

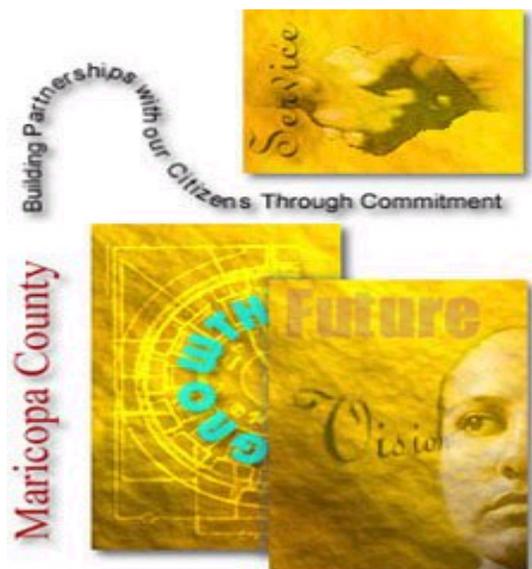


Internal Audit Department

Maricopa County Performance Report July 2003

(Limited Prototype Edition)

*An Accountability
Report for the
Citizens of
Maricopa County*



County Auditor

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July 31, 2003

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

We have completed our FY 2003 *prototype* County Performance Report. The report was prepared in accordance with Internal Audit's annual audit plan as approved by the Board of Supervisors.

Performance reports like this are part of a growing trend among governments to measure and report performance results to its citizens. We developed this prototype report to show the *potential* for publishing a comprehensive county performance report that will clearly illustrate the relationship between department resources and services delivered to Maricopa County citizens.

This prototype report provides:

- Examples of department resource expenditures compared with related productivity and service accomplishments
- Illustrations of performance trends over three-to-five year periods
- Overviews of departmental operations
- A demonstration of how this type of report would contribute to the County's MfR cycle by reporting performance measures to the Board and Maricopa County citizens

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

Sincerely,

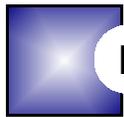
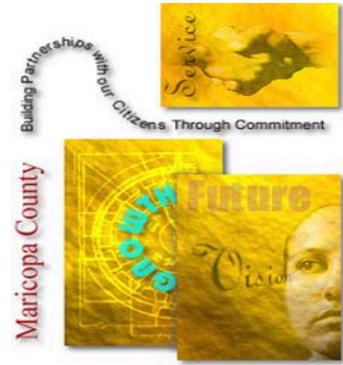
A handwritten signature in cursive script that reads "Ross L. Tate".

Ross L. Tate
County Auditor

Managing for Results



In FY 2001, the Maricopa County Board of Supervisors adopted the Managing for Results (MFR) management system and directed Internal Audit to verify MFR results. Under MFR, departments quantify results, outputs, demand, efficiency, and progress toward their outcome goals in specific terms. Internal Audit instituted the Performance Measure Review (PMC) program to review these results, assign certification ratings, and report conclusions.



Introduction

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Departments

Environmental Services

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Department of Public Health

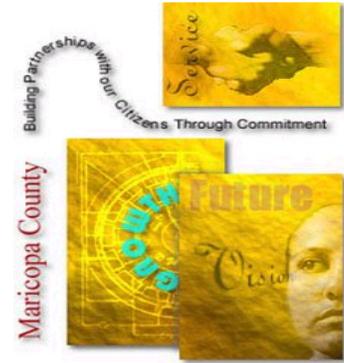
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Note:

Funding and resources limited the number of departments reviewed.

Introduction

This FY 2003 County Performance Report prototype is the first step in providing Maricopa County's citizens, governing board, and administration with a new tool for evaluating public policy and reporting government accountability.



Performance reports like this are part of a growing trend for governments to measure and report tangible results of key programs and activities. We believe that our County Performance Report will grow over the years into a widely recognized and useful document.

What is a County Performance Report?

It...

- Tells citizens about the economy, efficiency, and effectiveness of key County services
- Shows relationships between County efforts (personnel and money) and accomplishments (services and improved conditions)
- Uses surveys to show how satisfied citizens are with County services

Why is This Report Needed?

- Citizens want government to communicate accountability in a way they can easily see and understand
- Traditional budget and financial reports do not clearly and simply show what was accomplished with public monies
- Professional financial and public policy groups want to see comparisons between government resources and what is delivered

What is in This Report?

- A prototype of future County Performance Reports
- Examples of recent service efforts and accomplishments in Maricopa County
- Understandable graphs and descriptions to help citizens see how costs and workloads compare with service accomplishments

Selection of Information

Departments are generally complex and perform various functions; therefore, we selected department information that will be of interest to Maricopa County:

- Citizens
- Governing boards
- Administration

This report reviews departments' resources, accomplishments, efficiencies, and public benefits for selected programs or activities. The legends defined below are repeated throughout the report.



Inputs: *Resources*

The dollars or number of hours used to provide the service to citizens.



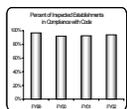
Outputs: *Accomplishments*

The amount of services delivered to citizens measured by the number of units produced or processed.



Efficiency

Resources (dollars or personnel) used compared to number of items produced or processed.



Outcome: *Public Benefits*

The benefit or impact to the citizen as a result of receiving the product or service.



Performance Measure Certification (PMC)

Key performance measures are reviewed to determine the accuracy of reported measures and the reliability of data collection procedures. Measures that are accurate receive this PMC certification blue ribbon. Note however, that not all measures in this report were tested, and therefore an omission of a ribbon does not mean the measure tested poorly.

Environmental Services

Mission Statement:

To provide effective environmental management
to the people of Maricopa County
so they can be confident that they live in a safe and healthful environment.

The Environmental Services Department's goals includes:

- Ensuring that food handled in more than 13,000 eating and processing establishments are protected from contamination
- Working with State, cities, towns, and industry to reduce air pollution
- Making sure water supplies throughout the County are safe to drink



Environmental Services has approximately 273 people staffing these divisions:

- Air Quality
- Business Services
- Community Services
- Environmental Health
- Water & Waste Management

FY 03 Quick Facts

Total Revenues	\$ 17.4 million
Total Expenditures	\$ 20.4 million
Number of Employees	273.5

Adopted FY03 Budget

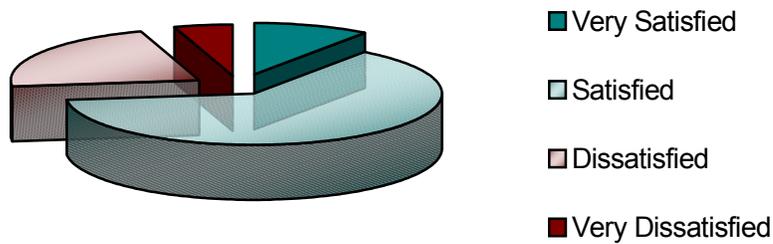
More than half of the department's revenues comes from permits issued by two out of five divisions: Air Quality and Environmental Health. The following pages show activity information from the Environmental Health Services Division and the Water and Waste Management Division.

