



**Safe  
Communities**

**Public  
Health**

**Regional  
Leadership**

**Sustainable  
Development**

**Fiscal  
Strength**

**Quality  
Workforce**

**Citizen  
Satisfaction**

# Strategic Directions for Maricopa County 2005—2010

## Annual Accomplishments Report FY 2006



# ACKNOWLEDGEMENTS



## **BOARD OF SUPERVISORS**

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

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David R. Smith

## **DEPUTY COUNTY MANAGER**

Sandra L. Wilson

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# ACKNOWLEDGEMENTS



In June 2005, the Maricopa County 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. This *Annual Accomplishments Report* outlines the achievements during FY2006 and progress of Maricopa County government toward achieving the Board's vision for the County.

## MARICOPA COUNTY BOARD OF SUPERVISORS



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# COUNTY MANAGER'S MESSAGE



September 2006

When the Board of Supervisors finalized a new Strategic Plan for the County in the spring of 2005, they set forth a challenging number of priorities and goals to accomplish over the next five years that would strengthen our community and enhance the quality of life in Maricopa County. Now, after one full year of implementation of the new plan, I am pleased to report that we are off to a solid start in achieving those priorities and goals.

Building working partnerships and focusing on customers are two of the County's core values. The efforts undertaken in support of the County plan exemplify commitment to these values. As you'll read in this report, the successful implementation of the plan has been made possible through the collaboration of departments working with one another to achieve results for citizens, and, more importantly, through the establishment of a multitude of partnerships with the community at-large to broaden the impact of our initiatives.

In this report, you'll find information about actions being taken to reduce crime, improve public safety, encourage healthy lifestyles, strengthen our public infrastructure, promote smart growth, maintain fiscal strength, support a quality workforce, and meet the needs and expectation of our customers. While this report is not intended to provide a complete listing of accomplishments, it does cite a number of examples that help highlight the extensive efforts underway throughout the County to fully implement the Strategic Plan.

As we review the accomplishments of FY 2005-2006, I would like to take this opportunity to acknowledge the efforts of County employees who work hard each day to deliver high-quality services and who, by meeting the needs of our citizens, are helping to make Maricopa County a better place to live.

While it is important to take time and reflect on what has been achieved, we are actively forging ahead toward implementation of more elements of the Strategic Plan. We believe that it is not enough to merely react to public policy problems. We must prevent, reduce, and eliminate these problems to the extent possible, within the County's means.

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

David R. Smith  
County Manager

# INTRODUCTION



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

Maricopa County is meeting the challenges of rapid population growth and increased demand for services with a careful allocation of revenues to meet public service needs. Good decisions produce results that make a difference in people's lives and give taxpayers the most value for their money. As Michael Lawson writes in *Why Performance Matters*<sup>1</sup>,

*"A high-quality, service-driven local government can provide key elements that will permit communities to thrive in the 21st century by being places where people will want to live and places where businesses will want to expand. The actions of and services provided by local government can be the determining factor in whether a community will be or remain vibrant and prosper, or whether it will lose its vitality and gradually decline. Thus, local government performance really does matter."*

Strategic planning is one mechanism used by the County to continually provide high-quality services and to ensure that the most critical needs of the community are being met with measurable results. In 2000, the Board of Supervisors adopted a policy establishing a management framework, called *Managing for Results* (MFR), which integrated planning, budgeting, reporting, evaluating, and decision-making for all Maricopa County departments and agencies. Managing for Results provides direction for making good business decisions based on performance, and makes departments/agencies accountable for results.

## **2005-2010 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 two to five years. The new 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 population of the County continues to expand, so too will the demand for services. To meet that growing demand, the County will need to continue to expand and explore new and innovative ways of providing services.

## **ANNUAL ACCOMPLISHMENTS REPORT**

The *Strategic Directions for Maricopa County 2005-2010, Annual Accomplishments Report FY2006* provides accountability to citizens by publishing information on how the County is doing in achieving its strategic goals and priorities in the first year of implementation. The *Annual Report* outlines the achievements and progress of Maricopa County government around the seven strategic priorities.

<sup>1</sup>Lawson, Michael (2006). "Why Performance Matters: The World is Flat for Local Governments, Too," International City/County Management Association, <http://www.icma.org>

# COUNTY GOVERNMENT



**VISION: CITIZENS SERVING CITIZENS BY WORKING COLLABORATIVELY, INNOVATIVELY, EFFICIENTLY, AND EFFECTIVELY. WE WILL BE RESPONSIVE TO OUR CUSTOMERS WHILE BEING FISCALLY PRUDENT.**

Providing essential and efficient services in an orderly and coordinated manner is the primary function of government. Residents expect their government to provide a sound infrastructure, a functioning transportation system, quality parks, trails, and human services, and an enhanced quality of life.

## STRUCTURE

County government in Arizona is an arm of the state government. Its authority is defined by both the Arizona State Constitution and Legislature. The State Legislature represents a key external factor whose actions greatly influence County finances and operations in five major areas: state shared revenues, state budget, tax law changes, mandates, and County powers. Additionally, eight County offices are independently overseen by elected officials: Assessor, Attorney, Clerk of the Court, Constables, Recorder, Sheriff, Superintendent of Schools, and Treasurer.

## BOARD OF SUPERVISORS

The Board of Supervisors is the governing body for the County. Each member represents one of the five supervisorial districts, which are divided geographically and by population to include a mix of urban and rural constituencies. Members are elected to four-year terms and may serve an unlimited number of terms. A County Manager, appointed by the Board of Supervisors, is responsible for the administration of Maricopa County.

Maricopa County is the largest local government in Arizona. Currently, the equivalent of more than 14,000 full-time County employees serve the public in such areas as public health, transportation-infrastructure construction and maintenance, flood control, law enforcement and courts, education, parks and recreation, libraries, animal care and control, economic and community development, and elections. They serve both incorporated and unincorporated areas. For the unincorporated areas, the County provides services similar to those provided by municipalities in incorporated areas—law enforcement, development planning, code enforcement, libraries, and parks and recreation.



# MANAGING FOR RESULTS



## A FULLY INTEGRATED MANAGEMENT SYSTEM FOCUSED ON ACHIEVING RESULTS FOR MARICOPA COUNTY'S CITIZENS

### MANAGING FOR RESULTS (MFR)

*Managing for Results* is a powerful tool for making good business decisions and achieving department and County goals and priorities. The ideas behind MFR are basic:

- ▶ identify the priorities the County is trying to address on behalf of its citizens;
- ▶ develop an overall plan for addressing those priorities;
- ▶ come up with policies, programs, and services that align to those priority areas;
- ▶ organize and implement budgeting, accounting, and management systems that support the strategies, goals, and objectives laid out in the overall plan; and
- ▶ develop and track costs and performance data that allow the County to gauge its progress in reaching its goals and objectives.



MFR is clearly meant to encourage elected officials, department directors, program managers, and front-line workers to think about achieving results for citizens as the reason for providing services. Regardless of organization size, structure, or policy area, every County department can apply the principles of MFR to improve performance and demonstrate how effectively and efficiently they are delivering programs and services to customers.

*Managing for Results* in Maricopa County has been designed to provide a common framework and direction under which strategic planning, budgeting, and performance measurement are aligned in a unified, cyclical process. A benchmark of MFR success is management and staff commitment to using MFR principles and practices and linking results-based thinking to decision making, day-to-day operations, business systems, and to the ‘bigger picture;’ and aligning communication and accountability with results.

