
Maricopa County
Office of the Deputy County Manager

FY 2013 First Quarter

Organization Report



November 2012

Table of Contents

Executive Summary	1
Office of the Deputy County Manager.....	2
Office of Public Advocacy	
Business Performance Management	
Policy and Compliance	
Correctional Health Services.....	6
Justice System Public Defense Services	9
Contract Counsel	
Legal Advocate	
Legal Defender	
Public Advocate	
Public Defender	
Medical Examiner	14
Office of Management & Budget.....	17
Public Fiduciary	20
Public Health Services.....	24
Research & Reporting.....	29

Executive Summary

1st Quarter fiscal year 2012-13 has been eventful. The Quarter was spent getting better acquainted with the new departments within our organization. I have been able to meet with the leadership in many of the departments in my new organization, and by next quarter I will have met with all of the senior management teams. Some of the issues that I am now dealing with include: RCC/EDC resolution reductions, Post Conviction Relief volume and cost increases, public health district review, jail and court master plans, compensation collaboration with HR, and Pre-AHCCCS arbitration.

The Board did approve OMB's and HR's recommendations for a one-time monetary performance incentive award for employees. The funds will be distributed in December. Because turnover is on the rise, this is a very important tool to slow the voluntary turnover of employees.

With the new organizational change came the creation of a new division for my office. The Office of Program Advocacy (OPA) was established by County Manager, Tom Manos. OPA will provide assistance to departments who are embarking on specialized projects. OPA will be a service-oriented division providing assistance, when requested, from creation of project management tools, mentoring and consultation, facilitation, risk identification and mitigation, issue resolution, policy revisions, best practice identification, and vendor management. Currently, OPA is finalizing the vision, mission, goals, objectives and its project charter.

In order to get a better understanding of my new departments and relevant criminal justice issues, various tours were taken in the past quarter. Tours included: Medical Examiner's Office, Con-Tents Jail, and a prisoner reentry program at Crossroads for Women. In addition, the OMB Retreat was held at Lake Pleasant in August to celebrate the completion of the 2012-13 budget.

Other programs and projects that received great attention in the past quarter include: Ethics Committee, MCSO Resolution, Financial System Replacement, Pre-AHCCCS Arbitration, ADP Cornerstone Talent Management System, and CHS Electronic Health Record

System. The first meeting of the MCESA Interagency Board of Directors for Successful Transitions was held. I was selected as the Chairman of the Board. Finally, work on the New Board Member Orientation was completed for Mr. Manos.



OMB Retreat, Lake Pleasant, August 24, 2012

Office of the Deputy County Manager

The **Office of the Deputy County Manager** is responsible for many core departments that ensure the efficient operation of a fiscally sound government.



Sandi Wilson
Deputy County Manager

Office of the Deputy County Manager

Reporting Departments:

- Correctional Health
- Justice System
 - Contract Counsel
 - Legal Advocate
 - Legal Defender
 - Public Advocate
 - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
 - Business Performance Management
 - Communications
 - Office of Program Advocacy
 - Policy & Compliance
- Public Fiduciary
- Public Health Services
- Research & Reporting

Office of the Deputy County Manager

Business Performance Management:

- The Business Performance Management strategic consultants worked with 34 departments to update their Strategic Business Plans for FY14.

FY14 SBP Update	Number of Plans	Comment
Plan Updates in process	34	9 full updates
Plans submitted for technical/content reviews	14	
Total plans approved	2	
Plans requiring structural changes	17	5 new departments
Plans requiring structural changes submitted for review	5	
Plans to be republished	15	Republished before October 31

- Business Performance Management staff conducted an MFR Overview training class in September 2012. This class is recommended for all Maricopa County employees and helps them to understand the importance of the Voice of the Customer in how they deliver services to their customers.

Communications:

- Published the Fall 2012 edition of Advantage Magazine that introduced the new ACM/DCMs, recognized employees that attained achievements, highlighted award-winning County programs and promoted important benefits to employees.
- Published 4 issues of internal newsletter to departments and organizational structure in order to increase internal communication about the budget, priorities, benefits and internal issues.
- Updated Deputy County Manager website and EBC with current information, presentations, videos, and organizational changes throughout the quarter.
- Published over 60 marketing slides for informational monitors to keep employees informed on important changes, policies, classes, benefits, etc.
- Published 8 new online classes to support policy training and assist departments with mandatory staff training initiatives (OET, Headstart and Risk Management).

Office of the Deputy County Manager

Reporting Departments:

- Correctional Health
- Justice System
 - Contract Counsel
 - Legal Advocate
 - Legal Defender
 - Public Advocate
 - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
 - Business Performance Management
 - Communications
 - Office of Program Advocacy
 - Policy & Compliance
- Public Fiduciary
- Public Health Services
- Research & Reporting

Office of the Deputy County Manager

MCSO Resolution:

- Finalized the MCSO Volunteer Policy and all MCSO volunteers were entered into the Risk Management tracking software relating to volunteers.
- Line item review sunset; JV review continues with no significant issues being identified.
- 99% of MCSO non-exempt employees are on real-time time keeping devices. This portion of the resolution is complete.
- New Internal Audits started: Training and Pragmatica.
- OET and MCSO finalized the IT risk assessment tool.
- Staffing studies continue to be completed.
- Cash handling system is being installed.

Office of Program Advocacy:

- Hired Dean Johnson.
- Formulation of scope.
- Developed Project Charter and Draft Policy.
- Began discussions regarding new tool for analyzing project costs/benefits.

Policy and Compliance:

- Following policies are/were under review this quarter:
 - Ethics
 - Prohibition Against Unauthorized Solicitations and Unauthorized Posting or Distribution of Literature
 - External Relationships
 - FMLA
 - All vehicle use policies
 - Tuition Reimbursement
 - Edits to Travel Policy
 - Edits to Leave Policy
 - Edits to Time Entry and Editing Policy
 - Public Use of Board of Supervisor Auditorium
 - Uncollectable Accounts
 - Acceptable Use Policy
 - Policy for Receiving Donations
 - Guideline for the Approval of Food Expenditures
- Following New policies are in draft form:
 - Mobile Device Use Policy
 - Ethics
 - Secondary Employment
 - Professional Conduct
 - Policy on Policies
 - Volunteers
 - Social Media Policy

Office of the Deputy County Manager

Significant Projects:

- Court Tower Financial Support
- ADP Implementation
- Budget Development
- Ethics Committee
- MCSO Resolution
- Policy Review
- Employee Programs and Communication

Office of the Deputy County Manager

Accomplishments:

- PMO/Office of Program Advocacy (OPA) team has been created and identified by County Leadership. The EHR project is on the priority list of managed projects needing oversight.
- Successfully obtained one-time contingency funding adjustments for the FY 2013 budget to fund the representation of backlogged capital cases in the trial and post-conviction relief stages of representation.
- The toxicology laboratory was recertified by ABFT, the American Board of Forensic Toxicology. The laboratory continues to be the only ABFT certified laboratory in Arizona.
- On August 20, 2012, the Board of Supervisors set the FY 2013 tax rate and tax levy. The FY 2013 rate remained flat at \$1.2407 per \$100 of Net Assessed Value. This resulted in a \$52.5 million reduction to the Primary Tax Levy.
- Public Fiduciary, in cooperation with law enforcement and the Medical Examiner's Office, successfully located the remains of an individual interred 25 years ago and now believed to be the victim of a homicide (detailed review of old burial records and several onsite searches at a regional cemetery required).
- Public Health is partnering with 3 community middle/high schools to launch the Maricopa STAND Coalition. The 3 schools are Trevor Brown High School, Kyrene Middle School, and Arizona Collegiate High School.

