Safe Communities

Public Health

Regional Leadership

Sustainable Development

Fiscal Strength

Quality Workforce

Citizen Satisfaction

Strategic Directions for Maricopa County 2005–2010

FY 2006 Mid-year report

Credits

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Fulton Brock, District 1
Andrew Kunasek, District 3
Max Wilson, District 4
Mary Rose Wilcox, District 5

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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 over the next three to five years. This *Mid-Year Report* outlines the achievements and progress of Maricopa County government toward achieving the Board's vision for the County.

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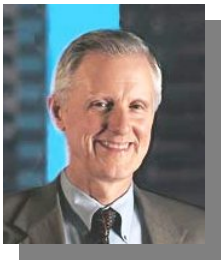
County Manager's Message



February 2006

Last summer, the Board of Supervisors adopted a new strategic plan for Maricopa County. They approved a set of strategic priorities and, going a step further than in prior plans, outlined a series of strategic goals. This more comprehensive plan is already proving to provide organizational alignment and focus. County departments are using the County Plan to craft their own departmental plans and also establish supporting strategic objectives and action plans for implementing the Board's priorities.

Six months into carrying out the new strategic plan, the County is already demonstrating substantial progress toward these priorities and goals. This mid-year report has been developed to ensure we are staying on track with the County Plan and to keep the Board of Supervisors and public informed of overall progress. While it's too soon in most cases to demonstrate full outcomes, this report does highlight and summarize a number of actions and efforts underway across the County that are helping us advance and achieve the Board's priorities. For example, the Parks and Recreation Department will be partnering with Arizona Public Service to install a state-of-the-art solar thermal system at the Desert Outdoor Center at Lake Pleasant that will help the environment and save the County money; Animal Care and Control achieved their goal of a "no kill" month in October 2005 and has not euthanized any healthy pets in more than 4 months. And, with a goal of expanding programs for young people, the Library District has held more than 900 youth programs with a total attendance of over 30,000 in just the first six months of the fiscal year. These are just a small sampling of achievements and progress you'll find in this report.

Fortunately, for Maricopa County, this County Plan has set a clear direction of where we are going and, as this report demonstrates, our departments and employees are working hard each day to get us there.

David R. Smith
County Manager

Executive Summary

Introduction

The *Strategic Directions for Maricopa County 2005-2010, FY2006 Mid-year Report* provides accountability to citizens by publishing information on how the County is doing in achieving its Strategic Plan 2005-2010 in the first year of implementation. Services provided by Maricopa County are targeted to achieve strategic priorities in one or more of seven strategic areas—Safe Communities, Public Health, Regional Leadership, Sustainable Development, Fiscal Strength, Quality Workforce, and Citizen Satisfaction. 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. Below are highlights from the report:

Strategic Priority 1. Safe Communities

- 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.
- 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 the need for costly new jail construction.
- In Fall 2005, Facilities Management completed the master plan for Emergency Management future facility needs, and the Departments of Emergency Management and Transportation, with support from Sheriff's Office, are developing a mass evacuation and mass influx plan. Additionally, the Public Health Emergency Response Plan was completed in December 2005 to develop and sustain the ability of the public health workforce to respond as needed in an emergency.

Strategic Priority 2. Public Health

- The Public Health Department is updating its Department strategic plan which will include an infrastructure component and components addressing Department services and the reduction of health disparities. The updated plan will be completed in March 2006.
- A Public Health collaboration team is conducting a complete assessment of current partnerships in the County. Two current partnerships, one with Arizona State University Resiliency Solution Group and the other with St. Luke's Health Initiatives, are addressing issues of perinatal outcomes.
- The Departments of Public Health and Parks and Recreation are collaborating on a communication plan which will provide information on how the public can maintain a healthy life and create awareness of hazards to their health.

Strategic Priority 3. Regional Leadership

- The Elections Department has made great strides toward making voting in the County easier. They are establishing 84 additional voting precincts in areas where long lines existed in the last General Election and in new high-growth areas, and they will be using 14 "satellite" early voting (EV) centers for the March 14th jurisdictional elections, May 2006 Election, September 2006 Primary, and November 2006 General Elections.

