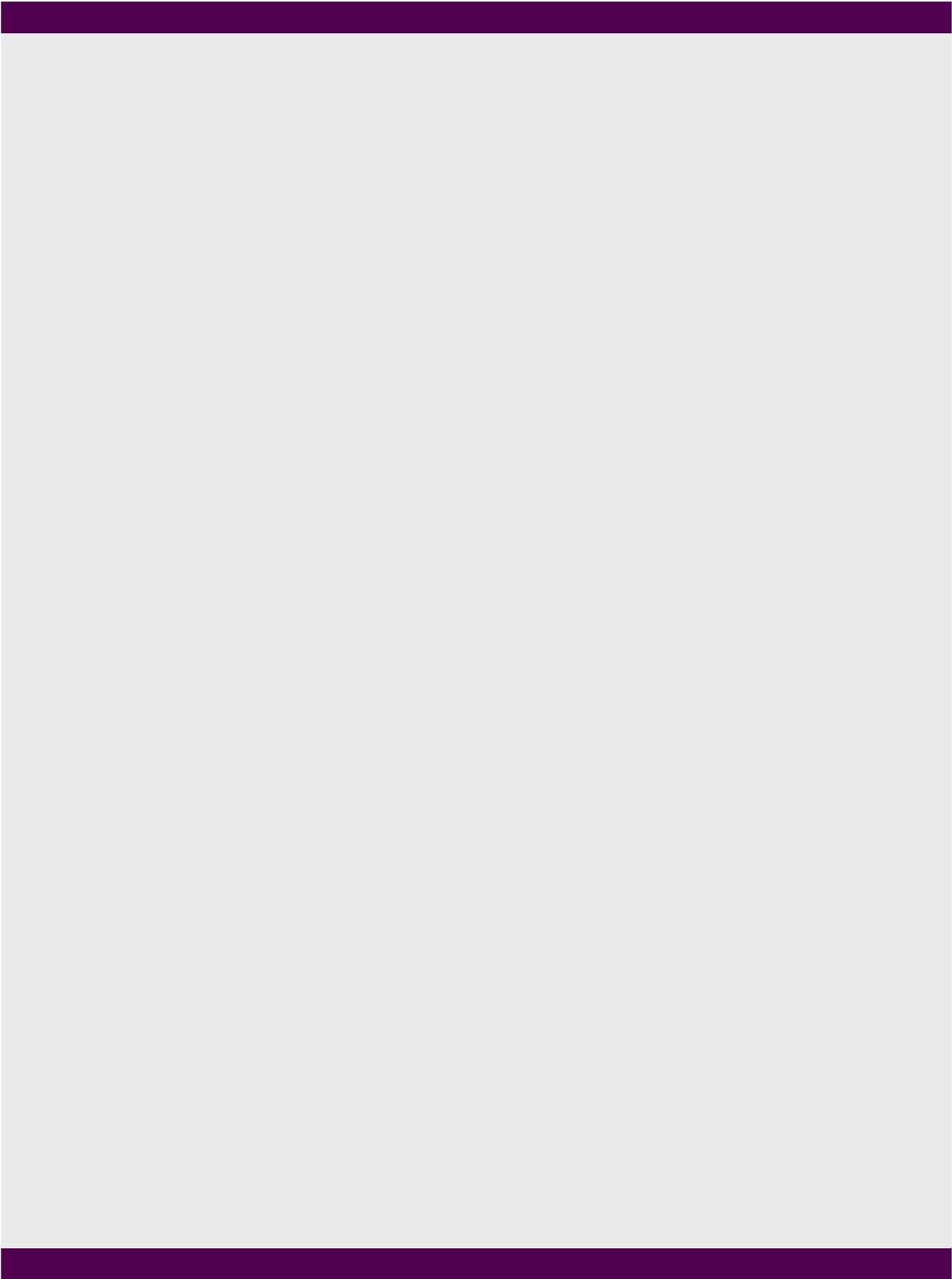




# STRATEGIC DIRECTIONS FOR MARICOPA COUNTY 2005–2010

## FY 2006–2007 ANNUAL ACCOMPLISHMENTS REPORT





# CREDITS



## **BOARD OF SUPERVISORS**

Fulton Brock, Chairman, District 1  
Don Stapley, District 2  
Andrew Kunasek, District 3  
Max Wilson, District 4  
Mary Rose Wilcox, District 5

## **COUNTY MANAGER**

David R. Smith

## **DEPUTY COUNTY MANAGER**

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# BOARD OF SUPERVISORS



## MARICOPA COUNTY BOARD OF SUPERVISORS



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District 2



Andrew Kunasek  
District 3



Max Wilson  
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# COUNTY MANAGER'S MESSAGE



November 2007

Dear Board Members:

This report encompasses year two of our five year strategic plan for the years 2005 – 2010. It's purpose is to measure and explain to you and our citizens, where and how our resources are being deployed. We have a trust relationship for the use of these public resources. I sometimes refer to that as having County obligations of "Trust-parency" with the public and with all recipients of County services.

We strive to protect and enhance the quality of life in our community and measure the difference we make. We strive to create value with our services and infrastructure investments much the same as a private corporation would do. We audit ourselves internally and externally using measures such as Arizona Quality Awards, Malcolm Baldrige Award criteria, benchmarking, and various other competitive review processes. We are frequently asked by other governments for advice and counsel. I can only assume it is because we are doing what we say we will do.

Sincerely,

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

David R. Smith  
County Manager

# EXECUTIVE SUMMARY



## INTRODUCTION

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

### STRATEGIC PRIORITY 1. SAFE COMMUNITIES

- ◆ In FY2007, the County funded three programs as part of the 3-year, \$6 million Crime Prevention Grant that offers funding to cities, towns, and tribal governments to support efforts in providing crime prevention programs.
- ◆ The Fugitive Safe Surrender Program, which encourages those with felony warrants to turn themselves in to authorities for favorable consideration, resulted in more than 1,300 people turning themselves in; 523 warrants were cleared, 114 of which were misdemeanors, and approximately 40 people were taken into custody.
- ◆ Maricopa County Department of Public Health has recruited and trained approximately 2,500 volunteers in the Incident Command System (ICS)/National Incident Management System (NIMS), as well as in their specific role at a mass dispensing/vaccination site under the Maricopa County Emergency Response Plan.

### STRATEGIC PRIORITY 2. PUBLIC HEALTH

- ◆ Maricopa County Air Quality Department has launched Phase II of a media campaign, Bring Back Blue, to educate and bring awareness of air pollution issues to the general population of the County in an effort to better protect public health by improving air quality in the County.
- ◆ In FY2007, 42,987 4th- through 8th-grade students participated in multiple-session intensive tobacco prevention intervention. Additionally, nearly 3,500 students participated in the P.L.A.Y. program, a teacher-directed physical activity program, sponsored by the Maricopa County Department of Public Health, that targets students in grades four through six to increase their involvement in physical activity.
- ◆ Environmental Services is continuing its efforts to combat the spread of food-borne illness by developing partnerships between County community colleges and industry to increase food manager and food handler testing and certification sites. The department also is working to educate mobile peddler owners about food-cart permit requirements to reduce food-borne illness risks.

### STRATEGIC PRIORITY 3. REGIONAL LEADERSHIP

- ◆ According to the Maricopa County Department of Transportation, of the 37 projects planned for the fiscal year, 33 (89%) were completed. The other four projects are either under construction or have been advertised for bid.
- ◆ Phase II of the Human Services Campus (NOVA Safe Haven construction and renovation of the old Health Care for the Homeless Program facility) was completed in FY2007.
- ◆ In FY2007, nearly 70,000 young people attended the more than 2,000 programs sponsored by the Library District.

# EXECUTIVE SUMMARY (CONT.)



## STRATEGIC PRIORITY 3. REGIONAL LEADERSHIP (CONT.)

- ♦ County departments have taken the leadership role in a number of regional partnerships, such as working with tribal nations to improve their emergency management programs; expansion of Flood Control District's award-winning Digital Orthophotography Project; partnering with the State Energy Office and Arizona Public Service to co-fund weatherization for low-income families; and working with local governments to further develop County regional sites which improves the customer's ability to do business with the County.

## STRATEGIC PRIORITY 4. SUSTAINABLE DEVELOPMENT

- ♦ In December 2006, Maricopa County Parks and Recreation Department broke ground on the long-awaited Regional Trail System, and they implemented the Protect Our Natural Resource Program modeled after the Adopt-A-Highway campaign to engage volunteers to help maintain the parks and protect the natural resources.
- ♦ In an effort to reduce greenhouse gas emissions, the Equipment Services Department is making bio-diesel fuel available at all County refueling locations that provide diesel fuel to customers.