Challenges:

- CHS is concerned about the lack of leadership within OET specific to the EHR and ongoing IT needs of the department. The county PMO/OPA office will help.
- Maintaining salary equity with existing staff is negatively impacting the successful recruitment of experienced external candidates. Coupled with the increasing turnover for existing staff, the offices are challenged to find, hire, and retain staff with the required knowledge and abilities.
- Recruitment of the four vacant Forensic Pathology positions (two are new B.O.S. approved positions). There are approximately only 500 Medical Examiners in the nation to draw from.
- Revenue forecasts continue to reflect anemic growth, which directly impacts the County's revenue base.
- An outdated market range study, combined with the requirement to maintain salary equity with existing staff, is negatively impacting the successful recruitment of new guardian and estate administrators, particularly those with experience.
- The Public Health ten-year, three day site visit by the Accreditation Council on Education for Nutrition and Dietetics is due in the Spring of 2013, along with submission of the Self Study which is a substantial document.

Correctional Health Services

The mission of the **Correctional Health Services** Department is to provide cost effective, medically necessary, integrated health care services to patients in the County jails so they can proceed through the judicial process

*Thomas J. Tegeler, RN, MPH, CCHP, NEA-BC,
Director*

Correctional Health

Strategic Goals:

- By 2013, the vacancy rate for direct patient care will be no greater than 10%, which will benefit client care.
- By 2012, CHS will have a tracking mechanism for chronic care patients to ensure appropriate continuity and level of health care.
- By 2014, 100% of CHS patient health records will be in an electronic format.
- By 2015, CHS will build a stronger partnership with Maricopa Integrated Health System (MIHS) and District Medical Group (DMG) by providing over 50% of initial referrals to specialists on site or through telemedicine, and increasing the number of ancillary services provided by MIHS and DMG.

Programs:

- Outpatient
- Inpatient
- Support Services
- Restoration to Competency

FY 13, 1st Qtr Results Annum: (Sept not complete)

•% of initial assessments completed within 14 days:	95
•% of patients triaged within 24 hours:	99
•% of external medical records provided:	100
•% of scheduled appointments kept :	81
•% of screened inmates booked:	99



New logo for CHS EHR project implementation!!

Background Information:

- The first four program results for the outpatient program are directly linked to NCCHC accreditation and GvA compliance. Several years ago, CHS lost accreditation due to the inability to meet the required demand for these services.

Analysis:

- In partnership with MCSO, CHS has regained accreditation and has managed to annually see 400,000 patients for sick call visits, triage 100,000 health care requests, and distribute 350,000 prescriptions! Working in collaboration with MCSO has been a proven success.

Action Steps:

- Continue to monitor and track closely
- Manage provider productivity for the Outpatient visits by provider and hold medical and mental health providers accountable.
- Continue with due diligence in achieving EHR ongoing milestones.

Current Initiatives:

- Successfully implement HER.
- Maintain low vacancy rates in the clinical areas.
- Maintain accreditation.
- Restructure our IT support services received.
- Completion of ZoneH and EHR connectivity.

Correctional Health

Key Result Measures:

- Percent of initial health assessments completed within 14 calendar days.
- Percent of patients triaged within 24 hours.
- Percent of prescriptions written that are given within three days.
- Percent of scheduled appointments kept.
- Percent of screened inmates booked.
- Percent of infirmary patients discharged within 16 days.
- Percent of mental health unit patients discharged within 25 days.
- Percent of complete medical records provided to external requestors within 7 days.
- Percent of Rule 11 evaluations performed within 21 days.
- Percent of competency determinations performed within 78 days.
- Percent of inmates found not restorable within 15 months of determination of incompetence.

Correctional Health Services

Accomplishments:

- CHS has met with the EHR vendor on 77% of the design sessions related to the new system to date.
- Phase I of the EHR contract has successfully been completed.
- Working with County OET representatives and vendor to develop interfaces and workflow designs as it relates to Phase II of contract.
- OPA team has been created and identified by County Leadership. The EHR project is on the priority list of managed projects needing oversight.
- Met as an EHR steering committee with all stakeholders with the exception of OPA in September.
- Continue to partner with BHCS and Public Health to extend the pilot of an HIV opt out program.
- Continued to nurture partnership with MCSO.
- Developed new strategic goals for FY 2014.

Challenges:

- Successfully work with our new IT support department and ensure a smooth transition between MCSO IT and OET. There are multiple problems related to the transition and it is imperative that CHS maintain all electronic means of capturing data until the new EHR is fully implemented and operational. CHS is concerned about the lack of leadership within OET specific to the EHR and ongoing IT needs of the department. The County OPA office will help.
- Monitor closely the legal opinion reached in regards to the work furlough and work release population.
- Inability to maintain community salary competitiveness in order to attract and retain skilled clinical and administrative personnel.
- Manage a structurally sound and fiscally responsible budget while continuing to meet the demands of inmate movements and increased population.
- Maintain ongoing compliance with NCCHC and GvA while dealing with manual processes and a rough IT transition.

Justice System

Public Defense Services

The mission of **Public Defense Services** is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

James L. Logan
Director

Public Defense Services

Reporting Departments:

- Public Defender (PD)
- Legal Defender (LD)
- Legal Advocate (OLA)
- Public Advocate (OPA)
- Contract Counsel (OCC)

Strategic Goals:

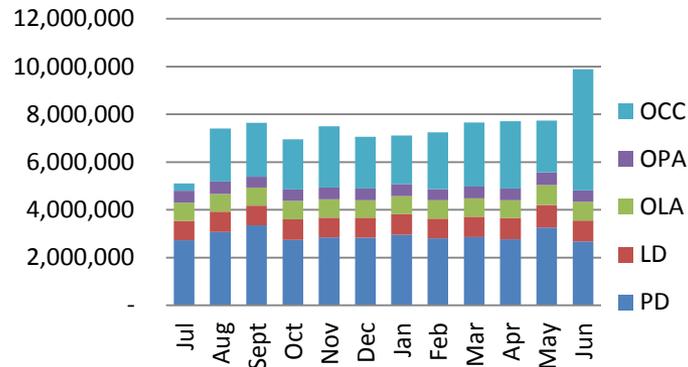
- By July 2013, 100% of capital cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2013, 80% of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

Public Defense Constellation Totals

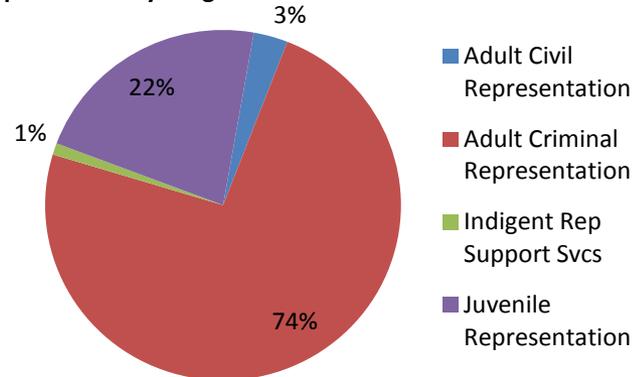
FY 12 Constellation Highlights:

•Number of Departmental Activities:	19
•General Fund Expenditures:	\$86,522,424
•Other Fund Expenditures:	\$2,490,499
•Total Demand (Case Net Assignments):	81,217
•Total Output (Case Resolutions):	71,252

Public Defense Expenditures by Month



FY12 Expenditures by Program



Background Information:

- Beginning in May 2007, Public Defense Services Administration was consolidated to facilitate the coordination of business and financial planning.
- Public Defense Services' data reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.