- Phase I of the Human Services Campus opened in November 2005. The Capital Campaign achieved $20.8 million in cash commitments as of December 15, 2005. Phase II of the campus is now underway.
- County Departments have taken the leadership role in a number of regional partnerships, such as working with the Native Nations Community Partnership Coalition to plan a Native Nations Job Fair (Maricopa County Diversity Office); finalizing Intergovernmental Agreements (IGAs) with cities and towns to offer library services (Library District); partnering with Arizona State University to give students real work experience in evaluating government business processes (County Manager's Office); eliminating the euthanasia of adoptable pets in Maricopa County through regional cooperation and public outreach (Animal Care and Control); and taking the lead in training public defenders from around the state to improve the quality of indigent representation (Public Defender's Office).
- Maricopa County is working regionally to enhance programs and activities for young people. For example, the Library District held 913 children's and young adult programs with a total attendance of 30,052 during the first six months of the fiscal year, and Public Works has established an internship program to provide opportunities for students, including females and minorities, to obtain real-world experience in a variety of disciplines.

Strategic Priority 4. Sustainable Development

- Maricopa County has a number of activities underway that address issues of land use and environmental sustainability. Facilities Management initiated *Leadership in Energy and Environmental Design* (LEED) projects at San Tan Consolidated Justice Courts and Downtown Justice Center that emphasize state-of-the-art strategies for sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.
- Parks and Recreation received a $250,000 grant from the Gila River Indian Community that will be used for the protection of the parks' boundaries, and on September 21, 2005, the Board approved $3.1 million for the initial four revitalization projects in the regional park system.
- The Maricopa County Board of Supervisors approved the installation of a state-of-the-art, flat-plate 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 only 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%.

Strategic Priority 5. Fiscal Strength

- Maricopa County's overall property tax rate—which includes the Primary Tax, and secondary tax rates for the Flood Control District and the Library District—has continued to decline, from $1.47 per $100 of assessed value in FY05 to $1.45 per $100 of assessed value in FY06.
- As part of the Budgeting for Results Guidelines and Priorities for FY2006-2007, the Board established self-imposed limits on the Flood Control and Library District property tax levies. The FY2006-07 Flood Control and Library District secondary tax levies on properties taxed in FY2005-06 will increase by no more than 2%, which is equivalent to the existing limits on primary property taxes.
- The County is working on implementing new economic and contracted commercial ventures that will bring

additional revenue to the County. At the mid-year point, the County has contracted with Front Row Marketing to investigate sponsorship opportunities; awarded a contract for construction of a new public marina at Lake Pleasant that will bring additional revenue to the Parks and Recreation Department; and purchased the Sundome Center for Performing Arts which will bring in revenue from the contractor who will manage the facility.

STRATEGIC PRIORITY 6. QUALITY WORKFORCE

- The County has made good progress toward its goal of creating a workforce that is representative of the population. Since April 2004, the County has increased the diversity of its employee base to become more reflective of the County's population. In October 2005, the Maricopa County Diversity Office established the 25-member County Diversity Council to facilitate diversity enhancement both internally and externally.
- The Board of Supervisors' FY2006-07 Budget Guidelines and Priorities included direction to prioritize employee compensation, and directed that funding be identified in the base budget for performance-based salary increases. Department budget targets for next fiscal year includes funding for an average 3.5% increase.
- The FY2005-06 budget includes more than $32 million for performance and market-based pay adjustments, and the average performance increase was 4.5%. In FY2005-06, the Employee Compensation group is slated to complete major salary studies for Public Works, Information Technology, general administration, Animal Care and Control, the Sheriff's Office, and the Assessor's Office.