Environmental Services

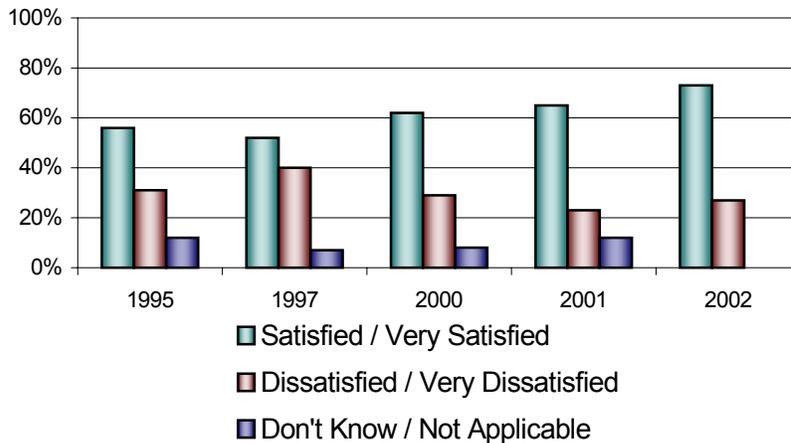
73% of Citizens Surveyed are Satisfied or Very Satisfied with the Environmental Services Department

Results below are from Citizen Surveys:

"Satisfaction with Attention Your County Gives to Environmental Concerns"
August 2002



"Satisfaction with Attention Your County Gives to Environmental Concerns"
1995 to 2001



The Plan Review Section of the Environmental Health Division specializes in:



- New facility construction tracking
- Regulation compliance reviews
- Existing facilities remodeling

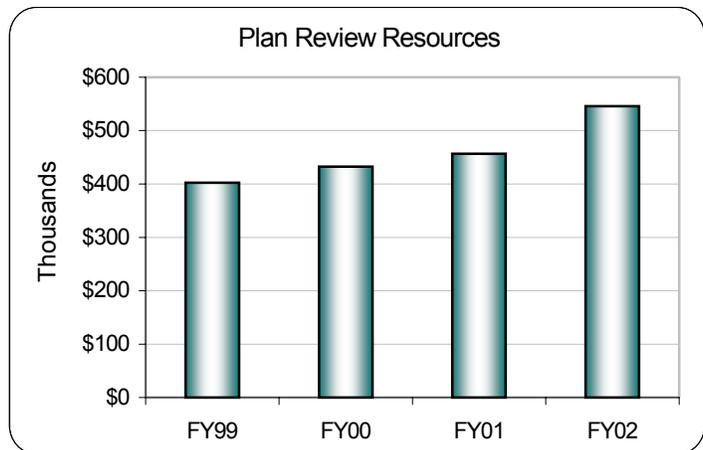
Food related facilities are the bulk of the work load. Other facilities, such as pet shops/groomers, hotels, and school grounds, make up a small percentage of the work.

Responsibilities include reviewing architectural plans, inspecting facilities during construction, and issuing final approval. In FY02, approximately 1,200 sets of plans were submitted. At any given time, the Division is tracking 600 facilities during construction.



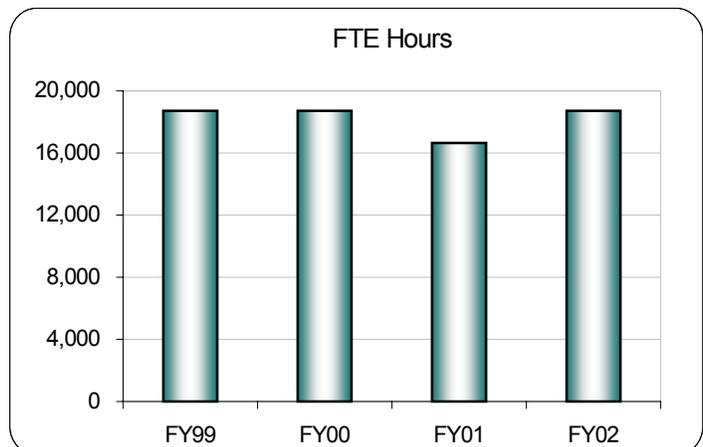
Inputs: Resources

Dollars spent annually on plan reviews.



Inputs: Resources

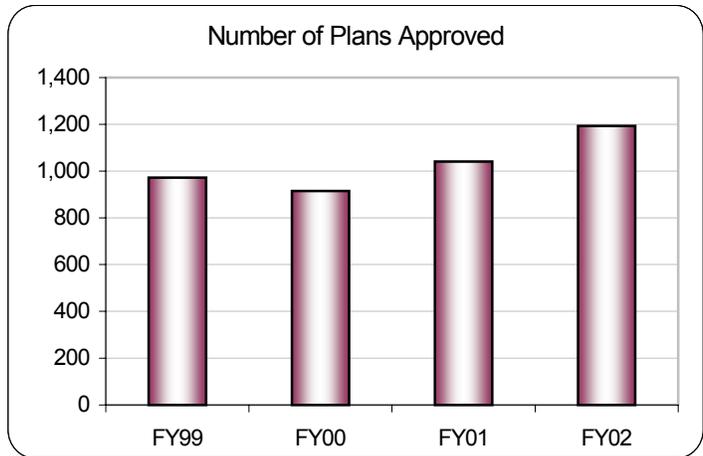
Number of full-time employee (FTE) hours spent on plan reviews.





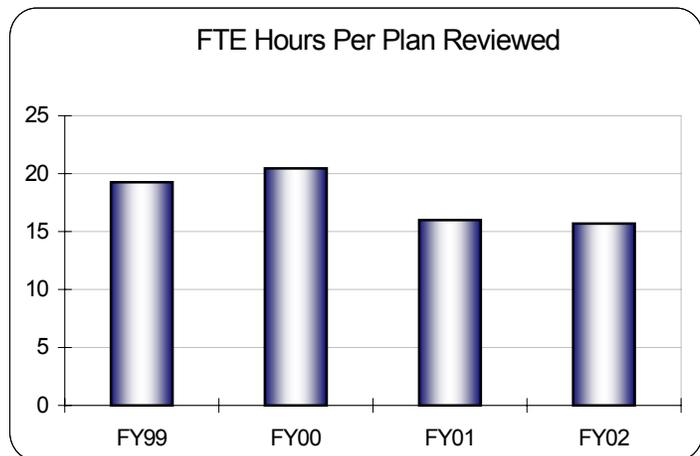
Outputs: *Accomplishments*

The number of environmental health plans annually approved.



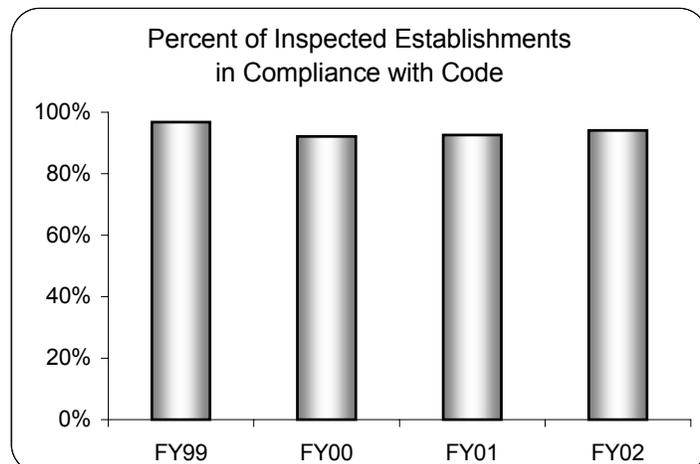
Efficiency

The number of full-time employee (FTE) hours and dollars spent to review each plan.



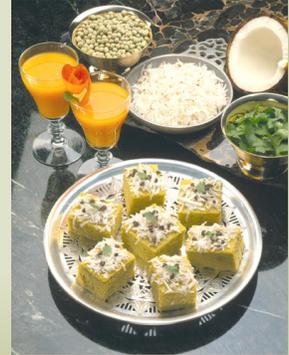
Outcome: *Public Benefits*

A high percentage of establishments (over 92%) are in compliance with protective codes.