Analysis:

- Public Defense Services saw a dramatic increase in the expenditure for Capital Post-Conviction Relief Representation in FY 2012 (discussed at greater length later in this report). The budgetary overrun for the associated activity was nearly \$2 million.
- A year end contingency budget adjustment of \$2.5 million was required for FY 2012 to cover increased costs associated with demand for mandated legal representation, most significantly for Capital Post-Conviction Relief.
- Other notable increases were seen in Adult Guardian *ad Litem*, Juvenile Guardian *ad Litem*, and Parental Dependency Representation.

Action Steps:

- PDS will continue to work with the Court, other justice system agencies, and the Office of Management and Budget to document issues and identify solutions where possible.

Public Defense Services

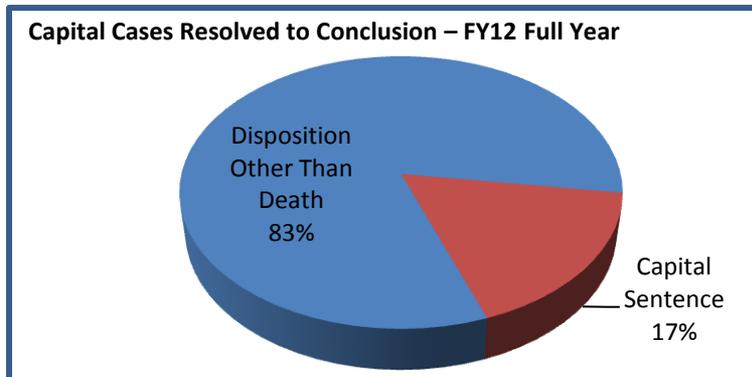
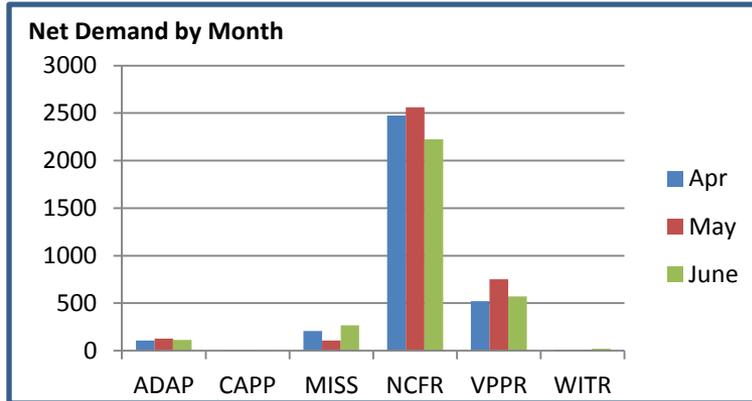
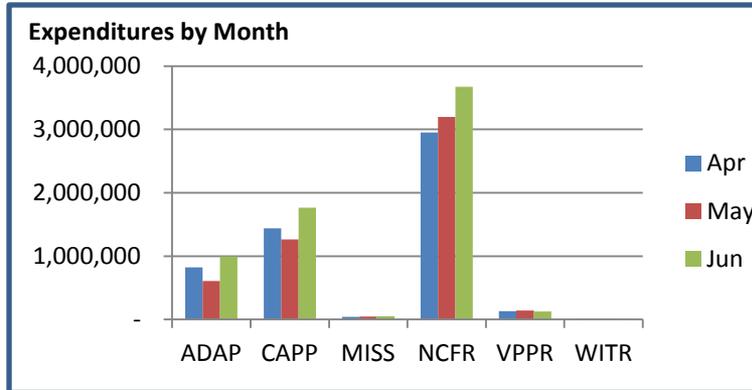
Activities & Descriptions:

- Appeal and Post-Conviction Relief (ADAP) is representation of adults in appeal and post-conviction relief matters.
- Capital (CAPP) is representation of adults charged with capital offenses.
- Misdemeanor (MISS) is representation of adults charged with misdemeanors.
- Non-Capital Felony (NCFR) is representation of adults charged with non-capital felonies.
- Probation (PROB) is representation of adults in Probation Violation Courts.
- Witness (WITR) is representation of witnesses who may testify in criminal matters and who may expose themselves to criminal liability.

Key Result Measures:

- Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed.
- Percent Of Capital Cases with Disposition Less than Capital .
- Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts.

Adult Criminal Representation Program



Background Information:

- The majority of the representation for this program is provided by attorneys in one of three staffed offices (PD, LD, and OLA). Conflict and excess capacity cases are assigned to private attorneys by the Office of Contract Counsel.

Analysis:

- Capital Post-Conviction Relief (PCR) cases in FY 2012 increased dramatically in number and in cost. The cases in this phase of representation are a result of the unprecedented number of trial cases that were pending in 2007 and 2008. A broadened definition of “qualified attorney” allowed the backlog of cases to be assigned simultaneously. In July 2012, there were 30 open Capital PCR cases, as compared to 12 for the same time period in 2008. These cases are extraordinarily expensive and take a number of years to resolve.
- In FY 2012, Capital trial cases comprised 0.09% of the total demand for felony representation, while generating 23.3% (\$10.6M) of the associated spending. These incredibly expensive cases also require a number of years to resolve.
- Demand increased 2% in Non-Capital Felony in the last half of FY 2012. The last quarter saw the most significant increases, with April (9%) and May (13%) much higher than the average of the preceding nine months.

Action Steps:

- PDS has one-time funding budgeted for Capital Trial and Capital PCR for FY 2013 based on projected expenses for backlogged cases.
- PDS will continue to work with the Court and OMB to research and identify other possible means of mitigating demand/financial impacts.

