

Safe  
Communities

Public  
Health

Regional  
Leadership

Sustainable  
Development

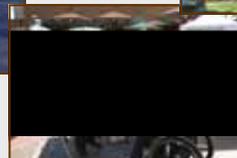
Fiscal  
Strength

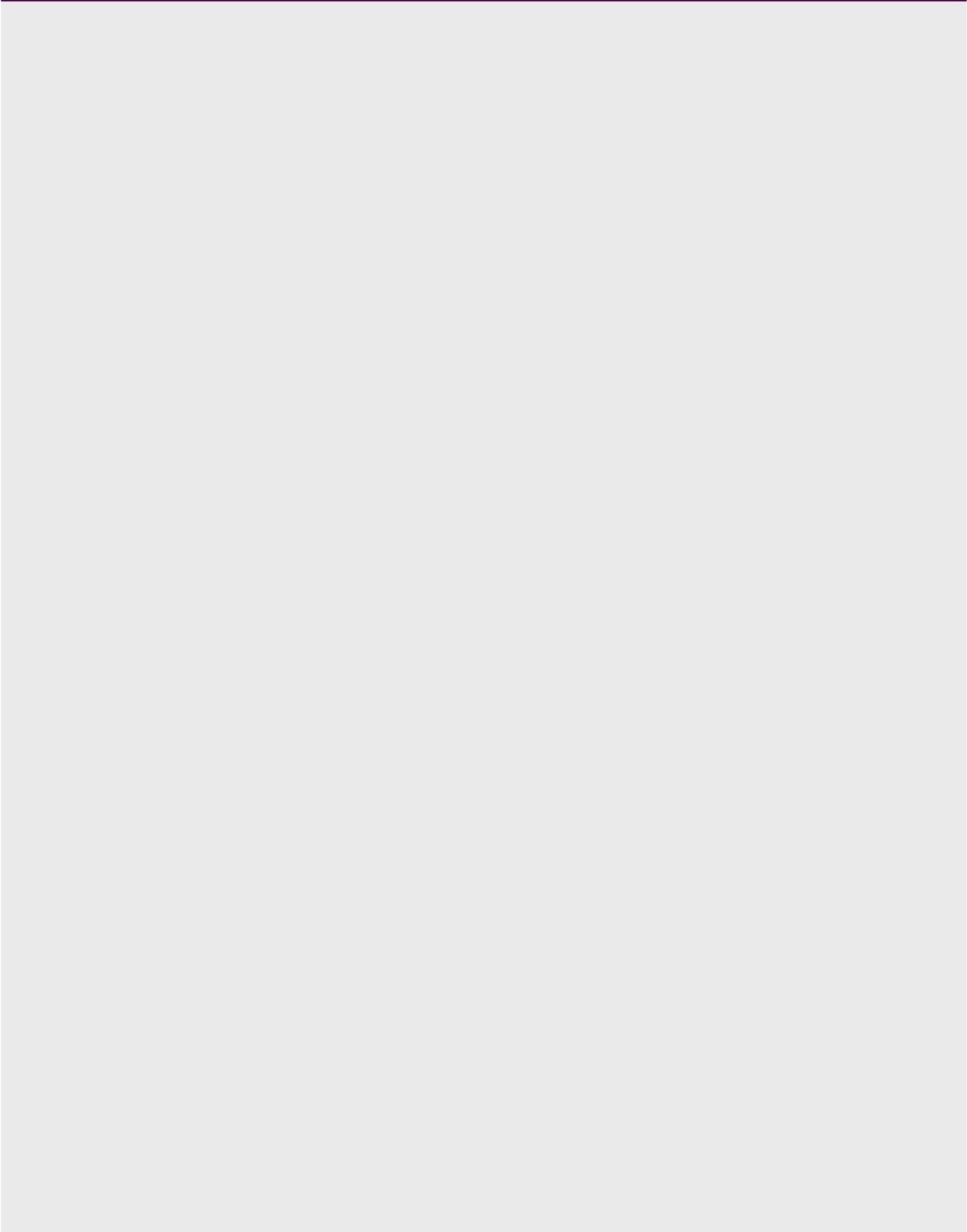
Quality  
Workforce

Citizen  
Satisfaction

# STRATEGIC DIRECTIONS FOR MARICOPA COUNTY 2005–2010

## FY 2007 MID-YEAR REPORT





# CREDITS



## **BOARD OF SUPERVISORS**

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

## **COUNTY MANAGER**

David R. Smith

## **DEPUTY COUNTY MANAGER**

Sandra L. Wilson

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# BOARD OF SUPERVISORS



## MARICOPA COUNTY BOARD OF SUPERVISORS



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District 2



Andrew Kunasek  
District 3



Max Wilson  
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# COUNTY MANAGER'S MESSAGE



February 2007



In mid-2005, the Maricopa County Board of Supervisors adopted a new strategic plan for advancing the quality of life in Maricopa County. The Board approved a set of strategic priorities and established a set of operational goals. County departments and offices are using the County Strategic Plan to craft their own strategic objectives and action plans for implementing the Board's priorities and the independent objectives of elected officials.

