

Risk Management Strategic Plan FY07/08

County Vision

Citizens serving citizens by working collaboratively, innovatively, efficiently, and effectively. We will be responsive to our customers while being fiscally prudent.

County Mission

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.

Department Vision

The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.

Department Mission

The mission of the Risk Management Department is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members to reduce or eliminate losses.

Department Issues

1. The County faces continued risks from its expanded services due to significant population increases. Unless the County identifies and addresses all risks, County customers may not receive necessary and proper services.
2. Time delays in supplying necessary human resource information to the third party administrator on workers compensation claims, due to confidentiality or other inefficiency issues, may result in increased claims costs or possible revocation of the County's self-insured status by the Industrial Commission.
3. Unless departmental safety issues are reviewed and addressed, the County's injury incident rate will increase.
4. Market factors and the County's claims history, if left unaddressed, will result in increased costs to the County for insurance coverage, legal services, and claim payments.
5. Lack of retention of skilled and experienced Risk Management employees could result in Risk Management services being compromised.

Department Goals

1. By the end of FY06/07, Risk Management will establish an Enterprise Risk Management program to identify and address areas of risk that adversely effect either County operations or citizen perceptions of County services.

[Goal 1: Completed](#)

2. Each year through 2012, no more than 0.5% of the County's denied workers compensation claims will result from failure to timely provide the third party administrator with necessary human resource information.

Goal 2: This goal was met for FY07/08; 0% of workers' compensation claims were denied due to lack of information

3. By the end of FY06/07, the County's injury incident rate will be reduced by 2% from the prior three year average.

Goal 3: This goal was not met.

4. Each year through 2012, the cost of risk (risk management expenditures divided by self-insured trust fund participant's expenditures) will be 1% or less.

Goal 4: Information on this goal is still pending.

5. Each year though 2012, Risk Management's voluntary, non-retirement employee turnover rate shall not exceed 10%.

Goal 5: This goal was met for FY07/08; the voluntary, non-retirement employee turnover rate for Risk Management was 0%.

Claims and Insurance Program

Program Purpose: The purpose of the **Claims and Insurance Program** is to provide claims and insurance services to Maricopa County departments, districts, and trust members so they can reduce or manage the cost of claims, expenses, and obtain insurance coverage at the best possible cost to the County.

General Liability Activity:

Activity Purpose: The purpose of the **General Liability Activity** is to provide general liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain general liability insurance at the best possible cost to the County.

Services that comprise the Activity:

- GL file management
- GL litigation action plans
- GL expense approvals and payments
- GL investigations
- GL settlement negotiations
- GL consultations
- GL monetary collections
- GL Excess notifications
- GL Insurance procurement
- GL insurance certifications
- GL insurance renewals
- GL coverage decisions

Performance Measures:

DEMAND: # of GL claims opened and pending

Calculation: All GL claims opened in the quarter and pending at the beginning of the quarter (pending claims are current open claims, plus closed claims in the quarter, minus open claims in the quarter) using claim date as the criteria

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of GL Claims Opened and Pending
1 st Quarter	752
2 nd Quarter	738
3 rd Quarter	502
4 th Quarter	512

OUTPUT: # of GL Claims Closed

Calculation: All GL claims closed in the quarter

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of GL Claims Closed
1 st Quarter	179
2 nd Quarter	394
3 rd Quarter	223
4 th Quarter	188

EFFICIENCY: Average cost per GL claim closed

Calculation: Cost of the GL activity for the quarter divided by the number of GL claims closed in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	Average cost per GL claim closed
1 st Quarter	\$14,847.36
2 nd Quarter	\$5,770.69
3 rd Quarter	\$12,706.70
4 th Quarter	\$13,149.60

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of GL claims closed

Calculation: Divide the number of GL claims closed in the quarter by the number of GL claims opened in the quarter and pending at the beginning of the quarter (Output/Demand – auto calculates)

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	% of GL Claims closed
1 st Quarter	23.80%
2 nd Quarter	53.39%
3 rd Quarter	44.42%
4 th Quarter	36.70%

RESULT: % of County expenditures spent on Risk Management (Cost of Risk)

Calculation: Divide Risk Management’s expenditures and the end of the fiscal year by the County’s expenditures at the end of the fiscal year to get the cost of risk.

Data Source: Risk Management financial statements and County CAFR

Activity Leader: Administrative Manager

REPORTED DATA:

	Cost of Risk
FY07/08	Information Pending

Auto Liability Activity:

Activity Purpose: The purpose of the **Auto Liability Activity** is to provide auto liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto liability insurance at the best possible cost to the County.