Public Defense Services

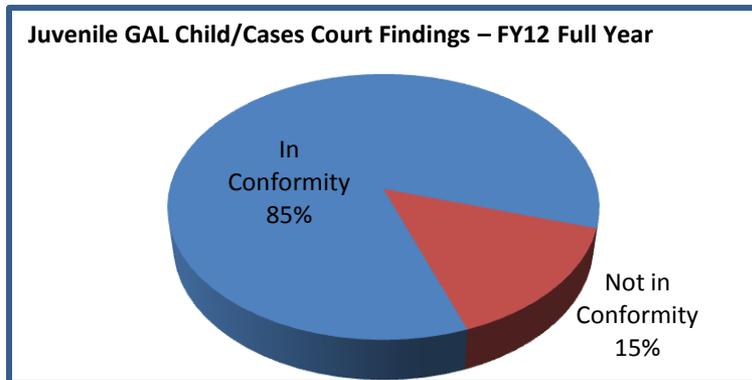
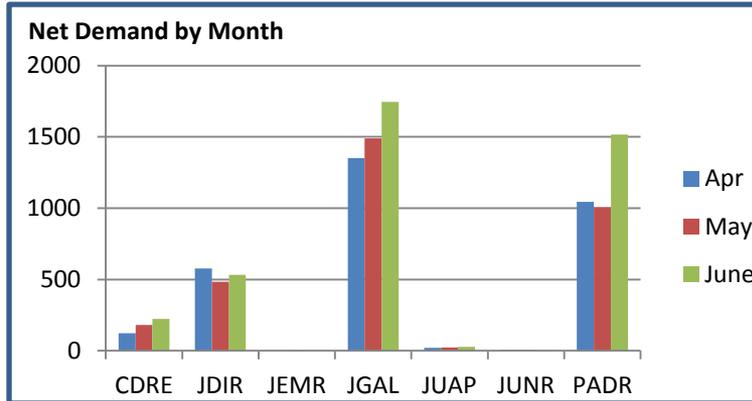
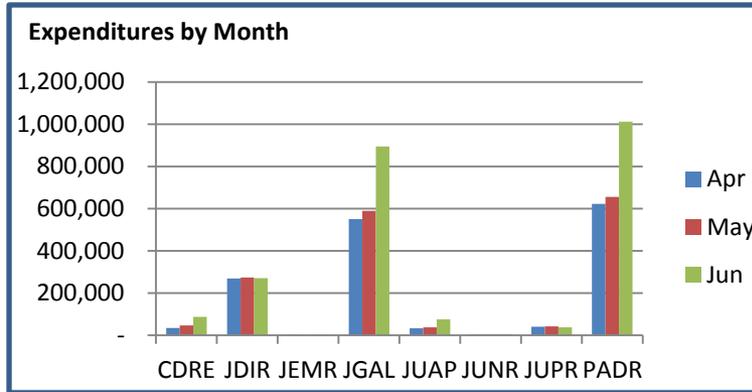
Activities & Descriptions:

- Child Dependency (CDRE) is representation of children in dependency/severance matters.
- Juvenile Delinquency and Incurribility (JDIR) is representation of juveniles charged with incorrigible or delinquent acts.
- Juvenile Emancipation (JEMR) is representation of juveniles pursuing legal emancipation.
- Juvenile Guardian ad Litem (JGAL) is representation of the best interests of individuals assigned by the Juvenile Court.
- Juvenile Appeal (JUAP) is representation of persons appealing Juvenile Court matters.
- Juvenile Notification (JUNR) is representation of juveniles with abortion rights issues.
- Juvenile Probation (JUPR) is representation of juveniles in probation matters.
- Parental (PADR) is representation of parents in dependency/severance matters.

Key Result Measures:

- Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in Which the Court Finds in Conformity with Position Advocated
- Percent Of Juvenile Delinquency and Incurribility Cases with Disposition to Lesser Charges or Fewer Counts
- Percent Of Parent/Child/Case Dependency Petitions not Granted.

Juvenile Representation Program



Background Information:

- Representation for this program is provided by a mixture of staffed office attorneys (LD, OLA, and OPA) and private attorneys contracted by the Office of Contract Counsel.

Analysis:

- Dependency demand (CDRE, JGAL, and PADR) has increased an average of over 20% a year, every year, for at least the last five years. Annual expenses for FY 2012 totaled over \$13M.
- Pay structure for the contracts and staffing changes in the in-house offices over the last five years have largely mitigated the financial impact of the doubled demand. However, all opportunities for savings have been fully maximized at this point. Any new increase in demand will have direct financial consequence.
- Demand increased in Dependency more than 10% in the last half of F 20Y12. The last quarter saw the most significant increases, averaging 43% higher than the average of the preceding nine months.
- Implementation and expansion of “Cradles to Crayons” courts (discussed at greater length in PDS “Challenges” section) required staffing reallocations in two departments in FY 2012 to attempt to meet the requirement for dedicated staff. Even so, there is need for additional positions in the Office of the Public Advocate, dedicated to C2C cases.

Action Steps:

- PDS will continue to work with the Court and OMB to research and identify other possible means of mitigating demand/financial impacts.

Public Defense Services

Current Initiatives:

- Justware Case Management System is being developed with assistance from OET.
- A request for additional staff for the Public Defender to accept additional non-capital felony cases was requested in the first quarter of FY 2013, and efforts are in progress now to adjust budgets and hire staff for this money-saving measure.
- A request for additional dependency representation staff for Office of the Public Advocate for Cradles to Crayons representation was requested in the first quarter of FY 2013 and is currently pending decision from the Office of Management and Budget.

Public Defense Services

Accomplishments:

- Successfully hired staff from the eliminated State Capital Post-Conviction Relief (PCR) Defender Office to save over 5,000 attorney work hours, for which payment had been made.
- Successfully researched and found a cost-effective and robust case management system (JustWare) to replace the existing system which is reaching “end of life.”
- Successfully transitioned several attorney positions in the Office of the Public Advocate from the declining delinquency activity to the ever-increasing dependency activity, eliminating the need for a reduction in force and reducing PDS’s reliance on contract attorneys.
- Successfully projected the FY 2012 year-end negative variance resulting from increasing demand for mandated services and obtained the required contingency adjustment.
- Successfully obtained one-time contingency funding adjustments for the FY 2013 budget to fund the representation of backlogged capital cases in the trial and post-conviction relief stages of representation.

Challenges:

- Severe salary compression issues are greatly affecting the attorney ranks such that five year attorneys, handling very serious cases, make the same amount as hires straight out of law school. The resultant increase in turnover challenges the departments to maintain an effective workforce.
- Maintaining salary equity with existing staff is negatively impacting the successful recruitment of experienced external candidates. Coupled with the increasing turnover for existing staff, the offices are challenged to find, hire, and retain staff with the required knowledge and abilities.
- Child Protective Services (CPS), through the Attorney General’s Office, has notified dependency attorneys in the State that for the past twelve years CPS has failed to disclose some documents and information that should have been disclosed. This revelation affects thousands of cases. The impact of this problem is so great that PDS is still attempting to gauge the severity of the problem and to determine a course of action for insuring that the rights of our clients are fully protected.
- Increases in demand, most dramatically in felony and dependency, challenge PDS to meet that demand without increasing the reliance on the more-costly contract attorneys.

Medical Examiner

The Mission of the **Medical Examiner** is to provide professional death investigations, examinations, tests and reports to determine the cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

David Boyer
Director

Medical Examiner

Strategic Goals:

- By July, 2013, 25% (from 22% as of June 30, 2011) of jurisdictional cases will be released directly to the family's funeral home of choice.
- July, 2013, the Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (39% as of June 30, 2011) of cases closed within 45 days and 95% (from 70% as of June 30, 2011) of cases closed within 90 days.

Key Result Measures:

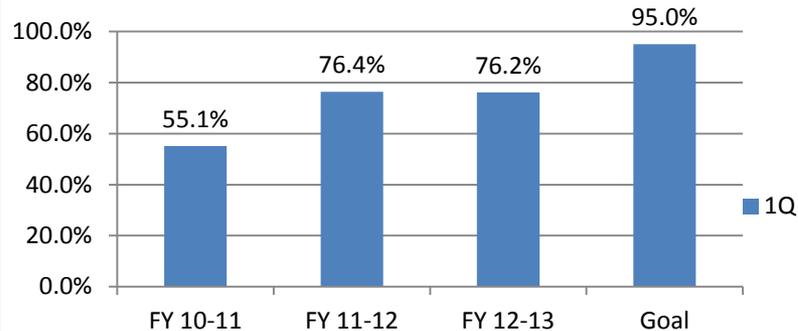
- Percent of cases completed (available for public release) within 90 days.
- Percent of cases not admitted (CNA's).

