

Safe
Communities

Public
Health

Regional
Leadership

Sustainable
Development

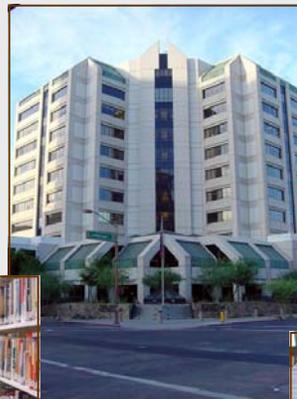
Fiscal
Strength

Quality
Workforce

Citizen
Satisfaction

STRATEGIC DIRECTIONS FOR MARICOPA COUNTY 2005–2010

FY 2009 ACCOMPLISHMENTS REPORT



CREDITS



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COUNTY MANAGER'S MESSAGE



November 2009

Dear Board Members,

In June 2005, the Board of Supervisors adopted a strategic plan for Maricopa County, with seven broad strategic priorities and 28 strategic goals for 2005-2010. The strategic plan provides organizational alignment and focus for County departments as we strive to protect and enhance the quality of life in our community, and measure the difference we make. This report has been developed to ensure we are staying on track with the County Plan and to keep the Board of Supervisors and public informed of overall progress.

After four years of work at implementation, we are able to demonstrate successful outcomes on some and at least progress on all of the priorities and goals. This report highlights and summarizes a number of actions and efforts underway across the County. For example, the Planning and Development Department implemented the award-winning expedited permitting process that transformed into an electronic paperless process for homebuilders. They are now able to receive a residential permit in as little as 20 minutes, which reduces customer wait time, helps the environment, and saves the County money. With a goal of expanding programs for young people, the Library District held more than 3,000 youth programs with a total attendance of over 100,000 people. The Parks and Recreation Department provided 174 healthy lifestyle programs for youth at the Desert Outdoor Center in FY2009. Now these two departments are combining forces to build a new environmentally-friendly energy self-sufficient regional library and nature center in White Tank Regional Park. These are just a small sampling of achievements and progress you'll find in this report.

Fortunately, for Maricopa County, this County Plan has set a clear direction of where we are going and, as this report demonstrates, our departments and employees are working hard each day to get us there.

Sincerely,

A handwritten signature in cursive script that reads "David R. Smith".

David R. Smith

EXECUTIVE SUMMARY



INTRODUCTION

The *Strategic Directions for Maricopa County 2005-2010, FY2009 Annual Accomplishment Report* provides accountability to citizens by publishing information on how the County is doing in implementing its Strategic Plan 2005-2010. Services provided by Maricopa County are targeted to achieve goals and objectives in one or more of seven strategic priority areas. Below are highlights from the report:

STRATEGIC PRIORITY 1. SAFE COMMUNITIES

- ◆ The County Manager's Office Crime Prevention Program contracted with Childhelp/Keys and the South Mountain YMCA to provide replicable, best-practice prevention and intervention programs and program coordination to at least 185 South Mountain at-risk and adjudicated youth so they can avoid first-time or repeat criminal offenses.
- ◆ Maricopa County Emergency Management achieved 100% compliance of National Incident Management Systems (NIMS) in FY2009 by again facilitating the process with 43 agencies, including all Maricopa County cities, towns, tribes as well as key county departments and several fire districts.
- ◆ The Maricopa County Attorney's Office co-sponsored two successful shred-a-thons during FY2009 to combat identity theft. More than 2,000 Maricopa County residents brought more than 6,000 boxes for shredding. This helps prevent citizens from becoming victims of fraud and identity theft.

STRATEGIC PRIORITY 2. PUBLIC HEALTH

- ◆ Maricopa County Department of Public Health Epidemiology Division participated in the U.S. Food & Drug Administration (FDA) Foodborne disease task force, communicated with Infection Control Practitioners at hospitals regarding the novel H1N1 influenza.
- ◆ Parks and Recreation has worked diligently to develop healthy lifestyle programs and increased overall participation in educational and recreational opportunities. In FY2009 they provided 390 fitness hikes at the mountain parks promoting healthy lifestyles, 174 healthy lifestyle programs for youth at the Desert Outdoor Center, 837 programs for families and youth, 4,266 interpretive educational programs, and 181 outreach programs at off-site locations.

STRATEGIC PRIORITY 3. REGIONAL LEADERSHIP

- ◆ In FY2009, out of the 22 advanced and planned projects Maricopa County Department of Transportation completed 19 or 86% of projects on time and within budget.
- ◆ County departments have taken the leadership role in a number of regional partnerships, such as working with tribal nations to improve their emergency management programs; library services; and animal enforcement and shelter services.
- ◆ In FY2009, 111,868 children and teens attended 3,064 district programs. Over 63,000 children and teens participated in the Summer Reading Program in 2009. Summer Reading Program participants wrote over 94,000 reviews of the books they read.

EXECUTIVE SUMMARY (CONT.)



STRATEGIC PRIORITY 4. SUSTAINABLE DEVELOPMENT

- ◆ The Parks and Recreation Strategic System Master Plan was adopted by the Board of Supervisors in June 2009. Within the plan, the Department will formally develop park land acquisition criteria to provide long-range guidance for park and open space planning, acquisition, development, and management.
- ◆ Facilities Management completed energy efficiency projects in 16 buildings during 2009 which resulted in \$174,400 in incentive rebates. The projects had a combined simple payback of 1.6 years for the combined set of projects, and the implementation of these efficiencies will achieve approximately \$172,000 per year in electricity cost savings to the County.
- ◆ The Air Quality Department held an Annual Air Quality Conference; 440 registered attendees, seven panel discussions ranging from health, business, climate change, sustainability and regulatory topics.

STRATEGIC PRIORITY 5. FISCAL STRENGTH

- ◆ For FY2010, the Maricopa County Primary property tax rate was reduced by \$0.0418 from \$1.0327 to \$0.9909 per \$100 assessed value. Library District and Flood Control District Secondary property tax rates were unchanged from FY2009.
- ◆ In FY2009, the Stadium District collected an additional \$627,265 in facility surcharge revenue to help finance future facility capital projects.

STRATEGIC PRIORITY 6. QUALITY WORKFORCE

- ◆ In FY2009, Employee Compensation completed market studies covering approximately 1,600 positions and implemented a new Schedule of Premium Pay Rates. Additionally, Employee Compensation implemented a career path plan to enhance the recruitment and retention of Appraisers.
- ◆ The Employee Development division of Workforce Management and Development conducted 32 classes, and offered an online training opportunity for employees to learn about Diversity, Professionalism, Respect in the Workplace, Civility, and Exemplary Customer Service. More than 700 employees attended the classes.
- ◆ Workforce Management and Development worked with the County Manager's Diversity Office to initiate a new Diversity curriculum in 2009—the F.A.I.R. model, and the M.E.E.T. Model. Since March 2009, more than 150 employees have taken the classes.

STRATEGIC PRIORITY 7. CITIZEN SATISFACTION

- ◆ The County has a number of efforts underway to improve access to services offered by the County, such as Air Quality's enhanced web site, Planning and Development's award-winning digital permit process, and the Human Services Department's opening of the new West Valley Career Center that includes space dedicated to serving veterans.
- ◆ The Recorder's Office has developed an interactive KIOSK for recording documents that will allow the office to expand to outlying communities.

INTRODUCTION



MARICOPA COUNTY IS NOT ONLY PROVIDING DAY-TO-DAY SERVICES ITS RESIDENTS NEED, IT IS LAYING THE FOUNDATION FOR A BRIGHTER FUTURE.

2005-2010 COUNTY STRATEGIC PLAN

On June 6, 2005, the Board of Supervisors approved a new strategic plan for Maricopa County. The 2005-2010 Maricopa County Strategic Plan contains the County's mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what the County aspires to achieve over the next five years. The plan focuses on ensuring safe communities, promoting public health, providing regional leadership, encouraging sustainable development, enhancing the County's fiscal strength, maintaining a quality workforce, and increasing citizen satisfaction. Today, more than 80% of County residents are satisfied with the job the County does. Yet, as the County's population increases, so too will the demand for services. To meet that growing demand, the County will continue to explore new and innovative ways of providing services.

MANAGING FOR RESULTS (MFR)

Managing for Results is a comprehensive and integrated management system that focuses on achieving results for the customer. *Managing for Results* means that an entire organization, its management system, the people who work there and the organizational culture (beliefs, behavior, and language) are focused on achieving results for the customer. *Managing for Results* makes it possible to make good business decisions based on performance information and makes it possible for a department to demonstrate accountability for results.

Managing for Results is the "way we do business" in Maricopa County, by focusing on the customer in everything we do and being *able* and *willing* to tell taxpayers what they are getting for their money in terms of results. All employees, from County executives to department leadership to front-line workers play a role in ensuring that the County remains committed to achieving results.



ANNUAL ACCOMPLISHMENTS REPORT

The *Strategic Directions for Maricopa County 2005-2010, FY2009 Annual Accomplishments Report* provides accountability to citizens by publishing information on how the County is doing in achieving its strategic goals and priorities at four-year point of the five-year plan.

STRATEGIC PRIORITIES



MISSION:

TO PROVIDE REGIONAL LEADERSHIP AND FISCALLY RESPONSIBLE, NECESSARY PUBLIC SERVICES SO THAT RESIDENTS CAN ENJOY LIVING IN A HEALTHY AND SAFE COMMUNITY

INTRODUCTION

Services provided by Maricopa County are targeted to achieve strategic priorities in one of seven strategic areas. Each priority has several goals and specific measures to evaluate performance. These goals and measures are long-term in nature, targeting the year 2010 to achieve the Board of Supervisor's vision for our community.