Services that comprise the Activity:

- AL file management
- AL litigation action plans
- AL expense approvals and payments
- AL investigations
- AL settlement negotiations
- AL consultations
- AL monetary collections
- AL Excess notifications
- AL Insurance procurement
- AL insurance certifications
- AL insurance renewals
- AL coverage decisions

Performance Measures:

DEMAND: # of AL claims opened and pending

Calculation: All AL claims opened in the quarter and pending at the beginning of the quarter (pending claims are current open claims, plus closed claims in the quarter, minus open claims in the quarter) using claim date as the criteria

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of AL claims opened and pending
1 st Quarter	68
2 nd Quarter	75
3 rd Quarter	73
4 th Quarter	70

OUTPUT: # of AL claims closed

Calculation: All AL claims closed in the quarter

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of AL Claims Closed
1 st Quarter	29
2 nd Quarter	37
3 rd Quarter	34
4 th Quarter	36

EFFICIENCY: Average cost per AL claim closed

Calculation: Cost of the AL activity for the quarter year divided by the number of AL claims closed in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	Average cost per AL claim closed
1 st Quarter	\$2,492.86
2 nd Quarter	\$27,563.98
3 rd Quarter	\$6,377.18
4 th Quarter	\$5,875.93

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of AL claims closed

Calculation: Divide the number of AL claims closed in the quarter by the number of AL claims opened in the quarter and pending at the beginning of the quarter (Output/Demand – auto calculates)

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	% of AL Claims Closed
1 st Quarter	42.65%
2 nd Quarter	49.33%
3 rd Quarter	46.58%
4 th Quarter	51.40%

Medical Malpractice Activity:

Activity Purpose: The purpose of the **Medical Malpractice Activity** is to provide medical malpractice claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain medical malpractice insurance at the best possible cost to the County.

Services that comprise the Activity:

- MM file management
- MM litigation action plans
- MM expense approvals and payments
- MM investigations
- MM settlement negotiations
- MM consultations
- MM monetary collections
- MM Excess notifications
- MM Insurance procurement
- MM credentialing verifications
- MM insurance certifications
- MM insurance renewals
- MM coverage decisions

Performance Measures:

DEMAND: # of MM claims opened and pending

Calculation: All MM claims opened in the quarter and pending at the beginning of the quarter (pending claims are current open claims, plus closed claims in the quarter, minus open claims in the quarter) using claim date as the criteria

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of MM claims opened and pending
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1 st Quarter	97
2 nd Quarter	92
3 rd Quarter	90
4 th Quarter	82

OUTPUT: # of MM claims closed

Calculation: All MM claims closed in the quarter

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of MM Claims Closed
1 st Quarter	26
2 nd Quarter	24
3 rd Quarter	24
4 th Quarter	32

EFFICIENCY: Average cost per MM claim closed

Calculation: Cost of the MM activity for the quarter divided by the number of MM claims closed in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	Average cost per MM claim closed
1 st Quarter	\$76,294.83
2 nd Quarter	\$32,725.34
3 rd Quarter	\$78,082.92
4 th Quarter	\$64,280.10

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of MM claims closed

Calculation: Divide the number of MM claims closed in the quarter by the number of MM claims opened in the quarter and pending at the beginning of the quarter (Output/Demand – auto calculates)

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	% of MM Claims Closed
1 st Quarter	26.80%
2 nd Quarter	26.09%

3 rd Quarter	26.67%
4 th Quarter	39.00%

Auto Property Damage Activity:

Activity Purpose: The purpose of the **Auto Property Damage Activity** is to provide auto property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto property damage insurance at the best possible cost to the County.

Services that comprise the Activity:

- APD file management
- APD expense approvals and payments
- APD investigations
- APD settlement negotiations
- APD consultations
- APD monetary collections
- APD insurance certifications
- APD coverage decisions

Performance Measures:

DEMAND: # of APD claims opened and pending

Calculation: All APD claims opened in the quarter and pending at the beginning of the quarter (pending claims are current open claims, plus closed claims in the quarter, minus open claims in the quarter) using claim date as the criteria

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of APD claims opened and pending
1 st Quarter	257
2 nd Quarter	252
3 rd Quarter	248
4 th Quarter	231

OUTPUT: # of APD claims closed

Calculation: All APD claims closed in the quarter

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of APD Claims Closed
1 st Quarter	105
2 nd Quarter	121