The Managing for Results management system allows all Maricopa County employees to say:

1. What we are doing today contributes to our strategic direction. (Every department has a strategic plan linked to their operational plan and each employee's performance plan.)
2. We know what we have done has been effective. (Performance measures are identified and managed by Activity, demonstrating the results produced.)
3. We know how much it costs to deliver our programs effectively and efficiently. (All human and financial resources are tied to the services delivered so we can tell how much they cost and how effectively and efficiently services are delivered.)

# 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.
- ♦ Maricopa County is contributing \$2.5 million to cosponsor an anti-methamphetamine media campaign modeled on the "Montana Meth" Education Program. Additionally, funding has been approved for the County Attorney's Office to create a Methamphetamine and Illegal Drug Bureau to concentrate drug prosecutions in one bureau using experienced, specialized prosecutors to handle cases.
- ♦ The County Attorney's Office is establishing a Crime Prevention Education Program to provide citizens with the latest crime prevention information and techniques and encourage citizens to participate in prevention efforts.
- ♦ Maricopa County Justice System (McJustice)—an interagency committee comprising 13 justice agencies—is working with Maricopa Association of Governments (MAG) to create a new Regional Crime Prevention Initiative consisting of leaders from business, government, minority, nonprofit and public-interest organizations to assist with planning for an enhanced regional approach to preventing crime. MAG has agreed to establish a Stakeholders Group to examine potential collaborations centered on crime prevention.
- ♦ 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. In FY06, the program graduated 518 individuals.

#### LEAD/SUPPORT DEPARTMENTS

- Sheriff
- Trial Courts (Adult & Juvenile Probation)
- Indigent Representation
- County Attorney
- County Manager (Government Relations)
- Community Services (Human Services)
- Emergency Management
- Public Health
- Facilities Management
- Integrated Criminal Justice Information System (ICJIS)
- Clerk of the Superior Court



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

- ◆ The Adult Probation Department's Fugitive Apprehension and Revocation Division is collaborating with the U.S. Marshal Task Force and HIDTA (High Intensity Drug Trafficking Areas) Meth Lab Task Force to target high-intensity drug trafficking areas. In addition to working with the U.S. Marshal and HIDTA, the Adult Probation Department warrant officers work jointly with Mesa Police Department warrant officers to apprehend individuals who have absconded from probation. The officers meet on a regular basis with a specialized team of officers from the various precincts in search of probation absconders. These teams include X-Ray squads, Special Assignments Unit, and Rapid Deployment officers. Specialized sex offender and neighborhood round-ups have taken place throughout the Valley.

### Fast Facts

- ✓ Electronic ICJIS transactions:
  - 1/2004 = 0.5 million per month
  - 1/2005 = 3 million per month
  - 1/2006 = 4 million per month
  - 6/2006 = 18 million per month

### 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.*

#### PROGRESS/ACHIEVEMENTS:

- ◆ 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 or limiting increases in ALOS to avoid costly new jail construction.
- ◆ In May 2006, the Clerk of the Superior Court and Sheriff's Office implemented a new procedure that streamlines the transfer of inmates from County jails to the Department of Corrections (DOC) by creating an Order of Confinement Form (OOC) for the Department of Corrections with all the identifying information required by the Sheriff's Office to transfer an inmate to DOC; the form is completed at hearing by the courtroom clerk at the time of sentencing and is given to the courtroom Sheriff at the end of the sentencing. Since implementation of the improved process, ALOS of this group declined from 80.4 days in May 2006 to 67.9 days in July 2006, the lowest in nearly two years.
- ◆ Integrated Criminal Justice Information System (ICJIS) is successfully transitioning from a hub-and-spoke environment to a service-oriented architecture with better capability to connect justice and law enforcement information transactions. All Maricopa County justice and law enforcement entities are connected and benefit from the ICJIS systems. Data exchanges (between two or more entities) are continuing to be developed, implemented, and maintained by ICJIS.



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***ICJIS Justice Web Interface (JWI)***  
Integrated Criminal Justice Information System  
Clerk of the Superior Court



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

- ◆ The Juvenile Probation Department Juvenile Community Offender Restitution and Public Service (JCORPS) Program matches juveniles with community service projects so that probationers can fulfill the terms of probation and/or other consequences for behavior. During FY06, more than 7,000 juveniles participated in JCORPS, performing 31,788 hours of community service work in Maricopa County. The time spent working represents Restorative Justice in action; these youth learn through repairing harm in the community (\$154,140 work value to the community) and restoring a sense of peace while holding offenders accountable for their actions (more than \$10,000 earned restitution money).
  - ◆ The Sheriff’s Office received funding to establish a seriously mentally ill apprehension intervention program that diverts individuals who commit crimes who are seriously mentally ill to care other than in jails.
- ◆ The Sheriff’s Office received authorization to purchase COPLINK software, which is designed to integrate disparate law enforcement databases that currently exist within MCSO, resulting in a consolidated database that will provide investigative information on a single platform, enabling more efficient investigations.
- ◆ The Adult Probation Community Restitution Program staff coordinates more than 7,500 community service projects annually, and partners with 1,500 non-profit agencies. Annually, probationers complete approximately 900,000 hours of community service representing a value of more than \$9 million to the citizens of Maricopa County.



Officer Rachel Rohkohl and Probationer cleaning up the neighborhood

**STRATEGIC GOAL 3**

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

**PROGRESS/ACHIEVEMENTS:**

- ◆ In Fall 2005, Facilities Management completed the master plan for Emergency Management’s future facility needs.
- ◆ In 2006, the County formally adopted a resolution making NIMS the County’s disaster and emergency management system.
- ◆ The Department of Emergency Management and Department of Transportation, with support from the Sheriff’s Office (MCSO), are developing a mass evacuation and mass influx plan. MCSO is developing the security annex for the Maricopa County Emergency Response Plan for the Cities Readiness Initiative (Public Health’s mass pharmaceutical dispensing plan), and continues to conduct emergency management drills and exercises.

**2005 ARIZONA QUALITY SERVICE AWARD WINNERS**

**Showcase in Excellence Awards**

Maricopa County Adult Probation  
“Managing Adult Sex Offenders in the Community”

Maricopa County Legal Advocate  
“Case Management System for Felony Cases”



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

- ◆ Emergency Management coordinated National Incident Management System (NIMS) training for key County departments as well as city/town governments, fire districts, hospitals, and other emergency response agencies. This training assists in day-to-day emergency response efforts, especially when collaboration between agencies is required, and will be invaluable if the region experiences a catastrophic disaster requiring massive state and federal assistance. Emergency Management also is working with County Staff Development to integrate NIMS training into the Countywide training system.



- ◆ Animal Care and Control, in partnership with the Department of Emergency Management, is coordinating NIMS requirement Emergency Support Function 16, *Animal Care and Housing during Disasters*, and is working with several Tribal Nations to coordinate efforts.