## STRATEGIC PRIORITY 5. FISCAL STRENGTH

- ♦ Maricopa County's overall property tax rate continues to decline, from \$1.43 per \$100 assessed value in FY2007 and to \$1.30 per assessed value in FY2008.
- ♦ In January 2007, the State Legislature approved and the Governor signed HB2758, which reduced the State's portion of the Judge/Justice of the Peace salaries in exchange for an equal reduction in the County's AHCCCS contribution (\$892,400).

## STRATEGIC PRIORITY 6. QUALITY WORKFORCE

- ♦ Through FY2007, Employee Compensation has reviewed and revised market range titles for approximately 97 percent of all positions in Maricopa County.
- ♦ Employee Health Initiatives initiated a number of events to benefit County employees: offered flu shots to employees, held a number of brown-bag lunches on alternative medicine, and sponsored a six-week chronic disease self-management program presented by CIGNA.

## STRATEGIC PRIORITY 7. CITIZEN SATISFACTION

- ♦ The County has a number of efforts underway to improve access to services offered by the County, such as Planning and Development's Project Dox which expedites the reviews of plans; Environmental Services' efforts to provide quicker response to citizen complaints; Public Health Department's new website [WeArePublicHealth.org](http://WeArePublicHealth.org).

# INTRODUCTION



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

## 2005-2010 COUNTY STRATEGIC PLAN

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

## MANAGING FOR RESULTS (MFR)

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



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



## ANNUAL ACCOMPLISHMENTS REPORT

The *Strategic Directions for Maricopa County 2005-2010, FY2007 Annual Accomplishments Report* provides accountability to citizens by publishing information on how the County is doing in achieving its strategic goals and priorities at the end of its second year of implementation.

# STRATEGIC PRIORITIES



## MISSION:

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

## INTRODUCTION

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



## STRATEGIC PRIORITIES

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

## OUR FOCUS FOR THE FUTURE

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



# 1 SAFE COMMUNITIES

## ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

### INTRODUCTION

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



### STRATEGIC GOAL 1

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

### PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County is funding a three-year, \$6 million Crime Prevention Grant, offering funding to cities, towns, and tribal governments to support and enhance their efforts in providing evidence-based crime prevention programs. In FY2007, the County funded three programs through the initial Crime Prevention Grants.
- ♦ The Sheriff's Office continues to expand the successful ALPHA Program, an in-jail substance abuse treatment program, designed to reduce recidivism rates among offenders. The program helps slow growth of the daily inmate population by preventing repeat offenses and the revolving door syndrome.
- ♦ The Crime Prevention Division of the Justice System Planning and Information Department is currently partnering with the Governor's Office, state legislative leadership, the state Department of Corrections, Maricopa County's Adult Probation Department and local jurisdictions to develop a community-based crime prevention/intervention project in high-crime neighborhoods in Phoenix's South Mountain Police Precinct. The project is receiving technical assistance from the Council of State Governments and may receive funding support from Pew Charitable Trusts. The project also involves a partnership with ASU's School of Criminology and Criminal Justice for the development of a Community Crime Analysis Center to collect and analyze data regarding crime problems and solutions in local communities. The managers of state parole and county probation are currently meeting on a regular basis to identify target neighborhoods and develop joint intervention strategies.

### LEAD/SUPPORT DEPARTMENTS

- Justice System Planning and Information
- Sheriff
- Trial Courts (Adult & Juvenile Probation)
- Indigent Representation
- County Attorney
- County Manager (Government Relations)
- Community Services (Human Services)
- Emergency Management
- Public Health
- Facilities Management

# SAFE COMMUNITIES (CONT.)



## ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

- Maricopa County contributed \$2.5 million of general fund money to cosponsor the ARIZONA METH PROJECT, partnering with nine other counties and the AZ Attorney General's Office to launch this prevention campaign aimed at significantly reducing first-time methamphetamine use in Arizona. This campaign is based on the original Montana Meth Project. The County has established an Advisory Board comprising domain experts, community leaders, representatives from participating counties, and representatives from tribal nations. The ARIZONA METH PROJECT launched Phase II of the campaign on September 10, 2007 with television, radio, billboard, print, and website components. The project is beginning fundraising in order to continue the campaign beyond the end of this calendar year.
- 
- Juvenile Probation is working closely with the Administrative Offices of the Court on a method for evaluating juvenile justice and delinquency-prevention programs against research-based best practices. The focus in Early Intervention and Prevention continues to follow research guidelines in the location, delivery, and assignment of consequences.
  - Maricopa County Attorney's Office (MCAO) continues to produce, attend and/or support numerous community events including shred-a-thons, community presentations on identity theft and drug prevention, community festivals, and neighborhood meetings. These events also allow MCAO to gauge the need for future crime prevention initiatives. As a result of the office's continued crime prevention efforts, the MCAO won a National Association of Counties award in June 2007, for their East and West Valley Crime Prevention Summits.
  - Adult Probation continued implementation of evidence-based practices, including ongoing use of the Field Reassessment of the Offender Screening Tool (FROST) by field officers to assess probationers' risk and needs, and measure changes in offender behavior every six months; ongoing use of case plans focused on probationers' needs that are related to criminal behavior; focus groups with field officers and supervisors to help identify the strengths and weaknesses of the FROST and Case Plan; refresher training for the entire Presentence Division on the Offender Screening Tool (OST); and implementation of specialized assessment tools for the domestic violence and sex offender populations.
  - The Fugitive Safe Surrender Program, held over four days in November 2006, was a huge success. The program was sponsored by the U.S. Marshals' Office to encourage those with felony warrants to turn themselves in to authorities for favorable consideration. The program was held at Pilgrim Rest Baptist Church. Over 1,300 people turned themselves in; 523 warrants were cleared, 114 of which were misdemeanors; approximately 40 were taken into custody. The program was a great success in many ways: warrants were cleared, public safety was addressed and protected, and County staff worked closely together as never before to accomplish a mutual goal.

<b>Managing for Results: Sheriff's Office</b>		
<b>Department Goal:</b> By January 2007, the Sheriff's Office will respond to 50% of Priority 1 calls within five minutes.		
<b>Results:</b>		
	<u>FY06</u>	<u>FY07</u>
% of Priority One calls responded to within 5 minutes or less	34.0%	34.5%



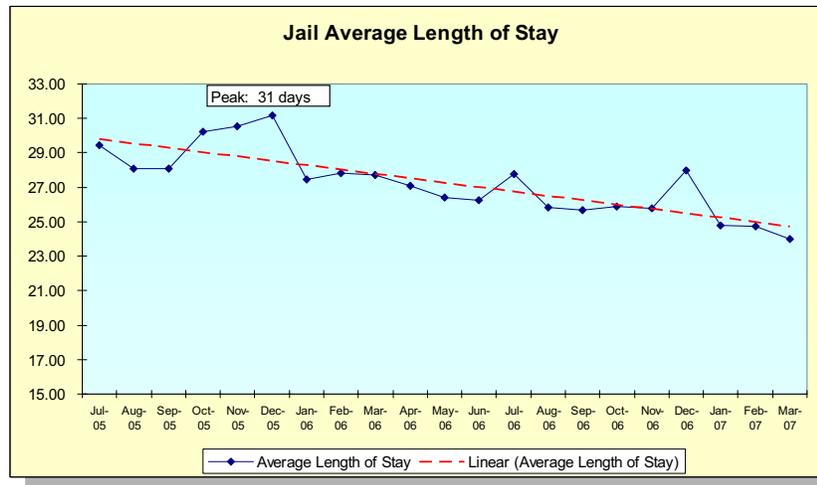
## ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

- Adult Probation Department developed the Minimal Assessed Risk Supervision (MARS) caseload to reduce caseload size of standard field supervision. Minimum and low-risk offenders were transferred to administrative caseloads. This allows standard field officers to increase their efforts towards the medium and high-risk offenders.

### STRATEGIC GOAL 2

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

**THIS GOAL IS ONGOING.** All McJustice workgroups are focused on managing the average length of stay (ALOS), which directly affects the amount of jail space needed in the County. A consultant group hired to update the 1997 Jail Master Plan is investigating the critical factors affecting average length of stay with a goal of identifying strategies for reducing ALOS or limiting increases in ALOS to avoid costly new jail construction.