STRATEGIC PRIORITIES

- ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM
- PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY
- PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS
- CAREFULLY PLAN AND MANAGE LAND USE IN MARICOPA COUNTY TO PROMOTE SUSTAINABLE DEVELOPMENT AND TO PRESERVE AND STRENGTHEN OUR ENVIRONMENT
- CONTINUE TO EXERCISE SOUND FINANCIAL MANAGEMENT AND BUILD THE COUNTY'S FISCAL STRENGTH WHILE MINIMIZING THE PROPERTY TAX BURDEN
- MAINTAIN A QUALITY WORKFORCE AND EQUIP COUNTY EMPLOYEES WITH THE TOOLS, SKILLS, WORKSPACE AND RESOURCES THEY NEED TO DO THEIR JOBS SAFELY AND WELL
- CONTINUE TO IMPROVE THE COUNTY'S PUBLIC IMAGE BY INCREASING CITIZEN SATISFACTION WITH THE QUALITY AND COST-EFFECTIVENESS OF SERVICES PROVIDED BY THE COUNTY

OUR FOCUS FOR THE FUTURE

The Strategic Priorities outlined in this document were established to help maintain a focus on the most critical issues facing us as a local government from 2005 through 2010. They have been and will continue to be used to help provide focus for policy and funding decisions and, where appropriate, provide guidance in the reallocation of existing resources.

1 SAFE COMMUNITIES



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

LEAD/SUPPORTING DEPARTMENTS

Adult Probation • County Attorney • County Manager (Government Relations) • Emergency Management
Facilities Management • Justice System Planning and Information • Justice Courts • Juvenile Probation
Medical Examiner • Public Defense Services • Sheriff • Superior Court

INTRODUCTION

Citizens consider their safety to be one of the most significant factors affecting their quality of life and where they choose to live and work. The Maricopa County Board of Supervisors has adopted a key strategic priority to ensure safe communities and a streamlined, integrated justice system that strives to reduce crime rates, meet growing law enforcement and detention requirements, and equip the County to manage its response to emergencies in an effective, efficient, and timely manner.



STRATEGIC GOAL 1

By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices.

THIS GOAL IS ONGOING. The County is implementing evidence-based practices.

PROGRESS/ACHIEVEMENTS:

- ♦ In partnership with the Arizona Department of Corrections and the Department of Economic Security, the Adult Probation Department developed a collaborative model of supervision for the South Phoenix area, specifically the 85041 zip code. Throughout the year, the Legacy/85041 model continued to address the high recidivism rate within this geographic area. Efforts have redefined the transition of prison releases to probation, implemented new programming for county jail releases, offered new field supervision strategies, and allowed for all partners to participate in a comprehensive training plan for evidence-based practice implementation.
- ♦ The Office of the Maricopa County Public Defender continues to take an active role in efforts to help at-risk individuals lead law-abiding lives thus enhancing public safety. Actions during the past year include active involvement in efforts to address veterans' issues and establish a veterans' court, working on numerous efforts focused on reentry issues to facilitate individuals with felony convictions having productive lives upon release; and active involvement in efforts to more effectively address underlying issues of mental illness.
- ♦ The Maricopa County Attorney's Office (MCAO) created a protocol, along with local law enforcement leaders, to ensure investigation and prosecution of illegal dumping, trespassing, and other offenses in the Tres Rio Refuge. This refuge is in the West Valley and has become a dumping ground for drug smugglers and criminal offenders. MCAO will aggressively prosecute visitors to the area who are polluting, trespassing, using drugs, and leaving graffiti behind.



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

- ◆ In mid-February 2009, the County Manager's Office, Crime Prevention Program executed a contract with Arizona Women's Education and Employment (AWEE) to provide a replicable, best-practice ex-offender employment program for at least 100 South Mountain adults so they can avoid repeat criminal offenses. As of June 30, 2009, 50 adults had enrolled in the program, 13 were employed, and none had committed repeat offenses.
- ◆ The County Manager's Office Crime Prevention Program contracted with Childhelp/Keys and the South Mountain YMCA to provide replicable, best-practice prevention and intervention programs and program coordination to at least 185 South Mountain at-risk and adjudicated youth so they can avoid first-time or repeat criminal offenses.
- ◆ The Maricopa County Attorney's Office co-sponsored two successful shred-a-thons during FY2009 to combat identity theft. More than 2,000 Maricopa County residents brought more than 6,000 boxes for shredding. This helps prevent citizens from becoming victims of fraud and identity theft.
- ◆ The Maricopa County Attorney's Office sponsored two Crime Prevention Summits during FY2009; 25 volunteers from the office participated in 17 different classes and welcomed more than 100 attendees from the community. The summits help citizens become more aware of crime and learn ways to protect themselves against gangs, graffiti, animal cruelty, and identity theft.



STRATEGIC GOAL 2

By July 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County.

THIS GOAL IS ONGOING.

PROGRESS/ACHIEVEMENTS:

- ◆ The Juvenile Probation Department Community Supervision Bureau implemented a Compliance Monitoring Caseload designed for juveniles who do not appear to present a danger to themselves or others. The higher caseloads (70:1) allow other probation officers to assist juveniles in the community to become responsible, making them accountable for their behavior and assuring that proper and sufficient treatment resources are received. These activities will in turn produce better outcomes with respect to recidivism.
- ◆ For the past two years, Maricopa County Adult Probation Department (MCAPD) has been working on a plan, developed with the Crime and Justice Institute and National Institute of Corrections, to advance the Evidence Based Practices (EBP) Initiative. Accomplishments in FY2009 included:



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

- Organizational Assessments conducted to identify and understand strengths, weaknesses and cultural beliefs.
 - Capacities for decision-making and managing change in first-line supervisors increased through initiatives such as the mid-managers committee and Managers Forum.
 - Hiring and promotional practices aligned with EBP and utilized in recent supervisor and division director selections.
 - Communication improved with use of web-based publications, EBP tips on Outlook and modeling.
- ♦ Juvenile Probation Department Early Intervention Division increased the number of community justice panels by 74% from June 2007 to June 2008. Budget issues and staff shortages forced a reduction in panels by 19% in FY2009, but there was a 38% overall increase in the number of panels. This has increased the number of youth who are able to participate in community-based restorative justice.

STRATEGIC GOAL 3

By 2010, fully integrate National Incident Management Systems (NIMS) best practices into a consistent approach to disaster and emergency management throughout Maricopa County at all jurisdictional levels and across all related functional disciplines.

PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County Emergency Management achieved 100% compliance in FY2009 by again facilitating the process with 43 agencies, including all Maricopa County cities, towns, tribes as well as key county departments and several fire districts. Focus will now turn to maintaining and growing the number of partner agencies with NIMS compliance, as well as strengthening the systems identified within the process.
- ♦ In FY2009, the Department of Public Health trained an additional 3,324 individuals, and 468 participated in exercises designed to reinforce training and test the public health emergency management plan. In a follow-up survey, 100% of those trained indicated in the evaluation that they understand their role(s) in a public health emergency, and 89% of exercise participants rated the exercise "good" or "excellent."

STRATEGIC GOAL 4

Ensure that by June 2006, Maricopa County is equipped and able to respond rapidly to a bioterrorist attack or other public health emergency by expanding and enhancing emergency response plans, developing and sustaining the ability of the public health workforce to respond as needed in an emergency, and by meeting state and federal requirements.

THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING. The County emergency response plan is complete; NIMS has been adopted as the County disaster and emergency management system; and continued training of the public health workforce is underway and near completion. This goal is an ongoing activity of continuous improvement involving plan refinement and the development of an exercise component to test that readiness.



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

ADDITIONAL EFFORTS:

- ◆ In FY2009, the Office of Enterprise Technology installed four (4) wireless access points at the Department of Emergency Management's bunker location. This connectivity is required for non-County agencies to gain access to the Internet during exercises or actual emergencies. Wireless access allows Emergency Management and the outside agencies to efficiently manage communications during an emergency.
- ◆ The Office of Enterprise Technology (OET) worked very closely with Public Health Department to assist with technology needs during the first wave of the H1N1 outbreak. In the Spring of 2009, OET installed eleven (11) additional computer workstations requested by Public Health's Public Information Office for volunteers assisting with the outbreak; completed (on an expedited basis) all requests for website updates to keep citizens apprised of the most current County status; arranged a larger-capacity conference bridge to handle additional callers for daily updates to the press and affected groups; monitored the web servers during additional load times to ensure availability; and OET staff remained on-call 24/7 to address any and all technology issues.
- ◆ In FY2009, Maricopa County Department of Public Health (MCPHD) completed all the requirements of the preparedness and response grant from the U.S. Department of Homeland Security.

2 PUBLIC HEALTH



PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

LEAD/SUPPORTING DEPARTMENTS

Public Health • Parks and Recreation • Environmental Services

INTRODUCTION

Rapid population growth has resulted in an increased demand for public health services from an already strained public health-service delivery system. As part of its strategic plan, the Maricopa County Board of Supervisors has set a strategic priority to promote and protect the public health of the community by educating the public about healthy lifestyles, partnering with health care providers to address public health issues, and supporting the public health and health education objectives of *Healthy People 2010*—a national health promotion and disease prevention initiative.



STRATEGIC GOAL 1

By January 2010, in support of the public health and health education objectives of Healthy People 2010, increase the quality and years of healthy life (longevity) of Maricopa County residents and work to eliminate the health disparities that exist among the County's diverse populations.

PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County Department of Public Health (MCDPH) completed the co-location of two of its programs with existing social service providers in order to better serve local and minority communities and better educate local communities about health promotion and healthy living: the Thomas WIC facility is now located on the campus of the St. Mary's Food Bank, allowing clients to access both WIC services and emergency food boxes; and The Mesa immunization clinic relocated to the Mesa Community Action Network facility, and a new WIC site was also established there. Residents of West Mesa are now able to receive immunizations, WIC services, and a number of social services from Mesa CAN at one location.
- ♦ MCDPH has offered Express Testing to clients in order to increase STD screening. Bi-lingual staff participated in Spanish speaking radio and TV interviews in order to educate the public on STDs and congenital syphilis. The Department also created MySpace and Facebook pages to reach out to the men-who-have-sex-with-men (MSM) community, and expanded community outreach to high schools and the MSM community.



PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

STRATEGIC GOAL 2

By July 2008, form successful community partnerships with health care providers and other governmental agencies throughout Maricopa County to cooperatively address public health issues.

PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County Department of Public Health Epidemiology Division participated in the U.S. Food & Drug Administration (FDA) Foodborne disease task force, communicated with Infection Control Practitioners at hospitals regarding the novel H1N1 influenza, and coordinated with ADHS on the novel H1N1 influenza.
- ◆ The Ryan White Part A Program, through an agreement with the Department of Health and Human Services Health Services Resources Administration, collaborates with the Arizona Department of Health Services, Maricopa Integrated Health System, Arizona Department of Corrections, the Indian Health Services, the Arizona Education and Training Center at the University of Arizona, and the Maricopa County Departments of Public Health and Correctional Health Services to coordinate quality services and care for people living with HIV/AIDS in our community.
- ◆ The Clinical Services Division of the Maricopa County Department of Public Health is partnering with McDowell Clinic, Spectrum Medical Group, and Pueblo Family Physicians by conducting interviews in their facilities and providing treatment for the patients at Spectrum and Pueblo; is partnering with TERROS in providing testing to their high-risk clients; and is working with Southwest Center and ADHS-STD Program in implementing the Syphilis Happens campaign.
- ◆ The Office of the Medical Examiner has been proactive in the involvement of the Pandemic Response Plan and has partnered with the Arizona Department of Health Services, Indian Health Services, Maricopa Public Health, Emergency Management, Arizona State University, Fire and Police Departments, Homeland Security, American Red Cross, private mortuaries, and other partners involved in the development of the Pandemic Response Plan.
- ◆ Department of Public Health Clinical Services is engaged in a number of partnerships/relationships:
 - Working with the ADHS-STD Program on multiple projects to educate the public and increase STD testing
 - Working with the Gila River Indian Community on case management of syphilis cases on the Maricopa County portion of the reservation
 - Partnering with the Tohono O'Odham Indian Community on outreach activity in the Gila Bend area
 - Partnering with the Black AIDS Task Force, Native American HIV/AIDS Awareness Task Force and the Latino HIV/AIDS Awareness Task Force to promote HIV & STD testing and awareness in minority communities
 - Presenting at health fair events in FY2009 which resulted in over 1,000 client contacts where information was shared and/or testing services provided
 - Forming partnerships with the Arizona Gay Rodeo Assn (AGRA), Phoenix Pride and Phoenix Rainbows to allow MCDPH to have information booths at their events for free or at low cost



PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

STRATEGIC GOAL 3

Educate the public about how to achieve a healthy lifestyle and increase participation in educational and recreational opportunities provided in the County.

PROGRESS/ACHIEVEMENTS:

- ◆ Parks and Recreation has worked diligently to develop healthy lifestyle programs and increased overall participation in educational and recreational opportunities:
 - Provided 390 fitness hikes at the mountain parks promoting healthy lifestyles
 - Provided 174 healthy lifestyle programs for youth at the Desert Outdoor Center
 - Provided 837 programs for families and youth
 - Provided 4,266 interpretive educational programs
 - Developed 202 new interpretive programs, events, and activities
 - Provided 181 outreach programs at off-site locations
- ◆ In FY2009, the Department of Public Health Outreach Specialist presented information at over 100 meetings and health fairs.
- ◆ Ryan White Part A Program has improved access to services for people living with HIV/AIDS by contracting with two additional primary medical providers to serve clients living in outlying and rural communities. The program has also developed and presented educational programs focusing on the needs of the diverse community of people living with HIV/AIDS, including African Americans, Hispanic, Native American, Refugee, Asian, Seniors and Women, Youth and Children.



MFR By the Numbers:

Parks and Recreation FY2009 Program Participation

53,677 park visitors participated in
park programs



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

LEAD/SUPPORTING DEPARTMENTS

Public Works • Elections • Community Development • Human Services • Public Health • Superintendent of Schools
County Manager (Government Relations) • Parks and Recreation

INTRODUCTION

Public policy plays a pivotal role in creating an environment that enables citizens to maintain a high quality of life. The County is positioned to take a leadership role in many important policy issues. The Maricopa County Board of Supervisors has set a strategic priority to continue its leadership role in the region in addressing such issues as transportation, elections, housing, economic development, youth and families, education, public health, and safety.



STRATEGIC GOAL 1

By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.

PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County Public Works Department of Transportation (MCDOT) planned to execute 22 new projects in FY2009. Four planned projects were delayed due to executive decision. In their place, MCDOT advanced 6 new projects. *Out of the 22 advanced and planned projects, MCDOT completed 19 or 86% of projects on time and within budget.* To achieve consistency in project delivery and institutionalize the project delivery process, the department has launched the Scoreboard as a tool to measure critical processes for delivery. The Scoreboards resulted in focusing and aligning the efforts of various divisions toward project delivery with timely and appropriate effective communication and action. Five processes have been identified for improvement so far.

STRATEGIC GOAL 2

By January 2006, identify and recommend alternative strategies to increase the capacity and the ease of voting in the County.

THIS GOAL HAS BEEN ACHIEVED. The County has begun implementing alternative strategies to increase the capacity and ease of voting in the County.

ADDITIONAL EFFORTS:

- ♦ Maricopa County Elections Department (MCED) established O'odham language translation service in the fall of 2008 for voters at the Elder Care Center in the San Lucy District of the Tohono O'odham Nation. Voters receive their early ballot by mail at home and bring it in the Tuesday prior to Election Day for assistance in casting their



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

ballot. This service is available for all applicable elections and was a great success for both Federal Elections as well as the 2009 Gila Bend School District Election. Many Elders voted for the first time in non-tribal elections.

- ◆ The Elections Department has partnered with the Just Vote Arizona Disability Coalition to create a comprehensive outreach campaign with uniformity of images and message to convey services and opportunities offered to our voters who have a disability. Photos of voters utilizing MCED's services are posted on our Voter Accessibility webpage which will soon link to the Coalition's website where voters will be able to arrange for rides to the polls on Election Day.

STRATEGIC GOAL 3

By July 2007, complete all phases, including fund-raising, for the regional Human Services Campus for the homeless and partner with other organizations working to prevent homelessness and support home ownership in the County.

THIS GOAL HAS BEEN ACHIEVED.

OTHER EFFORTS/ACHIEVEMENTS:

- ◆ During FY2009, the co-located facilities and agencies on the Human Services Campus continue to generate innovative programs that have resulted in continued placement of individuals in permanent housing and employment. Since its inception in November 2005, campus accomplishments include more than 2,000 individuals finding employment and more than 2,000 individuals attaining transitional or permanent housing.
- ◆ In FY2009, 15% of the HOME funds were set aside for Community Housing Development Organizations (CHDO), and contracts have been signed or are in progress.
- ◆ Human Services Department Community Development Division is working with U.S. Housing and Urban Development (HUD), the State of Arizona, and other city recipients of one-time Neighborhood Stabilization Program funding recently made available through HUD to address the issue of vacant and foreclosed residential homes and properties in the Urban County. An IGA has been executed with the Housing Authority of Maricopa County to acquire, rehab, and resell affordable single family homes to homebuyers in the Southwest Valley. In addition, a contract has been executed with Exito Inc. for the acquisition of ten single family homes to be used as affordable rentals for seniors in the City of Goodyear.



MFR By the Numbers:

Maricopa County Public Works, Department of Transportation

Paved **9** miles of PM10 projects in 2009, (**47** miles of PM10 roads scoped and categorized for design and construction in 2010).

Completed **151** lane miles of asphalt overlays.

Implemented the Value Analysis Process after scoping is completed. The process resulted in **\$34** million in cost avoidance on projects.



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

- ◆ Since July 2008, \$200,000 in American Dream Downpayment Initiative funds have been provided/committed as down-payment assistance to 12 potential first-time homebuyers in the Urban County.

STRATEGIC GOAL 4

Continue to seek opportunities to build partnerships and relationships with all area governments, including Tribal Nations, in order to create a fuller sense of community for all residents of Maricopa County.

PROGRESS/ACHIEVEMENTS:

- ◆ In FY2009, the Library District opened a new library in Goodyear, and added the Sun City Library as a district facility. The district is operating libraries in Avondale, Gilbert and Surprise where costs are shared or completely covered by the municipality, and providing service to the following affiliate libraries: Avondale, Buckeye, Desert Foothills (Carefree/Cave Creek), Tolleson, and Wickenburg. In FY2009, the Library District disbursed about \$1.5 million to municipal libraries participating in the Reciprocal Borrowing Program.
- ◆ The Maricopa County Superior Court established an extern program with Arizona State University Sandra Day O'Connor College of Law for third-year law students to assist the bench with research and writing assignments.
- ◆ The Office of the Medical Examiner (OME) continues to develop partnerships with many other governmental partners and supports the concept of higher education. Most specifically, OME developed a collaborative partnership with the University of Arizona in order to maximize the resources to establish and deliver a higher medical education program in Downtown Phoenix. A Facility Use Agreement was sanctioned to allow the University of Phoenix to occupy vacant space in the Forensic Science Center building to set up a Gross Anatomy Laboratory. The lab is currently being utilized by students of the University of Phoenix.
- ◆ The Adult Probation Department education programs are equipped with personal computers at each site. Adult Basic Education (ABE), GED preparation, English for Speakers of other Languages (ESOL), and Job-Find classes are taught. By providing an education continuum, the probationer's educational needs can be effectively met. The MCAPD Education Program was selected as the Administrative Office of the Court's 2009 Literacy Education and Resource Network (L.E.A.R.N.) Lab of the Year.
- ◆ Maricopa County Animal Care and Control (MCACC) contracted with Ft. McDowell Yavapai Nation, San Lucy District of the Tohono O'odham Nation, and the Salt River Pima-Maricopa Indian Community for sheltering services. MCACC also contracted enforcement services with San Lucy District, Salt River Pima-Maricopa Indian Community, Town of Buckeye, and City of Tolleson without the increase of additional staff.
- ◆ The Superintendent of Schools established partnerships with Arizona School Administrators' Association, Arizona School Board Association, Arizona School Business Officials, and Arizona Education Association to provide training to prospective School District Governing Board Members. The training helps Board candidates understand the role of a Board member and some of the initiatives with which they will be making decisions. Since the program began in February of 2009 training for eight new board members has been completed.