### 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.*

**FY06 GOAL STATUS:** Nearly complete. 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.

#### PROGRESS/ACHIEVEMENTS:

- ◆ Public Health Department completed the Public Health Emergency Response Plan in December 2005. This plan complements the Maricopa County Emergency Response Plan and meets all the BioDefense grant requirements. As part of the plan, Public Health is integrating an emergency preparedness project intended to increase and enhance the readiness and response capabilities of Maricopa County in the event of a biological terrorist attack (e.g., anthrax) covering a large geographic region.
- ◆ Public Health has joined the Electronic Foodborne Outbreak Reporting System (EFORS) operated by the Centers for Disease Control, and is finalizing an electronic food-borne outbreak questionnaire to hasten interviewing and data collection during an outbreak.



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***West Nile Enforcement Program;  
Law Enforcement for Animal Protection Task Force  
County Attorney***

# 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:

- ◆ Public Health leadership is developing a revised strategic plan for the Department that will incorporate the 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.
- ◆ West Nile Virus cases statewide declined significantly in the first half of 2006 due in part to the County's increased monitoring and chemical fogging efforts. Between January 1 and August 31, 2006, only 13 human infections were reported statewide, compared to 106 human infections and four deaths in 2005.
- ◆ The Human Services Department Education Division, through its Head Start Zero-Five Program, ensures children are properly immunized and maintain current with a schedule for well-child and dental exams to ensure health and dental needs are identified in a timely manner.
- ◆ In FY06, Parks and Recreation added six new programs at the Desert Outdoor Center relating to water safety for the County's youth, and conducted a Boat Safety/Water Safety Event at Lake Pleasant Regional Park.

### LEAD/SUPPORT DEPARTMENTS

- Public Health
- Parks and Recreation



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



Anti-Tobacco Education Outreach

**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:**

- ◆ The Maricopa County Board of Supervisors has launched a discount card program to help consumers cope with the high price of prescription drugs. Maricopa County is making free prescription drug discount cards available under a program sponsored by the National Association of Counties (NACo) offering a substantial savings off the retail price of commonly prescribed drugs.
- ◆ Emergency Management and Human Services developed a County plan for dealing with the effects of excessive heat emergencies in cooperation with the National Weather Service, City of Phoenix, and private partners such as the Salvation Army. Emergency Management collaborated closely with several homeless population advocacy and faith-based groups in the development and implementation of the plan, as well as in public outreach efforts. As a result of this partnership, the County saw a considerable drop in heat-related deaths in the summer of 2006.
- ◆ Public Health is collaborating with Arizona State University Resiliency Solution Group—a research project analyzing perinatal experience among women who have delivered babies. Public Health is responsible for surveying and workup; Arizona State University is responsible for data analysis.
- ◆ The Environmental Services Department is leading an effort to develop partnerships between County community colleges 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.
- ◆ Public Health is collaborating with St. Luke’s Health Initiatives and the “Alliance for Innovations in Healthcare” program to improve perinatal outcomes.
- ◆ Human Services Department Community Services Division is active in the West Valley Community Alliance Committee on Health, Wellness, and Safety, which has a goal of creating standards for care givers to improve and safeguard the quality of in-home care for elderly and disabled persons.



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***IGNITE: A Campus Capacity Building Program;***  
***www.Quittersblog.com: A Tobacco Users on-line Quit Journal***  
Public Health



Human Services Campus



## PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

- ◆ In November 2005, Healthcare for the Homeless (HCH), a program of the Public Health Department, joined other homeless providers in moving to the new Human Services Campus (HSC) located in downtown Phoenix. By participating in the HSC and working closely with other providers, Healthcare for the Homeless is able to target outreach efforts to other HSC providers throughout the day. This maximizes exposure to HCH programs by homeless individuals who may access services other than those provided at HCH. Moreover, collaboration with other campus providers allows HCH to gain useful insight into the characteristics and behavior of subgroups accessing other services.

### STRATEGIC GOAL 3

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ Parks and Recreation and Public Health are collaborating on a communication plan to provide information about how the public can maintain a healthy life and be aware of the hazards to their health. A February 2006 radio show brought together representatives from the two departments to discuss the benefits of hiking, biking, and outdoor activities.
- ◆ In April 2006, the Parks and Recreation Department participated in the Children’s Health and Immunization Fair using bilingual staff to provide park information to event attendees.
- ◆ The Parks and Recreation Department received a \$12,152 grant from the Arizona Office of Tourism for marketing and advertising its Regional Parks System to residents and non-residents to encourage more participation in activities at the parks.



- ◆ In FY06, Parks and Recreation Department successfully conducted a Fitness Challenge Hiking Series at Utery Park. The program began in January 2006 and included hikes every other weekend through May 2006. Approximately 20 hikers completed the entire series. Other healthy lifestyle programming offered in FY06 included Stop Smoking-Start Hiking, Monthly Senior Hikes, Brisk Walking, Campground Fitness Hike, Sweat into the Sunset Fitness Hike, Fitness with a View, Dog Hike, Moonlight Hikes, and Family Bike Rides.

★

**2005 ARIZONA STATE QUALITY  
AWARD WINNER**

**Pioneer Award for Quality**

Maricopa County Parks and Recreation

#### Fast Facts

- ✓ 178 miles of trails in the Maricopa County Park system
- ✓ More than 1.2 million visitors to Maricopa County parks each year



## 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 high quality of life. The County is positioned to take a leadership role in many important policy issues. The Maricopa County Board of Supervisors has established 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:

- ◆ The Department of Transportation (MCDOT) Project Management and Construction Division has identified factors affecting project success and have implemented appropriate Project Management Institute (PMI)-principled project management methodologies and tools to Transportation Improvement Program (TIP) projects to gain better control of project scope, schedule, and budget.
- ◆ In cooperation with representatives from the 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 construction of the Interstate 10 widening project between Loop 101 and SR 85 as identified in Proposition 400.
- ◆ MCDOT implemented Job Order Contracting as an alternative delivery method to help speed up project delivery.

### STRATEGIC GOAL 2

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

**FY06 GOAL STATUS:** Complete. The County has begun implementing alternative strategies to increase the capacity and ease of voting in the County.

#### PROGRESS/ACHIEVEMENTS:

- ◆ After completing an extensive cost study to create four Mega Early Voting (EV) Centers, the Elections Department concluded that, at \$20 per ballot, excluding the cost of rental

#### LEAD/SUPPORT DEPARTMENTS

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



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



for usage of sites, it was not cost effective to implement the program. In conjunction with the cost study of the creation of Mega EV Centers, the Department has made great strides toward establishing 84 additional voting precincts in areas where long lines existed in the last General Election, and in new high-growth areas of housing developments. These facilities will be serviced by well trained election workers and more advanced technology, allowing the department to better serve the voting public, and reduce waiting time at the polls using a more cost-effective method. Partnering with other cities and towns, the Elections Department has created strategically located “satellite” Early Voting centers to increase the capacity and ease of voting in the County.

- ◆ The Elections Department is in the process of negotiations with the County Library District to lease Book Mobiles for the purpose of accommodating early voters throughout Maricopa County.
- ◆ In conjunction with the County’s Communications Office, the Elections Department developed an extensive advertising campaign that continues to inform voters within Maricopa County about the Proposition 200 effect, and about early voting opportunities. The campaign is conducted in both English and Spanish, and has included public service announcements and commercial spots distributed to local media (print, radio, and television).