### ADDITIONAL EFFORTS:

- The Courts have established the following targets regarding case resolution:
  - Criminal: 99% of criminal cases resolved within 180 days;
  - Civil: 95% of civil cases resolved within 18 months;
  - Family: 99% of cases (pre-decree) resolved within 12 months;
- In FY2007, the Courts met the target in resolving civil cases, and showed much improvement toward reaching the standard in criminal cases and family case resolution.



**ENSURE SAFE COMMUNITIES AND A STREAMLINED,  
INTEGRATED JUSTICE SYSTEM**

**Managing for Results:  
Trial Courts**

**Percent of cases by type processed within timeframe standards**

Case Type	Target	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Criminal	99%	78.0%	83.0%	86.0%	83.3%	83.4%	84.3%	88.9%
Civil	95%	87.0%	86.0%	95.0%	93.9%	93.5%	95.0%	95.4%
Family	99%	85.0%	85.0%	85.5%	85.2%	88.1%	93.2%	95.0%

Source: Maricopa County Superior Court

- ◆ Integrated Criminal Justice Information System (ICJIS), a division of the Justice System Planning and Information Department, continues to provide leadership in the development and implementation of information and data exchanges between key justice and law enforcement agencies throughout the County and State of Arizona. Partnerships with the AZ Department of Public Safety, Arizona Supreme Court, local police departments, Border Patrol, Homeland Security, and Arizona State Department of Corrections enable the sharing of common criminal justice information using secure network connections, which contributes to an efficient, integrated justice system.
- ◆ Maricopa County Attorney's Office (MCAO) continues to educate the public on the dangers of methamphetamine abuse both through public awareness advertisements and through education in the Drug Free program. A direct link between meth abuse and identity theft is evident. By continuing this education, meth use and identity theft can be reduced in Maricopa County. MCAO worked to extend the current meth coalition with grant funding from the Governor's office. An extension to this grant was received and a coalition of community activists, health professionals, law enforcement, and first responders will continue to work in Maricopa County to reduce the rates of methamphetamine abuse. In addition, a similar link has been made between identity theft and auto theft. During the 4th quarter Fiscal Year 2007, Maricopa County Attorney's Office participated with local law enforcement in VIN etching programs to target both auto theft and identity theft prevention.

**STRATEGIC GOAL 3**

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



## ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

### PROGRESS/ACHIEVEMENTS:

- ♦ All NIMS compliance requirements for 2006 were met. The County Emergency Operations plan was adopted by the Board of Supervisors in September 2007.
- ♦ Within Maricopa County Department of Public Health (MCDPH), of 434 staff requiring training, 414 (95%) were trained in NIMS as of September 2006. A formal evaluation of those trained rated 88% understanding of their roles and responsibilities in a public health emergency, while 93.3% of exercise evaluations rated the training itself as good or excellent.
- ♦ MCDPH has recruited and trained approximately 2,500 volunteers in the Incident Command System (ICS)/National Incident Management System (NIMS), as well as in their specific role at a mass dispensing/vaccination site under the Maricopa County Emergency Response Plan. This is an ongoing objective as 15,000-20,000 volunteers will be needed for all 100 dispensing points to become operational. MCDPH will continue to recruit and train volunteers.
- ♦ Maricopa County Office of the Medical Examiner (OME) is working with the City of Phoenix (specifically Sky Harbor International Airport), the American Red Cross, and other public agencies on mass planning and emergency preparedness addressing certain catastrophic events. OME also is working with more than 40 emergency management and law enforcement agencies, including the U.S. Department of Homeland Security and the Governor's Office, in various simulation and planning exercises.

### STRATEGIC GOAL 4

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

**THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING.** The County emergency response plan is complete; NIMS has been adopted as the County disaster and emergency management system; and continued training of the public health workforce is underway and near completion. This goal is an ongoing activity of continuous improvement involving plan refinement and the development of an exercise component to test that readiness. Over the last fiscal year, the ability of Maricopa County to rapidly respond to a public health emergency has continued to improve, especially in areas related to pandemic influenza and mass fatality planning.

### ADDITIONAL EFFORTS:

- ♦ Maricopa County Department of Public Health (MCDPH) has established a countywide Pandemic Influenza Coordinating Committee consisting of stakeholders (e.g., hospitals, local police and fire departments, school districts, private industry, etc.) to plan a coordinated response to an epidemic involving the H5N1 virus.
- ♦ Maricopa County Department of Emergency Management participated in individual and family preparedness days in the cities of Mesa and Peoria. The department provided assistance to the Arizona Department of Education in



## ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

the revision of state standards for school emergency response plans. Also, the department conceived and coordinated the development of an emergency readiness guide for the residents of Maricopa County, which will be printed in English and Spanish.

- ◆ MCDPH Community Health Nursing (CHN) has continued improving the tracking capabilities of the communicable disease database (involving working with outside entities), and has provided ongoing training in emergency response to CHN staff.



# 2 PUBLIC HEALTH



## PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

### INTRODUCTION

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



### STRATEGIC GOAL 1

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

#### PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County Department of Public Health leadership is developing a revised strategic plan for the Department that will incorporate Countywide goals. The plan, expected to be completed in September 2007, includes an infrastructure component with objectives that include the centralization of Department services, review and revision of all Department policies and procedures, and strengthening the grants management process. The plan also will have components addressing Department services and the reduction of health disparities.
- ♦ The Human Services Department Education Division, through its Head Start Zero-Five Program, ensures children are properly immunized and they maintain current with a schedule for well-child and dental exams to ensure health and dental needs are identified in a timely manner.

#### Maricopa County Community Indicators

##### Leading causes of death (non-injury), rate per 100,000 residents

	HP 2010 Target	2001	2002	2003	2004	2005
Cancer	159.9	155.4	153.3	152.2	160.8	155.8
Heart Disease	166.0	158.3	170.4	166.8	157.3	158.6
Diabetes-Related	45.0	45.8	41.7	48.4	44.5	47.7
Respiratory Disease	62.3	133.3	129.2	122.2	115.2	127.7

Source: Arizona Department of Health Services

#### LEAD/SUPPORT DEPARTMENTS

- Public Health
- Parks and Recreation
- Air Quality
- Environmental Services



## PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

- ◆ During FY2007, 42,987 4th- through 8th-grade students participated in multiple-session intensive tobacco prevention intervention, which includes at least eight tobacco use prevention presentations of 30 minutes or more.

### STRATEGIC GOAL 2

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County Air Quality Department's media campaign, Bring Back Blue, involved participation by the public, Maricopa Association of Governments (MAG), the Arizona Department of Environmental Quality, the City of Phoenix, and other agencies/organizations in an effort to better protect public health by improving air quality in the County. Phase II of the outreach effort will expand into the schools throughout the County with presentations and informational material.
- ◆ Department of Public Health is in negotiations with St. Mary's Food Bank to place services, including a WIC site and an immunization clinic, in their new building. Additionally, the County has submitted proposals to combine with Chicanos por la Causa to bring a WIC site, immunization clinic, vital registration satellite office and other services to the new YMCA campus at 67th Ave. and Indian School.
- ◆ Maricopa County Animal Care and Control (MCACC) began a pilot program of working directly with U.S. Postal Service (USPS) branches to report strays, "close calls," and bites directly to the MCACC Field Supervision Team to reduce the response time to incidents involving mail carriers and to allow MCACC to remove threatening animals from the streets before they become a problem. This program is being monitored by the USPS and may be implemented nationwide.
- ◆ The Environmental Services Department is leading an effort to develop partnerships between County community colleges, tribal nations, and industry to increase food manager and food handler testing and certification sites and to develop food manager and food handler certification programs to help reduce the spread of food-borne disease.
- ◆ The Parks and Recreation, Public Health, and Transportation departments are working with the National Oceanic & Atmospheric Administration (NOAA) and Salt River Project to develop a heat advisory campaign.
- ◆ The Environmental Services Department partnered with Supervisor Wilcox, Industry (Union Pochteca), and the media to educate mobile peddler owners about food cart operating permit requirements. Peddler owners were notified of food-borne illness risks and the legal ramifications of not permitting their vehicles. This partnership educated and encouraged the mobile food industry to have peddler carts permitted by the Maricopa County Environmental Services Department.
- ◆ Public Health Emergency Management (PHEM) continues its mission to establish and nurture relationships with





## PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

County agencies, academic institutions, and community leaders. In the past 12 months, collaborative efforts have resulted in formalized proposed plans for (1) a mass fatality response plan with the County Medical Examiner's Office; (2) an Intergovernmental Agreement (IGA) with the Maricopa County Sheriff's Office for the provision of security at emergency points of dispensing sites; (3) the purchase of diagnostic equipment for the Arizona State Laboratory; and (4) IGAs executed with 18 to 20 County school districts that commit those districts to cooperate with MCDPH in the event of a public health emergency.