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

- ◆ FY2009 was the second year for the Maricopa County Treasurer's Office to distribute funds from the Elderly Assistance Program adopted by the Board of Supervisors in February 2007. The fund earned \$2,568,379.90 in FY 2009 for distribution in FY2010. The Treasurer's Office ran television, radio, and newspaper ads during June and July about the program. More than 15,000 information pamphlets were distributed at display racks at over 800 locations visited by the elderly in an effort to make more qualified individuals aware of the program.
- ◆ The Maricopa County Superior Court Judicial Branch Human Resources has established great partnerships with various community organizations through our efforts to recruit a diverse workforce. They work very closely with Maricopa Community Colleges, all three state universities, technical schools, other County organizations like Human Services/Workforce Development, as well as with Luke Air Force Base, to name a few. Staff members participate in panels on Criminal Justice to field inquiries from students about the complexities of working in a criminal justice environment, as well as sit on the boards of Criminal Justice programs at local technical schools/colleges to provide real-world input in an effort to help keep the curriculum relevant.
- ◆ The Flood Control District partnered with 14 local communities and agencies in cost sharing of flood control projects. The District also met with representatives from the Gila Indian River Community to discuss and provide insight, regulations and National Flood Insurance Program information on establishing their own flood control district. Finally, during the spring of 2009, the Flood Control District Senior Leadership Team met with all (Apache Junction through Youngtown) except one of the 27 Town/City senior staff and managers to discuss opportunities to provide comprehensive services for flood hazards protection.
- ◆ The recent changes in the identification requirement for voters at the polls on Election Day and its direct impact on Native Voters necessitates collaboration between the Inter Tribal Council of Arizona (ITCA) and the Maricopa County Elections Department to ensure the most current information is consistently reaching our Native Communities. Information is shared with ITCA as well as directly to Tribal Get Out the Vote (GOTV) organizers.
- ◆ Maricopa County Department of Transportation (MCDOT) is currently working with all 26 municipalities in Maricopa County with collaboration and joint project agreements. MCDOT is leading the charge for implementing the Arterial Lifecycle Program for the region on Northern, El Mirage, Gilbert, McKellips, Power, Ellsworth and many more projects. MCDOT's work with smaller cities and the Indian Communities has achieved delivery on 51st Avenue with Gila River Indian Community, Gilbert Bridge with the Salt River Pima-Maricopa Indian Community, SR 85 with Goodyear, Buckeye, Surprise, and the Town of Queen Creek.
- ◆ The Superintendent of Schools has entered into a collaborative partnership with the 14 other County School Superintendents and the County Supervisors Association to write a grant that will bring Broadband services to schools and libraries throughout the State via the SACCNet project. If awarded, the grant will provide a much needed infrastructure update and allow for collaborative efforts between County agencies and Schools to conduct distance learning for both children and adults.
- ◆ Maricopa County Animal Care and Control Shelter Clinic partnered with Pima Medical Institute to provide intern opportunities to veterinary technician students each semester. Additionally, 19 post-graduate veterinarians



**PROVIDE REGIONAL LEADERSHIP
IN CRITICAL PUBLIC POLICY AREAS**

volunteered their time in small animal surgery.

- ◆ Solid Waste Management Department involvement with statewide organizations such as the Valley-wide Recycling Partnership and the Arizona Recycling Coalition has extended communications and relations with a diverse population of the City of Phoenix and all of the surrounding communities. The programs combined have reached over 2,000,000 residents in Maricopa County through media, presentations, events and information booths at various events.
- ◆ Over the last few fiscal years, Maricopa County Department of Emergency Management has made great strides in building relationships and partnerships with a variety of governments and private entities. One key method of doing so, has been through comprehensive, large-scale drills involving multiple partners including TOP OFF IV, Super Bowl, Coyote Crisis, and the expansion of partners within the county's own annual Flood Control drill.
- ◆ The Juvenile Public Defender's Office collaborated with Maricopa Juvenile Court and the Arizona Department of Juvenile Corrections to make positive sustainable changes in handling and processing of delinquent cases. Juvenile Court Administration, Juvenile Probation, the County Attorney, and the Juvenile Public Defender's Office worked together to improve the restoration process for mentally incompetent youth and to create a new detention screening tool to accurately assess whether a child requires confinement. The agencies used empirical studies to create best practices approaches to enhance the juvenile's chance at success.
- ◆ The Parks and Recreation Department is actively participating/facilitating in the Town of Cave Creek Open Space and Trails Master Plan process which include acquisition of 4,000 acres of State Trust Land between Cave Creek Park and Spur Cross Ranch Conservation Area.
- ◆ Adult Probation Department Community Restitution Program (CRP) staff initiates, coordinates and supervises well over 300 work projects throughout Maricopa County on a monthly basis. Partnerships exist with over 1,200 not-for profit and government agencies providing probationers the opportunity to complete their court-ordered obligation. On an annual basis, adult probationers complete approximately 600,000 hours of community service. Based on a comparative market analysis rate, this represents a savings in excess of \$6 million to the citizens of Maricopa County.
- ◆ Equipment Services has taken a leadership role on all fleet related issues by being active members of two major professional fleet organizations and facilitating several training or meeting opportunities throughout the year designed to develop fleet professionals and foster positive relationships among the many fleet organizations in the county/ state.
- ◆ The Government Relations Department has worked closely with each



MFR By the Numbers:

**Adult Probation Department
Community Restitution Program**

Number of community projects coordinated monthly: **300+**

Number of partnerships with non-profits and government agencies: **1,200+**

Hours of community service completed by adult probationers annually: **600,000**

Savings to the citizens of Maricopa County: **\$6 million**



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

supervisory district and various departments to foster positive relationships with the Tribal Nations surrounding Maricopa County. A celebration ceremony was held with both Maricopa County and Gila River Indian Community (GRIC) representatives at the completion of installation of stoplights and turn lanes in a high-traffic area that encompasses both reservation land and county right-of-way. In addition, a luncheon was held with tribal representatives from all of the tribes located in Maricopa County to coordinate H1N1 flu vaccine distribution. Other issues of collaboration for Maricopa County and GRIC include the Arizona Meth Project to reach school-age youth on the reservation; integrating GRIC's libraries to utilize the Maricopa County Library District's software and system in order to provide better and more uniform service to residents on the reservation; and the Human Services and Community Services Departments to collaborate on special transportation needs.

- ◆ In January of 2008, the Central Arizona Chapter PREP (Property Records Education Partners) was formed. The Maricopa County Recorder's Office has held several meetings with industry partners to discuss such topics as land fraud, Recording KIOSK, and electronic map recording. These meetings are designed to assist the office and industry partners with knowledge about real-estate-related issues.
- ◆ Adult Probation Department, Garfield Probation Service Center, and the City of Phoenix frequently partner for major clean-ups in the neighborhood. These clean-ups often involve removing trash, tires, and other debris that has been illegally dumped in the area. Additionally, community restitution workers perform smaller projects for the elderly, disabled or indigent neighbors, doing yard maintenance and painting. In FY2009, the Garfield Probation Service Center received the City of Phoenix Neighborhood Services Department's Partnership Award.
- ◆ Maricopa County Adult Probation Department partners with Phoenix Graffiti Busters to maintain the beautification of neighborhoods. In 2009, they have completed twelve projects working a total of 600 hours.
- ◆ The Human Services Department's Workforce Development Division deepened its partnership with the City of Phoenix during FY2009 to: (1) create the Maricopa Human Capital Collaborative, a group of 25 regional workforce providers to improve services and seek joint grant funding, (2) sponsor statewide trainings in apprenticeship programs and shared access point programs, and (3) engage in advocacy for federal funding.
- ◆ The City of El Mirage is one of the many cities the Adult Probation Department routinely assists. The work crews clean up vacant lots, water retention areas, and alley easements where people have illegally dumped items and debris accumulates. The work crews have completed a total of 2,870 community service hours to date in 2009. This represents a savings of \$31,943 to our community.
- ◆ The Adult Probation Department assists the Arizona Youth Rough Riders, non-profit youth organization dedicated to helping kids and their parents, with painting, plumbing, maintaining tack barns, welding, building and repairing corrals, along with landscape maintenance. Since January of 2009, probationers worked a total of 2,283 hours, representing a saving of \$25,409. The City of Tempe's Double Butte Cemetery is now a location where landscape maintenance is performed. A significant difference has been made in a short period of time and the probationers have been able to glean a sense of satisfaction and pride along the way. More than 760 probationers, worked 3,840 hours, thereby saving approximately \$42,800 this year alone.



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

- ♦ The Community Services Division received the National Weatherization Award for Excellence in Multi-Family Building Weatherization in 2009. Community Services initiated the project to reduce energy costs and provide comfort and safety for 46 low-income individuals and families living in Norton Circle, a housing authority complex in the City of Avondale. This project was a partnership with the Housing Authority of Maricopa County (HAMC), Arizona Department of Commerce Energy Office (DOC), Arizona Public Service (APS), Southwest Gas (SWG), the Arizona Community Action Agency (ACAA), Foundation for Senior Living, Home Improvements, (FSL), and the City of Avondale. This project weatherized 46 units at one time, resulting in 50% reduced labor, material, and administrative costs.

Award Winner

Maricopa County Department of Transportation

*Arizona Transportation Partnering Excellence Award for
the Gavilan Peak Parkway Project*

*American Council of Engineering Companies
Best Team Projects for PM10 Category for the Box
Needle Rock Road Project*

STRATEGIC GOAL 5

Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education.

PROGRESS/ACHIEVEMENTS:

- ♦ In FY2009: 111,868 children and teens attended 3,064 district programs. Over 63,000 children and teens participated in the Summer Reading Program in 2009. Summer Reading Program participants wrote over 94,000 reviews of the books they read.
- ♦ Parks and Recreation staff is working with several other County agencies to develop the Transcendent Services Initiative under the direction of Dr. Rodrigo Silva. This program is geared toward the County's teen and young adult population to get them involved and create an understanding of government functions, environmental stewardship, and community responsibility.
- ♦ A Protect-A-Park program has been developed which offers businesses, individuals, and clubs an opportunity to volunteer their time and skills to enhance a County park area. Time may be spent painting, repairing or simply picking up litter in certain areas of a park or trail.