STRATEGIC PRIORITY 7. CITIZEN SATISFACTION

- The County has made progress in fully implementing *Managing for Results* (MFR). In preparation for 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.
- The Office of Management and Budget Managing for Results Team published the *2005 Maricopa County Indicators Report*, which provides accountability to citizens by presenting information on how the County is going to achieve its strategic goals and priorities.
- The County has a number of initiatives underway to improve access to services offered to ensure the inclusion and participation of its diverse community. For example, in efforts to improve access to County Services, Environmental Services updated their website to afford the public the opportunity to search for public records reports online, such as restaurants and other food establishment inspection ratings and awards, public swimming pool inspections, and environmental complaints; and 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.
- Using new telecommunications capabilities, 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; and the Office of the Chief Information Officer 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.

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 balancing the challenges of rapid population growth and new mandates for services with a careful allocation of revenues to meet public service needs. Strategic planning is one mechanism utilized by the Board of Supervisors to continually maintain high-quality services and ensure that the most critical needs of our community are being met.

2001-2005 Maricopa County Strategic Plan

In 2001, the County implemented its first five-year plan under the *Managing for Results* system—a comprehensive and fully integrated management system that focuses on achieving results for the Maricopa County citizens and makes it possible for departments to demonstrate accountability to taxpayers.

During that period, the County made great strides in addressing the priorities of that plan, including constructing two new adult detention facilities and two new juvenile detention facilities, developing the regional Human Services Campus, providing $5 million in funding to support the T-Gen project, reducing the overall property tax rate from $1.57 per $100 of assessed value in FY01 to $1.47 in FY05, purchasing Spur Cross Park to protect it from development, completing capital improvement projects for County facilities, roads and bridges, creating a regional trails master plan, and much, much more.

2005-2010 Strategic Plan

Building on those accomplishments, the Board of Supervisors, on June 6, 2005, 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 three 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.

Mid-Year Report

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

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. Resident expect their government to provide a sound infrastructure, a functioning transportation system, quality parks, trails, and human services, and an enhanced quality of life.

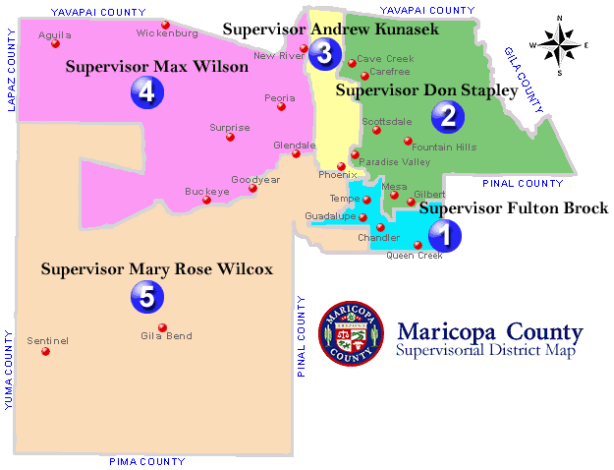
Structure

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 of 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

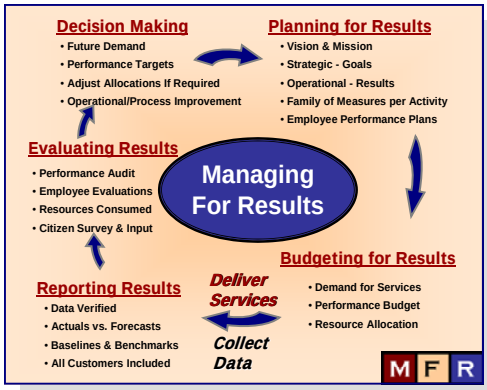
Background

By the mid-1990s, Maricopa County had achieved solid success in managing its budget and finances and began to realize the fruits of its efforts. Resources were available to invest in improved County services, but additional accountability was needed to ensure that these resources were used efficiently and effectively. In the summer and fall of 2000, Maricopa County began to implement *Managing for Results (MFR)*—a comprehensive and fully integrated management system that focuses on achieving results for the Maricopa County citizens and makes it possible for departments to demonstrate accountability to taxpayers.