- ♦ Maricopa County Environmental Services Department is working with Tribal Nations to address West Nile and mosquito issues around the 101-202 freeway interchange.
- ♦ Maricopa County Human Services Department Head Start Program collaborates with the Arizona Coalition for Tomorrow (ACT) each year for a health fair specifically coordinated to serve families that do not have medical or dental insurance. Families can bring their children to receive hearing/vision screenings, physical/dental exams, and immunizations.

### STRATEGIC GOAL 3

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

#### PROGRESS/ACHIEVEMENTS:

- ♦ In FY2007, 3,438 students participated in the P.L.A.Y. (Promoting Lifetime Activity for Youth) program, a teacher-directed physical activity program, sponsored by the Maricopa County Department of Public Health, that targets students in grades four through six to increase their involvement in moderate-intensity physical activity. Twenty-two percent (22%) of these students received the President's Physical Activity Award.



- ♦ In FY2007, Parks and Recreation offered 231 healthy lifestyle programs for the public. They also increased the number of family and youth programming by 10% from FY2006.
- ♦ The Parks and Recreation and Public Health departments are collaborating on marketing and outreach opportunities to corporate sponsors so the County can become a preferred provider of their wellness programs. In the Fall 2006, the Parks and Recreation Department made presentations at the Honeywell Safety Fair and at the American Express Safety Fair.



**PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY**

- ◆ Parks and Recreation implemented a “water safety” campaign at Lake Pleasant Regional Park in June 2006 and worked to increase awareness of and participation in the program in FY2007. The Summer Aquatics Program at the Desert Outdoor Center at Lake Pleasant had a 12% increase in attendance over the summer 2005, and a 25% increase in merit badges earned.
- ◆ Maricopa County Department of Public Health (MCDPH) continues to meet with various media outlets, including Spanish-language media, to establish relationships that will assist MCDPH in reaching the community with health and prevention messages. MCDPH developed an internal manual for communicating with the public regarding the varied public health issues in the community. MCDPH also launched a new website: [www.WeArePublicHealth.org](http://www.WeArePublicHealth.org).



[www.WeArePublicHealth.org](http://www.WeArePublicHealth.org)



## PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

### INTRODUCTION

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



### STRATEGIC GOAL 1

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ According to the Maricopa County Department of Transportation (MCDOT), for FY2007 33 of the planned 37 infrastructure projects (89%) were completed. The other four projects are either under construction or have been advertised for bid.
- ◆ MCDOT has begun the implementation of an improved project-delivery process that minimizes impediments to MCDOT's delivery of Transportation Improvement Program (TIP) projects. Staff completed a value analysis study to identify process improvement opportunities, ranging from ways to improve project cost estimating, to improved project closeout procedures, to standardized project documentation and filing. Implementation is planned for FY2008.
- ◆ In cooperation with representatives from Maricopa Association of Governments and the Arizona Department of Transportation, MCDOT provided support to the West Valley Transportation Committee to identify, analyze, and evaluate scenarios to accelerate widening of Interstate 10 between Loop 101 and SR 85 as identified in Proposition 400.

### STRATEGIC GOAL 2

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

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

#### LEAD/SUPPORT DEPARTMENTS

- Transportation
- Elections
- Community Development
- Human Services
- Public Health
- Superintendent of Schools
- County Manager (Government Relations)
- Parks and Recreation
- Library District



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

**STRATEGIC GOAL 2, ADDITIONAL EFFORTS:**

- ◆ In a survey of voters regarding satisfaction with the ease of voting in Maricopa County, 7,614 voters in the Primary Election (September 2006) responded to the survey, of which 93.4% indicated they were satisfied with the ease of voting. In the General Election (November 2006), 8,526 voters responded to the survey, 91.7% indicated they were satisfied with the ease of voting.
- ◆ The Elections Department is coordinating a statewide Native American Voter Outreach Summit (NAVOS) to be held in December 2007. The goal is to establish the Summit as an open forum to discuss issues important to the voters, community leaders, and election administrators so they are well informed, have equal access, and may readily participate in the election process in preparation for the 2008 Presidential Election.

**Managing for Results:  
Elections Department**

**Department Goal:** By (end of Primary Election) September 30, 2008, increase the percentage of early votes to 55% as compared to 49.1% for the November 7, 2006 General Elections

**Results:**

- ◆ **49.1%** of votes cast in the Jurisdictional elections on November 8, 2006 (consisting of mostly bond issues and school district overrides), were by early voting; **61.4%** of votes cast in the March 13, 2007, City and Town Primary elections were by early voting; **71.1%** total votes cast in the May 15, 2007, Jurisdictional elections were by early voting.



Human Services Campus

**STRATEGIC GOAL 3**

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

**THIS GOAL HAS BEEN ACHIEVED.** Phase II of the Human Services Campus (NOVA Safe Haven construction and renovation of the old Health Care for the Homeless Program facility) was completed in FY2007. Efforts to partner with other organizations working to prevent homelessness and support home ownership are ongoing.

**ADDITIONAL EFFORTS:**

- ◆ During FY2006, the Maricopa County Board of Supervisors signed a Memorandum of Understanding with Neighborhood Housing Services of the Southwest (NHS) to administer HUD's new American Dream Downpayment Initiative (ADDI). In FY2007, the Community Development Department provided \$30,000 in ADDI funds to three first-time homebuyers in Avondale and Youngtown. The department continues to work with nonprofit housing providers to provide downpayment assistance to low/moderate income first-time homebuyers.
- ◆ In FY2007, the Community Development Department provided \$95,220 in Community Development Block Grant funds to Central Arizona Shelter Services to help offset the unexpectedly high utility costs for the shelter due to the excess summer heat.



## PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

### STRATEGIC GOAL 4

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County Department of Emergency Management continues to work closely with all Tribal Nations within the County to improve their emergency management programs and has designated a planner to serve as tribal liaison. Intergovernmental agreements have been established with all 24 cities and towns in Maricopa County to assist them with emergency plans preparation, training exercise programs, and other aspects of their emergency management programs.
- ◆ The Flood Control District provided regional leadership through the Digital Orthophotography Project. The District initiated a process of annually acquiring high-resolution aerial photography of the County and then sharing the images with local municipalities, Tribal Nations, state agencies, and the federal government on a reimbursement basis. By having a common base map using the same coordinate system, the District is ensuring that data used and developed by member jurisdictions are accurate and usable.
- ◆ The Collaborations Center, a place where businesses and government collaborate on ideas and solutions, received approval from the Board of Supervisors to allow a project team from the Office of Enterprise Technology to develop agreements with interested technology and business partners and other financial sponsors.
- ◆ Maricopa County Library District is in discussion with the Gila River Indian Community (GRIC) to provide quality public library services to the community. They are discussing developing an Intergovernmental Agreement (IGA) that would give GRIC access to Library District branches, electronic databases, and the library automation system.
- ◆ Maricopa County Planning and Development Department recently initiated an update to the Maricopa County Comprehensive Plan, which will include activities intended to help identify major policy areas where Maricopa County can serve a regional leadership role.
- ◆ The Special Transportation Services of the Maricopa County Human Services Department partnered with the City of Phoenix Police Property Management Bureau, local public transit departments, Maricopa Association of Governments, and St. Vincent de Paul to develop a bicycle refurbishing program to benefit homeless and low-income residents of Maricopa County who need reliable transportation solutions to facilitate work trips and job-seeking efforts.

#### **Managing for Results: Emergency Management**

**Department Goal:** By June 30, 2009, establish Citizen Corps councils in all three tribal communities and in at least 20 of the 24 cities and towns in Maricopa County

#### **FY07 Results:**

- ◆ **10** city/town and **2** tribal Citizen Corps councils have been formed. All Citizen Corp programs in the county are under the umbrella of either a local council or the Arizona Central Region Citizen Corps Council.