4 SUSTAINABLE DEVELOPMENT



CAREFULLY PLAN AND MANAGE LAND USE IN MARICOPA COUNTY TO PROMOTE SUSTAINABLE DEVELOPMENT AND TO PRESERVE

LEAD/SUPPORTING DEPARTMENTS

Planning and Development • Parks and Recreation • Air Quality • Facilities Management • Public Works

INTRODUCTION

Many factors influence the decision on where people choose to live, work, and play. Communities where citizens have areas to relax and enjoy the environment and that work to improve their overall livability will ensure sustainable development in ways that meet the needs of the present without compromising the ability of future generations to meet their own needs. The Maricopa County Board of Supervisors has adopted a key strategic priority to carefully plan and manage land use to promote sustainable development and to preserve and strengthen our environment. In Maricopa County, sustainability



issues dealing with air quality, water availability, and open space are becoming increasingly important to the livability of the community. Smart planning has become critical to balance population growth while maintaining Maricopa County's famous quality of life and protecting important economic and environmental assets like our military installations and the natural areas.

STRATEGIC GOAL 1

Ensure that applications for development in the unincorporated areas of Maricopa County comply with state law, are consistent with open space initiatives, and allow for the continuation of highway and street corridors into and through new developments.

PROGRESS/ACHIEVEMENTS:

- ◆ In August 2007, the Board of Supervisors amended the Zoning Ordinance and Comprehensive Plan to require all zone changes, regardless of area, to be in conformance with the adopted land use plan. This ensures that all cases now fully comply with state law.
- ◆ In FY2009, the Planning and Development Department continued to review all entitlement applications to ensure compliance with state law, consistency with the Maricopa County Regional Trail System, and consistency with approved public and private open space system plans. Planning and Development also coordinated closely with Public Works to ensure adequate and appropriate road networks into and through new development.
- ◆ The Parks and Recreation Strategic System Master Plan was adopted by the Board of Supervisors in June 2009. Within the plan, the Department will formally develop park land acquisition criteria to provide long-range guidance for park and open-space planning, acquisition, development, and management.



CAREFULLY PLAN AND MANAGE LAND USE IN MARICOPA COUNTY TO PROMOTE SUSTAINABLE DEVELOPMENT AND TO PRESERVE AND STRENGTHEN OUR ENVIRONMENT

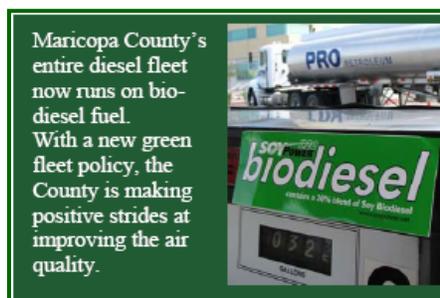
STRATEGIC GOAL 2

Improve quality of life in Maricopa County by building a regional trail system, enhancing our parks, supporting noise- and pollution-reduction efforts, and encouraging developers to construct environmentally friendly buildings.

PROGRESS/ACHIEVEMENTS:

- ♦ The Air Quality Department coordinated news release distribution with Arizona Department of Environmental Quality and Valley Metro to consolidate messaging and pinpoint agency experts for high-pollution advisories and health watches.
- ♦ The Nature Center and Amphitheater at Cave Creek Regional Park and Usery Regional Park were completed in March 2009 and August 2009, respectively. All new Nature Centers meet Leadership in Energy and Environmental Design (LEED) certification standards.
- ♦ Parks and Recreation Department has partnered with Maricopa County Library District to build a new regional library and nature center in White Tank Regional Park. Construction is underway; the project is expected to be completed by September 2010.
- ♦ The Maricopa and Sun Circle Trails have been built out at 38% of the total required (121 miles of trail of the 317 priority-one miles).
- ♦ The energy efficiency efforts made by Public Works Facilities Management over the past year have increased the efficiency of 16 County facilities, reducing our impact on the environment. Facilities Management also supports the effort of the Court Tower Project Team in creating a LEED Silver facility to be completed in 2012.
- ♦ The Air Quality Department held an Annual Air Quality Conference with 440 registered attendees, seven panel discussions ranging from health, business, elected officials, community, climate change, sustainability and regulatory topics. Working with Arizona State Game and Fish Department, State Trust Land, City of Scottsdale on Granite Mountain/Scottsdale Preserve regarding off-road (dust control) issues; working with Valley Fire Marshall's Association on coordination of open burning activity and code enforcement issues.

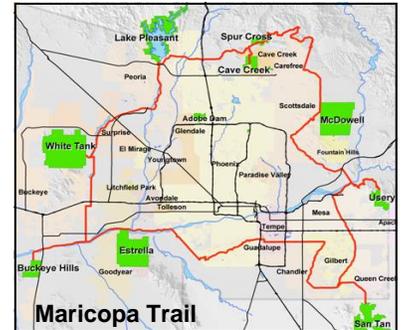
**CLEAN AIR
MAKE
MORE**





CAREFULLY PLAN AND MANAGE LAND USE IN MARICOPA COUNTY TO PROMOTE SUSTAINABLE DEVELOPMENT AND TO PRESERVE AND STRENGTHEN OUR ENVIRONMENT

- ◆ Parks and Recreation Department has preparing a memorandum of understanding (MOU) with Arizona State Game and Fish Department to partner in the operation of the Maricopa Trail.
- ◆ Air Quality Flag Program launched in October 2009 with a goal to encourage improved air quality by providing Maricopa County businesses and organizations a visual alert intended to promote greater awareness of air quality conditions and encouraging behaviors which limit additional emissions of air pollutants.
- ◆ Enhanced features on both the Air Quality Department's websites Maricopa.gov/aq and CleanAirMakeMore.com to provide air quality information including:



- Desktop Widget provides current air quality information and facts about county air quality rules and regulations
- Regulatory restriction information (No Burn Day, OHV, leaf blower)
- News and events
- Enhanced e-blast database to distribute information on a high pollution advisory or health watch day
- Text messaging subscription at no cost

- ◆ The Parks and Recreation Department facilitated the purchase of right-of-way on 10.5 acres of land for the Maricopa Trail from Anthem to Lake Pleasant from Arizona State Land Department on May 14, 2009.
- ◆ Public Works Solid Waste Management has opened all six Waste Disposal and Recycling Centers to accept all streams of waste and recyclables, improving access to these facilities by residents in the unincorporated areas of the County. There are a series of disposal containers to collect bagged household garbage, mixed recyclables, aluminum cans, paper, cardboard, scrap metal, tires, electronic waste and limited hazardous materials including

Green Government



Maricopa County Green Government Initiative

On June 4, 2008, the Maricopa County Board of Supervisors approved a Green Government Initiative that covers a wide swath of County departments and promotes an environmentally sensitive approach to County business and saving money. The program contains short and long-term strategies to reduce energy and material use and save money, all while reducing the County's carbon footprint. Our new way of doing business includes actions to help improve the region's air quality, improve water quality and quantity, and make better decisions leading to efficient, economical and environmentally sensitive land use and development



CAREFULLY PLAN AND MANAGE LAND USE IN MARICOPA COUNTY TO PROMOTE SUSTAINABLE DEVELOPMENT AND TO PRESERVE AND STRENGTHEN OUR ENVIRONMENT

oil, anti-freeze, paint, batteries and mercury-containing lamps/bulbs. These facilities have seen a steady increase in use and have collected 270 tons of waste and 45 tons of recyclables, resulting in a landfill diversion rate of 20% for our first year of recycling. In addition, access to our periodic Hazardous Household Waste events has diverted over 60 tons of materials collected.

STRATEGIC GOAL 3

Continue to preserve military installations in Maricopa County, including Luke Air Force Base.

PROGRESS/ACHIEVEMENTS:

- ♦ The Planning & Development Department will strive to deter new residential and other non-compatible land uses within the High Noise and Accident Potential Zones of Luke and its ancillary military facilities through the following ongoing efforts: continue to require aggressive notification for new development within the state-defined "Territory in the Vicinity of a Military Airport;" and provide Luke Air Force Base with all new development applications within the "Territory in the Vicinity of a Military Airport" for review and comment, and utilize their recommendations as a basis for decisions regarding approval or denial of such applications.

Military Installations in Maricopa County

- Luke Air Force Base
- Luke Auxiliary Field #1
- Barry M. Goldwater Range
- Gila Bend Air Force Auxiliary Field
- Arizona Air National Guard, Phoenix Sky Harbor Airport
- Papago Park Military Reservation (Arizona Army National Guard)
- Air Force Research Laboratory (Williams Gateway)

STRATEGIC GOAL 4

By June 2006, enhance and expand conservation programs in order to reduce energy and water consumption.

THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING. Public Works Facilities Management and Equipment Services have integrated conservation strategies into ongoing operations and factored them into capital projects, while balancing costs and benefits. Efforts to enhance and expand conservation programs will continue as part of the County's Green Government Initiative.

ADDITIONAL EFFORTS:

- ♦ Public Works Facilities Management completed energy efficiency projects in 16 buildings during 2009 which resulted in \$174,400 in incentive rebates. The projects had a combined simple payback of 1.6 years for the combined set of projects and the implementation of these efficiencies will achieve approximately \$172,000 per year in electricity cost savings to the County.
- ♦ Equipment Services Department is dedicated to the conservation of energy through the implementation of various alternative fuel products, including bio-diesel, propane, ethanol, and are meeting full compliance of federal mandates on use of ultra-low-sulfur diesel.