Medical Examiner Program

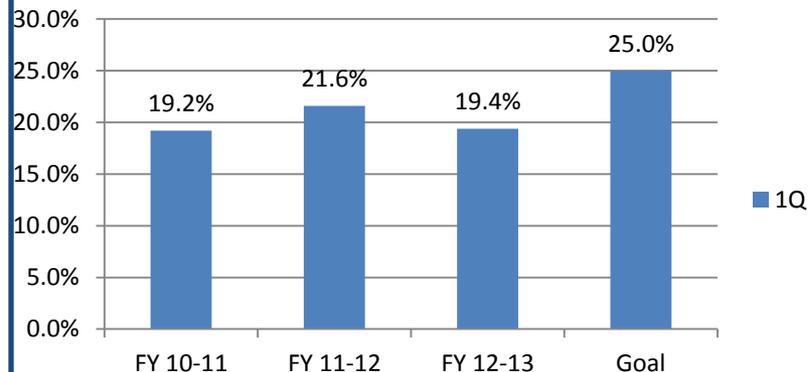
FY13, 1st Quarter Program Outputs:

•Number of Medical Examiner cases admitted:	966
•Number of cases not admitted (CNA's):	233
•Number of Medical Examiner cases closed:	1149

% of Cases Closed in 90 Days



% of Cases Not Admitted (CNA'S)



Background Information:

- Medical Examiner Program examines/ investigates all jurisdictional cases to determine cause and manner of death.
- Cases Not Admitted (CNA's) are jurisdictional cases that are non-suspicious, with no trauma and have an extensive and documented medical history. The decedent is released directly to the Next of Kin's selected funeral home; bypassing transportation to the Medical Examiner for an examination.

Analysis:

- During Q1, caseload increased 4% from Q4 of the previous FY contributing to a lower "cases closed" percentage. The two doctors that resigned in September were taken off the exam schedule for the month of September, creating higher case loads for the remaining six doctors.
- The CNA % decrease can be attributed to the hiring of five Medicolegal Death Investigators (require a 12 month training program) and fewer CNA qualifying cases due to increase temperatures during 1Q.

Action Steps:

- Continue to recruit and fill the four vacant doctor positions and the three vacant investigator positions. Continuing the in-house training for all Medicolegal Death Investigators.

Medical Examiner

Current Initiatives:

- Upgrading our CME (Coroner/Medical Examiner) database.
- Converting specific lab equipment from helium gas to hydrogen gas.
- NAME (National Association of Medical Examiner) accreditation.
- Mass Fatality Plan
- 3rd grant funding from NIJ (National Institute of Justice) for “Identify the Missing”.
- Cremation Authorization Fee Study.
- Exam floors resurfaced.
- Carpet replaced in all common areas.
- Replace analog x-ray equipment with digital equipment.

Medical Examiner

Accomplishments:

- The toxicology laboratory was recertified by ABFT, the American Board of Forensic Toxicology. The laboratory continues to be the only ABFT certified laboratory in Arizona.
- In July 2012, at the Society of Forensic Toxicologists, the toxicology lab presented a paper on case of “Yohimbine” poisoning that was judged to be an accident or possible homicide.
- With the assistance of grant funding from NIJ (National Institute of Justice), the “Identify the Missing” team identified two “doe” cases this quarter.

Challenges:

- Recruitment of the four vacant Forensic Pathology positions (two are new BOS approved positions). There are approximately only 500 Medical Examiners in the nation to draw from.
- Recruitment of three vacant Medicolegal Death Investigator positions.

Office of Management & Budget

The mission of the **Office of Management & Budget** (OMB) is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

Sandi Wilson
Deputy County Manager

Management & Budget

Strategic Goals:

- By 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level.
- By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.
- By 2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level.

Key Result Measures:

- Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast.
- Percent of appropriated budgets with expenditures within budget at the end of the fiscal year.

Planning & Budgeting Program

FY 12 Reported Outputs

- Number of appropriated budgets monitored and forecasted: 281
- Number of budgeted activities monitored and forecasted: 829
(dept/activity):

FY 13 Forecasted Outputs

- Number of appropriated budgets monitored and forecasted: 297
- Number of budgeted activities monitored and forecasted: 769
(dept/activity):

Background Information:

- FY 2012 revenue was greater than forecast, resulting in an additional \$16.3 million. Expenditures were less than forecast, resulting in savings of \$19.3 million. These positive variances resulted in a one-time pick up of \$35.6 million.
- FY 2013 revenue collections have slowed considerably.

Analysis:

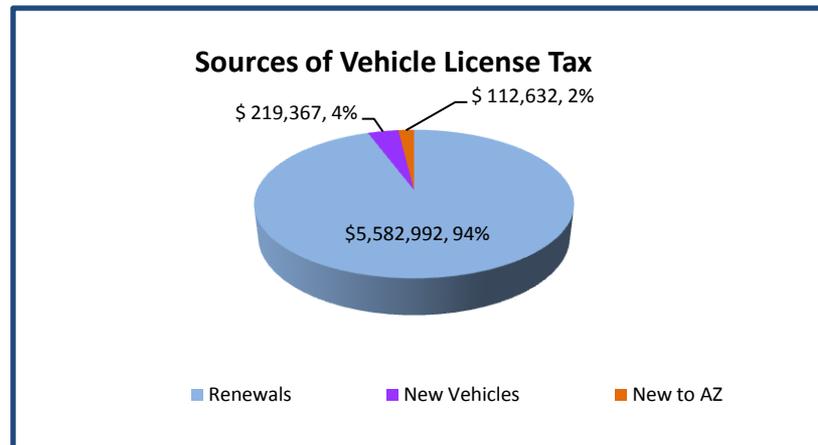
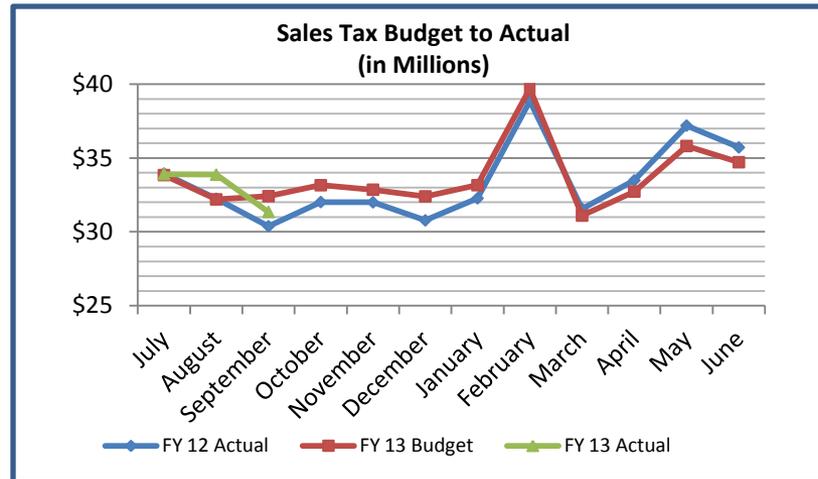
- State shared sales tax, jail tax and HURF collections for the first quarter are within 1% of budget. Vehicle license tax collections are almost \$1 million less than budget. The VLT variance of \$984,388 is partly due to a timing issue between FY 2012 and FY 2013, but may also be impacted by the age of the cars being licensed.