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

- ◆ The Department of Transportation’s Traffic Management Branch continues to play a leading role in the AZTech Program—a partnership between 12 local cities, Maricopa Association of Governments (MAG), Arizona Department of Transportation (ADOT), and the Federal Highway Administration (FHWA)—to enhance regional traveler mobility and decrease travel time across jurisdictional boundaries, and to provide safer and more efficient facilities for the traveling public. During FY2007, AZTech partnered with Arizona Broadcasters Association to host a summit intended to serve as an inaugural interchange of ideas to improve communication among media, transportation agencies, public safety, and public information officers to improve cooperation and understanding of the issues and challenges of providing accurate, up-to-date travel and traffic information to better serve the traveling public. The meeting was attended by over 70 representatives from transportation agencies from local, county, state, and federal jurisdictions (streets, planning, safety, IT, PIO/media relations/marketing), public safety, emergency management, and media—print, radio and television.
- ◆ Maricopa County Facilities Management Department continues to build relationships with local governments—Surprise, Mesa, Phoenix, Avondale, and Chandler—to help further the development and/or improvement of County regional sites, which improves the customer’s ability to do business with Maricopa County.
- ◆ The Community Services Division of the Maricopa County Human Services Department partnered with the Housing Authority of Maricopa County, the Arizona Department of Commerce Energy Office, and Arizona Public Service to co-fund weatherization for low-income families. The first of its kind in the state, this partnership resulted in weatherization of a 20-unit apartment complex and 20 single-family homes in Buckeye.
- ◆ Maricopa County Solid Waste Department is working with the Town of Queen Creek to convey the Queen Creek Landfill to the town in a manner that, when the landfill is closed, the town can build a Rodeo Park that can incorporate certain park features such as trails and overflow parking into the park design.
- ◆ Maricopa County Parks and Recreation submitted a Cooperative Management Agreement to the Bureau of Land Management and the Nature Conservancy to establish a new collaboratively managed county park at Vulture Peak.
- ◆ The Maricopa County Department of Transportation completed its update to the Transportation System Plan, the County’s long-range plan for transportation. This plan was completed with extensive public outreach to, not only all the citizens of Maricopa County, but with the cities, towns, Indian communities, and state and federal agencies. This outreach ensures that positive relationships were established between various levels of governing bodies so that a seamless transportation system is planned by all agencies.

**Managing for Results:  
Medical Examiner**

**Department Goal:** By FY09, improve service to families and other agencies by completing cases within established timeframes of 90% of cases closed within 45 days and 95% of cases closed within 90 days.

**Results:**

	FY05	FY06	FY07
Percent of cases completed within 45 days	38%	61%	72%
Percent of cases completed within 90 days	78%	98%	100%



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

**STRATEGIC GOAL 5**

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

**PROGRESS/ACHIEVEMENTS:**

- ◆ During FY2007, nearly 70,000 young people attended the 2,254 youth programs sponsored by the Maricopa County Library District.
- ◆ The Summer Reading program, sponsored by the Library District, began on May 29, 2007 and ran for eight weeks. The theme for Children was "Get a Clue @ Your Library." The theme for Teens was "YNK (You Never Know) @ Your Library." This year the Library District introduced a read-to-me program for infants and toddlers (nearly 3,000 signed-up), encouraging parents to develop young readers by reading to their children. In 2007, 30,060 kids and teens participated in the Summer Reading Program throughout the Library District's 15 libraries, a significant increase from the 25,081 participants in 2006 .



**Managing for Results:  
Library District**

**Department Goal:** By June 30, 2007, increase the number of library cardholders by 27% over number of cardholders on June 30, 2004.

**Results:**

	<u>FY04</u>	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>
# of cardholders	337,572	395,874	446,697	499,406
% increase from FY04 baseline		<b>17.3%</b>	<b>32.3%</b>	<b>47.9%</b>

# 4 SUSTAINABLE DEVELOPMENT



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

### INTRODUCTION

Many factors influence the decision on where people choose to live, work, and play. Communities where citizens have areas to relax and enjoy the environment and that work to improve their overall livability will ensure sustainable development in ways that meet the needs of the present without compromising the ability of future generations to meet their own needs. The Maricopa County Board of Supervisors has adopted a key strategic priority to carefully plan and manage land use to promote sustainable development and to preserve and strengthen our environment. In Maricopa County, sustainability issues dealing with air quality, water availability, and open space are becoming increasingly important to the livability of the community. Smart planning has become critical to balance population growth while maintaining Maricopa County's famous quality of life and protecting important economic and environmental assets like our military installations and the natural areas.



### STRATEGIC GOAL 1

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ In August 2007, the Board of Supervisors amended the Zoning Ordinance and Comprehensive Plan to require all zone changes, regardless of area, to be in conformance with the adopted land use plan. This ensures that all cases now fully comply with state law.

### STRATEGIC GOAL 2

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ In December 2006, Maricopa County Parks and Recreation Department broke ground on the long-awaited Regional Trail System. The Regional Trail System, adopted by the Maricopa County Board of Supervisors in 2002, will provide a continuous trail system connecting County parks to recreational corridors around the Valley and help to preserve

#### LEAD/SUPPORT DEPARTMENTS

- Planning and Development
- Parks and Recreation
- Air Quality
- Facilities Management
- Equipment Services



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

open space in the community. The first 10 miles of trail construction have been completed. The next four miles of trail construction will start after the November 2007 State Land auction, pending available funding.

- ◆ Maricopa County Parks Department implemented the *Protect Our Natural Resource Program* modeled after the Adopt-A-Highway campaign to engage volunteers to help maintain the parks and protect the natural resources.
- ◆ Air quality continues to be a major problem in the Valley. Currently, the U.S. Environmental Protection Agency has deemed Maricopa County to be in "serious non-attainment" of the particulate standard. Maricopa County, along with the state and other regulatory agencies, is developing a Rate of Progress plan to submit to the EPA. This plan will include ideas to reduce particulate emissions Countywide by five percent each year until the County reaches the federal standard.



- ◆ Maricopa County Air Quality Department has launched Phase II of a media campaign to educate and bring awareness of air pollution issues to the general population of the County. This campaign provides a website ([BringBackBlue.org](http://BringBackBlue.org)) specifically designed to provide easy access to interesting and useful information and data on air quality in the County.
- ◆ The Maricopa County Board of Supervisors approved \$10.4 million dollar capital improvement plan for the Parks and Recreation Department, which will jump-start the 10-year capital redevelopment plan for the parks.
- ◆ Maricopa County Planning and Development Department hosted a National Green Communities teleconference that included planners and building officials from various jurisdictions. The discussion focused on progressive and innovative building and community design.
- ◆ The playground shade structure installation projects at Cave Creek, Estrella, Lake Pleasant, McDowell, and White Tank Mountain regional parks were completed in January 2007. The last entry station project, at Usery Mountain Regional Park, was completed in August 2007. The Estrella Mountain Regional Park Visitor Center and the Cave Creek Regional Park Visitor Center and Amphitheater began construction in August 2007.
- ◆ The Air Quality Department is leading the effort to develop a mobile air-monitoring vehicle for spot sampling of smokestacks and the ambient air in response to specific violation reports and where nuisance and/or environmental justice issues may arise.
- ◆ The Maricopa County Solid Waste Department is working to combat illegal dumping by increasing its capacity to take in recyclables, tires, and hazardous waste. As part of that effort, the department has opened an additional waste tire recycling facility in the West Valley.





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

### STRATEGIC GOAL 3

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ Planning and Development strictly adheres to the objective of protecting Luke Air Force Base and its mission of protecting national security by not recommending approval of any planning, zoning, and subdivision cases that adversely impact current and future operation of the base and its ancillary facilities. All such cases, within the state-defined "territory in the vicinity of a military airport" are routed to Luke Air Force Base as required.

### STRATEGIC GOAL 4

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

**THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING.** Facilities Management and Equipment Services have integrated conservation strategies into ongoing operations and factored them into capital projects, while balancing costs and benefits. Efforts to enhance and expand conservation programs will continue.



#### ADDITIONAL EFFORTS:

- ◆ On an ongoing basis, Facilities Management is completing projects for lighting retrofits, window film, building commissioning, building automation control upgrades and replacements, *Leadership in Energy and Environmental Design (LEED)* Building programs, and water conservation projects with targeted conservation goals. In 2007, Facilities Management Department completed construction on two LEED projects designed to meet the conservation goals. The department is awaiting response to LEED certification for the Downtown Consolidated Justice Center and will be pursuing LEED certification for the San Tan Consolidated Justice Courts in FY2008.
- ◆ In an effort to reduce greenhouse gas emissions, the Maricopa County Equipment Services is drafting a County Green Fleet Policy that will include County departments replacing current fleet vehicles with alternative-fueled vehicles, hybrids, and low-emission vehicles where operationally feasible. Currently, bio-diesel fuel is in use at all County fueling locations that provide diesel fuel to customers.