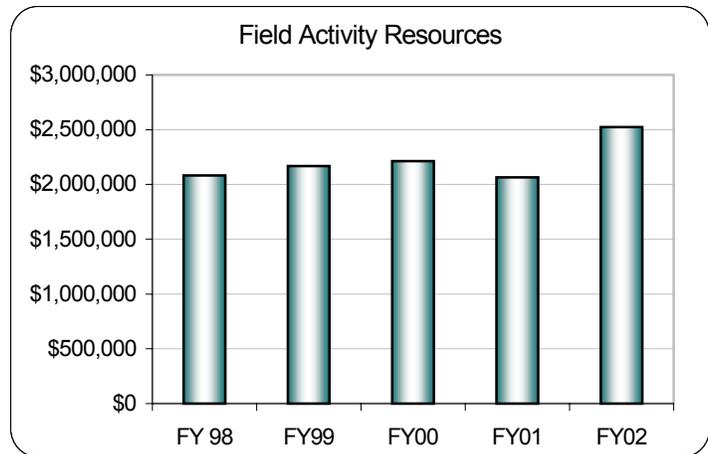
The Field Activity Program provides Environmental Health Inspections and educational services to the general public and regulated facilities so that compliance is maintained with food delivery operations regulated by the Maricopa County Environmental Health Code. Regulated facilities include:

- | | |
|---------------------------------------|------------------|
| Food Catering, Meat Markets, Bakeries | Day Care Centers |
| Public/Semi-Public Swimming Pools | Chemical Toilets |
| Eating & Drinking Establishments | School Grounds |
| Bottle Water & Beverage Plants | Food Processor |
| Retail Food Establishments | Pet Shops |
| Public Accommodations | Peddlers |
| Ice Manufacturing | Jails |



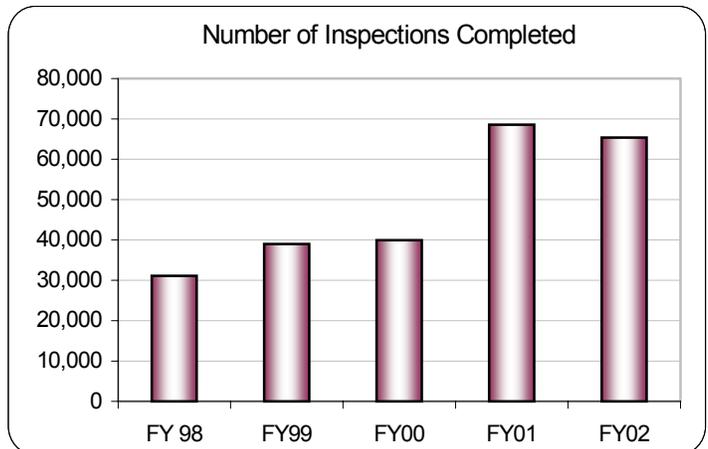
Inputs: *Resources*

Dollars spent annually on inspections.



Outputs: *Accomplishments*

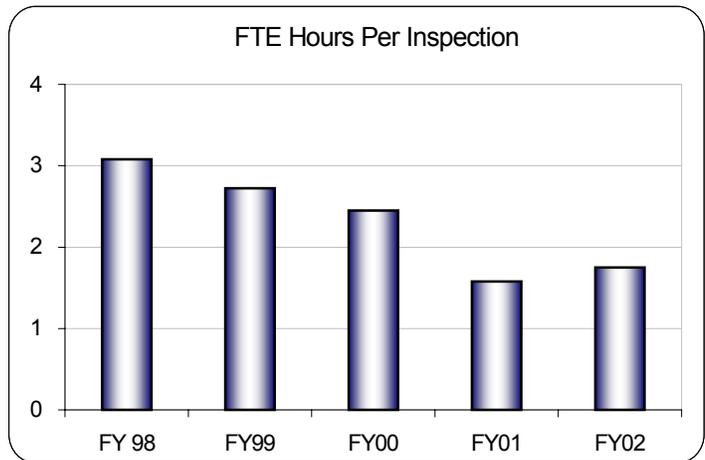
The number of inspections performed.





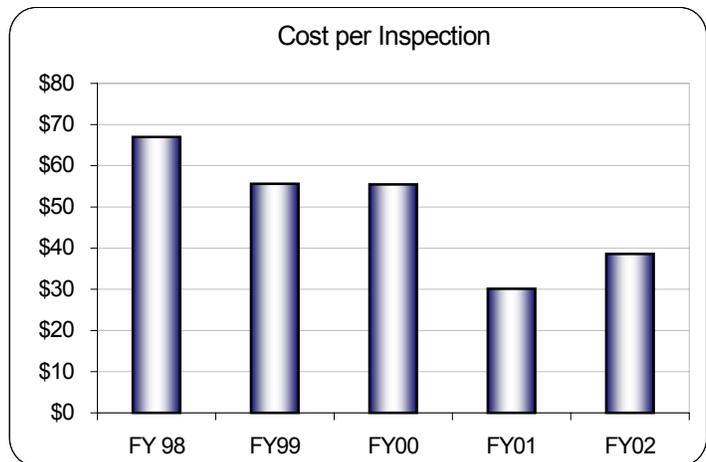
Efficiency

The number of full-time employee (FTE) hours to inspect each establishment.



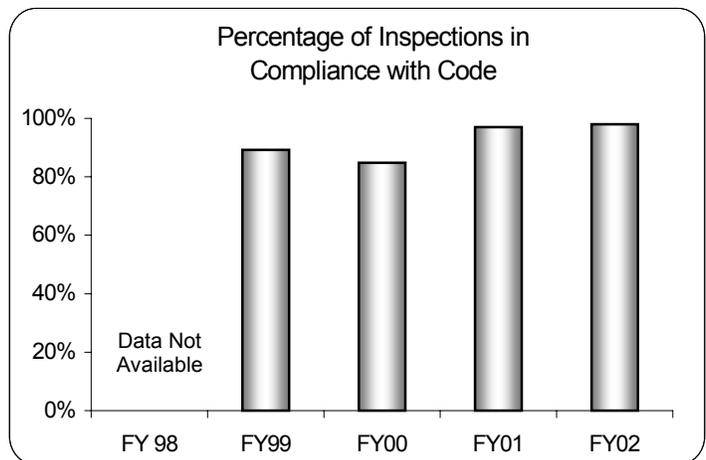
Efficiency

Cost to inspect each establishment.



Outcome: *Public Benefits*

A high percentage of establishments (over 84%) are in compliance with environmental health codes.



The Water and Waste Plan Review section of the Water and Waste Management Division is responsible for approving construction plans and permits for projects in the County involving:



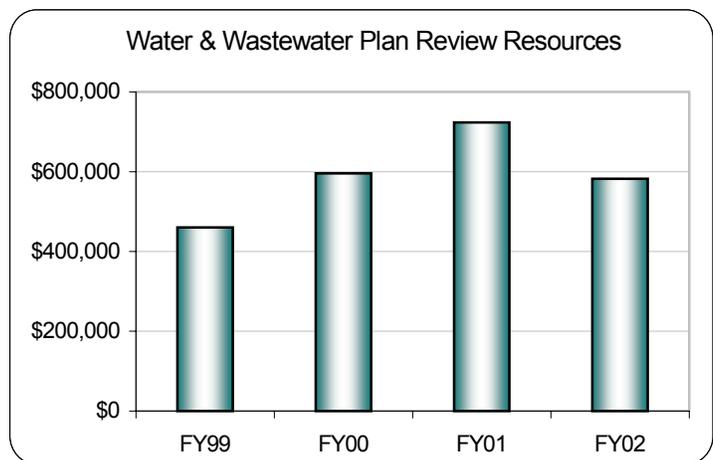
- Trailer parks
- Potable water
- Waste water systems
- Water treatment facilities
- Wastewater treatment plants
- Individual sewage disposal systems

Responsibilities include reviewing engineering plans, inspecting facilities during construction, and issuing final permit approval. In FY 2002, approximately 5,600 sets of engineering plans were submitted. At any given time, the Division is tracking 400 systems under development.