5 FISCAL STRENGTH

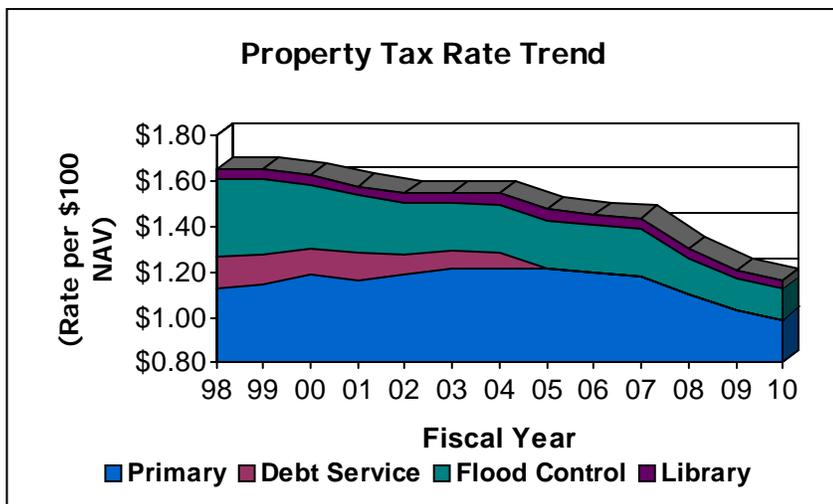
CONTINUE TO EXERCISE SOUND FINANCIAL MANAGEMENT AND BUILD THE COUNTY'S FISCAL STRENGTH WHILE MINIMIZING THE PROPERTY TAX BURDEN

LEAD/SUPPORTING DEPARTMENTS

Office of Management and Budget • Library District • Flood Control District • Stadium District • County Manager
Public Works • Finance • Elected Officials • Materials Management

INTRODUCTION

The ability of the County to meet the needs of its citizens is directly related to its ability to achieve and sustain fiscal stability. The Maricopa County Board of Supervisors adopted a strategic priority to continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden that will maintain the foundation necessary to achieve the outcomes that citizens desire.



STRATEGIC GOAL 1

Continue to strive to reduce the overall property tax rate.

PROGRESS/ACHIEVEMENTS:

- ♦ For FY2010, the Maricopa County Primary property tax rate was reduced by \$0.0418 from \$1.0327 to \$0.9909 per \$100 assessed value. Library District and Flood Control District Secondary property tax rates were unchanged from FY2009.

STRATEGIC GOAL 2

Maricopa County will seek to eliminate all mandated fixed contributions to the State in exchange for reductions in State funding of County programs with the goal of reducing such contributions to 15% or less of total General Fund expenditures by Fiscal Year 2009-10.

PROGRESS/ACHIEVEMENTS:

- ♦ The FY 2009-10 Adopted Budget included mandated State contributions totaling \$252.3 million out of total General



CONTINUE TO EXERCISE SOUND FINANCIAL MANAGEMENT AND BUILD THE COUNTY'S FISCAL STRENGTH WHILE MINIMIZING THE PROPERTY TAX BURDEN

Fund operating revenues of \$1.09 billion, or 23.1%. However, the final outcome of these contributions has not been decided by the State. The current estimate is that total mandated contributions will be \$201.8 million (18.5% of General Fund operating revenues). Excluding the one-time savings due to increased Federal funding for ALTCS, total annual contributions would be \$247.2 million (22.7%). This amount is almost unchanged from FY2009, but the percentage of General Fund operating revenue that year was only 21.2% due to higher revenues.

STRATEGIC GOAL 3

As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position.

THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING. The Office of Management and Budget continues to work with the Board of Supervisors to meet critical infrastructure needs in a manner consistent with the County's interest in strengthening its financial position.

ADDITIONAL EFFORTS:

- ◆ While a number of projects have been completed and the Downtown Court Tower is underway and under budget, the economic recession has forced the County to cancel or defer several major projects, including the expansion of the Southeast Regional Court Center and the construction of a new Southwest Regional Court Center. Nonetheless, the Court Tower project is now fully funded with accumulated General Fund cash, not debt.
- ◆ In FY2009, the Stadium District collected an additional \$627,265 in facility surcharge revenue to help finance future facility capital projects.

STRATEGIC GOAL 4

By July 2006, develop a plan and strategy for implementing new economic and contracted commercial ventures that will generate additional revenues for the County.

THIS GOAL IS ONGOING.

ADDITIONAL EFFORTS:

- ◆ The Parks and Recreation Department worked to make the following contracted commercial ventures operational:
 - Scorpion Bay Marina and Yacht Club at Lake Pleasant Regional Park
 - Fort Adobe Paintball Complex at Adobe Dam Regional Park
 - General Joe Foss Shooting Complex at Buckeye Hills Regional Park
 - Wet-n-Wild Water Park at Adobe Dam Regional Park

FISCAL STRENGTH (CONT.)



CONTINUE TO EXERCISE SOUND FINANCIAL MANAGEMENT AND BUILD THE COUNTY'S FISCAL STRENGTH WHILE MINIMIZING THE PROPERTY TAX BURDEN

- ◆ Parks and Recreation Department also entered into the following contractual agreements in FY2009:
 - Buckeye Sportsman Club – operation of the public shooting range at Buckeye Hills Regional Park
 - Solar Energy Interconnection Agreement with SRP for Usery Mountain Regional Park
 - Photovoltaic Electric System Incentive Program Agreement with APS at Estrella Mountain Regional Park
 - Photovoltaic Electric System Incentive Program Agreement with APS at Cave Creek Regional Park
 - Northside Horse Outfitters at Cave Creek Regional Park
- ◆ During FY2009, the Stadium District transferred all day-use operations over to the District's booking manager, Select Artists Associates. This transfer provided customers with one point of contact for day-use events and District events. The marketing expertise of the booking manager also provides the opportunity for a day-use event (less than 10,000 attendees) to become a District event (more than 10,000 attendees). There were 40 day-use events held at Chase Field during FY2009.
- ◆ In FY2009, the Stadium District saw an increase in revenue of \$12,000 resulting from a parking agreement with U.S. Airways Center.

6 QUALITY WORKFORCE



MAINTAIN A QUALITY WORKFORCE AND EQUIP COUNTY EMPLOYEES WITH THE TOOLS, SKILLS, WORKSPACE, AND RESOURCES THEY NEED TO DO THEIR JOBS SAFELY AND WELL

LEAD/SUPPORTING DEPARTMENTS

Office of Management and Budget • Workforce Management and Development
Employee Benefits • County Manager • All Departments

INTRODUCTION

Maricopa County recognizes the important role its employees have in the success of its operation. The Maricopa County Board of Supervisors has adopted a strategic priority to maintain a quality workforce and to equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well. Through this strategic priority, the County strives to create an exceptional work environment as measured by increasing retention rates, increasing the pool of qualified applicants, and ensuring employee satisfaction with human resource issues such as morale, compensation, training, and decision processes.



STRATEGIC GOAL 1

By January 2008, adopt and implement a competitive total compensation package and a workforce development plan to enhance recruitment, retention, and advancement that results in improved customer service to Maricopa County citizens.

THIS GOAL IS ONGOING.

ADDITIONAL EFFORTS:

- ◆ In FY2009, Office of Management and Budget Employee Compensation completed market studies covering approximately 1,600 positions and implemented a new Schedule of Premium Pay Rates. Additionally, Employee Compensation implemented a career path plan to enhance the recruitment and retention of Appraisers.
- ◆ In September 2009, A representative from the Workforce Management and Development Employment Services Division served on an employer panel focusing on public sector careers for ASU West Students. Staff of the Employment Services Division also networked and built relationships with other local government agencies as well as agencies outside of Arizona during the annual NEOGOV conference held in October 2009.
- ◆ Workforce Management and Development continues to offer as many payroll/employee record services online as possible. All forms are posted to web site; pay stubs and W2s are available online for all employees; and all employees can make tax and direct deposit changes online.



MFR By the Numbers:

*Voluntary turnover of Maricopa County employees decreased from **9.6%** at the end of FY2008 to **5.77%** at the end of FY2009.*

QUALITY WORKFORCE (CONT.)



MAINTAIN A QUALITY WORKFORCE AND EQUIP COUNTY EMPLOYEES WITH THE TOOLS, SKILLS, WORKSPACE, AND RESOURCES THEY NEED TO DO THEIR JOBS SAFELY AND WELL

- ◆ Workforce Management and Development hosted a visiting delegation of five human resource administrators from Inner Mongolia, China. Presentations were given on the performance appraisal process for employees as well as rating appointing authorities. The delegation reported that of all municipalities visited, Maricopa County provided the most relevant information on the subject.
- ◆ The Employment Services Division has launched a “Maricopa County Careers” FaceBook page to connect with job seekers about the career opportunities available with Maricopa County. In addition, we provide interviewing and job seeker tips to help individuals be more competitive during the hiring process. As of November 2009, the page has been live for approximately 5-6 weeks. A total of 65 “fans” have signed up with our page. <http://www.facebook.com/pages/Phoenix-AZ/Maricopa-County-Careers/142380537413>
- ◆ The Employee Development division of Workforce Management and Development conducted 32 classes and offered an online training opportunity for employees to learn about Diversity, Professionalism, Respect in the Workplace, Civility, and Exemplary Customer Service. There were 700 employees in attendance at these classes that taught employees to be inclusive, respectful, and courteous with diverse customers and co-workers.
- ◆ Walgreens Pharmacy and Take Care Clinic opened on site at the County Administration Building in January 2009. Care Today and Take Care clinics opened to Maricopa County employees seven days/week and some holidays beginning November 2008. Wellness activities included many new programs and expanded services to almost every Maricopa County location. Benefit Satisfaction survey results were 96%. Seasonal Flu Shots also were made available at several worksites, medical providers, CMG centers, CareToday clinics and Take Care clinics.



STRATEGIC GOAL 2

By July 2007, ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community.