Managing for Results (MFR)

Managing for Results is a powerful tool for making good business decisions and achieving department and corporate goals and priorities. Under MFR, strategic planning, budgeting, and performance measurement are aligned in a unified process. The system is cyclical and integrated in nature. Strategic plans are developed to support management by:

- Providing the right information to make decisions;
- Aligning every employee to organizational success; and
- Compiling and reporting information to tell customers (citizens) what they are getting for their investment (taxes).



MFR and County Strategic Plan Update Process

Maricopa County utilizes its Managing for Results processes to ensure successful updating and implementation of its strategic plan. Starting in December 2004, the MFR Team asked County departments to conduct "environmental scans" with their customers, employees, advisory/community boards, and other interested stakeholders to identify issues and trends for consideration by the County strategic planning team (Corporate Review Team). The Corporate Review Team reviewed submissions from County departments and grouped them into like categories for consideration by the Board of Supervisors and County Manager. In a subsequent two-day strategic planning session, the Board of Supervisors and County Manager reviewed and discussed the issues and identified areas where the County would need to focus its attention and resources over the next three to five years to ensure the successful, sound, and stable delivery of County services to a rapidly growing and changing community. From this meeting, a draft set of strategic priorities and goals were developed and shared with County departments for additional review and comment. The final strategic plan, summarized on page 11 of this report, was approved by the Board on June 6, 2005.

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 three 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.

Strategic Priority

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 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.
- In December 2005, Sheriff's Office staff attended a State summit on Homeland Security about joint efforts to review program capability. This collaboration involves all levels of government to address the National Homeland Security Strategy, the National Preparedness Goal and Priorities, and the State's Homeland Security Strategies.

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.

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)

Safe Communities (cont.)

Ensure Safe Communities and a Streamlined, Integrated Justice System

Fast Facts

✓ Electronic ICJIS transactions:
1/2004 = .5 million per month
1/2005 = 3 million per month
1/2006 = 4 million per month

- 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.

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.
- 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.

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.

Progress/Achievements:

- The Public Health Emergency Response Plan was completed in December 2005, and complements the Maricopa County Emergency Response Plan and meets all the BioDefense grant requirements.
- Public Health has joined the Electronic Foodborne Outbreak Reporting System (EFORS) operated by the Centers for Disease Control, and is finalizing an electronic foodborne outbreak questionnaire to hasten interviewing and data collection during an outbreak.

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"

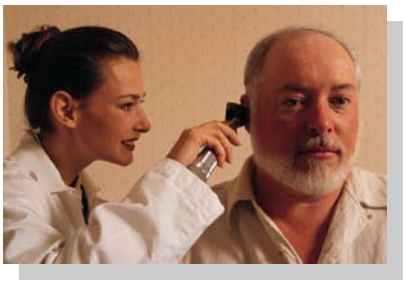
Strategic Priority

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 March 2006, 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.

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:

- 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, while Arizona State University is responsible for data analysis.
- Public Health is collaborating with St. Luke's Health Initiatives and the "Alliance for Innovations in Healthcare" program to improve perinatal outcomes.

Lead/Support Departments

- Public Health
- Parks and Recreation

Public Health (cont.)

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.
- A Public Health collaboration team is conducting a complete assessment of current public health partnerships in the County. The assessment is expected to be completed in June 2006.

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 has been scheduled to bring together representatives from the two departments to discuss the benefits of hiking, biking, and outdoor activities.
- 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.

Fast Facts

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

Strategic Priority

3 Regional Leadership

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 set as 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 currently is working on process improvements to implement 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 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 Interstate 10 widening between Loop 101 and SR 85 as identified in Proposition 400.

Strategic Goal 2

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

Progress/Achievements:

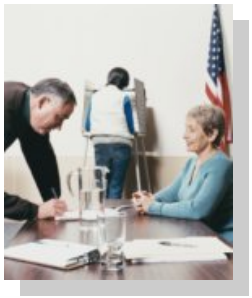
- After completing an extensive cost study to create four Mega Early Voting (EV) Centers, the Elections Department concluded that at $20 per ballot, excluding the cost of rental for usage of sites, it was not cost effective to implement the program. In conjunction with the cost study of the creation of Mega EV Centers, the Department has made great strides towards 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

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

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 will also use 14 "satellite" EV centers, which will be fully operable by the March 14th jurisdictional elections and will be used for the May 2006 Election, September 2006 Primary, and November 2006 General Elections.