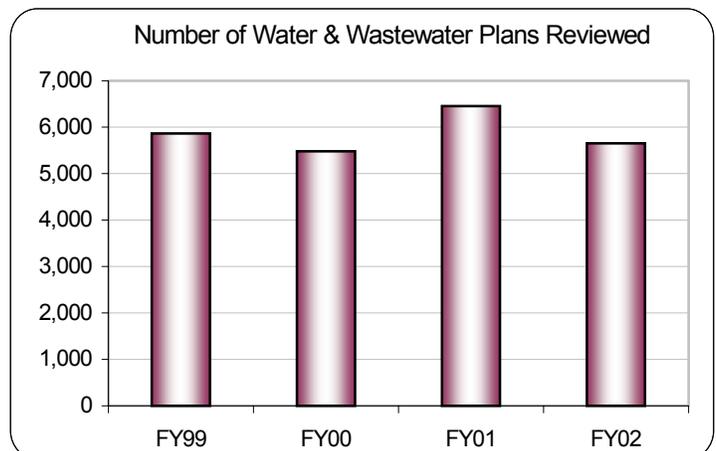
Inputs: Resources

Dollars spent annually on water and wastewater inspections.



Outputs: Accomplishments

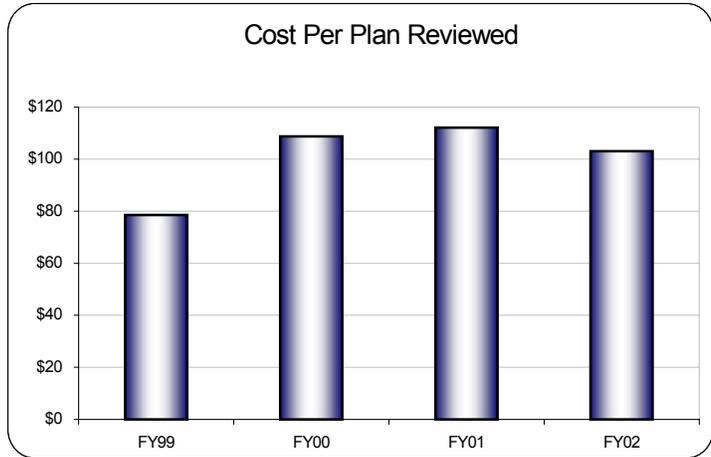
The number of waste hauler, water system, and wastewater system engineering plans reviewed.





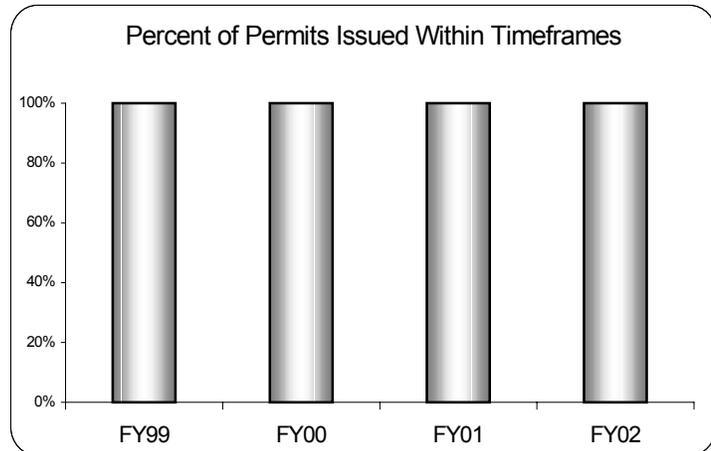
Efficiency

Cost to review each water and wastewater plan.



Outcome: *Public Benefits*

The percent of engineering permits issued within time frames established by Code, Rule, Delegation agreement, or County Department set timeframes.





Specialized Activities involves advanced inspecting skills that are used to inspect specialized facilities, investigate food borne illnesses, and develop, test, and issue Food Service Manager and Food Service Worker licenses to public food service facilities so that compliance is maintained with applicable regulations of the Maricopa County Environmental Health Code.

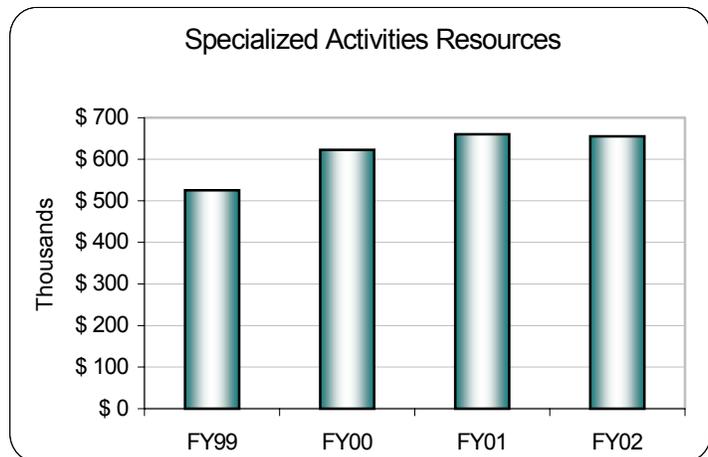


(Note: Efficiency measures were excluded because two services are provided out of one budgeted Specialized Activities amount. Once the County implements a PAS (program, activities, service) coding system, efficiency can then be tabulated.)



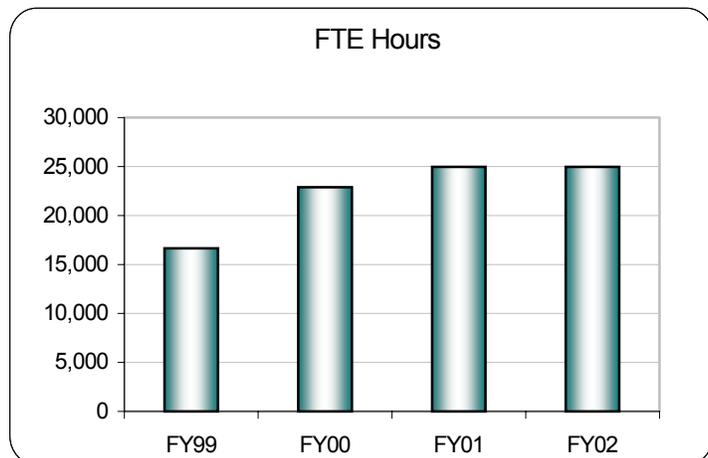
Inputs: Resources

Dollars spent annually on specialized activities, such as investigating food borne illnesses and issuing food handling licenses.



Inputs: Resources

Number of full-time employee (FTE) hours spent on specialized activities, such as investigating food borne illnesses and issuing food handling licenses.

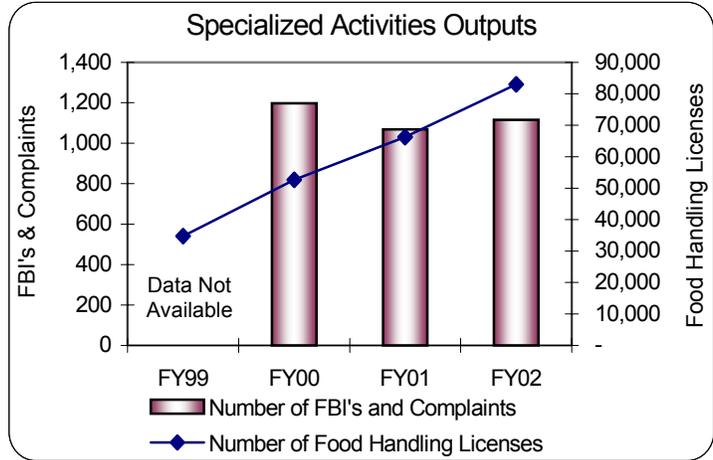




Outputs: *Accomplishments*

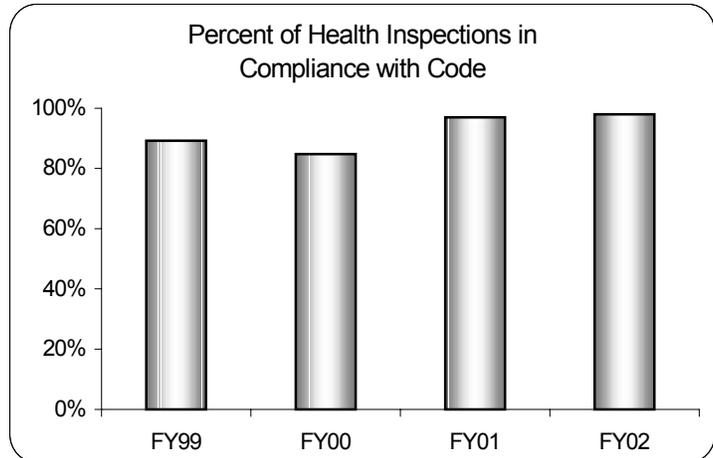
Two outputs:

- Number of food borne illness investigations (FBI) and complaints
- Number of food service managers and workers tested and licensed



Outcome: *Public Benefits*

A high percentage of establishments (over 84%) are in compliance with environmental health codes.