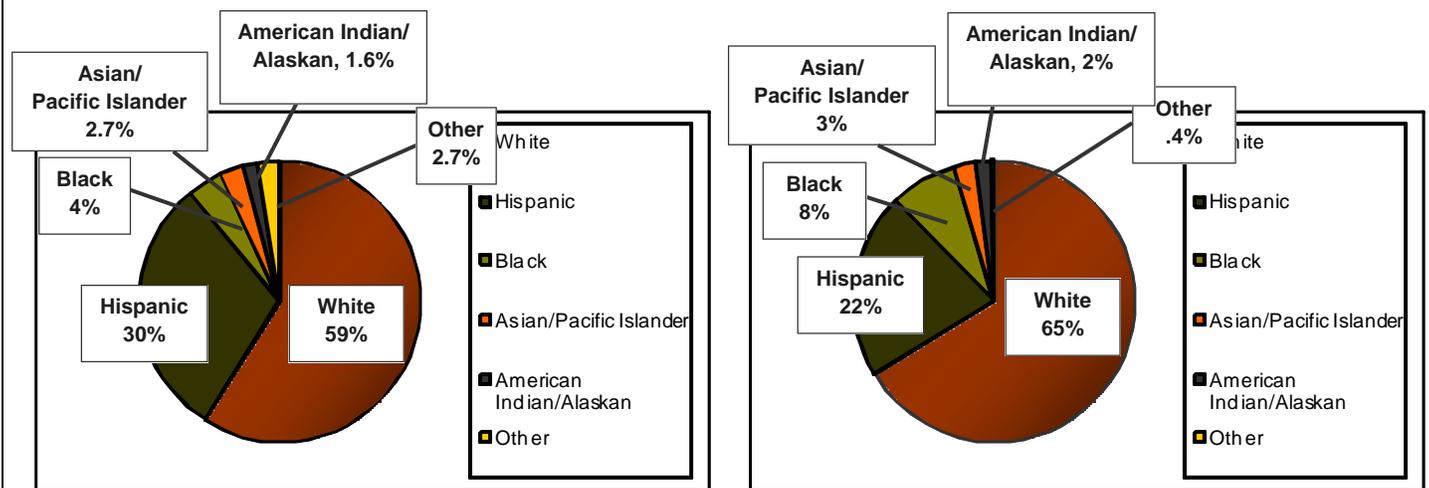
PROGRESS/ACHIEVEMENTS:

- ◆ The Diversity Office, in conjunction with the four employee networks, has celebrated diversity inclusiveness at Maricopa County by celebrating Native American Heritage in November, Hispanic Heritage in October, African American Heritage in February, Unity Day in January, Women’s Month/Irish History in March.
- ◆ Workforce Management and Development initiated a new Diversity curriculum in 2009—the F.A.I.R. model and the M.E.E.T. Model. FAIR teaches feedback, assistance, inclusion and respect to better resolve diversity conflicts. The MEET Model emphasizes that making time for discussion, exploring differences, encouraging respect, and taking responsibility promotes awareness and respect. Since March 2009, 93 Maricopa county employees have taken the class, 49 employees have taken the MEET class; 124 employees of the Library District have taken both the MEET and FAIR training.



MAINTAIN A QUALITY WORKFORCE AND EQUIP COUNTY EMPLOYEES WITH THE TOOLS, SKILLS, WORKSPACE, AND RESOURCES THEY NEED TO DO THEIR JOBS SAFELY AND WELL

Ethnicity Base of Maricopa County Employees Compared to Overall County Demographics



Maricopa County Population by Ethnicity
(U.S. Census Bureau, 2007 Census Projections)

Maricopa County Workforce by Ethnicity
(December 1, 2009)

STRATEGIC GOAL 3

By July 2006, complete a review of the employee suggestion program and recommend methods for increasing and promoting higher levels of participation by County employees in generating creative ideas that save the County money and/or improve program and service delivery.

THIS GOAL HAS BEEN ACHIEVED. In early FY2007, the County completed a review of the employee suggestion program. Implementation of the recommendations is underway.

- Selected recommendations included: (1) create an online suggestion form and provide an online copy of the checklist used by the evaluator for the employees to view before submitting a suggestion; (2) provide a permanent hyperlink on the employee intranet (EBC) home page which will connect employees to the Employee Suggestion webpage containing the necessary online forms, employee suggestion tips, and suggestion process updates; (3). raise awareness by including information in the employee newsletter, emails, and flyers attached to paycheck stubs; and (4) recognize merit award recipients in a public fashion, with recognition given online and in the employee newsletter.



CONTINUE TO IMPROVE THE COUNTY'S PUBLIC IMAGE BY INCREASING CITIZEN SATISFACTION WITH THE QUALITY AND COST-EFFECTIVENESS OF SERVICES PROVIDED BY THE COUNTY

LEAD/SUPPORTING DEPARTMENTS

Office of Management and Budget • Enterprise Technology • County Manager • All Departments

INTRODUCTION

Citizens want and deserve quality services from government for their tax dollars. One of the strategic priorities adopted by the Maricopa County Board of Supervisors is to continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided, including effectiveness in telling the public about the services it provides.



STRATEGIC GOAL 1

By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives.



THIS GOAL IS ONGOING. The Office of Management and Budget continues to implement Managing for Results initiative through ongoing training and other departmental support.

ADDITIONAL PROGRESS/ACHIEVEMENTS:

- ◆ Seventeen departments updated their strategic business plans for FY 2009-10, including Adult Probation, Clerk of the Court, Community Development, Finance, Correctional Health, Medical Examiner, Public Fiduciary, Employee Health Initiatives, Planning and Development, Public Defender, Legal Defender, Legal Advocate, Public Defense Services, Risk Management, Public Health, Environmental Services, and Public Works.
- ◆ All phases of the MFR cycle are now supported by the Managing for Results Information System (MFRIS). The Planning for Results, Reporting Results and Budgeting for Results and Analyzing for Results modules all are operational.

STRATEGIC GOAL 2

By April 2008, develop a Countywide Information Technology (IT) strategic plan, a set of Countywide IT architecture specifications, introduce an updated set of Countywide IT performance metrics, and develop and implement an IT governance review process.

PROGRESS/ACHIEVEMENTS:

- ◆ IT Governance is designed to provide alignment of the County's strategic priorities. The proposed IT Governance Plan, including its people and processes, is only one of the items that the Office of Enterprise Technology has



**CONTINUE TO IMPROVE THE COUNTY'S PUBLIC IMAGE BY INCREASING
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identified as necessary for achieving alignment of County IT resources. The IT Governance model, when fully implemented, is fundamentally designed to promote inter and intra agency coordination and decision making with participation at all levels within the County agencies, achieve uniformity of operations, and provide emphasis on effective and efficient IT solutions.

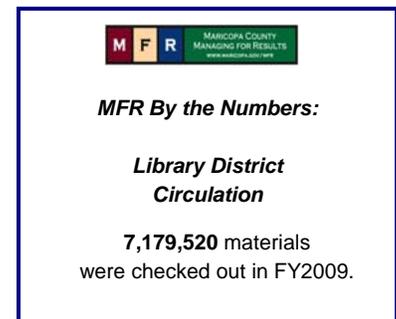
- ♦ IT functions from Public Health, the Public Fiduciary, and Office of the Medical Examiner were successfully consolidated during the reporting period, resulting in increased productivity, staff synergies, shared services, and reduced costs.

STRATEGIC GOAL 3

By May 2010, improve access to the services offered by the County to ensure the inclusion and participation of our diverse community.

PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County's Human Service Department Head Start/Zero-Five Program and the Public Health Department have developed an MOU (Memorandum of Understanding) that allows the WIC (Women, Infants & Children) program to operate a clinic once a week at the Eastside Operations Office. Families coming to apply for Head Start/Early Head Start can also apply for Women, Infant, and Children (WIC) services and coming to WIC to also apply for Head Start/Early Head Start services, making both WIC and Head Start Zero-Five Program services more accessible to County residents.
- ♦ In FY2009, the Library District opened a larger library in Queen Creek; a new library in Goodyear opened March 2009; the Sun City Branch was added to district in August 2009; construction is underway of a library at the White Tanks Regional Park.
- ♦ The Parks and Recreation Department has worked diligently to provide barrier-free trails that contain gentle slopes, resting spots and are generally easier for individuals with disabilities to navigate. The barrier-free trail system includes the Black Rock Short Loop Trail (White Tanks), Gila Trail (Estrella Mountain), Honeymoon Cove Trail (Lake Pleasant), Merkle Trail (Usery), Nursery Tank Nature Trail (McDowell Mountain) and Waterfall Trail (White Tanks).
- ♦ The Maricopa County Spay/Neuter Assistance Program (MC SNAP) currently has 50 participating veterinary clinics, serving all Maricopa County neighborhoods, that accept MC SNAP vouchers. The MC SNAP program issued 28,792 vouchers, and 20,352 were redeemed, having a 70% redemption rate in FY2008 - 2009. The *Uno por Uno* program provides small focused campaigns to impact twelve zip code areas each year. Animal Care and Control identifies these at-risk areas as those where low licensing compliance, a large number of dog bites, and frequent shelter impoundments are indicators of the need to increase services. 4,456 rabies vaccinations, 1,099 dog licenses sold and 399 no cost surgeries were completed by the *Uno Por Uno* program during FY2009.



CITIZEN SATISFACTION (CONT.)