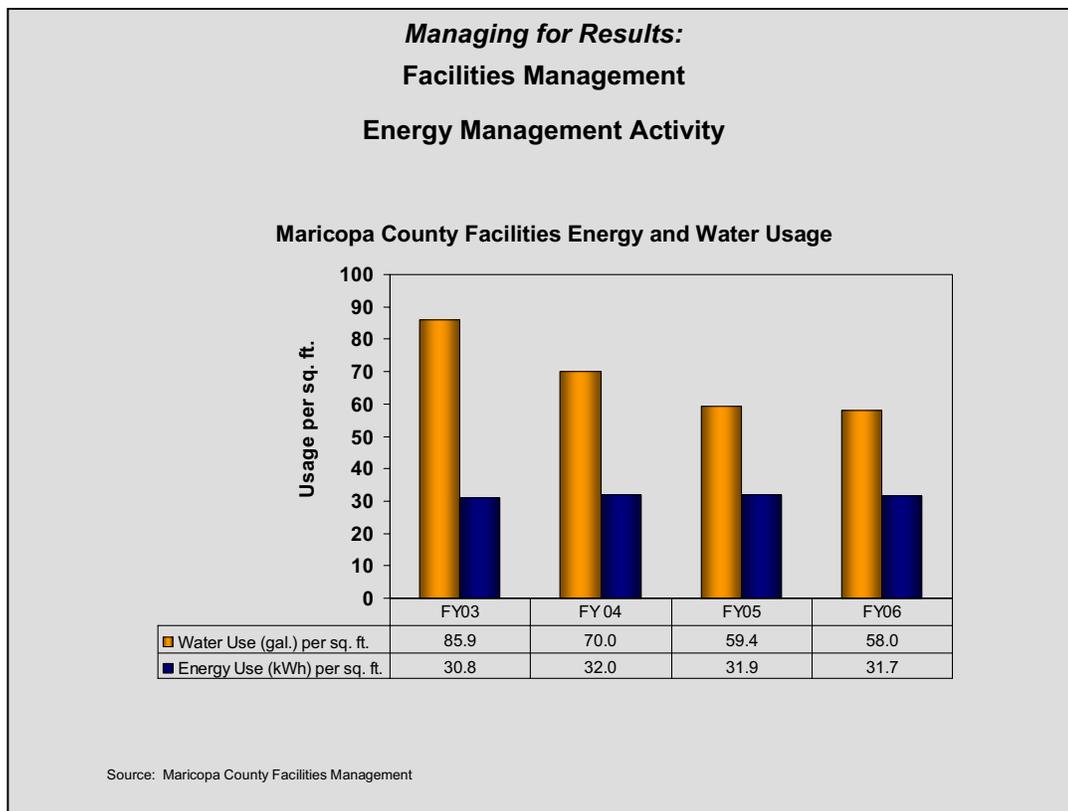
### MARICOPA COUNTY RECEIVES PRESTIGIOUS ENVIRONMENTAL AWARDS

In October 2006, Maricopa County was recognized by Valley Forward, a Phoenix-based environmental organization, for implementing bio-diesel fuel into the County's fleet; and for the installation of a state-of-the-art, flat-panel solar-thermal system at the Desert Outdoor Center at Lake Pleasant, which will provide solar energy for the Center to power the heating and cooling system, reducing overall electrical consumption by more than 25%.



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

- ◆ Maricopa County Planning and Development Department has drafted an informational pamphlet *Building Green in Maricopa County* that outlines the benefits of eco-friendly building and landscape designs, which will be available for distribution in October 2007.
- ◆ During FY2007, in an effort to mitigate energy consumption, the Board of Supervisors approved a Maricopa County Zoning Ordinance text amendment to allow certain shade structures without requirement for additional parking.
- ◆ In an effort to mitigate water consumption and loss of natural habitat due to development, the Maricopa County Planning and Development Department implemented an indigenous landscape palette for designated natural scenic corridors, and adopted new scenic corridor plans for Castle Hot Springs, McMickem Dam, and Olive Avenue. This effort promotes natural landscape preservation and landscaping with native plants.
- ◆ Equipment Services has formed a “Green Committee” to seek diverse alternative-fueled vehicles to include hydrogen- and ethanol-fueled vehicles and dispensing infrastructures.



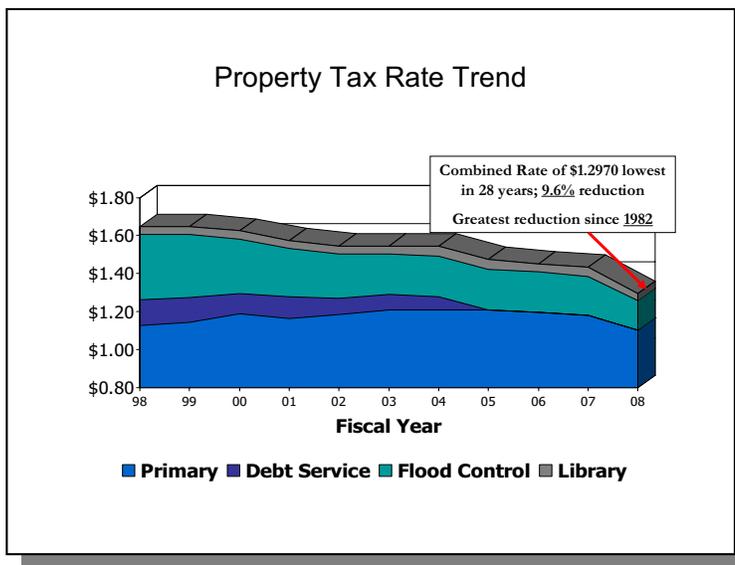
# 5 FISCAL STRENGTH



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

### INTRODUCTION

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



### STRATEGIC GOAL 1

*Continue to strive to reduce the overall property tax rate.*

#### PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County's overall property tax rate—which includes the Primary Tax, and secondary tax rates for Flood Control District and the Library District—continues to decline, from \$1.45 per \$100 of assessed value in FY2006 to \$1.43 per \$100 of assessed value in FY2007, and \$1.30 in FY2008.
- ♦ In December 2006, the Board of Supervisors, sitting as the Board of Directors for the Flood Control District and the Library District, adopted

budget priorities and guidelines that included continuation of the self-imposed limit on district property tax levies. These self-imposed limits reduced Flood and Library District rates for F2007-08.

### STRATEGIC GOAL 2

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

#### PROGRESS/ACHIEVEMENTS:

- ♦ In FY2008, the mandated contributions were 18.2 percent of

### LEAD/SUPPORT DEPARTMENTS

- Office of Management and Budget
- Library District
- Flood Control District
- Stadium District
- County Manager (Government Relations)
- Facilities Management
- Finance
- Elected Officials
- Parks and Recreation
- Materials Management

# FISCAL STRENGTH (CONT.)



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

the General Fund budget, which is a significant reduction from the 25.1% in Fiscal Year 2003.

- ◆ In January 2007, the State Legislature approved and the Governor signed HB2758, which reduced the State's portion of the Judge/Justice of the Peace salaries in exchange for an equal reduction in the County's AHCCCS contribution (\$892,400).

### STRATEGIC GOAL 3

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

#### SELECTED CAPITAL PROJECTS COMPLETED IN FY2007

- ◆ Downtown Justice Center
- ◆ Public Health Clinic
- ◆ San Tan Consolidated Justice Courts
- ◆ Southeast Justice Center
- ◆ Estrella Mountain Irrigation System
- ◆ McDowell Mountain Regional Park Competitive Track
- ◆ Usery Mountain Water System

**THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING.** The Office of Management and Budget continues to work with the Board of Supervisors on funding additional capital needs as they are identified.

#### PROGRESS/ACHIEVEMENTS:

- ◆ During FY2007, the Office of Management and Budget developed a capital funding plan in order to build three court-related projects (Southeast, Southwest, Downtown), which was approved by the Board of Supervisors as part of the FY2007-2008 budget.
- ◆ The Stadium District has completed the independent assessment of Chase Field and has identified the future capital needs of Chase Field. The Stadium District is currently developing and pursuing funding options for the identified capital needs.

### STRATEGIC GOAL 4

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

**THIS GOAL IS ONGOING.** County departments continue to seek new ventures that will generate additional revenues for the County.