Action Steps:

- OMB will closely monitor all revenue streams and recommend appropriate actions for forecasted negative year-end variances.
- Strategies will need to be developed to maximize revenue as sales tax growth is extremely slow and assessed value of property is expected to continue to decline. This will include an analysis of a Public Health Services District.

Progress Towards Strategic Goals:

- FY 2013 mandated fixed contributions to state are estimated at 21.4% based on the adopted budget.
- FY 2013 tax revenue as a percentage of personal income is estimated at .72% based on the adopted budget. The FY 2012 year-end percentage was .77%.
- FY 2012 percent of appropriated budgets within the revised budget was 99.3%.
- FY 2012 percent of activity budgets within 5% was 51.7%.



Management & Budget

Current Initiatives:

- Creation of a Position Management Application System
- Development of an Employee Performance Management System
- Net present value analysis of proposed airplane purchase of MCSO.
- Net present value analysis of proposed helicopter purchase for MCSO.
- Cost analysis and recommendation for MCSO Jail Management System disaster recovery.
- Cost analysis and recommendation for MCSO SW Advocacy Center .
- Participation in proposal review for jail surveillance replacement project.

Other Items of Interest:

- Site visit of Crossroads, a halfway house for women, to learn about Adult Probation's Prison Reentry Program.

Management & Budget

Accomplishments:

- On August 20, 2012 the Board of Supervisors set the FY 2013 tax rate and tax levy. The FY 2013 rate remained flat at \$1.2407 per \$100 of Net Assessed Value. This resulted in a \$52.5 million reduction to the Primary Tax Levy.
- The FY 2013 Budget Maintenance system was released in July 2013.
- Revenue update provided by Jim Rounds of Elliott D. Pollack and Co. on August 20, 2012.
- Economic update provided by Elliott Pollack on September 24, 2012.
- Fiscal Update on FY 2012 year-end and FY 2013 revenue presented to the Board of Supervisors on September 24, 2012.
- On August 16, 2012, the Office of Management and Budget received a 2012 Achievement Award for its Budgeting for Results Budget Balancing Initiative from the National Association of Counties.
- The Position Management Application (PMA) to automate the creation, inactivation and changes to positions (PMF process) went live in September 2012, with 9 departments participating in the pilot.
- The conceptual framework for the performance incentive award was approved by the Board on September 26, 2012. This was a collaborative effort with Human Resources.

Challenges:

- Revenue forecasts continue to reflect anemic growth, which directly impacts the County's revenue base.
- The state is reviewing the transaction privilege tax formula. It could result in an impact to our state shared sales tax base.
- Jail population and criminal case inventory continue to rise, increasing demands beyond initial expectations and budgetary assumptions.
- Increasing employee turnover paired with recruitment difficulties and rising workloads are resulting in high overtime expenses. Reductions in results are also a concern.

Public Fiduciary

The Mission of the **Maricopa County Public Fiduciary** is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

Phillip Ioset
Interim Director

Public Fiduciary

Strategic Goal:

- By July 2014, the fiscal year average cost per burial will decrease by 10% from FY 2009 actuals in order to meet demand without increasing budget.

Key Result Measure:

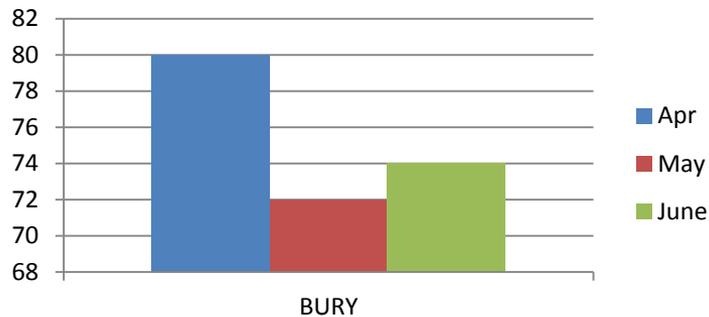
- Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral.

Indigent Burial Services Program

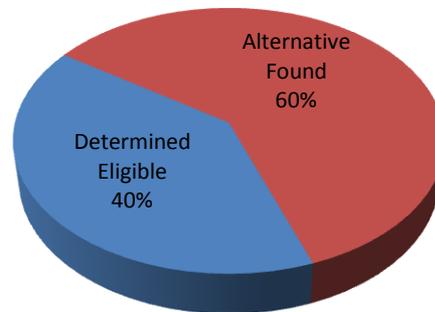
FY12, 4th Quarter Program Outputs:

• Number of referral determinations completed:	225
• Number of referral determinations completed within 5 business days:	225
• Number of referrals determined to be eligible for County funded burial services:	102

Indigent Burial Referrals Received



Indigent Burial Determinations of County Responsibility



Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the Indigent Burial Activity (BURY) is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Analysis:

- The number of burial referral determinations completed within 5 business days was 100% for FY 2012, up from 95.7% in FY 2011.
- Demand for burial services in FY 2012 was 6.9% less than the prior fiscal year.
- The percentage of burials completed at County expense increased slightly from FY 2011 (42.9%) to FY 2012 (44.6%).

Action Steps:

- A recent one-year extension of the existing contract for burial services allows time for a permanent director to be selected for the Office. At some point during FY 2013, a procurement process will be required to select and contract with funeral home vendors.

Public Fiduciary

Strategic Goals:

- By July 2014, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.
- By July 2014, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well-beings are protected.

Key Result Measures:

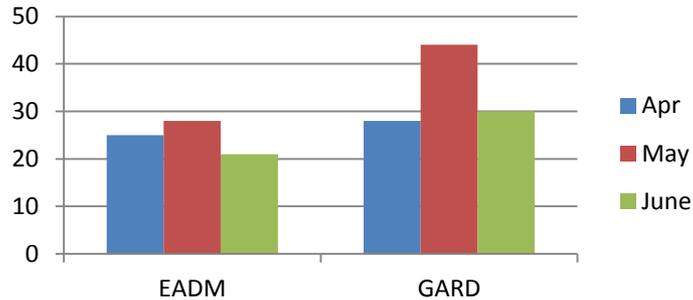
- Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral .
- Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral.
- Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral.
- Percentage of Referrals and Investigations Completed Within 90 Days of Referral.

Fiduciary Services Program

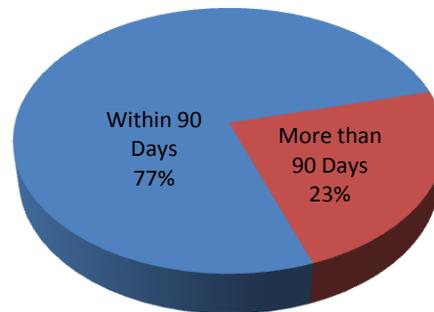
FY12, 4th Quarter Program Outputs:

• Number of Conservatorship and Probate referrals/cases completed, stabilized or closed:	94
• Number of Financial Exploitation Investigations completed:	1
• Number of Guardianship cases stabilized or closed:	50
• Number of Guardianship referrals and investigations completed:	77

Fiduciary Services Demand



Guardianship Referrals and Investigations Completed



Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the Guardianship Administration Activity (GARD) is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary.
- The purpose of the Estate Administration Activity (EADM) is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

Analysis:

- The number of Conservatorship and Probate referrals and investigations requested increased 72% from the first half of the year to the second half.
- The number of Guardianship referrals and investigations requested increased 60% from the first half of the year to the second half.