We are in the second year of carrying out the new strategic plan. The County is already demonstrating substantial progress toward these priorities and goals. This second 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 progress. This report highlights and summarizes a number of efforts underway across the County that are helping to achieve the Board's priorities. These priorities are: safe communities, public health, regional leadership, sustainable development, fiscal strength, quality workforce, and citizen satisfaction.

We invite comments from the public and other organizations regarding this report. We take our responsibility for accountability very seriously.

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

David R. Smith  
County Manager

# EXECUTIVE SUMMARY



## INTRODUCTION

The *Strategic Directions for Maricopa County 2005-2010, FY2007 Mid-year Report* provides accountability to citizens by publishing information on how the County is doing in implementing its Strategic Plan 2005-2010. Services provided by Maricopa County are targeted to achieve goals and objectives in one or more of seven strategic priority areas. Below are highlights from the report:

### STRATEGIC PRIORITY 1. SAFE COMMUNITIES

- ◆ In FY2007, the County funded three programs as part of the 3-year, \$6 million Crime Prevention Grant that offers funding to cities, towns, and tribal governments to support efforts in providing crime prevention programs.
- ◆ The Fugitive Safe Surrender Program that encourages those with felony warrants to turn themselves in to authorities resulted in more than 1,300 people turning themselves in; 523 warrants were cleared, 114 of which were misdemeanors, and approximately 40 people were taken into custody.
- ◆ Within Maricopa County Department of Public Health (MCDPH), of 434 staff requiring training, 95% were trained in National Incident Management Systems (NIMS) in the first half of FY2007. MCDPH also has recruited and trained more than 2,500 volunteers in the Incident Command System (ICS)/NIMS.

### STRATEGIC PRIORITY 2. PUBLIC HEALTH

- ◆ Maricopa County Air Quality Department has launched a media campaign, Bring Back Blue, to educate and bring awareness of air pollution issues to the general population of the County in an the effort to better protect public health by improving air quality in the County.
- ◆ During the first half of FY2007, nearly 20,000 4th– through 8th-grade students participated in multiple-session intensive tobacco prevention intervention. Additionally, nearly 1,500 students participated in the P.L.A.Y. program, a teacher-directed physical activity program, sponsored by the Maricopa County Department of Public Health, that targets students in grades four through six to increase their involvement in physical activity.
- ◆ Environmental Services is continuing its efforts to combat the spread of food-borne illness by developing partnerships between County community colleges and industry to increase food manager and food handler testing and certification sites. The department also is working to educate mobile peddler owners about food-cart permit requirements to reduce food-borne illness risks.
- ◆ The Parks and Recreation, Public Health, and Transportation departments are working with the National Oceanic & Atmospheric Administration (NOAA) and Salt River Project to develop a heat advisory campaign.

### STRATEGIC PRIORITY 3. REGIONAL LEADERSHIP

- ◆ According to the Maricopa County Department of Transportation, of the 37 projects planned for the fiscal year, 28 (76%) are under construction and are expected to be completed this year on time and within budget.
- ◆ Phase II of the Human Services Campus (NOVA Safe Haven construction and renovation of the old Health Care for the Homeless Program facility) is on schedule with anticipated completion date of April 2007.

# EXECUTIVE SUMMARY (CONT.)



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

- ◆ County departments have taken the leadership role in a number of regional partnerships, such as working with tribal nations to improve their emergency management programs; expansion of Flood Control District's award-winning Digital Orthophotography Project; and partnering with the State Energy Office and Arizona Public Service to co-fund weatherization for low-income families.
- ◆ In the first half of FY2007, more than 31,000 young people attended programs sponsored by the Library District.