**NATIONAL ASSOCIATION OF COUNTIES (NACO)  
2006 ACHIEVEMENT AWARD WINNER**

***Voter Language Assistance Proficiency  
Assurance Program***  
Elections

- ◆ The Elections Department introduced the first-in-the-nation *Deaf Link*, a tool designed to assist the deaf and hard-of-hearing voters. *Deaf Link* provides those who use American Sign Language as their language of choice easier access to public information and assistance, reducing the wait for translation services. Users can connect to *Deaf Link* via computer and a translator will appear on the screen instantly to provide requested translation.

**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.*

**PROGRESS/ACHIEVEMENTS:**

- ◆ Phase I of the Human Services Campus opened in November 2005 and is operating at full capacity. The Capital Campaign has achieved \$22.5 million in cash commitments as of June 30, 2006. Phase II of the Human Services Campus construction (NOVA Safe Haven) will be completed in April 2007.



Human Services Campus



## PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

- ◆ During Fiscal Year 2006, 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). This program makes up to \$10,000 available to qualified low-income, first-time homebuyers in Urban Maricopa County to use for acquiring a home.

### STRATEGIC GOAL 4

*By July 2006, establish a policy to encourage Departments 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.*

**FY06 GOAL STATUS:** Complete. In lieu of formal policy, a County Manager directive was established for departments to implement this goal. Annual reporting and monitoring of partnerships will continue.



Northwest Regional Library

### PROGRESS/ACHIEVEMENTS:

- ◆ The Library District finalized a revised Intergovernmental Agreement (IGA) with the Town of Gilbert for the Town to begin reimbursement to the District for the cost of operating the Southeast Regional Library over the next five years. After that, the District will continue to operate the library for the Town but at no cost to the District. The Library District also approved an IGA for the District to operate Gilbert Branch #2 with the Town paying the District for all costs; and approved an IGA with the City of Avondale for the District to set up the new Avondale Civic Center Library (the City will take over operations at the end of five years). Finally, the District issued revised IGAs to 13 County municipal governments to increase the Reciprocal Borrow Program reimbursement from \$20 per registered borrower to \$29 over two years.
- ◆ Human Services Department Community Services Division will be participating in a public-private partnership with Arizona Public Service, the U.S. Department of Housing and Urban Development (HUD), and the Housing Authority of Maricopa County (HAMC) to weatherize a 20-unit, HUD-certified Section 8 housing complex owned by HAMC. Weatherization of these units will reduce energy costs for the residents.
- ◆ Partnering with the Arizona State University W.P. Carey School of Business, Maricopa County engaged three teams of students from a "Changing Business Process" class to work with the County on business process improvements. In FY06, one team helped to establish operational procedures for the County's newly formed Department of Finance Grant Unit, one team worked with the collections group in Finance, and another team worked on the



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***Producing Leaders of Tomorrow (PLOT)***  
Human Services



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

employee suggestion program “Rewarding Ideas” with the County Manager’s Office. All the teams provided reports of findings and recommendations on ways to improve the operations of all three programs.

- ◆ Public Fiduciary has led an effort to establish a multidisciplinary team of state and local agencies to increase the investigation and prosecution of vulnerable adult abuse and financial exploitation. Partners from Adult Protective Services, Area Agency on Aging, Arizona Statewide Elder Abuse Taskforce, Maricopa County Sheriff’s Office, Arizona Attorney General’s Office, Maricopa County Attorney’s Office, and local law enforcement jurisdictions have been identified as potential partners in this collaborative effort.
- ◆ The Department of Transportation (MCDOT) completed the construction of the Gilbert Road project from McDowell Road to SR87, in partnership with the Salt River Pima-Maricopa Indian Community (SRP-MIC) and the City of Mesa. MCDOT also is working with the Gila River Indian Community on a corridor study for 51st Avenue in the southwest valley, and with the Fort McDowell Yavapai Nation to examine the feasibility of an extension of Utery Pass Road to the north and west.

**Fast Facts**

- ✓ 248,260 dog licenses issued by Animal Care & Control in FY06
- ✓ 11,831 dogs adopted by citizens
- ✓ 4,705 cats adopted by citizens



- ◆ In FY06, Animal Care and Control continued its efforts to eliminate the euthanasia of adoptable pets in Maricopa County. These efforts include “Moonlight Muttiness and Meow,” an adoption event that accomplished 179 adoptions in one night. In addition, during the year, the Department reduced the pet adoption prices to attract public attention to the County facilities. As a result of these and other regional efforts, the Department has not euthanized any healthy adoptable pets since October 1, 2005.
- ◆ To help build cooperative relationships with respect to future growth and development, the Planning and Development Department continued its practice of providing local jurisdictions in Maricopa County with the opportunity to analyze and provide input on development in unincorporated Maricopa County. This activity is intended to coordinate with these jurisdictions on issues of mutual concern, and to help with eventual annexations of developments. This coordination process also is used by the Planning and Development Department to develop and implement Maricopa County’s long-range plans.
- ◆ Adult Probation supervisors and probation officers along with local community leaders comprising treatment service providers, homeowners, and small business owners joined with city police, prosecutors and neighborhood service agencies in weekly meetings to address criminal activity in their neighborhoods through the Canyon Corridor Weed

**2005 ARIZONA**

**STATE QUALITY**

**AWARD WINNER**

**Showcase in Excellence Award**

Maricopa County Department of Transportation  
“MCDOT Asphalt Pavement Smoothness Program”



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

and Seed Collaboration. This year the Canyon Corridor was officially recognized as a Weed and Seed site by the Department of Justice Community Capacity Development Office, which, coupled with funding for additional services by police and treatment personnel, will help provide additional resources to combat what was becoming identified as a "blight" situation.



- ◆ 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 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. The department, working with ADOT and City of Phoenix Aviation, completed installation of a traveler information travel time project at Sky Harbor Airport, which is the first of its kind in the country. Four liquid crystal display (LCD) monitors are located at the entrances from the general customer service area to the garage area of the new consolidated rental car center. These monitors provide real-time, map-based, travel time and traffic incident information from the rental car facility to major locations on the freeway system to the rental car customers just before they get into their vehicles.



Traveler Information LCD Monitor



- ◆ The Stadium District entered into an intergovernmental agreement with Arizona State University to lease parking space at the Chase Field Parking Garage for students attending classes at ASU's Downtown Campus. The District also is working with Valley Metro Light Rail by serving on the Light Rail Community Advisory Board to ensure that Chase Field's operations are represented and coordinated while the Light Rail construction occurs around the ballpark.

- ◆ The Office of the Chief Information Officer is part of the Downtown Phoenix Partnership working to bring wireless internet (WIFI) access to Copper Square in downtown Phoenix.



## 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:

- ◆ In FY06, the Library District held 1,963 children's and young adult programs with a total attendance of 79,699.
- ◆ The Library District completed a tour of a play prepared by Childsplay called "Tomas and the Library Lady," which was held at all schools in areas served by the District, as well as in all branches, to encourage children to get a special Kid's Library Card. Over 71,873 children attended 259 performances in 173 schools, plus more attended performances for the public. This play was nationally recognized and resulted in a visit from First Lady Laura Bush who attended a presentation of the play in Guadalupe.



- ◆ The Adult Probation Department recently formed a partnership with Capitol Elementary School to help students become successful in reading. Adult Probation staff help students with reading and other academic projects on a weekly basis. The school community faces significant social and academic challenges, mostly due to the underlying dynamics of poverty. Many students are far below grade level in reading. Research indicates that illiteracy is one of the many factors that contribute to juvenile crime. The help provided through this partnership will support efforts to reduce and prevent crime and help students complete their education.