- The Elections Department is currently 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 is developing an extensive advertising campaign that will inform voters within Maricopa County about the Proposition 200 effect, and about early voting opportunities.

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. The Capital Campaign has achieved $20.8 million in cash commitments as of December 15, 2005.
- Phase II of the Human Services Campus is underway, and intensive fund raising is ongoing, including public (state, cities and towns, tribes) and private requests.

Human Services Campus

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.

Progress/Achievements:

- Maricopa County Diversity Office is working with the Native Nations Community Partnership Coalition in the planning of a spring Native Nations Job Fair to encourage more employment recruitment activities focusing on the four Native Nations in or near Maricopa County.

Regional Leadership (cont.)

Provide Regional Leadership in Critical Public Policy Areas

- 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. 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.

Northwest Regional Library

- In October 2005, the Clerk of the Superior Court developed a process with the Salt River Pima-Maricopa Indian Community Department of Corrections to issue marriage licenses for tribal inmates. This process effectively mirrors that available to inmates in the Arizona Department of Corrections. In many instances, this will allow unmarried parents to memorialize the family unit prior to an inmate's scheduled release.
- Planning and Development staff is participating in an on-going series of open houses being held by the Town of Gilbert regarding the Town's County Island Annexation Program concentrating on the Chandler Heights area.
- MCDOT is working with the Ft. McDowell Yavapai Nation to evaluate the Usery Pass Road extension; the Salt River Pima-Maricopa Indian Community to deliver Proposition 400 projects; and the Gila River Indian Community to evaluate context-sensitive transportation features in the St. John's area.
- Partnering with Arizona State University School of Business Administration, Maricopa County engaged a team of students from a "Changing Business Process" class to help establish operational procedures for the County's newly formed Department of Finance Grant Unit. In the Spring of 2006, two new student teams will be working with the County on more business process improvement—one team working with the collections group in Finance and the other working on the employee suggestion program "Rewarding Ideas" with the County Manager's Office.
- 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.

2005 Arizona State Quality Award Winner

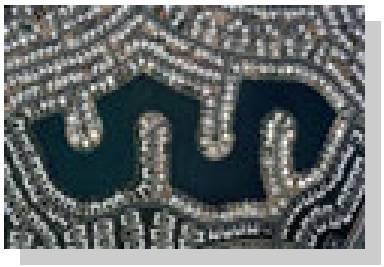
Showcase in Excellence Award

Maricopa County Department of Transportation
"MCDOT Asphalt Pavement Smoothness Program"

Regional Leadership (cont.)

Provide Regional Leadership in Critical Public Policy Areas

- Animal Care and Control continued its efforts to eliminate the euthanasia of adoptable pets in Maricopa County. These efforts include "Moonlight Muttness and Meow," a one-day adoption event that accomplished 179 adoptions in one night. In addition, during the months of November and December, 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 pets since October 1, 2005.



- The Flood Control District provided regional leadership through the Orthophoto Project. The District initiated a process of annually acquiring aerial photography for 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 with the same geographic projection, the District is ensuring that data developed by all the jurisdictions will share the same spatial location.
- 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. Most recently, County officials met with Dr. Raul Sandoval, Executive Assistant to the President, South Mountain Community College, to discuss the testing and certification program.
- The Office of the Medical Examiner continues to build on strong, effective working relationships with partner agencies to make available the Medical Examiner's Final Report of Autopsy or External Examination and the Toxicology Report via the www.maricopa.gov portal. In 2005, 13,894 documents were retrieved online by partner agencies such as law enforcement, hospitals, monitoring agencies, and the Maricopa County Attorney.
- MCDOT's Traffic Management Branch continues to play a leading role in the AZTech Program—a partnership between 12 local cities, MAG, 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. MCDOT has been working with ADOT and City of Phoenix Aviation to implement the traveler information travel time project at Sky Harbor Airport, which will be 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, in real-time, provide 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 Public Defender's Office has taken the lead in training public defenders from around the state through its quarterly New Attorney Training Program and Trial College. In the first half of FY2006, 27 attorneys from outside the County Office attended the training, including two from the Navajo Nation, 11 from Pima County, and three each from Pinal and Yuma counties. These partnerships help the Department continue to improve the quality of indigent representation throughout the state.