3 rd Quarter	134
4 th Quarter	121

EFFICIENCY: Average cost per APD claim closed

Calculation: Cost of the APD activity for the quarter divided by the number of APD claims closed in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	Average cost per APD claim closed
1 st Quarter	\$426.75
2 nd Quarter	\$662.45
3 rd Quarter	\$1,583.96
4 th Quarter	\$1,257.06

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of APD claims closed

Calculation: Divide the number of APD claims closed in the quarter by the number of APD claims opened in the quarter and pending at the beginning of the quarter (Output/Demand – auto calculates)

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	% of APD claims closed
1 st Quarter	40.86%
2 nd Quarter	48.02%
3 rd Quarter	54.03%
4 th Quarter	52.40%

Property Damage Activity:

Activity Purpose: The purpose of the **Property Damage Activity** is to provide property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain property damage insurance at the best possible cost to the County.

Services that comprise the Activity:

- PD file management
- PD expense approvals and payments
- PD investigations
- PD settlement negotiations
- PD consultations

PD monetary collections
 PD excess notifications
 PD insurance procurement
 PD insurance certifications
 PD insurance renewals
 PD coverage decisions

Performance Measures:

DEMAND: # of PD claims opened and pending

Calculation: All PD claims opened in the quarter and pending at the beginning of the quarter (pending claims are current open claims, plus closed claims in the quarter, minus open claims in the quarter) using claim date as the criteria

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of PD claims opened and pending
1 st Quarter	44
2 nd Quarter	59
3 rd Quarter	46
4 th Quarter	46

OUTPUT: # of PD claims closed

Calculation: All PD claims closed in the quarter

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	# of PD Claims Closed
1 st Quarter	19
2 nd Quarter	37
3 rd Quarter	27
4 th Quarter	36

NOTE: Due to an MFRIS error, unable to enter the data for this measure in the system.

EFFICIENCY: Average cost per PD claim closed

Calculation: Cost of the PD activity for the quarter divided by the number of PD claims closed in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	Average cost per PD claim closed
1 st Quarter	MFRIS error, no amount calculated
2 nd Quarter	MFRIS error, no amount calculated
3 rd Quarter	MFRIS error, no amount calculated
4 th Quarter	MFRIS error, no amount calculated

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of PD claims closed

Calculation: Divide the number of PD claims closed in the quarter by the number of PD claims opened in the quarter and pending at the beginning of the quarter (Output/Demand – auto calculates)

Data Source: Risk Master

Activity Leader: Claims Manager

REPORTED DATA:

	% of PD Claims Closed
1 st Quarter	43.18%
2 nd Quarter	62.71%
3 rd Quarter	58.70%
4 th Quarter	78.30%

Unemployment Activity:

Activity Purpose: The purpose of the **Unemployment Activity** is to provide unemployment claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses.

Services that comprise the Activity:

- UN file management oversight
- UN litigation action plans oversight
- UN expense approvals and payments oversight
- UN investigations oversight
- UN consultations oversight
- UN monetary collections oversight
- UN contract administration
- UN insurance certifications
- UN coverage decisions

Performance Measures:

DEMAND: # of total UN claims

Calculation: All UN claims opened in the quarter of the fiscal year using claim filing date as the criteria

Data Source: Talx

Activity Leader: Administrative Manager

REPORTED DATA:

	# of total UN claims
1 st Quarter	310
2 nd Quarter	167
3 rd Quarter	185
4 th Quarter	270

OUTPUT: # of non protestable UN claims

Calculation: All non protestable UN claims in the quarter

Data Source: Talx

Activity Leader: Administrative Manager

REPORTED DATA:

	# of non-protestable UN claims
1 st Quarter	206
2 nd Quarter	89
3 rd Quarter	111
4 th Quarter	174

EFFICIENCY: Average cost per non protestable UN claim

Calculation: Cost of the UN activity for the quarter divided by the number of non protestable UN claims (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Talx

Activity Leader: Administrative Manager

REPORTED DATA:

	Average cost per non-protestable UN claim
1 st Quarter	\$40.37
2 nd Quarter	\$2,920.98
3 rd Quarter	\$1,310.93
4 th Quarter	\$2,199.90

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of non protestable UN claims

Calculation: Divide the number of non protestable UN claims in the quarter by the number of UN claims opened in the quarter (Output/Demand – auto calculates)

Data Source: Talx

Activity Leader: Administrative Manager

REPORTED DATA:

	% of non-protestable UN claims
1 st Quarter	66.45%
2 nd Quarter	53.29%
3 rd Quarter	60.00%
4 th Quarter	64.44%

RESULT: % of potential liability saved

Calculation: Divide the amount of liability saved by the potential liability

Data Source: Talx

Activity Leader: Administrative Manager

REPORTED DATA:

	% of potential liability saved
1 st Quarter	20.27%
2 nd Quarter	15.41%
3 rd Quarter	14.74%
4 th Quarter	16.86%

Workers' Compensation Activity:

Activity Purpose: The purpose of the **Workers Compensation Activity** is to provide workers compensation claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain workers compensation insurance at the best possible cost to the County.

Services that comprise the Activity:

- WC file management oversight
- WC litigation action plans oversight
- WC expense approvals and payments oversight
- WC investigations oversight
- WC settlement negotiations
- WC consultations oversight
- WC monetary collections oversight
- WC contract administration
- WC excess notifications
- WC insurance procurement
- WC insurance certifications
- WC insurance renewals
- WC coverage decisions

Performance Measures:

DEMAND: # of WC claims opened and pending

Calculation: All WC claims opened in the quarter and pending at the beginning of the quarter (pending claims are current open claims, plus closed claims in the quarter, minus open claims in the quarter) using claim date as the criteria

Data Source: Pinnacle Risk Management

Activity Leader: Claims Manager

REPORTED DATA:

	# of WC claims opened and pending
1 st Quarter	792
2 nd Quarter	813
3 rd Quarter	753
4 th Quarter	831

OUTPUT: # of WC claims closed

Calculation: All WC claims closed in the quarter

Data Source: Pinnacle Risk Management

Activity Leader: Claims Manager

REPORTED DATA:

	# of WC Claims Closed
1 st Quarter	556
2 nd Quarter	405
3 rd Quarter	390
4 th Quarter	338

EFFICIENCY: Average cost per WC claim closed

Calculation: Cost of the WC activity for the quarter divided by the number of WC claims closed in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Pinnacle Risk Management

Activity Leader: Claims Manager

REPORTED DATA:

	Average cost per WC claim closed
1 st Quarter	\$2,587.09
2 nd Quarter	\$3,843.16
3 rd Quarter	\$2,504.07
4 th Quarter	\$5,892.27

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of WC claims closed

Calculation: Divide the number of WC claims closed in the quarter by the number of WC claims opened in the quarter and pending at the beginning of the quarter (Output/Demand – auto calculates)

Data Source: Pinnacle Risk Management

Activity Leader: Claims Manager

REPORTED DATA:

	% of WC claims closed
1 st Quarter	70.20%
2 nd Quarter	49.82%
3 rd Quarter	51.79%
4 th Quarter	40.70%

Safety Management Program

Program Purpose: The purpose of the **Safety Management Program** is to provide safety management services to Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

Safety Management Services Activity:

Activity Purpose: The purpose of the **Safety Management Services Activity** is to provide consultation, technical, and training services to the Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

Services that comprise the Activity:

- Safety consultations
- Safety contract services
- Safety training sessions
- Safety inspections
- OSHA compliance inspections
- DOT vehicle inspections
- Vehicle/Operator permits
- Reports and records
- CDL examinations/evaluations
- CDL drug and alcohol testing
- Accident investigations
- Emergency responses

Performance Measures:

DEMAND: # of County employees

Calculation: Number of county employees at end of the quarter including hospital

Data Source: Human Resources and MCSHCD Human Resources

Activity Leader: Safety Manager

REPORTED DATA:

	# of County employees
1 st Quarter	18,417
2 nd Quarter	17,946
3 rd Quarter	19,578
4 th Quarter	18,748

OUTPUTS: # of County employees not injured

Calculation: Number of County employees including hospital minus the number of County employees filing a workers compensation claim in the quarter

Data Source: Pinnacle Risk Master

Activity Leader: Safety Manager

REPORTED DATA:

	# of County employees not injured
1 st Quarter	18,307
2 nd Quarter	17,887
3 rd Quarter	19,481
4 th Quarter	18,620

EFFICIENCY: Cost per County employee not injured

Calculation: Cost of safety activity for the quarter divided by the number of County employees not injured in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system, Pinnacle Risk Master, Human Resources and MCHCD Human Resources

Activity Leader: Safety Manager

REPORTED DATA:

	Average cost per County employee not injured
1 st Quarter	\$8.33
2 nd Quarter	\$8.75
3 rd Quarter	\$8.01
4 th Quarter	\$8.73