Questions?

Contact the
 Environmental Services Department
 602-506-6623
 1001 N. Central, Phoenix, AZ 85004
www.maricopa.gov/envsvc

Department of Public Health

Mission and Program Goals

The Department of Public Health's mission is to provide leadership, resources, and services to people and diverse communities in Maricopa County so that health is promoted, preserved, and protected.

DPH operates through the powers granted to the Board of Supervisors under Arizona Revised Statutes (ARS) 36-186 through 36-722. Statutory mandated requirements are:

- Maintain and operate a system of vital records and public health statistics in conjunction with the statewide system
- Issue annual reports evaluating the health status of the population
- Provide free immunizations to children (birth to age 18)
- Coordinate prevention, detection, and early intervention for communicable diseases

Public Health has nine divisions:

- Administrative Services
- BioDefense Preparedness & Response
- Chronic Disease & Tobacco Control
- Community Development & Minority Health
- Epidemiology & Data Services
- HIV/HCV Services
- Information Technology
- Maternal, Child & Family Health
- Public Health Clinical Services



FY 03 Quick Facts

Total Revenues	\$ 46.8 million
Total Expenditures	\$ 53.6 million
Number of Employees	567.2

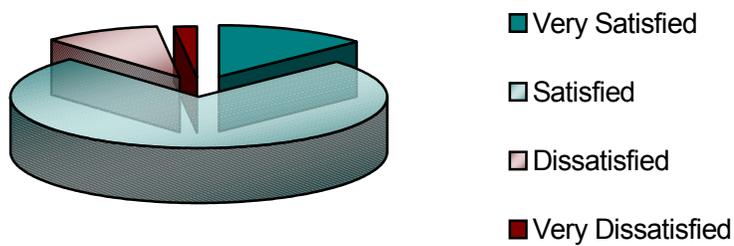
Adopted FY03 Budget

Department of Public Health

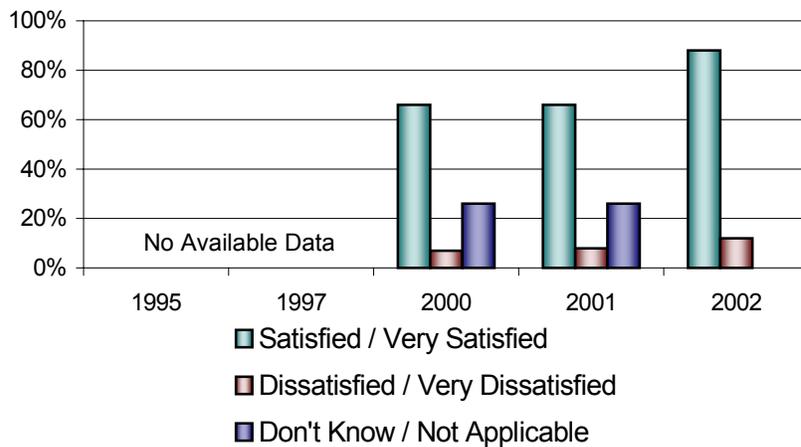
88% of Citizens Surveyed are Satisfied or Very Satisfied
with Public Health Services

Results below are from Citizen Surveys:

"Satisfaction with Attention Your County Gives to Disease Control & Immunizations"
August 2002



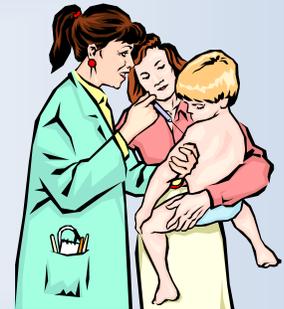
"Satisfaction with Attention Your County Gives to Disease Control & Immunizations"
1995 to 2001



Public Health provides services which:

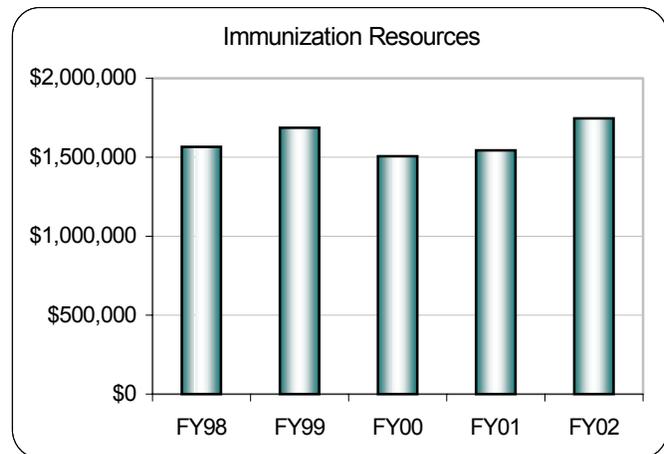
- Increase life expectancy and productivity
- Reduce the occurrence of disease, disability, traumatic injury, and early death
- Eliminate immunization preventable diseases

Public Health provides immunizations to children 0 to 18 and education to parents, guardians, and day care and school staff to reduce/eliminate the transmission of vaccine preventable diseases. Immunizations are free-of-charge to children through age 18 and at low-cost to adults. The clinic also offers Foreign Travel Immunizations for a fee.



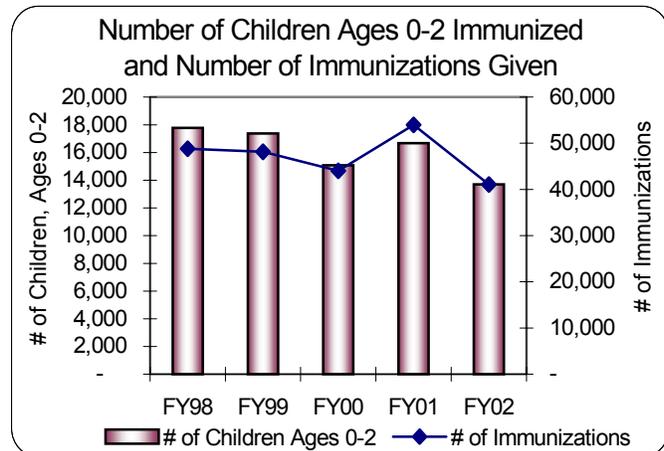
Inputs: Resources

Dollars spent annually on giving children, from birth to age two, a full complement of immunizations.



Outputs: Accomplishments

The number of children immunized, from birth to age two, and the total number of annual immunizations given to children from birth to age two.