Regional Leadership (cont.)

Provide Regional Leadership in Critical Public Policy Areas

- The Adult Probation Department, Phoenix Police Department, and John C. Lincoln Hospital have formed a collaborative partnership. The John C. Lincoln Hospital sponsors a monthly community meeting with concerned citizens of Sunnyslope, as well as members of the Neighborhood Enforcement Team from the Phoenix Police Department, the City of Phoenix Prosecutor's Office, and administrators from John C. Lincoln Hospital. The Phoenix Police Department and the Adult Probation Department have been working together to deter criminal activity by helping probationers find appropriate housing.

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:

- The Library District held 913 children's and young adult programs with a total attendance of 30,052 during the first six months of the fiscal year. The District also began a tour of a play prepared by Childsplay called "Tomas and the Library Lady", which will be held at all schools in areas served by the District, as well as in all branches to encourage children to get a special Kids Library Card. It is expected that over 15,000 children will get new cards under this project.
- 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 over half of the internships available, and the majority of qualified students hired are female or minority students.

Fast Fact

✓ More than 30,000 young people attended the children's and young adult programs held by the Library District in the first 6 months of FY2005-06

Strategic Priority

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 the natural areas.

Strategic Goal 1

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

Progress/Achievements:

- 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 a 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

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

Consolidated Justice Courts and Downtown Justice Center—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.

2005 ARIZONA STATE QUALITY AWARD WINNER

Pioneer Award for Quality

Maricopa County Parks and Recreation

- 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 August 2005, Parks and Recreation participated in 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 far 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 Town's jurisdictions. Three coordination meetings have been held to date. Noticeable progress is being made by the Environmental Services Department 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.

STRATEGIC GOAL 3

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

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

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

Sustainable Development (cont.)

Carefully Plan and Manage Land Use in Maricopa County to Promote Sustainable Development and to Preserve and Strengthen Our Environment

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.

Strategic Goal 4

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

Progress/Achievements:

- The Maricopa County Board of Supervisors approved the installation of a state-of-the-art, flat-plate 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 preliminary draft of a plant palette geared toward indigenous plant species and appropriate habitat types which is already being used to review landscape plans for projects within designated scenic corridors.

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.

Strategic Priority

5 Fiscal Strength

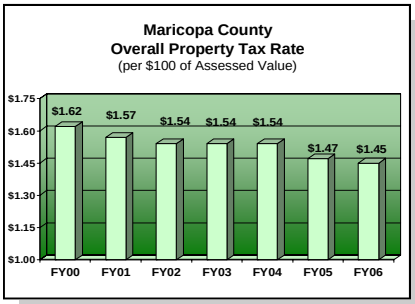
Continue to Exercise Sound Financial Management and Build the County's Fiscal Strength while Minimizing the Property Tax Burden

Introduction

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

Strategic Goal 1

Continue to strive to reduce the overall property tax rate.



Progress/Achievements:

- Maricopa County's overall property tax rate—which includes the Primary Tax, and secondary tax rates for Flood Control District and the Library District—continues to decline, from $1.47 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 on the Flood Control and Library District property tax levies. The FY2006-07 Flood Control and Library District secondary tax levies on properties taxed in FY2005-06 will increase by no more than 2%, which is equivalent to the existing limits on primary property taxes.

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:

- Legislation has been proposed to permanently shift funding responsibility for Adult Probation to Maricopa County and will be pursued during the current legislative session.