- ◆ Public Works has established an internship program to provide opportunities for students in a variety of disciplines to obtain real-world experience in the workplace. Students are recruited from a variety of local colleges and universities to reach a diverse population of students. Public Works has been successful in filling more than half of the internships available, and the majority of qualified students hired are female or minority students.
- ◆ The Juvenile Probation Department has been awarded funding to support a Justice Involved Youth with Children education and mentoring program for teen parents brought to the detention facilities. This program, funded by the Governor's Division for Children and the Arizona Parents Commission, will provide opportunities for teen parents to participate in educational programs that can improve their ability to succeed in the community. Detention staff will develop a curriculum designed to address parenting and life skills training, mentoring, and community-based referrals for service. Community partners include City of Phoenix Human Services, Planned Parenthood, and Girl Scouts – Cactus Pine Council.

#### Fast Fact

- ✓ Nearly 80,000 young people attended the children's and young adult programs held by the Library District in FY2005-06.

# 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. 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 our 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:

- ◆ Beginning in January 2006, the County increased the Development Master Plan voluntary stipulation from \$150 per unit to \$250 per unit, with revenues dedicated to park and trail development.
- ◆ Progress is being made on a land transfer transaction regarding Dunnivant Park under State Parks guidelines in exchange for new property acquisition for the Maricopa Trail.

### STRATEGIC GOAL 2

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ The Board of Supervisors approved a resolution on December 7, 2005, outlining the County conservation goals. Facilities Management initiated two *Leadership in Energy and Environmental Design* (LEED) projects—San Tan Consolidated Justice Courts and Downtown Justice Center—

#### 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**

that are aiding in the outline of policy requirements. LEED emphasizes state-of-the-art strategies for sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

- ◆ Planning and Development staff drafted a Noise Ordinance, which was adopted by the Board of Supervisors on December 21, 2005.
- ◆ Air quality continues to be a major problem in the Valley. The newly formed Air Quality Department is designing a website to ensure public and business awareness of air quality information, programs, issues and regulations so that the public can effectively contribute to the attainment of the national ambient air standards.
- ◆ Planning and Development is conducting preliminary research to prepare a report on potential eco-friendly building codes, and to draft a design manual for eco-friendly building guidelines for voluntary compliance by developers.



- ◆ Parks and Recreation received a \$250,000 grant from the Gila River Indian Community to be used for the protection of the parks' boundaries.
- ◆ In FY06, Solid Waste Department disposed of 58,083 tons of waste tires dropped off at designated Maricopa County facilities; 100% of the tires were properly recycled.
- ◆ In August 2005, Parks and Recreation participated in the State Land Auction and purchased .79 acres of land for the regional trail system.
- ◆ Planning and Development has initiated a Regional Coordination

Program with the Town of Buckeye in regard to land use, infrastructure, and service planning for the West Valley area between Buckeye and Tonopah. Dozens of large-scale development projects are in various stages of development in both the County's and the Towns' jurisdictions. Several coordination meetings were held in FY06. The Environmental Services Department made considerable progress toward regional water and sewer planning.

- ◆ On September 21, 2005, the Board approved \$3.1 million for the initial four revitalization projects in the regional park system.



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
CENTER FOR SUSTAINABLE COMMUNITIES  
2005-2006 AWARD WINNER\***

***Human Services Campus***

\*Recognizing innovative counties for creative county-led partnerships to develop sustainable communities

**Fast Fact**

- ✓ 452 lane miles of surface treatments (overlay, chip-seal, preservative-seal processes) were completed on County roads in FY06.



## 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 complies with all reporting and noticing requirements for the State Attorney General's Office, Luke Air Force Base (LAFB), the State Department of Commerce, and other recognized stakeholders with regard to the State-defined "area in the vicinity of a military airport" and the "high noise and accident potential zones" around military airbases. In particular, staff has a very cooperative relationship with Luke Air Force Base's Community Initiatives Team and routes all application materials to various entities for review and comment prior to Technical Advisory Committee meetings. They incorporate all comments into the staff recommendations. LAFB sign-off is required for a staff recommendation of approval. All public hearing notices specifically state site location with proximity to the airbase. The State Attorney General's Office and LAFB are informed of any case approvals within two working days.

#### Military Installations in Maricopa County

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



### STRATEGIC GOAL 4

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

**FY06 GOAL STATUS:** Partially complete. 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.



#### GOVERNOR'S ENERGY EFFICIENCY AWARDS

In March 2006, Maricopa County received three 2005 Governor's Awards of Merit for Energy Efficiency. The Governor's Awards recognize the energy conservation and renewable energy projects of organizations in Arizona. The County received awards for the new Downtown Justice Center, which has several energy-efficient elements, such as fluorescent lighting, a foam roof, and an energy-efficient HVAC system; for the Department of Transportation (MCDOT) warehouse lighting retrofit, which included replacement of fixtures with energy-efficient lamps and electronic ballasts and motion sensors; and for the County's conversion from traditional cathode ray tube (CRT) computer monitors to liquid crystal display (LCD) screens that have lower energy usage requirements and greater functionality.



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

### PROGRESS/ACHIEVEMENTS:

- ◆ The Maricopa County Board of Supervisors approved the installation of a state-of-the-art, flat-panel solar thermal system at the Desert Outdoor Center at Lake Pleasant. The project, in cooperation with Arizona Public Service, is the first of its kind in Arizona, and one of a handful in the United States. The panel will provide solar energy for the Desert Outdoor Center to power the heating and cooling system, reducing overall electrical consumption by more than 25%.
- ◆ On an on-going basis, Facilities Management is completing projects for lighting retrofits, window film, building commissioning, building automation control upgrades and replacements, LEED Building programs, and water conservation projects with targeted conservation goals.
- ◆ In an effort to enhance water conservation, Planning and Development has prepared a plant palette geared toward indigenous plant species and appropriate habitat types that is being used to review landscape plans for projects within designated scenic corridors.
- ◆ Equipment Services implemented bio-diesel fuel into Maricopa County's fleet increasing the alternative-fueled fleet by 430 on-road vehicles, an increase from 15% to 37% of the County's total fleet.
- ◆ An irrigation system designed to increase efficiency and reduce waste is under construction at Estrella Mountain Regional Park; it is scheduled to be completed in December 2006.

### Fast Facts

- ✓ 58,083 tons of waste tires were dropped off at a designated Maricopa County facility in FY06; 100% of the tires were properly recycled.



### NATIONAL ASSOCIATION OF COUNTIES (NACo) 2006 ACHIEVEMENT AWARD WINNER

*Environmental Standards for Construction of Reclaimed Water Liens;  
Cultural Competence for Hispanic/Chinese Specialty;  
West Nile Virus Fight the Bite '05 Campaign;  
Intergovernmental Mobile Food Compliance Sweeps*  
Environmental Services



### ANNUAL VALLEY METRO CLEAN AIR AWARDS

In October 2005, Maricopa County won four Annual Valley Metro Clean Air Awards. The awards recognize individuals and organizations that help improve air quality and reduce traffic congestion. The County was recognized for the following: Outstanding Trip Reduction Program over 500; Outstanding Vanpool Program; and Outstanding Site Coordinator; and in the category for individuals recognition, Margie Rutigliano, who works for Superior Court, was named outstanding bus rider.