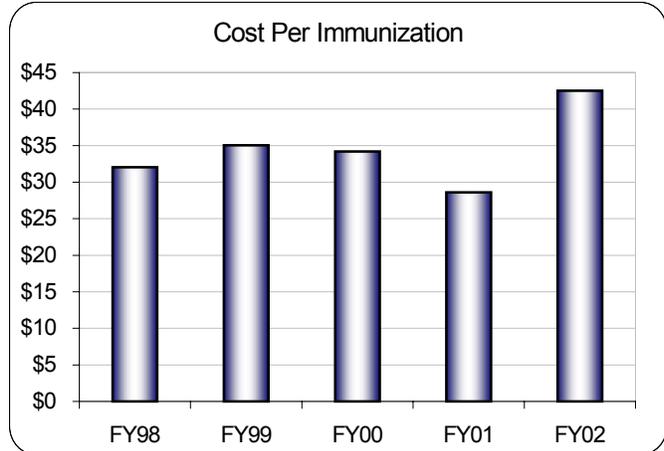




Efficiency

Cost per immunization for children from 0 to 2 years old.

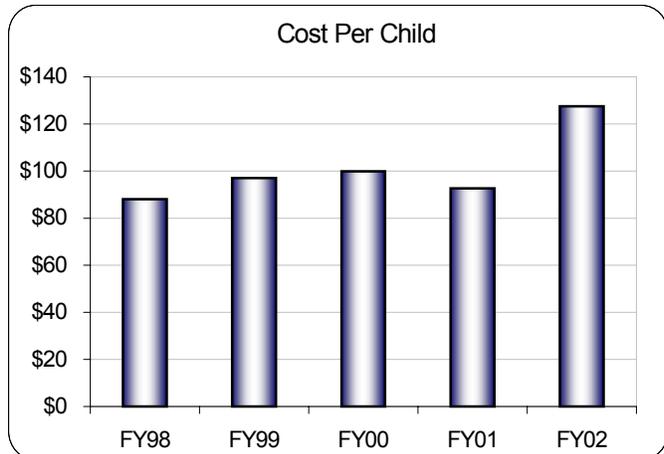
A nationwide shortage of vaccines from the Centers for Disease Control and Prevention in 2002, caused the increase in cost per immunization, as noted by the Department of Public Health.



Efficiency

Cost to give the full complement of immunizations for each child, from birth to age two.

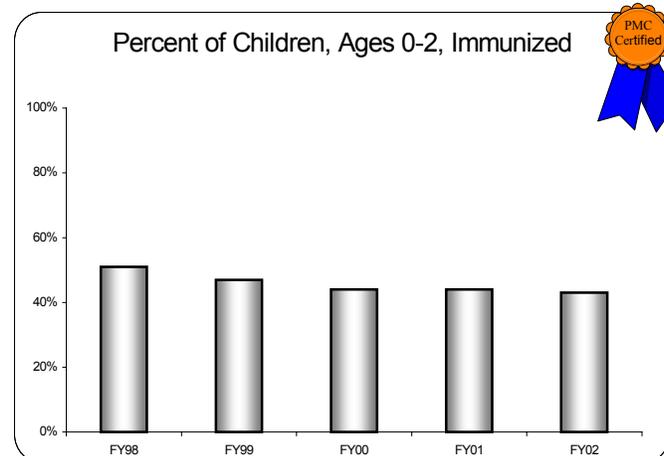
A nationwide shortage of vaccines from the Centers for Disease Control and Prevention in 2002, caused the increase in cost per child, as noted by the Department of Public Health.



Outcome: *Public Benefits*

The percent of children, from birth to age two, that received a full complement of immunizations from the Maricopa County Department of Public Health.

A nationwide shortage of vaccines from the Centers for Disease Control and Prevention in 2002, caused the decline in immunizations given and children immunized. Sharp declines in output and increases in cost were a result of outside forces beyond the control of the Department of Public Health.





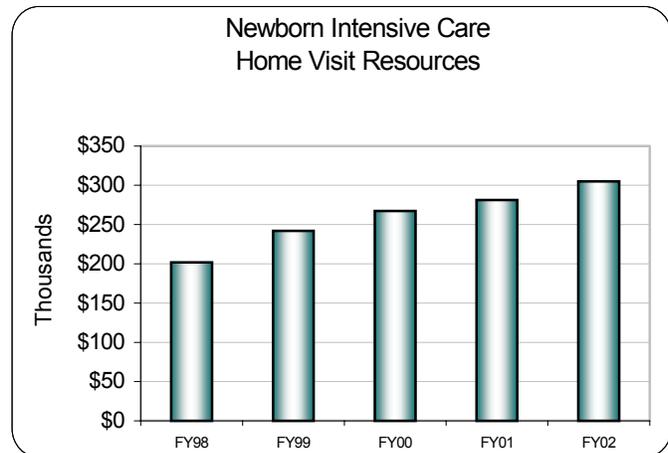
Newborn Intensive Care Activity provides in-home nursing visits and case management services to families of babies who were critically ill at birth so that the physical, developmental, social, and environmental status of these babies is improved.

Services include home-based education, prevention, and interventions with children and families; and assessments, referrals, and advocacy for medical, developmental or psychosocial services.



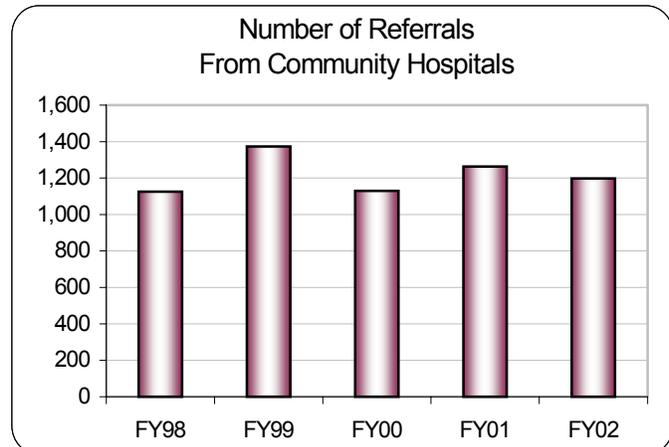
Inputs: *Resources*

Dollars spent annually on receiving referrals and providing home visits.



Outputs: *Accomplishments*

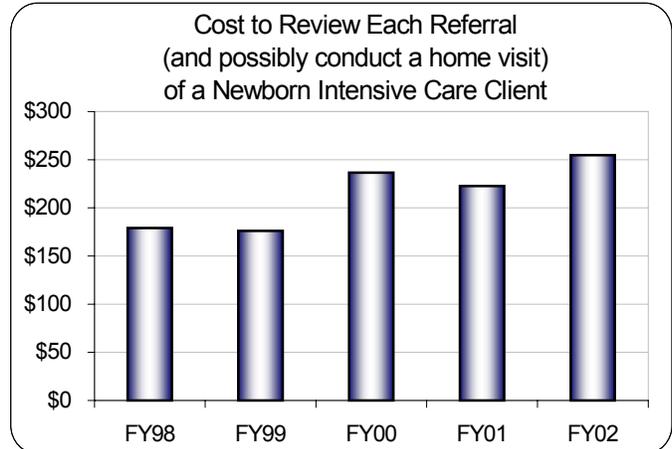
The number of referrals received from Newborn Intensive Care Units from various hospitals.





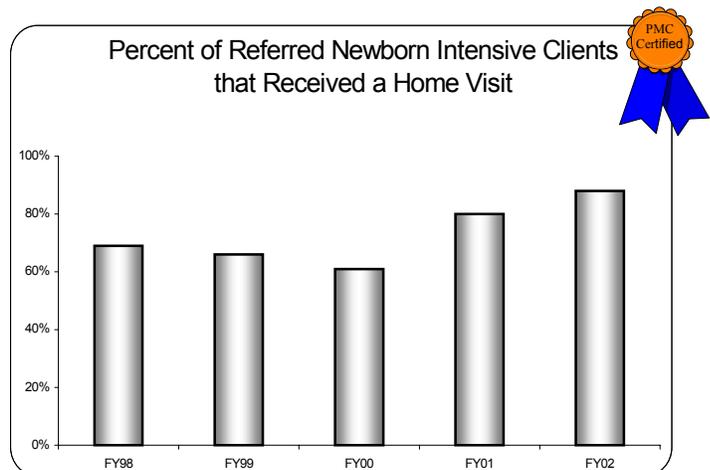
Efficiency

Cost per referral that may include a home visit to a baby that spent time in a Newborn Intensive Care Unit.



