting smoking. The good news for those of you who diligently make your New Year's Resolutions, and for those of you who do not make formal resolutions but want to be healthier, is that the County has resources available to help you succeed in achieving your wellness goals.

Losing Weight. The County's ["Waisting Away"](#) Program makes it easy for employees with busy schedules

to attend Weight Watchers classes at work. You save money on the initiation and per class fees when you attend the 10-week "At Work" Program. You may also earn an additional incentive of \$120 if you are enrolled in a County-sponsored medical plan, attend 8 out of 10 classes, and lose 10 pounds by the conclusion of the sessions.

A new session is scheduled to begin at 12:00 noon on **Wednesday, January 9** at 401 W. Jefferson. If you are interested in starting a group at your worksite, and have a minimum of 15 participants, call Weight Watchers at 602.248.0303.

Getting in Shape. Any amount of physical activity will boost weight loss and help you feel better. It's important to choose physical activities you enjoy because it will increase your chances of making it a habit. For beginners, start easy and go slow. For fitness fanatics, challenge yourself to try a new form of exercise to keep you motivated and invigorated about working out. Sign up for a race or participate in the Wellness Works' upcoming Hiking Challenge. Take advantage of the [FREE membership](#) at either of the two fully-equipped County Fitness Centers located in the Administration Building at 301 W. Jefferson, and at MCDOT at 2909 W. Durango.

The County's Fitness Coordinator is available to help design group exercise programs for your worksite location. The County also has dedicated volunteer exercise instructors who teach a variety of FREE classes designed for the novice as well as the experienced exerciser. The majority of the classes are held in the Group Exercise Studio at 301 W. Jefferson. A group exercise schedule is published in the [Wellness Works](#) newsletter. Look for the new, robust schedule which was published on January 4th.

County employees also have the opportunity to join any of the Valley of the Sun YMCA's at significantly reduced [membership rates](#). The YMCA not only offers the latest in exercise equipment, but free fitness classes and a service that watches your children while you work out.

Eating Right. The County has a full-time Cigna Onsite Health Coach available to help you reach specific health goals; teach you how to eat more nutritiously; or educate you about a specific health/wellness topic. You can also have your height, weight, body composition and blood pressure checked. All conversations are confidential and not shared with Maricopa County. To schedule a FREE health coaching session, call 602.372.8802.

Quitting Smoking. A new Quit Tobacco session will start on **Tuesday, January 8th** from 12:00-1:00 p.m. at 301 W. Jefferson in the 10th Floor Conference Room. This FREE six-week program is provided in a group class setting. Participants receive education from a County Tobacco Cessation Specialist, step-by-step quitting advice, tips on how to manage weight gain, stress and withdrawal symptoms, and support from other employees who are ready to change their behavior. Employees who are enrolled in a County-sponsored medical plan may receive up to a maximum of \$500 per plan year for tobacco cessation products. Call 602.372.7272 to enroll, and click [here](#) for a Quit Tobacco Program brochure.

With these resources and tools at your fingertips, you can successfully make your New Year's resolutions a reality. Happy New Year and Happy New You! [📄](#)



Bureau of Tobacco and Chronic Disease
1st Place Award of Excellence

Arizona Smokers'
Helpline (ASHLine)
Dept. of Public Health Services

Environmental Excellence Award
Valley Forward Association

Tall Pot Tree Program
Flood Control District

Clean Air Excellence Award
Environmental Protection Agency

Rapid Response
Notification System
Air Quality Department

2012 Outstanding Community Member
Lillie Rose Scholarship Program Award

Lisa L. Derrick
Dept. of Public Health Services

2012 Member of the Year
International Assn. of Assessing Officers

Tim Boncoskey
Assessor's Office



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Congratulations if you are reading this, you are already on your way to getting fit! **SMART START Healthy Living Program**, only available at the YMCA, uses the latest exercise motivation tools, techniques, and brand new **GROUP** fitness classes designed to **KEEP** you motivated! If you have started a program before, but just could not stick with it, stop beating yourself up you are not alone. Our new **SMART START Healthy Living Program** will help keep you on track. Come on, live healthy, feel better and look great!

For more information, come visit the YMCA; look at the County Employee Benefits Home Page; or call 602-257-5135