



A Report
to the
Board of
Supervisors

*Maricopa County
Internal Audit
Department*

Ross L. Tate
County Auditor

Countywide Audit

Performance Measure Certification

*Audit of Selected Performance
Measures and Accompanying
Procedures*

July ■ 2006

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The **County Auditor** is appointed by the Board of Supervisors. The mission of the Internal Audit Department is to provide objective, accurate, and meaningful information about County operations so the Board of Supervisors can make informed decisions to better serve County citizens.

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe community.

Audit Team Members

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Many of our reports can be found in electronic format at:
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July 28, 2006

Don Stapley, Chairman, Board of Supervisors
Fulton Brock, Supervisor, District I
Andrew Kunasek, Supervisor, District III
Max W. Wilson, Supervisor, District IV
Mary Rose Wilcox, Supervisor, District V

We have completed our FY 2006 Performance Measure Certification. The audit was performed in accordance with the annual audit plan approved by the Board of Supervisors. Internal Audit certifies the accuracy of performance measures to fulfill our role in the County's Managing for Results (MfR) program.

We have summarized our review of several County agencies in the attached report. Highlights of the report include the following:

- Two thirds of the measures reviewed were certified
- FY 2006 results were slightly less favorable (8 percent) than the previous year, but significantly better than FY2003 and FY2004

If you have any questions, or wish to discuss the information presented in this report, please contact Eve Murillo at 506-7245.

Sincerely,

A handwritten signature in cursive script that reads "Ross L. Tate".

Ross L. Tate
County Auditor

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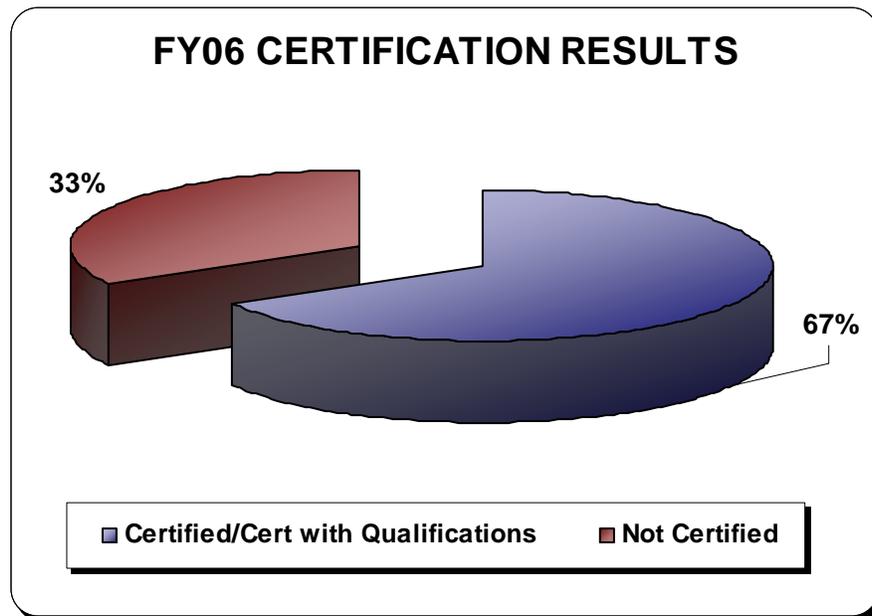
Executive Summary

FY 2006 Certification Results (Page 5)

We reviewed 42 MfR performance measures from seven County agencies: Animal Care and Control, Constables, Human Services, Materials Management, Public Defender's Office, Research and Reporting, and the Sheriff's Office. The results were 67% certified and 33% not certified:

- Certified - 27
- Certified with Qualifications - 1
- Not Certified - 14

The accuracy of reported measures varies. In some areas, 100 percent of performance measures tested were certified as accurate, in others, none could be certified, or mixed results were found.