Action Steps:

- Public Fiduciary will continue to work with the Court and PDS Administration to document and research other possible means of mitigating demand/financial impacts.

Public Fiduciary

Current Initiatives:

- Research, in cooperation with OET, is ongoing to procure and implement a replacement accounting and case management system for the office.
- PDS Management has received applications and is working towards a candidate to propose to the Board of Supervisors to become the permanent Public Fiduciary.

Public Fiduciary

Accomplishments:

- Received a NACO achievement award for the Exploitation of Vulnerable Adults Investigation and Litigation Program, which involved capitalizing on two State statutes to pursue legal action against exploitation perpetrators (100% favorable judgment record in the cases for the last two years).
- In cooperation with law enforcement and the Medical Examiner's Office, successfully located the remains of an individual interred 25 years ago and now believed to be the victim of a homicide (detailed review of old burial records and several onsite searches at a regional cemetery required).
- Purchased a large floor safe and security cameras for the property storage area to allow for enhanced security protocols and improved protection of client assets.
- At the request of Court Administration, began presenting a class, offered to the public quarterly, regarding the preparation of accountings for conservatorships.

Challenges:

- An outdated market range study, combined with the requirement to maintain salary equity with existing staff, is negatively impacting the successful recruitment of new guardian and estate administrators, particularly those with experience.
- The dwindling number of experienced professionals in the Office are challenged to provide sufficient oversight and training for the less experienced professional staff who comprise the majority of the workforce.
- The aging population and the economic recession are driving demand increases for Office resources and for the limited pool of external social services.
- Strained and limited social services programs, challenge the department to establish timely and appropriate services for the wards.
- Recent court rules requiring conservatorship inventories and accountings challenge the department's ability to maintain compliance, as the existing case management system is not capable of generating the newly required documents.
- The outdated and unreliable case management system used by the Office requires a considerable amount of manual effort to find and fix problems.

Public Health Services

The mission of the **Public Health Services** Department is to protect and promote the health and well-being of Maricopa County residents and visitors.

Bob England, MD, MPH
Director

Public Health Services

Strategic Goal:

- By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.

Community Transformation Division, Tobacco & Chronic Disease Prevention

FY13, 1st Quarter Program Outputs:

•Students protected from 2nd-hand smoke:	200,000
•Students anticipated to be motivated to quit tobacco use:	8,000
•Taxpayer savings anticipated in 1st year of implementation:	\$300 Million

Influencing Policy to Save Taxpayers \$Hundreds of Millions



Background Information:

- Influence, Guide, Network for, Intercollegiate Tobacco Education (IGNITE) has been an effort of the Office of Tobacco & Chronic Disease since 2004. By helping to organize and enable student groups, it has a three-fold focus: promoting cessation among tobacco users, increasing awareness of the health risks of all tobacco products, and most significantly, advocacy for tobacco free campus policy.

Analysis:

- In Qtr 1, after four years of work, our Department, was largely responsible for bringing about the Maricopa County Community College District's (MCCCD) tobacco free policy, which went into effect this July. MCCCD is the nation's largest community college district. This policy affects some 200,000 students plus staff. Based upon historical precedent, this policy should result in some 8,000 smokers quitting during this first school year alone, resulting in a lifetime preventive cost savings to taxpayers of some \$300 million in the publicly funded portion of health care costs.

Action Steps:

- A major effort of our program this year will be assisting in the implementation of this and similar policies. Nine MCCCD and three ASU Campuses have contracted to participate in the IGNITE Program during school year 2012-2013, and implementation of a similar policy at ASU is anticipated next summer.

Public Health Services

Strategic Goals:

- By June 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community.
- By June 2018, obtain accreditation from the Public Health Accreditation Board.

Office of Performance Improvement

FY13, 1st Quarter Program Outputs:

- Completion of a full Community Health Assessment for the first time
- Involvement of more than 1,000 partners and nearly 100 organizations
- Initiation of a Community Health Improvement Plan

Positioning the Department for Accreditation while Solidifying our Partnerships

The Maricopa County Community Health Assessment

5 PRIORITY AREAS:

**Obesity ■ Heart Disease ■ Diabetes
Lung Cancer ■ Access to Health Care**

**Maricopa County Department of Public Health
is reorganizing so we can coordinate action plans for
the 5 priority areas through following domains**

◆ **Education**

◆ **Healthcare**

◆ **Worksites**

◆ **Community**

Background Information:

- National accreditation of local health departments has begun. While voluntary, we anticipate that in the near future it will begin to be linked to funding opportunities.
- A prerequisite for applying for accreditation is the completion of a Community Health Assessment (CHA) and from that, the creation of a Community Health Improvement Plan (CHIP). It is also good public health practice to perform and apply these to the work of a local health department. Maricopa County has not had a full CHA or CHIP.

Analysis:

- During Q1, MCDPH completed our first comprehensive Community Health Assessment. This was an iterative process based upon the national Mobilizing through Planning and Partnerships (MAPP) guidelines, in which the department conducted four assessments involving more than 1000 community members who participated in visioning, surveys, focus groups, and priority setting, including feedback of objective data and reexamination of earlier priorities. We will soon be publishing the reports of the findings and will make all the data available.

Action Steps:

- We are now beginning work on our Community Health Improvement Plan, which will flesh out how to address these issues. We will include these same partners and more in this next phase of the process.

Public Health Services

Current Initiative:

- Leverage community resources by improving public health through policy and system change.

Public Health Services

Accomplishments:

- Along with the Arizona Public Health Training Center, received the National Public Health Training Center “Best Practice Award” for the Parent Ambassador Program, in which parents are trained in the principles of public health, how school policies can impact their children’s health, and how to influence those policies.
- Arizona Public Health Association: Awarded the Office of Tobacco and Chronic Disease Prevention (OTCDP) three Hemmy Awards: 1st Place: in the Professional Campaign category for the “Calling All Firefighters - Smokeless is not Harmless” initiative. 2nd Place: in the Professional, Professional Development category for the Free Dental Online course. 3rd Place: in the Professional Campaign category for the Maricopa County School Health Index Program (SHI).
- 74% of the worksites inspected during the first quarter are now compliant with the Smoke Free AZ Act. The remaining 26% are in the process correcting violations.
- 85% of the County employees who took Quit Tobacco classes during the first quarter have initially quit.
- Announcement of St. Mary’s Manor going Smoke-free as of January 1st, 2013, which is the 13th smoke-free housing property for Biltmore Properties.
- 105 healthcare providers received training on referring patients to ASHLine and Healthy Living Workshops.
- 14 Living with hypertension class sessions completed at Wellwoman Health Check (WHC) with 52 patients participating and 10 completing the full five-session course.

Accomplishments (continued):

- Integration of a referral system into WHC’s electronic health record ensuring sustainability of Hypertension System of Care Program.
- Public Health is partnering with 3 community middle/high schools to launch the Maricopa STAND Coalition. The 3 schools are Trevor Brown High School, Kyrene Middle School, and Arizona Collegiate High School.
- 68 additional schools have contracted to complete the School Health Index Program, our goal for the year will be to contract with 110 schools.
- Awarded a \$3,082,874 grant from USDA through the Arizona Department of Health Services for the Supplemental Nutrition Assistance Program-Education Program (formerly known as Food Stamp Nutrition Education Program) starting October 1, 2012. This is a 10 fold increase over last year’s grant.
- Maricopa County’s accredited Dietetic Internship program began its 20th year of operation with nine baccalaureate dietetic graduates from universities throughout the US.
- The Ryan White Planning Council initiated collaboration with MCDPH- Partner Services, the Arizona Department of Health Services, and the Maricopa County Correctional System implemented an opt-out HIV testing pilot program in the county jail system.
- ADHS has agreed to provide additional funding for testing so that this program can continue.
- In partnership with ADHS, finalized the Arizona Chronic Disease Strategic Plan.