#### PROGRESS/ACHIEVEMENTS:

- ◆ The County has awarded a contract to Front Row Marketing to investigate sponsorship opportunities in the form of naming rights, licensing of intellectual property, and commercial advertising on county sites, etc., that would result in additional revenue to the County.

# FISCAL STRENGTH (CONT.)



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

- ◆ In FY2007, the Stadium District hosted 50 non-baseball, day-use events (events with fewer than 10,000 in attendance, such as receptions, corporate events, and company parties) at Chase Field, and has generated more than \$40,000 in day-use-event net revenue, an increase of more than 40% over the same period in FY2006.
- ◆ In FY2007, the Office of the Medical Examiner (OME) increased fees for cremation authorizations from \$5 to \$15. The projected increase in revenue for FY2008 is \$175,860. Additionally, OME increased revenue by charging Donor Network of Arizona for use of County facility for their procurement of tissues. This increased revenue received in FY2007 by \$46,500; FY2008 projected increase in revenue is \$68,400.
- ◆ In June 2007, the Board of Supervisors approved an interim fee increase which will allow the Parks and Recreation Department to maintain their current level of service without an increased request for general fund support.



Standard & Poor's (S&P) Ratings Services assigned its "AAA" issuer credit rating to Maricopa County. With this rating the County can enjoy a more favorable rate in future borrowings. The County also received "AAA" bond rating by Fitch Ratings, and a "AA1" rating by Moody's.

# 6 QUALITY WORKFORCE



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

### INTRODUCTION

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



### STRATEGIC GOAL 1

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

### PROGRESS/ACHIEVEMENTS:

- ◆ Through FY2007, Employee Compensation has reviewed and revised market range titles for approximately 97 percent of all positions in Maricopa County. The remaining positions are targeted to be completed in the first half of FY2008. The review cycle also will begin again for market ranges that were studied two to three years ago, and that are again showing voluntary turnover rates in excess of 10 percent with 10 percent or greater vacancies.
- ◆ Employee Health Initiatives is working on several new initiatives—Health Risk Assessment Surveys, Onsite Mobile Mammography, Onsite Mobile Prostate Project, Flue Shots, Adult Immunizations, Arterial Ultrasound Screening, Vision Screening, Osteoporosis Screening, “Blueprint for Wellness,” biometric testing, and “Lunch ‘n Learn” educational programs—all designed to improve the health status of Maricopa County Employees and their families.
- ◆ In FY2007, Maricopa County Employee Health Initiatives increased methods of communication—bulletin boards, voicemails, enhanced websites, and E\*ouncements—in an effort to reach all County employees.
- ◆ In collaboration with OET, Workforce Management and Development initiated a weekly broadcast e-mail of all new job postings to all County employees called the “Find Work, Get Work Network.” The campaign will be used to encourage current County employees to consider internal promotional opportunities and develop their career advancement opportunities.

### LEAD/SUPPORT DEPARTMENTS

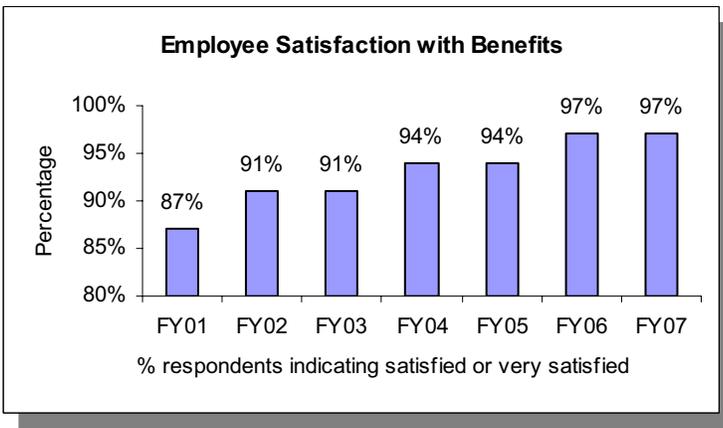
- Office of Management and Budget
- Workforce Management and Development
- Employee Health Initiatives
- County Manager (Diversity)
- County Manager (Communications)
- All Departments

# QUALITY WORKFORCE (CONT.)



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

- ◆ Workforce Management and Development initiated the “Start Here, Stay Here” marketing campaign for County recruitments. The campaign will be used in conjunction with all print and web advertisements, job fairs, and recruitment-related functions.
- ◆ Staff Development is conducting a strategic review of current course offerings to determine whether they address the employee and management development needs of County departments. A review of current “Employee Course Catalog” to align courses more directly with employee development goals also is underway.
- ◆ Workforce Management and Development is reviewing all administrative procedures for compliance. Several are ready for implementation, including procedures regarding work climate assessments, reductions in force, solicitation, and e-mail use.



- ◆ During FY2007, Employee Health Initiatives continued to ensure that the share of health care cost contributions paid by employees are competitive with other entities. EHI reviewed emerging “best-in-class” health and disability benefit offerings on a national level and incorporated into the County plans when appropriate, and continued to aggressively manage plan vendors to ensure optimum cost control, and employee and employer satisfaction.

- ◆ A new management training program relating to employment discrimination has been procured, and is ready for deployment to all appointed department managers and supervisors.
- ◆ Workforce Management and Development has established an “Anonymous Tip Line” so that employees and citizens can leave a voice message if they have workplace concerns or to report allegedly fraudulent activity.

### STRATEGIC GOAL 2

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

**THIS GOAL IS ONGOING.** The County Manager’s Diversity Office continues to work with all County departments to ensure the ethnicity base of the County’s workforce is reflective of the demographics of our community.

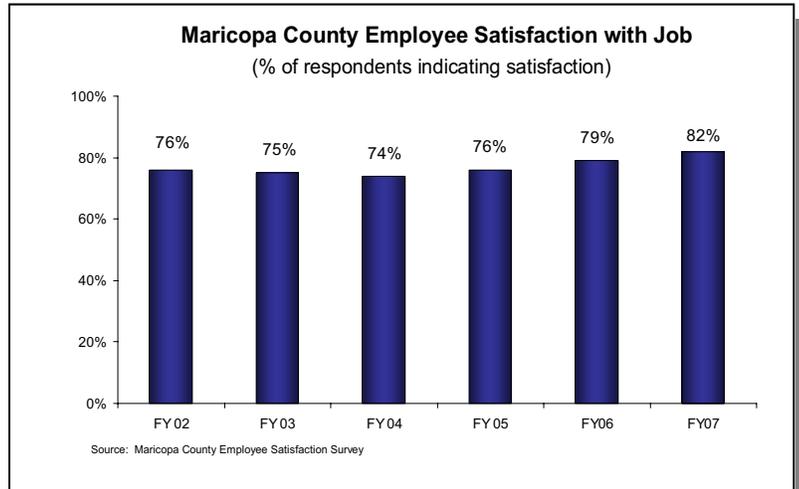
# QUALITY WORKFORCE (CONT.)



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

### ADDITIONAL EFFORTS:

- ◆ Each quarter during FY2007, the County Manager and the Diversity Director sent a checklist of 19 questions to all department directors to determine if they are on board with the Diversity program. Of the 39 departments that respond to the survey, 100% reported the use of a diverse interview panel in their recruiting efforts.
- ◆ During FY2007, the County Diversity Office, in collaboration with the Hispanic Network and the African American Network, sponsored a variety of diversity celebrations, including four separate celebration events for Hispanic Heritage Month, the inaugural Native American Heritage event, the first Unity Day Celebration, Women’s Month, Black History Month, and Juneteenth. The Diversity Office also is working with a group of Maricopa County Native American employees to establish a Native American Network called Indigenous Circle.



- ◆ The Diversity Office is partnering with Workforce Management and Development (WMD) in promoting a diverse workforce by ensuring fair and equitable performance evaluations, providing career path consultations, and ensuring that promotional opportunities are available to all staff without consideration of their race, gender, sexual orientation, or disability. Throughout the year, the Diversity Director met with department HR directors to identify any employee concerns. Additionally, new initiatives from WMD, such as “Find Work, Get Work Network,” and the “Start Here, Stay Here,” recruiting campaign are having a positive impact on achieving the County’s diversity goals.
- ◆ The Public Works Diversity Council, comprising employees from Transportation, Flood Control District, and Solid Waste Management, published a diversity questionnaire, has established Diversity suggestion boxes at each location, and distributes a variety of diversity information to all Public Works sites. Public Works Diversity Training has been scheduled, and attendance is mandatory.