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

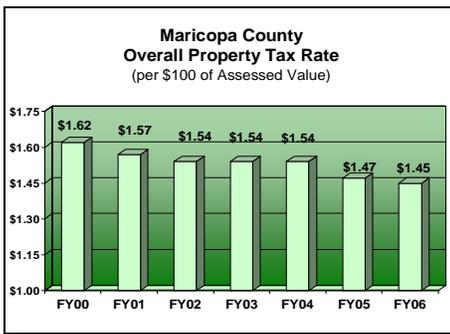
### INTRODUCTION

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 to maintain the foundation necessary to achieve the outcomes that citizens desire, while minimizing the property tax burden.



### 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 \$1.47 per \$100 of assessed value in FY05 to \$1.45 per \$100 of assessed value in FY06.
- ♦ The Board of Supervisors approved Budgeting for Results Guidelines and Priorities for FY2006-2007 for the County and Stadium District on December 5, 2005, and for the Flood Control and Library Districts on January 4, 2006. These guidelines provide direction to the Office of Management and Budget and all departments so they can develop a sustainable, structurally balanced budget that achieves, within available

resources, the County's mission and goals. As part of the guidelines, the Board established self-imposed limits (2%) on the Flood Control and Library District property tax levies. In June 2006, the Board of Supervisors approved the FY 2006-07 Final Budget which called for a combined tax rate reduction of \$0.0263.

- ♦ The Department of Finance County Collections Unit (CCU)—which collects post-sentence fines, fees and restitution, and Superior Court Deferral Filing Fees, Jury Fees, Complex Litigation Fees, Failure to Appear for Jury Duty Fines, and Indigent Defense Reimbursement Fees—implemented several initiatives to enhance collections and realized a 35% increase, from \$2,820,510 in FY05 to \$3,818,590 in FY06.
- ♦ In the FY 2006-2007 Adopted Budget, the County increased non-tax revenues to the General Fund by \$17.8 million (33%), which would have been comparable to five additional cents in the property tax rate.

### 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

### STRATEGIC GOAL 2

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ The Governor of Arizona signed legislation (HB 2819), which Maricopa County supported, that will permanently shift funding responsibility for Juvenile and Adult Probation to Maricopa County in exchange for reductions in County fixed contributions to the State.
- ◆ With the adoption of the FY2006-07 budget and signing of HB 2819, mandated fixed contributions to the State have been reduced from 20.2% in the FY2005-06 Adopted Budget to 18.7%.

### 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.*

#### PROGRESS/ACHIEVEMENTS:

- ◆ The Office of Management and Budget continues to work with the Board of Supervisors to develop the scope and priorities for a Five-Year Capital Improvement Program. The Board of Supervisors approved funding in the FY2006-07 Final Budget to begin building additional County facilities on the downtown campus for public services once the scope and priorities are developed and approved.

#### CAPITAL PROJECTS COMPLETED IN FY2006

- ◆ Durango Juvenile Detention/Treatment Center
- ◆ Fourth Avenue Jail
- ◆ Human Services Campus—Phase I
- ◆ Lower Buckeye Jail
- ◆ Northeast Superior Court/Justice Court Expansion
- ◆ Northwest Consolidated Justice Courts
- ◆ Parks Comfort Station Improvements
- ◆ Security Building—Phase III

### 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.*

**FY06 GOAL STATUS:** Partially complete. Some strategies have been adopted and implemented; others remain under consideration.

#### 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.



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

- ◆ The Board of Supervisors approved an initiative to begin construction of a public marina at Lake Pleasant Regional Park. The privately funded, \$20 million project began construction in mid-2006, and is scheduled to open to the public in January 2007. Lake Pleasant Marina Partners has been awarded the 35-year contract, which is estimated to bring nearly \$5 million in revenue to the Maricopa County Parks and Recreation Department.



- ◆ The Board of Supervisors approved the purchase of the 7,000-seat Sundome Center for Performing Arts in November for \$10 to transfer ownership from Arizona State University to the County. The center, renamed the Maricopa County Events Center, is broadening its appeal by offering acts to attract residents from throughout the County. Los Angeles-based Nederlander Downtown Inc., which operates several theaters worldwide, is paying the County to manage the facility.

- ◆ The Stadium District has increased overall revenues for the ballpark through Day Use and District Events sales and by developing several new entrepreneurial revenue streams. The District also has increased marketing revenues by selling advertising on the in-stadium LED Boards.



### Fast Fact

- ✓ As of June 2006, the Finance Department has generated more than \$4.3 million in revenue from the sale of surplus real estate assets.

# 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:

- ◆ In FY06, Employee Compensation completed market studies for approximately 30% of positions Countywide. Work is underway in the Countywide administration, information technology, general maintenance, and executive market studies, which include more than 3,500 positions.
- ◆ In the Fall 2005, the County began examining the process to establish Maricopa County as one of the “best places to work.” Representatives from the Great Places to Work Institute (GPTW), the organization that produces *Fortune Magazine*'s annual ranking of the “100 Best Places to Work,” visited the County in March 2006 to discuss steps Maricopa County can take to understand how it fares as a best place to work in comparison to other organizations—public and private. GPTW representatives conducted focus groups with management team members, employees, and first-level supervisors to learn more about employee perceptions of working for the County.
- ◆ Maricopa County Staff Development partnered with Rio Salado College to provide an on-site program for County employees. Nearly 30 employees participated in the first cohort in the Certificate in Public Administration program, which graduated in May 2006.
- ◆ Human Resources management has initiated a Countywide process improvement initiative to develop an automated solution for the process of completing personnel actions, such as hiring an employee or making changes to an employee's status. This process affects every Maricopa

### LEAD/SUPPORT DEPARTMENTS

- Office of Management and Budget
- Human Resources
- 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

County department and each employee. Currently, these personnel actions are accomplished using a paper Personnel Action Form (PAF) that requires time-consuming routing and approval. A Countywide PAF process improvement team is working on creating a more efficient process that will lead to more timely personnel actions.



- ◆ In FY06, 223 employees received training through the County's supervisory and leadership development programs. Overall, Staff Development offered 471 classes for employees and had nearly 8,000 total attendees.
- ◆ In collaboration with Human Resources, the Office of the Chief Information Officer completed implementation of PeopleSoft e-Recruit, which enables the public to search and apply for County employment opportunities online.



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

**Educational Assistance Program**  
Human Resources

- ◆ The Department of Finance has initiated a Finance Professional Certificate Program, designed to provide Maricopa County employees with the knowledge, skills, and competencies necessary to conduct the financial business of the County.
- ◆ Employee Compensation completed a market study of shift differentials and other forms of premium pay, and an updated premium pay schedule was approved by the Board of Supervisors.

## STRATEGIC GOAL 2

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

### PROGRESS/ACHIEVEMENTS:

- ◆ The County is making progress toward its goal of creating a workforce that is representative of the population. According to the Maricopa County Diversity Office, between April 2004 and June 2006, the County has increased the diversity of its employee base, i.e., all minority categories have increased their percent of total employees, which makes the County more reflective of the overall population.



### AZSHRM WORKFORCE DIVERSITY AWARDS

In October 2005, Maricopa County received two Arizona Society for Human Resource Management (AZSHRM) Workforce Diversity Awards. The AZSHRM gives annual awards representative of best practices in diversity and inclusion for the entire State of Arizona. This year, the Maricopa County Diversity Office won the Government Award, and Maricopa County Diversity Director Tony Lopez won the Diversity Champion Award.