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

- Discussions are continuing with legislative leaders regarding the willingness of the State Legislature to consider changes to the County's AHCCCS and ALTCS contributions in exchange for assuming funding responsibility for Juvenile Probation.

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.

Downtown Justice Center

Progress/Achievements:

- With the Board's approval of the FY2006-07 Budgeting for Results Guidelines on December 5, 2005, the Office of Management and Budget will begin working with Facilities Management on developing a Five-Year Capital Improvement Program for adoption with the FY2006-07 Budget.

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.

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.

Maricopa County Events Center

- 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 will begin 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, temporarily renamed the Maricopa County Events Center, plans to broaden its appeal by offering acts that will attract residents from throughout the County. Los Angeles-based Nederlander Downtown Inc., which operates several theaters worldwide, will pay the County to manage the facility.

Strategic Priority

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:

- At the mid-year point, market studies have been completed for approximately 30% of positions Countywide. A consistent and equitable placement-in-range strategy which credits employees for years of service and performance has been established, and is being applied to all positions studied. Recommendations were developed for executive-level deferred compensation contributions and preliminary work has begun on an executive incentive program.
- The Board of Supervisors' FY2006-07 Budget Guidelines and Priorities included direction to prioritize employee compensation, and directed that funding be identified in the base budget for performance-based salary increases. Department budget targets for next fiscal year includes funding for an average 3.5% increase.
- 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, the organization that produces *Fortune Magazine*'s annual ranking of the "100 Best Places to Work", will visit the County in March 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.

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

- 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 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.
- The FY2005-06 budget included more than $32 million for performance and market-based pay adjustments. This year's average performance increase was 4.5%. In FY2005-06, the Employee Compensation group is slated to complete major salary studies for Public Works, Information Technology, Animal Care and Control, the Sheriff's Office, the Assessor's Office, and general administration. Overall County voluntary turnover rate of employees is about 10%.

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.

County Employee Ethnicity Base (% of total)

	MC Population 2004	MC Employees Aug 2004	MC Employees Nov 2005
White	62.3%	69.6%	66.3%
Hispanic	28.4%	20.1%	21.4%
Black	3.6%	6.4%	7.6%
Asian/Pacific Islander	2.7%	2.1%	2.6%
Am. Indian/Alaskan	1.6%	1.4%	1.7%
Other	1.4%	0.4%	0.4%

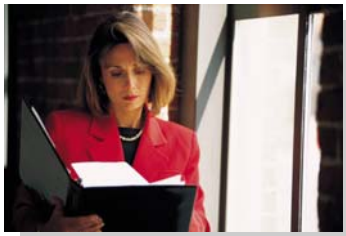
Source: U.S. Census Bureau; Maricopa County Diversity Office

Progress/Achievements:

- The County has made good 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 November 2005, 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.
- 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.
- Over 22 departments have hired or appointed diversity-related coordinators/consultants or have official committees/groups focused on promoting inclusivity and fair practices.
- In February 2006, Human Resources will be meeting with staff from the Phoenix Indian Center to discuss strategies for promoting job openings at the County to the local Native American community. Human Resources

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



also has purchased two half-page ads in *Indian Country Magazine* that highlight the County as a diverse workforce and provide job recruitment contact information.

- 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.

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.

Progress/Achievements:

- In Fall 2005, the County partnered with Arizona State University School of Business Administration to involve a team of students from the "Changing Business Process" class to assist with establishing operational procedures for Maricopa County's newly formed Department of Finance Grant Unit. In the Spring of 2006, two new student teams will be working with the County on more business process improvement. One team will be working on the employee suggestion program and making recommendations for increasing levels of participation in the program.

Fast Facts

- ✓ 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

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.

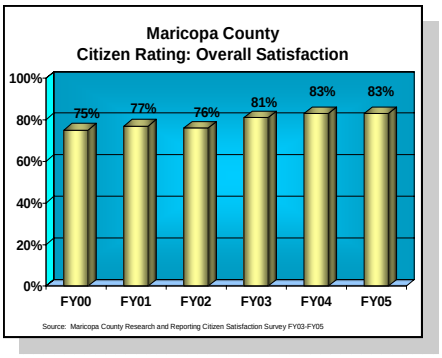
Strategic Priority

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.