Public Works Department



# QUALITY WORKFORCE (CONT.)

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

## STRATEGIC GOAL 3

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

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





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

**INTRODUCTION**

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



**STRATEGIC GOAL 1**

*Continue to increase accountability to the public for results-oriented government by fully implementing the Managing for Results and performance-based budgeting initiatives.*

**PROGRESS/ACHIEVEMENTS:**

- ◆ In January 2007, the Board of Supervisors approved the purchase of a new business intelligence system that will provide the infrastructure necessary to collect, analyze, and report on performance and financial data so that the County can assess its progress toward meeting strategic goals and priorities and be accountable to the citizens of Maricopa County.



- ◆ In December 2006, the Office of Management and Budget contracted with Weidner, Inc. to provide assessment and training services related to Managing for Results. Multiple training sessions were provided to department directors, strategic coordinators, and OMB staff on the MFR process and philosophy, developing performance metrics, using performance information, incorporating performance information into the budget process, and reviewing elements of strategic business plans. Additionally, OMB revised the *MFR Resource Guide*

to focus on the plan update process, emphasize the customer and results, and provide real-life examples to illustrate concepts.

- ◆ In December 2006, the Office of Management and Budget published the *2006 Maricopa County Indicators Report*, which provides accountability to citizens by presenting information on how the County is doing in achieving its strategic goals and priorities based on a variety of indicators.

**STRATEGIC GOAL 2**

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

**LEAD/SUPPORT DEPARTMENTS**

- All Departments
- Office of Enterprise Technology
- Justice System Planning and Information
- County Manager (Communications)
- Office of Management and Budget

# CITIZEN SATISFACTION (CONT.)



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

### PROGRESS/ACHIEVEMENTS:

- ◆ The Office of Enterprise Technology (OET) is working on a Countywide Information Architecture that supports a high-performance workplace, speed knowledge, workers' access to business information, and collaboration. In April 2007, the Board of Supervisors approved a Network Transformation Initiative that is focused on developing a network architecture strategy, creating a more robust and efficient network for the County. This approach provides for quality, cost-effective, customer-centric, and value-added services to County departments and agencies. During the second half of FY2007, the OET project team completed interviews with 58 County departments and has completed a roadmap towards the "future state" of the County network.
- ◆ OET is in the process of re-architecting and updating the existing Data Center in the Administration Building, reengineering and constructing the Data Center in the West Courts Building, and designing and procuring a new Regional Data Center located sufficiently away from the downtown complex. This architecture will assure business continuation and disaster recovery in the event of any disaster—natural or man-made. OET also is researching potential sites for the regional hot site Data Center.

### STRATEGIC GOAL 3

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

### PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County Planning and Development Department has implemented a number of technological enhancements that have improved access to services offered by the department: bar code scanning, which expedites routing of paperwork and reduces key stroke errors when processing permits; Q-matic lobby management which reduces customer wait times; wireless service in waiting areas which allows customers to conduct business during wait times; and Project Dox, which manages documents and correspondence associated with a project through an easy-to-use, web browser interface. With Project Dox, customers can submit plans, upload drawings, and receive redlines instantly through email, which saves travel time for customers and provides a timely and accurate view to both customers and staff.
- ◆ Maricopa County Environmental Services Department is working to integrate Vector Control Management System (VCMS) with the truck-tracking systems, and the web/phone complaint systems. This automation will result in a faster response to citizen concerns.
- ◆ The Workforce Development Division of the Maricopa County Human Services Department expanded its services to West Valley residents with the opening of its services center located at 95th Avenue and McDowell. The new facility features expanded services for youth and veterans.



# CITIZEN SATISFACTION (CONT.)



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

- ◆ In 2007, the Maricopa Library District opened two new libraries—Civic Center Library in Avondale (opened in March) and Perry Branch Library in Gilbert (opened in July). The Perry Branch is the first library in the nation to organize books by subjects similar to retail bookstores rather than using the Dewey decimal numbering system for organizing the books.
- ◆ Maricopa County Flood Control District (FCD) has developed multilingual capabilities of the District to ensure that direct communication with customers, particularly customers of flood permitting, is complete, accurate, and meeting the diverse needs of our diverse customers. FCD has an ongoing relationship with Telemundo, the local Spanish television station, to promote flood control safety measures.
- ◆ In the first half of FY2007, Public Health Emergency Management (PHEM) hired a Special Populations Coordinator, who has the lead in establishing the needs of special populations during a public health emergency—populations that might have been traditionally overlooked or underrepresented in PHEM's planning and response efforts. These groups include the homeless, migrant workers, Native Americans, jail and prison inmates, long-term care center patients, and others.
- ◆ Individuals with disabilities can now access an Assistive Technology room in the Human Services Department's Workforce Development Gilbert One-Stop Career Center. This technology allows persons with visual, physical, audio, and other disabilities to fully utilize the resources of the Center.
- ◆ Maricopa County Department of Transportation actively encourages small business participation in procurements since the County's adoption of the Small Business Enterprise Program in December 2006.
- ◆ Facilities Management develops and renovates new and existing facilities with a process that evolves through collaborative planning with interested parties to ensure compliance with all regulations, including Americans with Disabilities Act (ADA) and life safety. Programs, such as the proper utilization of parking lots and garages (including the current Downtown Shuttle program for jurors), that allow customers to easily access services continue to be improved to meet their changing needs.
- ◆ Environmental Services received a National Association of Counties Achievement Award for the *Automated Translation of English Inspection Forms to Spanish* program. Through this program Maricopa County is bridging communication barriers by offering facility food service inspection reports to operators in either English or Spanish. Automated inspection form translation increases code compliance and fosters positive relationships between County government and our diverse community.
- ◆ Maricopa County Internal Audit Department provides website access to all audit reports. Citizen oversight is provided by the Citizens' Advisory Audit Committee, comprising representatives of each County supervisory district and representatives of the County Finance Department, County Attorney, and State Auditor General.





# CITIZEN SATISFACTION (CONT.)

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

## STRATEGIC GOAL 4

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

### PROGRESS/ACHIEVEMENTS:

- ◆ The Budgeting for Results Guidelines and Priorities approved by the Board of Supervisors for FY2007-2008 included directions to identify non-essential programs and recommend their elimination. During the annual budget development process, the Office of Management and Budget seeks opportunities for cost savings.
- ◆ One of the key areas of focus for the Office of Management and Budget is process improvement—providing assistance in analyzing results, identifying areas for improvement, and engaging in structured process improvement efforts.

## STRATEGIC GOAL 5

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

### PROGRESS/ACHIEVEMENTS:

- ◆ The Air Quality Department has updated its website to provide important air quality information with a user-friendly, interactive air quality monitoring station map and real-time data that provides the ability to check on the status of Notes of Violations. It also posts public notices, permit notices, draft rules, the emissions inventory, and other information, and offers links to the business assistance division and important contact information.
- ◆ During the first half of 2007, Maricopa County Animal Care and Control (MCACC) began a "word-of-mouth" campaign to inform the public of the *Uno Por Uno* programs to be implemented during January and February 2007. The Department canvassed neighborhoods in the 85040 zip code to ensure residents are aware of service to be offered.



# CITIZEN SATISFACTION (CONT.)



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

- ♦ Maricopa County Parks and Recreation Department is working with the Luke West Valley Area Recreation Subcommittee to heighten awareness of both city and county recreation programs and services with a passport program that encourages park usage.
- ♦ In December 2006, the Assessor's Office conducted an open forum to discuss taxpayer concerns and questions regarding property valuations and the Appeal process. More than 200 taxpayers and tax agents attended the forum. The ideas, concerns, and suggestions from the open forum led to the establishment of an internal committee to review the current appeal process with a commitment to consistency.



# ACKNOWLEDGEMENTS



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Adult Probation	Internal Audit
Air Quality	Justice System Planning and Information
Animal Care & Control	Juvenile Probation
Clerk of the Superior Court	Library District
Community Development	Management and Budget
County Attorney	Materials Management
County Manager (Diversity, Government Relations)	Medical Examiner
Elections	Parks and Recreation
Emergency Management	Planning and Development
Employee Health Initiatives	Public Defense Services
Enterprise Technology	Public Health
Environmental Services	Public Works
Equipment Services	Sheriff's Office
Facilities Management	Solid Waste
Flood Control District	Stadium District
Human Services	Transportation
Integrated Criminal Justice Information System	Trial Courts
	Workforce Management and Development

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

[www.maricopa.gov/mfr](http://www.maricopa.gov/mfr)