The large percentage of uncertified measures may indicate that agencies need to annually review their strategic plan, programs, and key measures. Confusion regarding results, outcomes, and outputs still exists. In FY 2006, Internal Audit began offering a quarterly class in the Training and Development schedule to help agencies improve the quality of their measures.

Introduction

Certification Program

In FY 2001, the Maricopa County Board of Supervisors adopted a performance measurement initiative called *Managing for Results (MfR)*. The County realized that for citizens to have confidence in this program the County needed to verify performance data accuracy. The *Performance Measure Certification (PMC)* program was adopted to validate performance measures for County management, the Board of Supervisors, and the general public. Under the *PMC* program, the Internal Audit Department reviews *MfR* results, assigns certification ratings, and reports conclusions. Our certification program enables County leaders to rely upon reported performance measures and make informed decisions concerning government resources.



The current (FY 2006) Strategic Plan listed on the County’s web site (www.maricopa.gov) shows 148 programs within 49 agencies. This does not include Administrative or IT Programs which are common to all areas. Agencies indicate the degree of their programs’ success by reporting results through 358 key measures. This level of detail represents the County’s desire to demonstrate accountability to citizens and to manage County business in an efficient and effective manner.

Maricopa County Internal Audit’s *PMC* program has earned recognition and awards from:

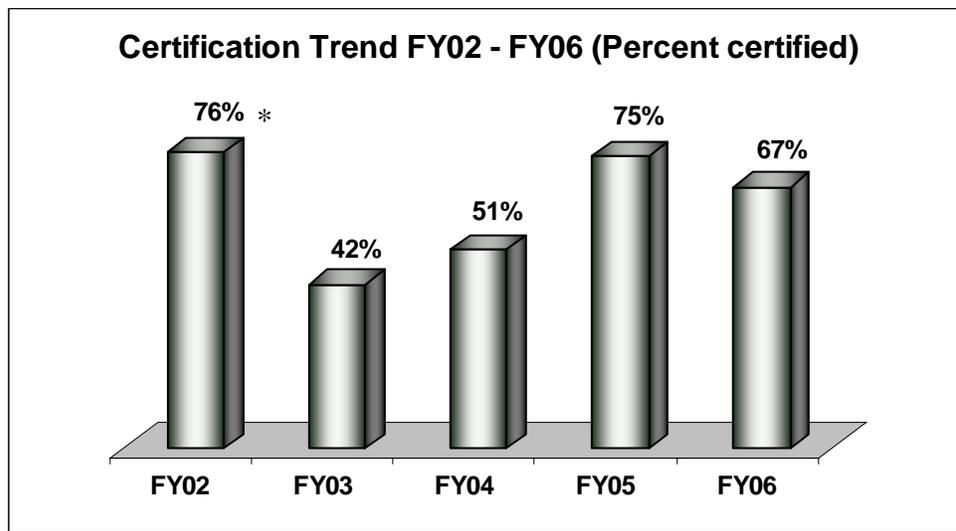
- Government Finance Officers Association (GFOA)
- National Association of Counties (NACo)
- National Association of Local Government Auditors (NALGA)

Our certification program has been referred to as the “gold standard” of performance measurement auditing by Governmental Accounting Standards Board officials.

Trends – Certification Results

This is our fifth year of publishing MFR performance measure certification results. The following table and chart show certification results over the last five years.

Fiscal Years	Number of Agencies Reviewed	Certified	Certified With Quals	Not Certified	Total
FY02	7	7	19	8	34
FY03	10	17	5	31	53
FY04	11	20	1	20	41
FY05	7	26	4	10	40
FY06	7	27	1	14	42
TOTAL	42	97	30	83	210



* First year included volunteer agencies that tended to have more accurate data.

“Not Certified” Rating

In some cases, we were not able to certify performance measures, and therefore issued a rating of “Not Certified.” “Not Certified” ratings are given for the following reasons, in order of importance:

- **Inaccuracy** – True performance varies more than ± 5 percent from reported performance
- **Factors Prevented Certification** – Incomplete data or deviation from definition
- **Other** – Various reasons, such as failure to report (accurate) data on County website

In FY 2006, we reported 14 measures as “Not Certified.”