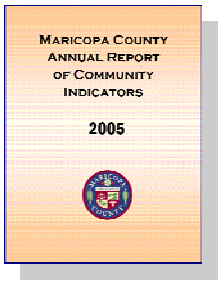


Strategic Goal 1

By December 2006, increase accountability to the public for results-oriented government by fully implementing the Managing the 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.
- Departmental budget submissions for FY2006-2007 will align costs to programs and activities, and OMB analysts will utilize performance measurement data in determining funding allocations for each activity.
- An organizational change was made to have the Chief Information Officer report to the Deputy County Manager which is expected to enhance the process for evaluating information technology investment requests.



- The Office of Management and Budget 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.
- One of the key areas of focus for the MFR Team is process improvement—providing assistance in analyzing results, identifying areas for improvement, and engaging in structured process improvement efforts. At the mid-year point, the MFR Team has worked with many departments to identify a process improvement project. The MFR Team has conducted three training classes on process improvement and more are planned in FY2006.

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:

- An IT Governance Planning workgroup was formed to develop and implement an IT governance review process, i.e., establish structure and create an investment review/ prioritization process. The workgroup has developed a three-tier governance structure; the next step for the workgroup is the development of enterprise IT decision-making processes. Preparing the IT Strategic Plan document will begin after governance processes are in place.
- 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 attended a workshop on performance metrics and is working with the Office of Management and Budget to review and revise the IT Program as it currently exists in departmental Managing for Results plans.

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:

- 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.
- The County Manager's Office has begun a pilot test of a Countywide Constituent Concerns and Resolution System. Contacts from citizens to the County Manager's Office or Board of Supervisors' offices will be input into a "Virtual Ombudsman" system and, when applicable, forwarded to the appropriate department for resolution. The goal is to deploy the system Countywide to track contacts from citizens and ensure timely resolution of all concerns.
- 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

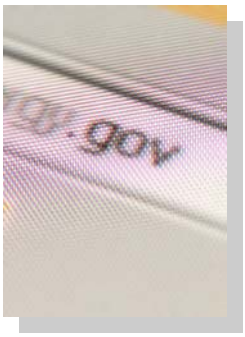
2005 Arizona Quality Service Award Winner

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



Library District will have one phone number for all 15 buildings and operators answering the phone rather than a machine.

- 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.
- 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.
- The Superintendent of Schools Office makes Spanish-speaking employees available to assist the Spanish-speaking community, and are researching the possibility of a Spanish version of their website.
- The Office of the Chief Information Officer 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.

- 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.
- 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 180 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.)
- 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 by clients, better client "flow" (i.e., speedier service), and private interview rooms for collecting sensitive information, such as death recording and paternity affidavits.

Citizen Satisfaction (cont.)

Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County

Strategic Goal 4

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

Progress/Achievements:

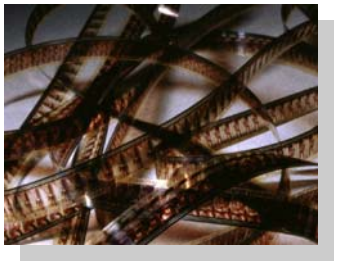
- The Mandate Study was updated and included in the *FY2005-06 Annual Business Strategies* document.
- The Budgeting for Results Guidelines and Priorities approved by the Board of Supervisors for FY2006-2007 included directions to identify non-essential programs and recommend their elimination. During the budget development process, the Office of Management and Budget will be seeking opportunities for cost savings.

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.



- 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. The Communications Director also met with the new dean of the Arizona State University Journalism School to explore the development of an internship program starting in the Fall 2006.
- 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.

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

- The Department of Transportation's Community Relations Branch Manager and Public Information Officers have been holding a series of one-on-one meetings with Public Information Officers of various municipalities to discuss projects in and near their communities, and ways to better communicate County involvement.
- 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.

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