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of County employees not injured

Calculation: Number of County employees not injured in the quarter divided by the number of County employees including hospital at the end of the quarter (Output/Demand – auto calculates)

Data Source: Pinnacle Risk Master and Human Resources

Activity Leader: Safety Manager

REPORTED DATA:

	% of County employees not injured
1 st Quarter	99.40%
2 nd Quarter	99.67%
3 rd Quarter	99.50%
4 th Quarter	99.32%

RESULT: % increase/reduction of County injury incident rate from the prior 3-year average rate

Calculation: Compare injury incident for the quarter to the prior 3-year average rate.
Injury incident rate = number of injuries x 200,000 / hours of exposure

Data Source: Safety spreadsheet

Activity Leader: Safety Manager

REPORTED DATA:

	% increase/reduction of County injury incident rate from the prior 3-year average rate
FY07/08	0.71% increase

Environmental Management Program

Program Purpose: The purpose of the **Environmental Management Program** is to provide environmental technical services to Maricopa County departments, districts and trust members so they can minimize or eliminate liabilities.

Environmental Management Services Activity:

Activity Purpose: The purpose of the **Environmental Management Services Activity** is to provide environmental management services for Maricopa County departments, districts and trust members so they can identify and mitigate potential liabilities.

Services that comprise the Activity:

Environmental remediations

Property surveys

Environmental inspections

Contract review and management

Environmental training

Environmental consultations

Environmental monetary recoveries

Performance Measures:

DEMAND: # of environmental projects open and pending

Calculation: All environmental projects opened in the quarter and pending at the beginning of the quarter

Data Source: Environmental spreadsheet

Activity Leader: Environmental Manager

REPORTED DATA:

	# of environmental projects opened and pending
FY07/08	69

OUTPUTS: # of environmental projects closed

Calculation: All environmental projects completed in the quarter

Data Source: Environmental spreadsheet

Activity Leader: Environmental Manager

REPORTED DATA:

	# of environmental projects closed
FY07/08	36

EFFICIENCY: Average cost per environmental project closed

Calculation: Cost of the environmental activity for the quarter divided by the number of environmental projects closed in the quarter (Activity cost/Output – auto calculates)

Data Source: Advantage financial system and Environmental spreadsheet

Activity Leader: Environmental Manager

REPORTED DATA:

	Average cost per environmental project closed
FY07/08	\$11,360.54

NOTE: Amounts are auto-calculated by the Managing For Results Information System (MFRIS)

RESULT: % of environmental projects closed

Calculation: Divide the number of environmental projects closed in the quarter by the number of environmental projects opened and pending at the beginning of the quarter (Output/Demand – auto calculates)

Data Source: Environmental spreadsheets

Activity Leader: Environmental Manager

REPORTED DATA:

	% of environmental projects closed
FY07/08	52.2%

RESULT: % reduction/increase in possible environmental liability exposures

Calculation: The reduction/increase in environmental exposures for the fiscal year divided by the dollar value of possible County liability exposures

Data Source: Annual environmental liability statement

Activity Leader: Environmental Manager

REPORTED DATA:

	% reduction/increase in possible environmental liability exposures
FY07/08	-42.44% (reduction)

Administrative Services Program

Program Purpose: The purpose of the **Administrative Services Program** is to provide standardized performance data on a variety of internal administrative and support services for County departments and the Board of Supervisors so they can conduct benchmarking analyses and track program performance and costs.

Budgeting Activity:

Activity Purpose: The purpose of the **Budgeting Activity** is to produce an annual budget request and related consultative services to department leadership so they can make informed program and budgeting decisions while staying within their approved budget.

Services that comprise the Activity:
Appropriation adjustment requests
Budget development, submission and maintenance
Budget variance analyses
Management consultations
Position requests

Performance Measures:

RESULT: % of activities within budget at year end

Calculation: Total number of activities that do not exceed their revised budget allotment / total number of activities

Data Source: OMB/Cognos

Financial Services Activity:

Activity Purpose: The purpose of the **Financial Services Activity** is to provide general accounting reporting for the department management so they can meet their financial obligations and manage their financial operation in support of their mission.