For each area reviewed, we judgmentally selected three or more key measures, if available, to review. We tested the accuracy of the measures, determined the reliability of the procedures used to collect data, and reported the results using one of three certification ratings shown below:

Certification Definitions

Certified

Reported performance measurement is accurate (± 5 percent)
And,
Adequate procedures are in place for collecting and reporting performance data.

Certified with Qualifications

Reported performance measurement is accurate (± 5 percent)
But,
Adequate procedures are not in place for collecting and reporting performance data.

Not Certified

1. Actual performance is not within five percent of reported performance and/or the error rate of tested documents is greater than five percent
- Or,**
2. Actual performance measurement data could not be verified due to inadequate procedures or insufficient documentation. This rating is used when there is a deviation from the agency's definition, preventing the auditor from accurately determining the performance measure result
- Or,**
3. Actual performance measurement data was accurately calculated but not consistently posted to the public database.

This audit was performed in accordance with Government Auditing Standards.

Summary Table—FY 2006 Certification Results

AGENCY	Certified	Certified With Qualifications	Not Certified	TOTAL
Animal Care and Control	9		1	10
Constables			2	2
Human Services	5			5
Materials Management	5			5
Public Defender's Office	3		11	14
Research and Reporting	3			3
Sheriff's Office	2	1		3
TOTAL	27	1	14	42

Agency Report Cards

Animal Care and Control

Performance Measures Summary Table	Certified	Certified With Qualifications	Not Certified
1. Percent of dog licenses issued within two weeks (after receipt of renewal)	✓		
2. Percent of dog licenses issued	✓		
3. Number of dog licenses issued	✓		
4. Number of dog licenses issued within two weeks	✓		
5. Population of dogs in Maricopa County	✓		
6. Cost per dog license issued	✓		
7. Percent of cat licenses issued	✓		
8. Number of cat licenses issued	✓		
9. Population of cats in Maricopa County	✓		
10. Cost per cat license issued			✓

Constables

Performance Measures Summary Table	Certified	Certified With Qualifications	Not Certified
1. Percent of Writs of Restitution served within five working days of issue			✓
2. Percent of Writs of Execution served within sixty days of issue			✓

Human Services

Performance Measures Summary Table	Certified	Certified With Qualifications	Not Certified
1. Percent of low-income households engaged in Case Management 7+ months who moved up 3 or more levels in at least 5 categories of self-sufficiency matrix	✓		
2. Percent of households contacted provided eviction prevention rent/mortgage assistance who do not become homeless based on 30-day follow-up	✓		
3. Percent of 4-year-old children enrolled >120 days who demonstrate a minimum of 20% increase on the Developmental Assessment by the end of the school year	✓		

4. Percent of clients provided employment transportation that remain employed for at least 90 days	✓		
5. Percent of employer satisfaction	✓		

Materials Management

Performance Measures Summary Table	Certified	Certified With Qualifications	Not Certified
1. Percent of clients satisfied with Graphic Communications contract services	✓		
2. Percent of clients satisfied with Graphic Communications manufactured products	✓		
3. Percent of clients satisfied with procurement products provided	✓		
4. Number of work requests completed – Graphic Communications contracts (In-house)	✓		
5. Number of work requests completed – Graphic Communications manufactured products (Out-sourced)	✓		

Public Defender's Office

Performance Measures Summary Table	Certified	Certified With Qualifications	Not Certified
1. Percent of variance from current annual attorney Capital Caseload Guideline	✓		
2. Percent of variance from current annual attorney Other Homicide Caseload Guideline			✓
3. Percent of variance from current annual attorney Class Two and Three Felony Caseload Guideline			✓
4. Percent of variance from current annual attorney Class Four, five, and Six Felony Caseload Guideline			✓
5. Percent of variance from current annual attorney Felony DUI Caseload Guideline			✓
6. Percent of variance from current annual attorney Violation of Probation Caseload Guideline			✓
7. Percent of variance from current annual attorney Misdemeanor Caseload Guideline			✓
8. Percent of variance from current annual attorney Appeal Caseload Guideline			✓