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

- In October 2005, the Maricopa County Diversity Office established the 25-member County Diversity Council that includes staff from many different departments. The Diversity Council’s purpose is to plan and publicize events and celebrations, to be diversity advocates within their own departments, and to offer ideas to Human Resources, the Diversity Office, and the County Manager regarding diversity enhancement both internally and externally.

County Employee Ethnicity Base (% of total)			
	MC Population 2005	MC Employees 2005	MC Employees 2006
White	61%	68%	67%
Hispanic	29%	20%	21%
Black	4%	6%	7%
Asian/Pacific Islander	3%	2%	2%
Am. Indian/Alaskan	2%	1%	2%
Other	1%	0%	1%

Source: U.S. Census Bureau; Maricopa County Diversity Office

- In FY06, more than 22 departments hired or appointed diversity-related coordinators/consultants or have official committees/groups focused on promoting inclusivity and fair practices.

- Human Resources Recruiting and Selection Unit met with staff from the Phoenix Indian Center to discuss strategies for promoting job openings at the County to the local Native American community. As a result of the meeting, the County participated in the Center’s 2-6 Summer Youth Project.

- Human Resources purchased diversity advertisements in *Latino Perspectives*, *Arizona Informant*, and *Indian Country Today*, presenting the County as a diverse organization that values differences among its employees. Human Resources also attended 30 community-based diversity events and job fairs to promote the County as a diverse employer of choice.

- Public Works has initiated an interview process that incorporates diverse interview panels, i.e., all of the interview panels for all positions include either female and/or minority representation. The hiring managers have found that making the interview panels more diverse brings another perspective to the hiring decision where it may not have been considered in the past.

**Fast Fact**

✓ Overall employee satisfaction Countywide increased from 76% in FY05 to 79% in FY06.

**Fast Fact**

✓ 80% of employees who have used the Tuition Reimbursement (TR) Program report they now have the education they need to compete for promotions in the County.

# 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.*

**FY06 GOAL STATUS:** Complete. Implementation of recommendations to be addressed in FY07.



### PROGRESS/ACHIEVEMENTS:

- ◆ In the Spring 2006, the County partnered with the Arizona State University W.P. Carey School of Business to involve a team of students from the "Changing Business Process" class to assist in an assessment of the employee suggestion program. The team completed their assessment and provided recommendations to the "Rewarding Ideas" Committee from the County Manager's Office for consideration in FY07.



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***Desktop Refresh Process***  
Office of the Chief Information Officer



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***SMART Script Saver***  
Employee Health Initiatives



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***Info Tech Review (ITR) & Supporting Web Application***  
Department of Transportation

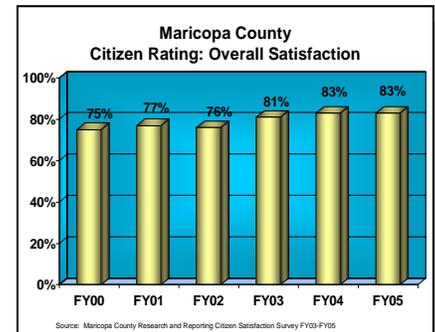
# 7 CITIZEN SATISFACTION



**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.



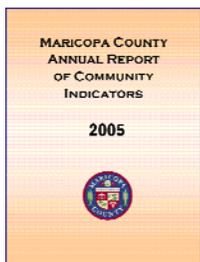
## STRATEGIC GOAL 1



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

### PROGRESS/ACHIEVEMENTS:

- ◆ In preparation for the FY2006-2007 budget development, the Office of Management and Budget worked with 29 departments to update the strategic elements of their strategic plans (mission, vision, goals) to ensure closer alignment with the overall County plan. In addition, OMB worked with several agencies, including Trial Courts and Medical Examiner, to redefine the program/activity structure and associated family of measures.
- ◆ The Office of Management and Budget's Managing for Results Team published the *2005 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.



- ◆ The MFR Team initiated a strategic quarterly MFR review to test a framework for supporting performance discussions with leadership and management on a regular basis. In FY06, four departments participated in the pilot; in FY07, an additional five to 10 departments will be added to the program.
- ◆ The County actively supports the Arizona Quality Awards program as a means of enhancing organizational performance and recognizing performance

accomplishments. In FY05, four departments earned Showcase Awards, and one department won the Quality Award. For FY06, eight departments completed Showcase Award applications and one department completed the Quality Award application.

### LEAD/SUPPORT DEPARTMENTS

- All Departments
- Chief Information Officer
- Integrated Criminal Justice Information System
- County Manager (Communications/Public Information Officer)
- 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

### STRATEGIC GOAL 2

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

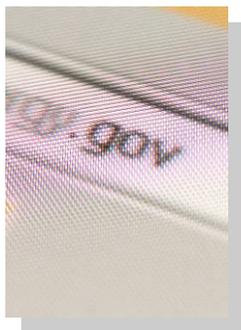


#### PROGRESS/ACHIEVEMENTS:

- ◆ As a first step in developing a County IT strategy, the Office of the Chief Information Officer (OCIO) is completing an assessment of the County's IT capacity and future needs, beginning with an evaluation of the County's telecommunications operations and network security.
- ◆ An IT Security Subcommittee composed of IT managers from County departments has been formed to establish IT security standards associated with a revised enterprise IT security policy.
- ◆ The Office of Chief Information Officer staff worked with the Office of Management and Budget Managing for Results Team to review and revise the IT Program performance metrics required in departmental Managing for Results plans. The new metrics will be implemented starting in FY07 and will provide a common framework for reporting IT metrics across all County departments.

### 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:

- ◆ In FY06, the Library District instituted a 24/7 online live chat reference service for all County residents, allowing customers to ask questions during live chat sessions from their home, workplace, or any other location with Internet access.
- ◆ Department of Transportation (MCDOT) held over 30 public meetings to inform constituents of upcoming projects and to gather public input. MCDOT has established an internal communication process to ensure project status information is readily available. Additionally, MCDOT participated in a community event in Gila Bend and at the Northwest Valley Expo reaching more than 1,500 citizens.
- ◆ The Library District began to implement a plan for the District to access the Internet directly and provide branch phone service via the Internet. It is expected this will save money and provide better and faster service to customers. When fully implemented, the Library District will have one phone number for all 15 buildings and operators answering the phone rather than citizens connecting to a machine.

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**2005 ARIZONA QUALITY SERVICE  
AWARD WINNER**

**Showcase in Excellence Awards**

Maricopa County Animal Care and Control  
"License Renewal Process"

# 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

- On an annual basis, Maricopa County probation officers visit more than 40,000 homes. Many of these homes consist of individuals or families who are in need of services offered by the County but are unaware the services are available. The Adult Probation Department has created an internal committee that focuses on and encourages working relationships between County agencies to efficiently utilize resources. Probation Officers receive the information they need for their clients while also helping the other agencies reach this targeted audience and improving overall access to services.
- Human Services Department Workforce Development brought services to the Center for Hope in Mesa providing General Equivalency Diploma (GED) classes and job training/job readiness to young mothers who are dealing with addiction issues. In FY06, 25 young mothers were served, eight of them received their GEDs, ten are in job training activities, and several are ready to transition into mainstream housing with their infants as a result of employment.
- The Public Health Department's Women, Infants and Children (WIC) activity implemented a successful customer service initiative called STARS to improve service to WIC clients. In Fall 2005, WIC opened a new clinic (Thunderbird in Glendale) as a model STARS clinic, optimizing both business processes and customer service.