Services that comprise the Activity:

Accounts payable
Accounts receivable
Billings
Capital projects accounting
Cash receipts
Cost allocations
Financial analyses
Financial/management reports
General fixed asset accounting
Grant accounting
Journal voucher entries
Petty cash
Reconciliations
Year-end closing packages

Performance Measures:

EFFICIENCY: \$ cost of financial services activity as a percent of total department expenditures

Calculation: FSAC total expenditures / total expenditures for the entire department

Data Source: Advantage financial system

Human Resources Activity:

Activity Purpose: The purpose of the **Human Resources Activity** is to provide human resources transactional and/or consultative support to department management so that they can hire, manage and retain a qualified and productive workforce.

Services that comprise the Activity:

Employee relations
Hiring services
Market study/salary advancement requests
Payroll services
Tuition reimbursement forms processing
Trip reduction/commute options
Peak performer awards

Performance Measures:

RESULT: % of turnover rate of employees within the first 6 months of hire by department

Calculation: The number of employees that leave the County within 6 months of hire (non-voluntary and voluntary) divided by the number of new hires.

Data Source: Recruiting/Peoplesoft

RESULT: % of turnover rate of employees within the first year of hire by department

Calculation: The number of employees that leave the County within 12 months of hire (non voluntary and voluntary) divided by the number of new hires.

Data Source: Recruiting/Peoplesoft

OUTPUTS: # of employee grievances by department

Calculation: Adding total grievances by department

Data Source: Employee relations tracking log

OUTPUTS: # of ombudsman referrals by department

Calculation: Adding total referrals that result in an "Advise and Consult" action

Data Source: Ombudsman tracking log

RESULT: % of employees satisfied with the level of training received for the job

Calculation: Percentage of employees more satisfied than dissatisfied with the level of training received for the job

Data Source: Research and reporting annual employee satisfaction survey

RESULT: % number of trip reduction survey response rates for each department

Calculation: Number of employees who responded to the trip reduction survey divided by the total number of employees in the department

Data Source: Human resources trip reduction coordinator/Valley Metro

RESULT: % of paychecks/paycards issued using direct deposit

Calculation: Number of paychecks issued using direct deposit divided by the total number of paychecks issued for the department

Data Source: Payroll/Peoplesoft

Executive Management Activity:

Activity Purpose: The purpose of the **Executive Management Activity** is to provide the leadership, strategic direction, and administrative support to the employees of the department so they can produce the results necessary to achieve their departmental mission.

Services that comprise the Activity:

- Administrative reports
- Administrative assistance
- Agenda items
- Citizen Board and Commission support
- Corporate initiative meetings
- Departmental policies and procedures
- Legislation research and analysis
- Public communication materials/events
- Strategic planning services

Performance Measures:

RESULT: % of employees satisfied

Calculation: Percentage of employees more satisfied than dissatisfied

Data Source: Research and reporting annual employee satisfaction survey/OMB and Research and reporting

RESULT: % of customer satisfaction

Calculation: Percentage of customers more satisfied than dissatisfied

Data Source: Research and reporting annual citizen survey, annual internal services survey/OMB and Research and reporting

EFFICIENCY: Cost of administrative services program as a % of total department expenditures

Calculation: Total expenditures of the administrative services program / total costs expended for the entire department

Data Source: OMB/Cognos

Procurement Activity:

Activity Purpose: The purpose of the **Procurement Activity** is to provide materials management services and technical expertise to department staff so they can obtain the services and commodities they need to fulfill their mission.

Services that comprise the Activity:
Commodities (supplies, equipment, parts, etc.)
Consultation sessions
Contract monitoring and auditing
P-card support services
Reports (status/tracking, pricing, vendors, specs, etc.)
Warehousing/inventory services
Construction services

Performance Measures:

RESULT: % of procurement purchases that are direct paid through finance

Calculation: The total number of Article 3-type purchases using direct pay divided by the total number of Article 3-type purchases

Data Source: Procurement/Advantage

Risk Management Activity:

Activity Purpose: The purpose of the **Risk Management Activity** is to provide loss prevention and claims processing for the Department so they can reduce or eliminate losses and claims.

Services that comprise the Activity:
Injury, accident and loss forms and reports
Injury and accident investigations

Loss control/compliance inspections
Safety meetings
Safety/equipment training classes

Performance Measures:

OUTPUT: injury incident rate

Calculation: The actual injury incident rate for each department for the quarter. The injury incident rate = number of injuries x 200,000 / hours of exposure.

Data Source: Risk Management Safety Division – safety spreadsheet

OUTPUT: # of claims opened

Calculation: The actual # of claims opened in the quarter using claim date for each department, excluding workers' compensation and unemployment

Data Source: Risk Management Claims Division – Risk Master and claims spreadsheet