9. Percent of variance from current annual attorney Post-Conviction Relief Caseload Guideline			✓
10. Percent of variance from current annual attorney Juvenile Appeal Caseload Guideline	✓		
11. Percent of variance from current annual attorney Felony-Level Juvenile Delinquency Caseload Guideline			✓
12. Percent of variance from current annual attorney Incurability and Misdemeanor-Level Juvenile Delinquency Caseload Guideline			✓
13. Percent of variance from current annual attorney Juvenile Violation of Probation Caseload Guideline			✓
14. Percent of variance from current annual attorney Mental Health Caseload Guideline	✓		

Research and Reporting

Performance Measures Summary Table	Certified	Certified With Qualifications	Not Certified
1. Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate) (County Department Contracted Surveys Activity)	✓		
2. Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate) (County Sponsored Surveys Activity)	✓		
3. Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate) (Outside Agency Contracted Services Activity)	✓		

Sheriff's Office

Performance Measures Summary Table	Certified	Certified With Qualifications	Not Certified
1. Percent of inmates not assaulted by other inmates while in custody	✓		
2. Percent of level 1 priority calls dispatched within standards	✓		
3. Percent of 911 calls answered within standards		✓	

Detailed Agency Results

Animal Care and Control

Summary

Nine out of ten (90%) Animal Care and Control (AC&C) MfR measures tested were reported “Certified.” This is a significant improvement since the last certification review.

Key Measure #1: Percent of dog licenses issued within two weeks (after receipt of renewal)							
Results: Certified							
Measure #1	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	64.19	66.77	82.47	81.45	74.88
Actual	--	--	--	--	--	81.51	--
The measure is accurate and adequate written procedures are in place for collecting and reporting data.							

Key Measure #2: Percent of dog licenses issued							
Results: Certified							
Measure #2	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	7.81	6.46	8.66	10.06	32.99
Actual	--	--	--	--	--	10.06	--
The measure is accurate and adequate written procedures are in place for collecting and reporting data.							

Output Measure #3: Number of dog licenses issued							
Results: Certified							
Measure #3	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	55,895	46,242	62,020	72,035	236,192
Actual	--	--	--	--	--	72,035	--
The measure is accurate and adequate written procedures are in place for collecting and reporting data.							

Output Measure #4: Number of dog licenses issued within two weeks							
Results: Certified							
Measure #4	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	35,880	30,875	51,145	58,960	176,860
Actual	--	--	--	--	--	58,933	--
The measure is accurate and adequate written procedures are in place for collecting and reporting data.							

Demand Measure #5: Population of dogs in Maricopa County							
Results: Certified							
Measure #5	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	715,940	715,940	715,940	715,940	715,940
Actual	--	--	--	--	--	715,940	--
This is an annual measure. It is accurate and adequate written procedures are in place for collecting and reporting data.							

Efficiency Measure #6: Cost per dog license issued							
Results: Certified							
Measure #6	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	\$2.99
Actual	--	--	--	--	--	--	\$3.09
The measure is accurate and adequate written procedures are in place for collecting and reporting data.							

Key Measure #7: Percent of cat licenses issued							
Results: Certified							
Measure #7	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	.12%	.09%	.08%	.08%	.36%
Actual	--	--	--	--	--	.08%	--
The measure is accurate and adequate written procedures are in place for collecting and reporting data.							

Output Measure #8: Number of cat licenses issued							
Results: Certified							
Measure #8	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	910	720	651	598	2,879
Actual	--	--	--	--	--	598	--
The measure is accurate and adequate written procedures are in place for collecting and reporting data.							

Demand Measure #9: Population of cats in Maricopa County							
Results: Certified							
Measure #9	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	788,287	788,287	788,287	788,287	788,287
Actual	--	--	--	--	--	788,287	--
This is an annual measure. It is accurate and adequate written procedures are in place for collecting and reporting data.							