CONTINUE TO IMPROVE THE COUNTY'S PUBLIC IMAGE BY INCREASING CITIZEN SATISFACTION WITH THE QUALITY AND COST-EFFECTIVENESS OF SERVICES PROVIDED BY THE COUNTY

- ◆ The Office of the Medical Examiner (OME) continues to improve access to the services offered to the diverse population of the county with several initiatives. The "What's Next" document available both in English and Spanish is available to inform the families of lost loved ones at the scenes of death. Additionally, when family members come to the Forensic Science Center to request various documents or talk to an OME staff member, bilingual staff are available for those individuals who are not able to speak English. The department also works closely with the Mexican Consulate Office on cases of unidentified deaths of county residents who may have been citizens of Mexico at one time.
- ◆ The Planning and Development Department has had tremendous success in expanding online permitting opportunities for customers since plan implementation. The Expedited Production Permitting Program (EPPP) transformed what was a rapid, paper-based production permitting process for large-scale homebuilders into a less-than-one-day, online process. The program was expanded to cover residential accessory permits, such as pools, in qualifying subdivisions. The program allows production homebuilders to receive a residential permit in as little as 20 minutes in some cases. The program won a 2008 Showcase in Excellence Award from the Arizona State Quality Awards Program.
- ◆ The Superintendent of Schools enhanced information and access to useful information for the home-schooling population. This is a growing population, and it is essential that the home-school families are provided with needed information and resource contacts. The enhanced website provides resources for home schoolers to assist in meeting their needs from home or through easy access on our website.
- ◆ The Maricopa County Treasurer's Office launched ParcelWatch near the end of FY2008 to help protect property owners from becoming victims of unscrupulous investors. These investors acquire seemingly worthless pieces, usually quite small, of property that is assumed to be part of a property owned by an unsuspecting taxpayer and subsequently ask an exorbitant price to sell the property back to the original owner. The Treasurer's Office transferred four properties to rightful owners during FY2009. Also, the Treasurer's Office has adopted policies to make it more convenient for taxpayers to make payments online and at the branch banks. Use of these services increased by 18% and 20% respectively in FY2009.
- ◆ The Office of Enterprise Technology (OET) partnered with the Assessor's Office for the development of a new property appeals management system. As part of Phase I of the Assessor's Appeals Management & Automation (AAMA) Project, OET implemented an electronic document management system to replace the Assessor's manual Appeals Processing methodology. The AAMA Project – Phase I went live on April 15, 2009. The AAMA system eliminates the use of paper folders and provides Assessor's Management with workload visibility in various work buckets to assess their ability to meet deadlines.





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- ◆ The Juvenile Public Defender's Office orchestrated twelve Restoration of Rights events throughout the county. Restoration of Rights events are held to assist Arizona citizens with prior felony convictions restore their civil liberties and vacate their judgments of guilt, thus allowing them to become participating members of their communities. Also, for many, the restoration of civil liberties improves their ability to obtain employment and housing, thus improving the quality of life for their families.
- ◆ The creation of the Master Calendar in the Superior Court Criminal Department has increased trial date certainty, improved interpreter utilization, and increased jury utilization, resulting in lower expense for juror per diem.
- ◆ The Flood Control District implemented Project Advertisement Manager (PAM) – a web-based tool for managing project advertisements and improving the customer experience. The online tool not only streamlines the workflow for District contracting staff, allowing quick Web site information updates, and tracking/reporting capabilities, but the revised project advertisement pages on the District's web site improves the customer experience with direct, easy navigation in a "one-stop shop" online environment. The District's goal after launching PAM was to have at least 50% of plan documents downloaded from the web site. This goal was easily surpassed as 89% of documents have been downloaded, 8% were ordered on CD, and only 3% were requested in hard-copy form. The significant reduction in hard copies during this period cut printing costs by approximately \$100,000.
- ◆ The Recorder's Office website is available 24 hours a day. Information and images available back to 1871, when the County started, are available. The office allows free access to all unofficial information, and allows for electronic submission of documents through several options.
- ◆ In FY2009, Maricopa County Animal Care and Control began negotiations to build a West County shelter to serve the outlying communities and provide an outlet for the animal welfare community to showcase adoptable pets.
- ◆ The Office of the Medical Examiner will continue its efforts to reach out to all types of groups of diverse backgrounds who may have specific needs. In certain cultures, there are certain rituals followed when a loved one dies and the Office of the Medical Examiner tries to accommodate requests resulting from these traditions, including Native American and Jewish death ceremonial rites.
- ◆ The Recorder's Office has developed an interactive KIOSK for recording documents that will allow the office to expand to outlying communities.
- ◆ Public Works Department of Transportation (MCDOT) has opened four regional operation/maintenance facilities to be closer and more responsive to the needs of various customers. This localized approach has increased customer satisfaction and quality of service. MCDOT completed 22 projects this year, most notably Gavilan Peak which helps relieve traffic



MFR By the Numbers:

***Office of Enterprise Technology
Wireless Radio Shop***

In FY2009, a total of **3,725** work orders were completed, of which **88.88%** were completed within **2** business days or less. During the second half of FY 09, the percentage completed within **2** business days or less increased to an average of **92.37%**. This was despite the average number of monthly work orders increasing by **136**.

CITIZEN SATISFACTION (CONT.)



CONTINUE TO IMPROVE THE COUNTY'S PUBLIC IMAGE BY INCREASING CITIZEN SATISFACTION WITH THE QUALITY AND COST-EFFECTIVENESS OF SERVICES PROVIDED BY THE COUNTY

for local residents during I-17 construction. MCDOT Survey Crews staked 17 miles of the McMicken Dam portion of the Maricopa Trail for Parks and Recreation. MCDOT survey crews also worked in researching field investigating and surveying Maricopa County Land System Control for the Assessor's Office GIS Rectification Project. The AZTech committees provided guidance in improving the arterial traveler information in the region. Based on the recommendations the AZ511.com website is being upgraded to provide enhanced arterial traveler information.

- ◆ The Emergency Management Department produced and distributed English– and Spanish-language copies of the *Ready Maricopa County* brochure, a pocket-sized pamphlet with tips about how to develop a household disaster plan and emergency supply kits. The brochure is designed to promote individual readiness within the community, which is especially important to those within special populations.
- ◆ To expedite the distribution of a one-time influx of additional Low-Income Home Energy Assistance Program (LIHEAP) funds, Community Services (CS) hosted several walk-in events throughout the County aimed at helping low-income residents pay their energy bills. Over 5,822 Maricopa County families were provided energy assistance which was paid to utility companies on their behalf. This accounts for 17,543 individuals of which 48% were children and 26% were disabled.



MFR By the Numbers:

Human Services Department Home Energy Assistance Program

More than **5,822** Maricopa County families were provided energy assistance which was paid to utility companies on their behalf. This accounts for **17,543** individuals of which **48%** were children and **26%** were disabled.

STRATEGIC GOAL 4

By July 2010, complete a review of County programs to delete non-essential services and improve the performance of other programs.

PROGRESS/ACHIEVEMENTS:

- ◆ The *Budgeting for Results Guidelines and Priorities* approved by the Board of Supervisors for FY2009 included directions to identify non-essential programs and recommend their elimination. The adopted budget balancing strategies totaled \$114.8 million in FY2009.

STRATEGIC GOAL 5

Establish a comprehensive public outreach and community plan to increase the County's effectiveness in communicating about the services it provides so that by September 2008 the percentage of citizens who rate the County's communication effectiveness as poor in the Annual Population Satisfaction Survey will have decreased to 10% or less.



CITIZEN SATISFACTION (CONT.)

CONTINUE TO IMPROVE THE COUNTY'S PUBLIC IMAGE BY INCREASING CITIZEN SATISFACTION WITH THE QUALITY AND COST-EFFECTIVENESS OF SERVICES PROVIDED BY THE COUNTY

PROGRESS/ACHIEVEMENTS:

- ◆ Parks and Recreation Department has developed a Twitter account, allowing the opportunity to not only have outbound communication but also inbound communication from individuals who are interested in the park system. This tool also provides the department with instant access to numerous media contacts.



<http://www.twitter.com/>

- ◆ Parks and Recreation has also added You Tube access. They are now able to provide our clients with virtual tours of the parks via YouTube.

<http://www.youtube.com/MaricopaCountyParks>





National Association of Counties (NACo) Achievement Awards

Maricopa County Award Winners — 2009

- ◆ *Accountability Court- A Problem Solving Approach to Support Enforcement*, Superior Court
- ◆ *Assistive Technology Centers*, Human Services Workforce Development Division
- ◆ *Chandler Heights Road at Sonoqui Wash*, Flood Control District
- ◆ *Check Baby in Back Seat- Hyperthermia Prevention for Infants and Toddlers*, Public Health
- ◆ *Citizen Participation in Identifying Countywide Historical Aerial Photographs*, Flood Control District
- ◆ *Exemplary Customer Service Training Program*, Workforce Management and Development
- ◆ *Field Inspection Auto Mapping through GPS Photography*, Flood Control District
- ◆ *Green Government Program*, Planning and Development
- ◆ *Identification and Treatment for Mentally Ill Jail Inmates*, Correctional Health Services
- ◆ *In Their Own Words: Holocaust Survivors Probe the Inconceivable*, Library District
- ◆ *Internal Controls Video Program*, Internal Audit
- ◆ *Internal Recruiting Initiative - Find Work, Get Work Network*, Workforce Management and Development
- ◆ *IT Consolidation Brings Efficiencies*, Regional Development Services Agency
- ◆ *Library Dropped Dewey*, Library District
- ◆ *Mapping Addresses without GIS for Trip Reduction Ordinance*, Transportation
- ◆ *Prescription Drug Abuse Campaign*, County Attorney's Office
- ◆ *Project Advertisement Manager for Flood Control District Contracting*, Flood Control District
- ◆ *Small Business Enterprise Program - MCBiz*, Materials Management
- ◆ *Special Incident Reporting: A Management Tool for Staff Safety*, Adult Probation
- ◆ *Veterans Services Center*, Human Services Workforce Development Division
- ◆ *Web Broadcast*, Superior Court
- ◆ *Youth Career Center*, Human Services Workforce Development Division

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Adult Probation	Justice System Planning and Information
Air Quality	Juvenile Defender
Animal Care & Control	Juvenile Probation
Assessors Office	Library District
Clerk of the Superior Court	Management and Budget
Communications	Medical Examiner
Community Development	Parks and Recreation
Correctional Health	Planning and Development
County Attorney	Public Defense Services
County Manager	Public Health
Elections	Public Works
Emergency Management	Recorder
Employee Health Initiatives	Risk Management
Enterprise Technology	Solid Waste
Environmental Services	Stadium District
Equipment Services	Superintendent of Schools
Facilities Management	Superior Court
Flood Control District	Transportation
Human Services	Workforce Management & Development



To obtain more information about Managing for Results and Maricopa County's Strategic Plan contact the Maricopa County Office of Management and Budget, 602-506-7280, or visit the website:

www.maricopa.gov/mfr



www.maricopa.gov