Public Health Services

Current Initiative:

- Leverage community resources by improving public health through policy and system change

Public Health Services

Accomplishments (continued):

- Launched partnership with the Arizona Department of Health Services, the Arizona Small Business Association, and Viridian Health Management to train at least 500 Arizona employers in the area of worksite wellness via the Healthy Arizona Worksites Program.
- Held 5 community forums with providers and 3 youth forums with the intent of using the information gathered to include in the County-wide TPP strategic plan.
- Distributed over 7,500 automobile booster seats to 80+ agencies throughout the Valley.

Challenges:

- Assuring the continuation of essential activities despite the lowest level of resources of any large local public health jurisdiction in the US.
- Our Community Health Improvement Plan (CHIP) will be a large, time-consuming process. The key to its success and to furthering relationships with our many partners in this process is to demonstrate that the CHIP will be used to drive actual policy and activity.
- Gaining support to offer QT classes at County facilities outside of the Central Phoenix area.
- Educating the housing industry and getting buy-in from key stakeholders, some of whom may themselves be smokers.
- Challenges in rapidly hiring staff for new grant programs, leading to delays in fulfilling deliverables.
- The dietetic internship program coordinator position is currently vacant and hiring a replacement has been hampered by equitable pay.
- The ten-year, three day site visit by the Accreditation Council on Education for Nutrition and Dietetics is due in the Spring of 2013 along with submission of the Self Study which is a substantial document.
- An estimated 300,000 AHCCCS clients have been dropped from the state's Medicaid rolls in the past 18 months. Of those, over 400 were HIV+ individuals.

Research & Reporting

The mission of **Research & Reporting** is to provide survey data services to County managers so they can more effectively manage for results using statistically reliable data

Ken Andersen
Director

Research & Reporting

Strategic Goals:

- By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction survey.
- By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey.
- By 2016, 90% of respondents will report satisfaction with the Exit Interview survey.

Key Result Measures:

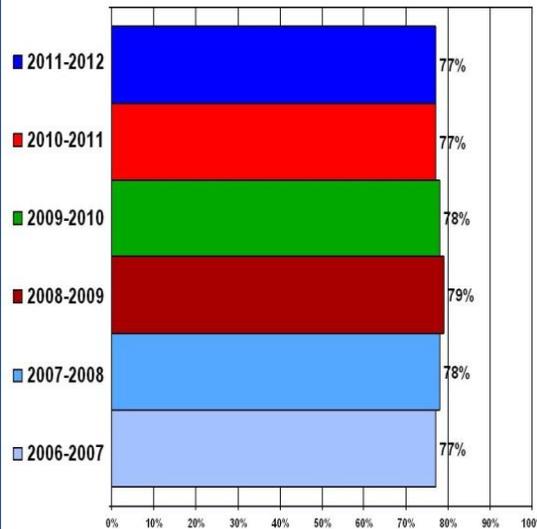
- Percent of eligible respondents who are interviewed for a county-department-contracted survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for a county-sponsored survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate).

Research & Reporting Program

FY13, 1st Quarter Program Outputs:

- Number of county-department-contracted survey projects completed: 1
- Number of county-sponsored survey projects Completed: 3
- Number of outside-agency survey projects completed: 1

All Appointed Departments
Overall Satisfaction Percentages



Action Steps:

- Research & Reporting spent a lot of time this quarter converting the Employee Satisfaction Survey from scores to percents.

ESS Percentages by Appointed Department FY2011-2012 Rates of Participation and Comparisons to FY1010-2011

Dept. Size	Participation	11-12 Satisfaction	Change	10-11 Satisfaction
11	100%	92%	3%	89%
13	100%	67%	-10%	77%
38	100%	88%	2%	86%
27	100%	97%	-1%	98%
332	99%	74%	-2%	76%
17	100%	92%	-2%	94%
414	97%	77%	3%	74%
77	97%	72%	4%	68%
77	100%	81%	1%	80%
35	100%	88%	6%	82%
64	88%	83%		NA
39	100%	85%	4%	81%
33	100%	85%	-3%	88%
125	100%	80%	5%	75%
71	100%	78%	2%	76%
38	100%	85%	1%	84%
35	100%	92%	4%	88%
382	99%	78%	-2%	80%
116	100%	83%	2%	81%
91	100%	86%	0%	86%
23	100%	93%	3%	90%
61	97%	84%	-1%	85%
313	99%	69%	-1%	70%
251	100%	85%	2%	83%
24	100%	79%	-3%	82%
3	100%	91%	4%	87%
185	99%	81%	-2%	83%
126	99%	74%	-6%	80%
33	100%	88%	0%	88%
51	100%	81%	-2%	83%
22	100%	81%	3%	78%
149	100%	59%	-2%	61%
130	100%	64%	-1%	65%
529	98%	75%	-1%	76%
258	100%	74%	2%	72%
112	98%	80%	-8%	88%
4305	99%	77%	0%	77%

Research & Reporting

Current Initiatives:

- R & R is working with County and Department Management in revising the ESS presentations of results making them easier to read and understand.
- We are also working to make sure the ESS results are being made available to employees and that employees are being involved in identifying issues and developing action plans.
- R & R is working to develop a "Procedures Manual" for each project we are involved in. These manuals include the purpose and history of each project, the unique challenges each provides, and detailed steps for completing each step of the survey process. These steps include: questionnaire development, data collection, data processing, and report development.

Research & Reporting Program

Accomplishments:

- R & R compiled and released the Employee Satisfaction Survey county wide results for FY 2012. These year end results were then incorporated into each department report and distributed to county and department management.
- The ESS results, both county wide and by department ,were all recalculated into percentages in an effort to make the reports easier to read and understand by both management and front line employees.
- R & R compiled and released the 4th Quarterly Report for the newly designed and formatted Exit Interview Report. This year end report provided a summary of the 4 quarterly reports for FY 2012.
- R & R completed data collection and reporting for the State of Arizona Department of Economic Security contracts for the Economics Childcare Market Rate survey which we are contracted to conduct every two years.

Challenges:

- The Employee Satisfaction Survey continues to present R & R, the County, and departments with challenges related to maintaining an effective and efficient workforce in spite of the economic downturn.
- The DES Child Care Market Rate Survey is always a challenge. In this survey, we not only interview each of the licensed day care centers, we also conduct interviews with all child care providers in the state.
- The major challenge R & R is currently facing is in regard to measuring citizen satisfaction within the framework of the annual County Satisfaction Survey. Changes in phone coverage and the more prevalent use of cell phones dictated revisiting our screening questions while using random digit dialing as a methodology for gathering data. We are also facing a very difficult time in interviewing selected households during an election season that has seen a exponential growth in the use of phone auto dialers by candidates for elected office both locally and nationally.

Maricopa County
Office of the Deputy County Manager

FY 2013 First Quarter

Organization Report



November 2012