Efficiency Measure #10: Cost per cat license issued							
Results: Not Certified							
Measure #10	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	\$10.19
Actual	--	--	--	--	--	--	\$4.65
The measure is not accurate. Adequate written procedures are not in place for collecting and reporting data. The reported number could not be duplicated.							

Recommendations

Animal Care & Control should:

- A.** Develop written procedures for the collection, calculation, and reporting of all key performance measures.
- B.** Develop appropriate controls for review, verification, and sign-off of reported key measures.

Constables

Summary

The Constables Office has two key measures. We rated both as “Not Certified.” There was no data available to review and no written procedures. Constables did not provide necessary data to the Constable Administrator to enable him to accurately report on the measures.

Key Measure #1: Percent of Writs of Restitution served within five working days of issue							
Results: Not Certified							
Measure #1	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	Nothing reported	Nothing reported					Nothing reported
Actual	Data not available	Data not available					Data not available

Key Measure #2: Percent of Writs of Execution served within sixty days of issue							
Results: Not Certified							
Measure #2	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	Nothing reported	Nothing reported					Nothing reported
Actual	Data not available	Data not available					Data not available

Recommendations

Constables should:

- A. Report key measure data in a regular and timely manner as prescribed by County MfR policy (B6001).
- B. Establish and follow written procedures for the collection, review, and reporting of performance data.
- C. Establish control mechanisms to ensure the quality of performance data.

Human Services

Summary

We reviewed five Human Services Department key measures. We rated all as “Certified”. The measures were accurate and there were sufficient documented procedures in place for the collecting and reporting of data.

Key Measure #1: Percent of low-income households engaged in Case Management 7+ months who moved up 3 or more levels in at least 5 categories of self-sufficiency matrix							
Results: Certified							
Measure #1	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	12%	Annual	Measure	--	--	4%
Actual	--	12%	Annual	Measure	--	--	4%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Key Measure #2: Percent of households contacted provided eviction prevention rent/mortgage assistance who do not become homeless based on 30-day follow-up							
Results: Certified							
Measure #2	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	92%	96%	98%	97%	97%	97%
Actual	--	--	--	--	97%	97%	97%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Key Measure #3: Percent of 4-year-old children enrolled >120 days who demonstrate a minimum of 20% increase on the Developmental Assessment by the end of the school year

Results: Certified

Measure #3	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	83.8%	Annual	Measure	--	--	80%
Actual	--	84%	Annual	Measure	--	--	80%

The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.

Key Measure #4: Percent of clients provided employment transportation that remain employed for at least 90 days

Results: Certified

Measure #4	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	90%	43%	51%	53%	46%	48%
Actual	--	--	43%	51%	53%	46%	97%

The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.

Key Measure #5: Percent of employer satisfaction

Results: Certified

Measure #5	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	89%	--	--	--	--	91%
Actual	--	89%	--	--	--	--	91%

The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.

Recommendation

None. This department has some of the best documentation of measures we have seen.

Materials Management

Summary

We reviewed three key measures and two output measures. We rated all five measures “Certified”.

Key Measure #1: Percent of clients satisfied with Graphic Communications contract services							
Results: Certified							
Measure #1	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	76.2%
Actual	--	--	--	--	--	--	76.2%
The measure is accurate. FY04 and prior were reviewed in the fiscal year ending June 2004.							

Key Measure #2: Percent of clients satisfied with Graphic Communications manufactured products							
Results: Certified							
Measure #2	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	95%
Actual	--	--	--	--	--	--	95%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Key Measure #3: Percent of clients satisfied with procurement products provided

Results: Certified

Measure #3	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	82.7%
Reported in Comment Section of EBC	--	--	--	--	--	--	82.7%
Actual	--	--	--	--	--	--	82.7%

The measure is accurate. The methodology to calculate this measure was in transition. Based upon an Internal Audit recommendation from a previous performance measure review (see FY04 PMC Annual Report) the department used a new survey to determine satisfaction and noted these new results. The department also listed the results based upon the old method, but explained where both percentages came from. Department corrected FY05 strategic plan performance data and is now totally compliant.