Outcome: *Public Benefits*

The percent of babies that were referred from the Valley's Newborn Intensive Care Units to the Maricopa County Department of Public Health that received a home visit.



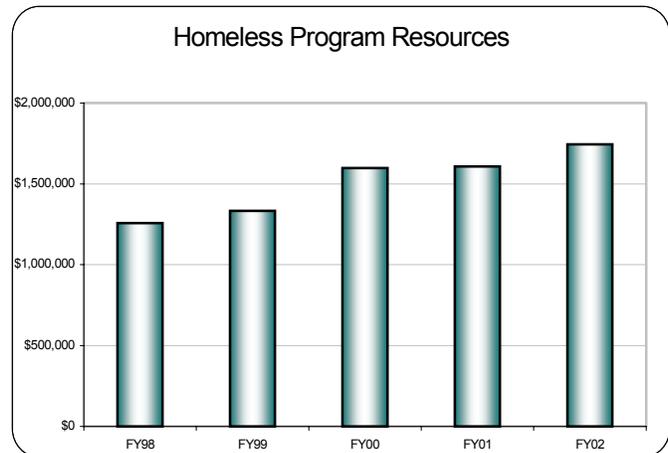
The Primary Care Clinic for the Homeless provides integrated medical and behavioral health services, in a holistic manner, to homeless individuals in Maricopa County so that an optimal level of health can be achieved. Public Health provides the following for homeless individuals:

- Examinations
- Laboratory tests
- Referrals for dental and vision care
- Mental health assessments and referrals
- Street outreach encounters
- Assessments of financial, health, and other areas
- Medications



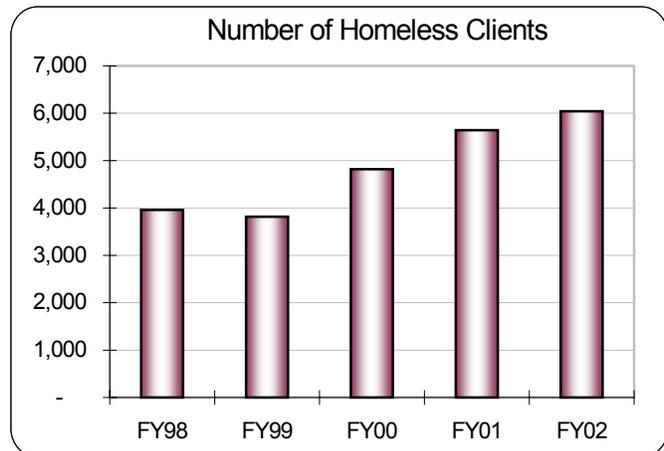
Inputs: *Resources*

Dollars spent annually on providing medical and behavioral health services to the homeless.



Outputs: *Accomplishments*

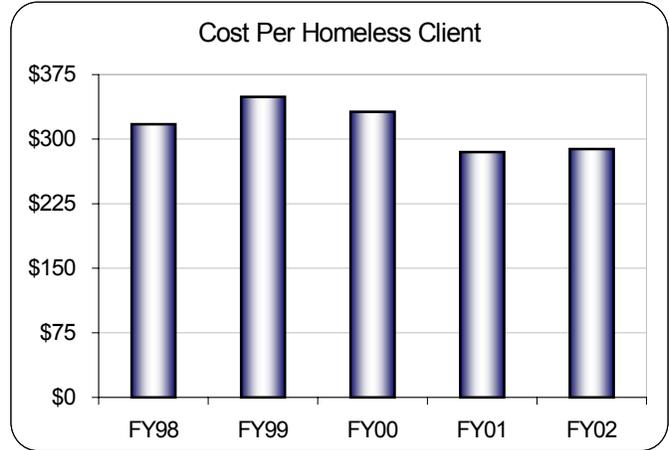
The number of homeless clients seen at the clinic.





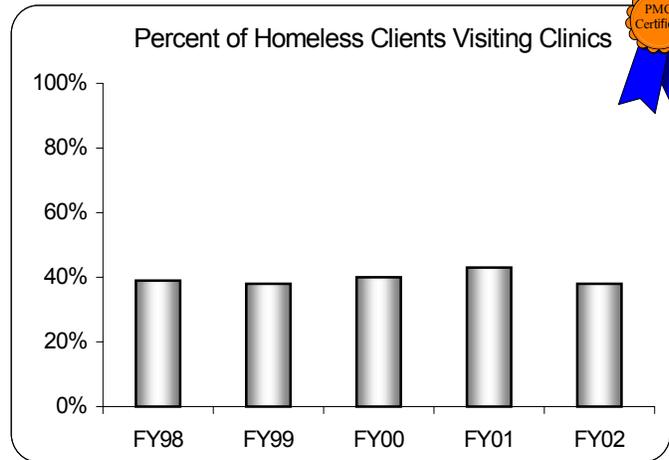
Efficiency

Cost per client.



Outcome: *Public Benefits*

The percent of homeless in the Phoenix metropolitan area seen at least once at the clinic.



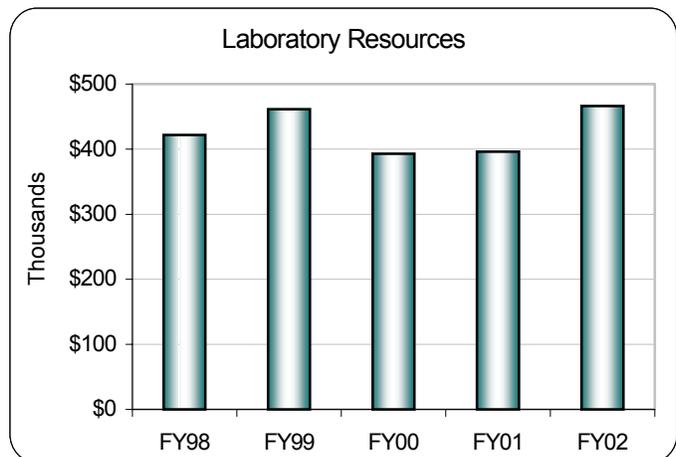


The Public Health Laboratory provides client testing for Public Health clinics so that they receive their results quickly and at great cost savings. Specifically, the laboratory provides lab test results and training and consultation sessions.



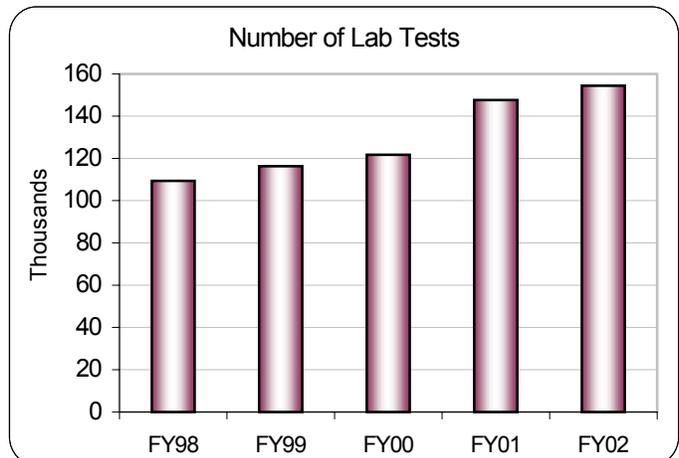
Inputs: *Resources*

Dollars spent annually on laboratory testing.