★

**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

*Internet Usage Risk Management*  
Internal Audit



- The Office of the Medical Examiner created a new position to serve as the next-of-kin liaison with various agencies, e.g., consulates, federal government, etc., to better serve citizens.
- The Office of the Chief Information Officer (OCIO) installed Interactive Voice Response (IVR) functionality for Northeast and Northwest Trial Court locations enabling the public to get answers to frequently asked questions through a telephone menu. The OCIO also implemented Call Center and IVR technology for residents using the County's Planning and Development permits programs.
- The Library District implemented a customer comment process through which all customers are encouraged to comment on services provided, and all comments are reviewed and placed into a District-wide database for tracking.
- Human Services Department provides an Internet-accessible database, HSDOnline, for caseworkers to provide faster services to their constituency. The database has shortened day-to-day processes, enabling teams to increase customer/client support.

**Fast Facts**

- ✓ 948,470 calls were received by the STAR Call Center in FY06.
- ✓ 76% of calls received were answered within 30 seconds.

# 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

- ◆ Parks and Recreation has created an Internet-based e-mail system for Parks and Recreation Department users, and the Department is actively promoting the County's *m-info* service to park visitors.
- ◆ Planning and Development has hired a consultant, FM Solutions, to conduct a management study to evaluate Planning and Development's business processes, including its One Stop Shop Program. Explosive growth in the building industry in Maricopa County has resulted in Planning and Development processing more than 18,000 building permits, 450 entitlement and variance cases and 225 enforcement cases annually. The study will provide recommendations for specific improvements in staffing levels, fee structures, and work process flows.
- ◆ Animal Care and Control upgraded its automated phone system to better serve the community through a more streamlined, interactive system in English and Spanish. The upgrade also includes procedures underway to take dog license renewal payments and make automated outbound calls related to adoptions, licensing, animal quarantine, and impoundment.
- ◆ The Office of the Medical Examiner has taken an active role in promoting inclusion and participation of the community. In addition to the development of the online search tool for partner agencies, the Medical Examiner currently is developing a system to place unidentified cases on the Medical Examiner website. A public information campaign is planned to coincide with the implementation of this system to help citizens help the Office in identifying these cases. Members of the public will be able to search the "unidentified" database and provide tips through a telephone line or an online form. Citizens may remain anonymous if they desire.
- ◆ The Parks and Recreation Department added diversity-sensitive interpretive programs to every park schedule. Programs included: Hike for the Visually Impaired, Wheelchair Stroll on the Merkle Trail, Adaptive Kayaking, Four Senses Blind/Disabled/Elderly Walk, Spanish History, and many more.
- ◆ In January 2006, Public Health's Office of Vital Registration moved to a new facility at 16th Street and Osborn in Phoenix. The new office provides easier access to clients, better client "flow" (i.e., speedier service), and private interview rooms for collecting sensitive information, such as death recording and paternity affidavits.



**NATIONAL ASSOCIATION OF COUNTIES (NACo)  
2006 ACHIEVEMENT AWARD WINNER**

***Digital Flood Insurance Rate Maps***  
Flood Control District



**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 FY2006-2007 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's Managing for Results Team is process improvement—providing assistance in analyzing results, identifying areas for improvement, and engaging in structured process improvement efforts. By the end of FY06, more than 50 process improvement efforts were identified throughout the County.

**Examples of Business Process Improvement Efforts Underway or Completed in FY2006**

Department(s) Involved	Process Improvement Effort
Animal Care & Control	Animal Licensing Renewal Process
Air Quality	Improving Customer Communications
Clerk of Superior Court	Accelerated Transfers to Department of Corrections
Environmental Services Health Division	Food Establishment Placard Award Program
Equipment Services	Increasing Preventative Maintenance Compliance
Facilities Management	Asset Inventory Management System (AIMS)
Flood Control District	Sand & Gravel Permitting
Juvenile Probation	Restoration, Rehabilitation and Reunification at the Community Level
Legal Advocate, Public Defender	Case Management System for Felony Case Processing
Legal Defender	Expediting Early Disposition Court Cases
Dept of Transportation	Pavement Smoothness
Medical Examiner	Cycle Time Reduction - Release of Decedents and Death Certificates
Parks & Recreation	Improve Cash-Handling Process
Planning & Development	Improve One-Stop Shop and Business Processes
Public Fiduciary	Improve Estate Inventory Process
Trial Courts	Court Access for Self-Represented Litigants
Library District	Library Commons, Information Services; Materials, Programs, Outreach



**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 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 Environmental Services Department updated their website to afford the public the opportunity to search for public record reports online, such as restaurants and other food establishment inspection ratings and awards, public swimming pool inspections, and environmental complaints. At the click of a mouse, residents can acquire public records that they once had to obtain at a County office. The website provides County residents insight into the health and safety of regulated facilities and it showcases restaurants that maintain safe food service practices.
- ◆ The Communications Office presented an initial outline to the County Manager to begin development of a new Maricopa County website and outreach program, which includes proposals to begin monthly "County Pages" in local publications, updating print publications, and developing Spanish-language video programs.
- ◆ Animal Care and Control writes a weekly column for La Voz "Classificados y Mas" regarding responsible pet ownership. The column also is featured prominently on the new Maricopa County Animal Care and Control website.
- ◆ The Communications Office has met with the Arizona State University KAET General Manager to discuss partnership opportunities related to KAET's new production facility to be located on Central Avenue as part of the new Arizona State University Downtown Campus.
- ◆ Parks and Recreation has implemented a simple web-based survey, which is gathering anecdotal feedback from visitors to the website for use in program development and improvement.
- ◆ The Department of Public Health, Office of Community Health Nursing's Community Relations Administrator produces a weekly, live call-in radio show on the leading Spanish-language radio station, "Radio Campesina." The Department of Environmental Services' Public Information Officer co-hosts this live broadcast with the Campesina show host. The unique show format gives callers an opportunity to talk with health and public safety professionals about issues affecting Maricopa County as well as how listeners may access County resources. This show has developed a rapport with the Hispanic community and has increased communication between Spanish-speaking residents and County government so that services are better utilized.



# CREDITS



This report was prepared by the Office of Management and Budget Managing for Results Team: Brian Hushek, Deputy Budget Director; Thomas Brandt, MFR Coordinator; and Kirk Jaeger and Janet Woolum, MFR Analysts.

The following departments provided materials for the report:

Adult Probation	Integrated Criminal Justice Information System
Air Quality	Juvenile Probation
Animal Care & Control	Library District
Chief Information Officer	Management and Budget
Clerk of the Superior Court	Materials Management
Community Development	Medical Examiner
County Attorney	Parks and Recreation
County Manager	Planning and Development
Elections	Public Fiduciary
Emergency Management	Public Health
Environmental Services	Recorder
Equipment Services	Risk Management
Facilities Management	Sheriff's Office
Finance	Solid Waste
Flood Control District	Stadium District
Human Resources	STAR Call Center
Human Services	Transportation
Indigent Representation	Trial Courts

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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)