Output Measure #4: Number of work requests completed – Graphic Communications contracts (In-house)

Results: Certified

Measure #4	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	675	608	830	840	2,953
Actual	--	--	675	608	830	840	2,953

The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.

Output Measure #5: Number of work requests completed – Graphic Communications manufactured products (Out-sourced)

Results: Certified

Measure #5	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	219	171	232	211	833
Actual	--	--	219	171	229	211	830

The measure is accurate. The difference in the 3rd Quarter is less than 5%.

Recommendation

The Materials Management Department should clarify the FY2005 reported annual results for Key Measure number 3.

Public Defender's Office

Summary

We reviewed fourteen key measures. We rated three of the fourteen as “Certified” and eleven as “Not Certified”.

Key Measure #1: Percent of variance from current annual attorney Capital Caseload Guideline							
Results: Certified							
Measure #1	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	-69.75%	Annual	Measure			-315.3%
Actual	--	--	Annual	Measure			-313.29%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Key Measure #2: Percent of variance from current annual attorney Other Homicide Caseload Guideline							
Results: Not Certified							
Measure #2	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	27.57%	Annual	Measure			21.85%
Actual	--	Unable to test	Annual	Measure			Unable to test
We were not able to test the accuracy of this measure because sampling was not possible. The components used in the calculation of this measure are merely allocations of a higher-level result called “Trial – Excluding Capital.” This applies to key measures 2 -7 and explains why they all show the identical result of 21.85%. The value of using these repetitious results is unclear.							

Key Measure #3: Percent of variance from current annual attorney Class Two and Three Felony Caseload Guideline

Results: Not Certified

Measure #3	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	27.57%	Annual	Measure			21.85%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #4: Percent of variance from current annual attorney Class Four, Five, and Six Felony Caseload Guideline

Results: Not Certified

Measure #4	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	27.57%	Annual	Measure			21.85%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #5: Percent of variance from current annual attorney Felony DUI Caseload Guideline

Results: Not Certified

Measure #5	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	27.57%	Annual	Measure			21.85%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #6: Percent of variance from current annual attorney Violation of Probation Caseload Guideline

Results: Not Certified

Measure #6	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	27.57%	Annual	Measure			21.85%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #7: Percent of variance from current annual attorney Misdemeanor Caseload Guideline

Results: Not Certified

Measure #7	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	27.57%	Annual	Measure			21.85%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #8: Percent of variance from current annual attorney Adult Appeal Caseload Guideline

Results: Not Certified

Measure #8	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	39.41%	Annual	Measure			34.25%
Actual	--	Unable to test	Annual	Measure			Unable to test

Written procedures are in place for the collection and reporting of data, however, we were not able to obtain the appropriate data elements to perform the calculation. We suggest that the definition be re-written to enable certification.

Key Measure #9: Percent of variance from current annual attorney Post-Conviction Relief Caseload Guideline

Results: Not Certified

Measure #9	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	39.41%	Annual	Measure			34.25%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #8.)

Key Measure #10: Percent of variance from current annual attorney Juvenile Appeal Caseload Guideline

Results: Certified

Measure #6	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	55.67%	Annual	Measure			48.57%
Actual	--	--	Annual	Measure			49.57%

The measure is accurate and written procedures are in place for the collection and reporting of data.

Key Measure #11: Percent of variance from current annual attorney Felony-Level Juvenile Delinquency Caseload Guideline

Results: Not Certified

Measure #11	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	35.11%	Annual	Measure			31.2%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #12: Percent of variance from current annual attorney Incurrigibility and Misdemeanor-Level Caseload Guideline

Results: Not Certified

Measure #12	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	35.11%	Annual	Measure			31.2%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #13: Percent of variance from current annual attorney Juvenile Violation of Probation Caseload Guideline

Results: Not Certified

Measure #13	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	35.11%	Annual	Measure			31.2%
Actual	--	Unable to test	Annual	Measure			Unable to test

(Please see explanation under Key Measure #2.)