Outputs: *Accomplishments*

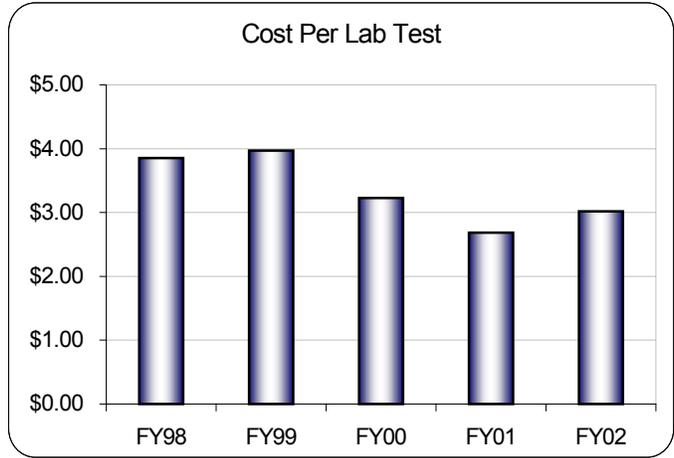
The number of lab tests conducted.





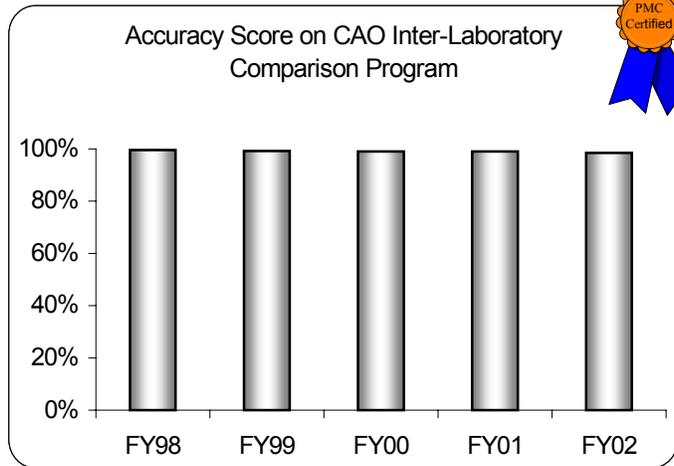
Efficiency

Cost per lab test.



Outcome: *Public Benefits*

The accuracy score on proficiency testing determined by an external auditor.



HIV Surveillance is an activity of the Infectious Disease Control and Treatment program. The program provides clinical, outreach, and community-based interventions to defined populations and communities in order to prevent sexually transmitted diseases and promote the health of the community.

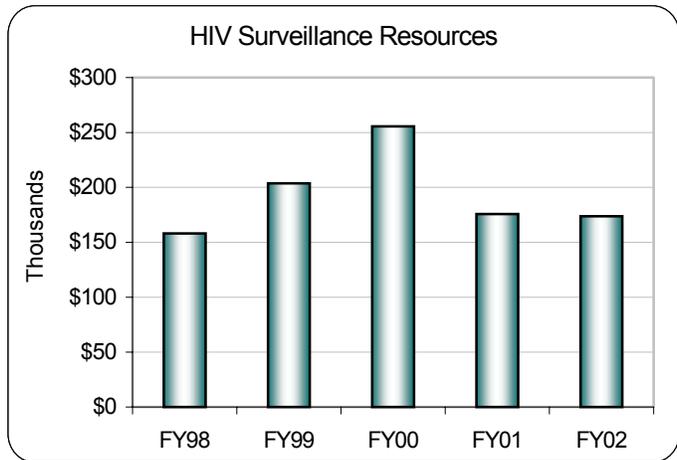
HIV Surveillance provides verification and follow-up to reported and suspected cases of HIV and AIDS so that the spread of HIV is reduced in the community.

HIV Surveillance consists of investigations and partner notifications.



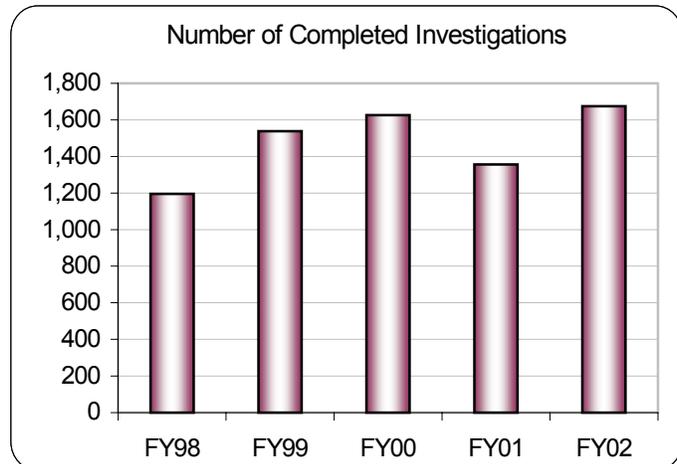
Inputs: *Resources*

Dollars spent annually on verifying reported and suspected cases of HIV and AIDS.



Outputs: *Accomplishments*

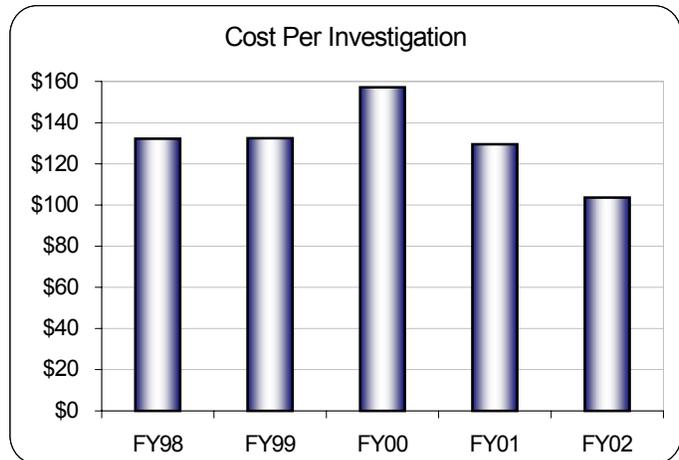
The number of completed investigations.





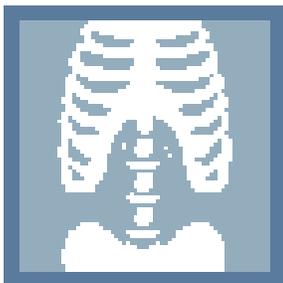
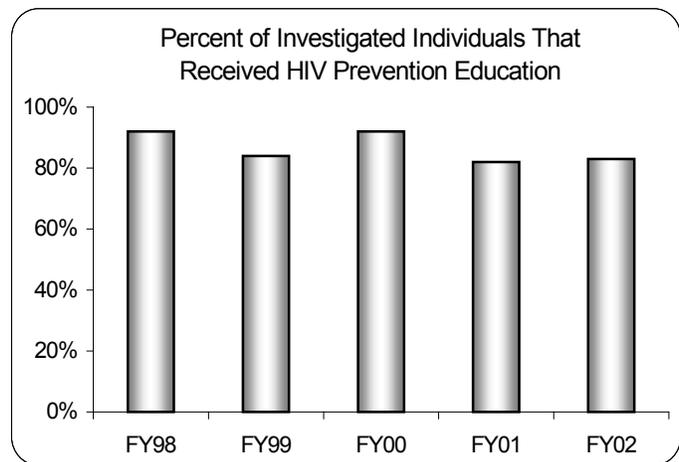
Efficiency

Cost per investigation.



Outcome: *Public Benefits*

The percent of investigated individuals who receive HIV prevention education.



Questions?

Contact the
Department of Public Health

602-506-6900

1845 E. Roosevelt Street
Phoenix, AZ 85006

www.maricopa.gov/public_health

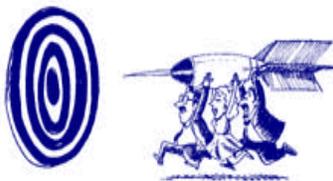
Maricopa County Internal Audit

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