Key Measure #14: Percent of variance from current annual attorney Mental Health Caseload Guideline

Results: Certified

Measure #14	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	17.8%	Annual	Measure			13.35%
Actual	--	--	Annual	Measure			13.14%

The measure is accurate and written procedures are in place for the collection and reporting of data.

Recommendation

The Maricopa County Public Defender’s Office should consider eliminating Key Measures 2 – 9 and 11 – 13. These measures may serve the Public Defender’s Office information needs; however, they are not certifiable because they are allocated and not specifically calculated.

Research and Reporting Department

Summary

We reviewed three key measures. We rated all three measures “Certified”.

Key Measure #1: Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate) (County Department Contracted Surveys Activity)							
Results: Certified							
Measure #1	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	90%
Actual	--	--	--	--	--	--	90%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Key Measure #2: Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate) (County Sponsored Surveys Activity)							
Results: Certified							
Measure #2	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	87%
Actual	--	--	--	--	--	--	88%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Key Measure #3: Percent of eligible respondents who are interviewed (Rate of Response or Participation Rate) (Outside Agency Contracted Services Activity)

Results: Certified

Measure #3	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	--	--	--	--	--	95%
Actual	--	--	--	--	--	--	95%

The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.

Recommendation

We suggest that the department clearly communicate that it tracks data for each “Activity” within its one Research and Reporting Program key measure. The department reports only one key measure, but keeps three sets of separate data related to that measure.

Sheriff's Office

Summary

We reviewed three key measures. We rated two of the three as “Certified” and one as “Certified with Qualifications”.

Key Measure #1: Percent of inmates not assaulted by other inmates while in custody							
Results: Certified with Qualifications							
Measure #1	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	98.7%	98.7%	98.9%	99.2%	98.7%	98.9%
Actual	--	98.8%	98.4%	98.9%	98.7%	98.8%	98.7%
The measure is accurate; however, written procedures for the collection and reporting of this measure need to be put in place.							

Key Measure #2: Percent of level 1 priority calls dispatched within standards							
Results: Certified							
Measure #2	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	86.14%	87.29%	87.85%	87.86%	85.0%	87.0%
Actual	--	85.6%	87.28%	87.85%	87.86%	85.0%	87.0%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Key Measure #3: Percent of 911 calls answered within standards							
Results: Certified							
Measure #3	FY 03	FY 04	1	2	3	4	FY05 TOTAL
Reported	--	74.5%	72.0%	70.0%	65.0%	71.0%	70.0%
Actual	--	74.45%	71.6%	69.3%	64.6%	70.6%	69.03%
The measure is accurate. Adequate procedures are in place for collecting and reporting measurement data.							

Recommendation

The Maricopa County Sheriff's Office should establish written procedures for the collection and reporting of data for key measure #1.

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Agency Responses

**Performance Measure Certification
Animal Care and Control
AUDIT RESPONSE**

Recommendation:

Animal Care & Control should:

- A. Develop written procedures for the collection, calculation, and reporting of all key performance measures.
- B. Develop appropriate controls for review, verification, and sign-off of reported key measures.

Efficiency Measure #10: Cost per cat license issued.

Response: Concur. The Cat Licensing Activity will not be part of MFR. Therefore, we are in compliance with recommendations.

Target Completion Date: July 1, 2006

Benefits/Costs: There is no societal or financial benefit to mandatory cat licensing since it would be cost prohibitive from an enforcement perspective.

Approved By: Rodrigo Silva
Department Head

7/6/06
Date

Shelley Hebert
Chief Officer for Tom News

7/19/06
Date

D.R. Smith
County Manager

7/24/06
Date

AUDIT RESPONSE
Maricopa County Constables – February 23, 2006

Performance Measure Certification

Our review of Constables Key Results Measures, developed for the Managing for Results (MfR) program, found that the Constables did not provide necessary data to the Constable Administrator to enable him to accurately report on the measures; there was therefore no performance data to review.

Response: Concur

Subsequent to this audit the Constable Administration has updated activity performance Measures. Constable Administration has updated the Fiscal Year 05-06 MFR data.

Some data required for performance measures was non-existent, difficult or impractical to collect. For example:

Key measure #2 Percent of Writs of Execution served within sixty days of issue. Each Constable completes a writ of execution only a few times a year. These are rather lengthy processes to which no realistic time line could be established. It was a measure that did not accurately account for Constable activity.

There is a system in place where data sheets were to be completed each month indicating in raw numbers the various activities performed by the Constables and Deputies. There was some compliance but most Constables did not submit the data sheets with any consistency.

Constable Administration is now using other sources for data to extrapolate meaningful measures.

Constable Administration will be working with OMB to develop meaningful measures which can be based upon attainable stats.

Target Completion Date: 2/25/07

Benefits/Costs

The collection and processing of MFR data will aid Maricopa County and the Constable Department in future expansion and budgetary decisions. The cost factor for participating in this program is minimal.

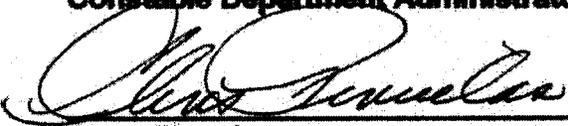
Approved By:



**David Alster
Constable Department Administrator**

4-5-06

Date



**Chris Pinuelas
Executive Manager, CAO**

4-5-06

Date



**David Smith
County Administrative Officer**

4/2/06

Date

AUDIT RESPONSE
MARICOPA COUNTY PUBLIC DEFENDER'S OFFICE JUNE 22, 2006

Recommendation:

The Maricopa County Public Defender's Office should consider eliminating Key Measures 2 – 9 and 11 – 13 (see *PubDef Draft Report*). These measures may serve the Public Defender's Office information needs; however, they are not certifiable because they are allocated and not specifically calculated.

Response:

Concur. The Public Defender's Office is already working with the Office of Management and Budget on a solution to adapt old (FY03) results measures into the current structure/environment in order to provide meaningful data at the activity level.

Please note that although the results measures (% over established caseload standard) at the activity level cannot be calculated without allocations, they do provide valuable information at the program level and have been properly calculated according to established and approved methods. Since attorneys handle a variety of cases, their time is spent doing cases in a multitude of activities. Therefore, an allocation method has been used to obtain an activity level result. Additionally, since the program level data is accurate, and since the burden of any understaffing would be spread evenly across the program, the activity level data does depict the staffing issues at a meaningful level for the department.

Target Completion Date:

Data will be collected in FY07. Data will be reported when the various departments in Indigent Representation come to an agreement and obtain approval from OMB and the County's MfR Coordinator.

Benefits/Costs:

A re-worked plan will allow the Public Defender's Office to provide meaningful information at the activity level.

Approved By :



Department Head

6-28-06
Date



County Manager

6/29/06
Date

AUDIT RESPONSE
MARICOPA COUNTY SHERIFF'S OFFICE JUNE 23, 2006

Recommendation:

The Maricopa County Sheriff's Office should establish written procedures for the collection and reporting of data for key measure #1 (*Percent of inmates not assaulted by other inmates while in custody*).

Response: Concur. The Sheriff's Office will establish written procedures for the collection and reporting of data for the percent of inmates not assaulted by other inmates while in custody.

Target Completion Date: By September 30, 2006.

Benefits/Costs: The benefit will be consistent practice for continuing data collecting and reporting that won't be affected by turnover. The cost will be approximately 2 hours of administrative support time and effort to develop and communicate the written procedures.

Approved By :


**Loretta Barkell, Bureau Chief for
Joe Arpaio, Sheriff**

**June 27, 2006
Date**