## STRATEGIC PRIORITY 4. SUSTAINABLE DEVELOPMENT

- ◆ In December 2006, Maricopa County Parks and Recreation Department broke ground on the long-awaited Regional Trail System, and they implemented the Protect Our Natural Resource Program modeled after the Adopt-A-Highway campaign to engage volunteers to help maintain the parks and protect the natural resources.
- ◆ The Maricopa County Planning and Development Department has implemented an indigenous landscape palette for designated natural scenic corridors to reduce water consumption. Additionally, an irrigation system designed to increase efficiency and reduce waste is under construction at Estrella Mountain Regional Park, and the Utery Mountain Regional Park water system improvement should be completed in February 2007.

## STRATEGIC PRIORITY 5. FISCAL STRENGTH

- ◆ Maricopa County's overall property tax rate continues to decline, from \$1.45 per \$100 of assessed value in FY2006 to \$1.43 per \$100 assessed value in FY2007.
- ◆ Through the first half of FY07, the Stadium District hosted 30 non-baseball events at Chase Field, which has generated a 40% increase in day-use-event net revenue over the same period in FY06.

## STRATEGIC PRIORITY 6. QUALITY WORKFORCE

- ◆ Through the first half of FY2007, Employee Compensation completed a review of approximately 55% of current market range titles and working titles.
- ◆ Employee Health Initiatives initiated a number of events to benefit County employees: offered flu shots to employees, held a number of brown-bag lunches on alternative medicine, and sponsored a six-week chronic disease self-management program presented by CIGNA.

## STRATEGIC PRIORITY 7. CITIZEN SATISFACTION

- ◆ In January 2007, the Board of Supervisors approved the purchase of a new business intelligence system that will provide the infrastructure necessary to collect, analyze, and report on performance and financial data so that the County can assess its progress toward meeting strategic goals and priorities and be accountable to the citizens of Maricopa County.
- ◆ The County has a number of efforts underway to improve access to services offered by the County, such as Planning and Development's Project Dox which expedites the reviews of plans, and Environmental Services efforts to provide quicker response to citizen complaints.

# INTRODUCTION



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

## 2005-2010 COUNTY STRATEGIC PLAN

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

## MANAGING FOR RESULTS (MFR)

Strategic planning and performance measurement are mechanisms used by the County to continually provide high-quality services and to ensure that the most critical needs of the community are being met. In 2000, Maricopa County began implementing *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. 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.



## MID-YEAR REPORT

The *Strategic Directions for Maricopa County 2005-2010, FY2007 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 second year of implementation.

# STRATEGIC PRIORITIES



## MISSION:

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

## INTRODUCTION

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



## STRATEGIC PRIORITIES

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

## OUR FOCUS FOR THE FUTURE

The Strategic Priorities outlined in this document were established to help maintain a focus on the most critical issues facing us as a local government over 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:

- ◆ The new Chief Juvenile Probation Officer and the new Assistant County Manager for Criminal Justice joined the County in August and September 2006, respectively. They are working in close collaboration with consultants hired to update the 1997 Jail Master Plan, whose report is due in June 2007. As the new staff begin to work with other County criminal justice staff on the recommendations in the Master Plan's update, more definition will be given to exactly how the County intends to address crime rates and implement evidence-based crime prevention initiatives.
- ◆ Maricopa County is funding a three-year, \$6 million Crime Prevention Grant, offering funding to cities, towns, and tribal governments to support and enhance their efforts in providing evidence-based crime prevention programs. In FY2007, the County funded three programs through the initial Crime Prevention Grants and is intending to open the application process again in the Spring 2007.
- ◆ Maricopa County is contributing \$2.5 million to cosponsor the Arizona Meth Project (AMP), an anti-methamphetamine media campaign modeled on the "Montana Meth" Education Program. The County is establishing an AMP Advisory Board comprising of domain experts, community leaders, and representatives from participating counties. AMP will launch a Phase I media campaign including television, radio, billboard, print, and website components by spring 2007.
- ◆ 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.

### 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)



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

- ♦ Juvenile Probation is working closely with the Administrative Offices of the Court on a method for evaluating juvenile justice and delinquency prevention programs against research-based best practices. The focus in Early Intervention and Prevention continues to follow research guidelines in the location, delivery, and assignment of consequences.
- ♦ Adult Probation continued implementation of evidence-based practices, including ongoing use of the Field Reassessment of the Offender Screening Tool (FROST) by field officers to assess probationers' risk and needs, and measure changes in offender behavior every six months; ongoing use of case plans focused on probationers' needs that are related to criminal behavior; focus groups with field officers and supervisors to help identify the strengths and weaknesses of the FROST and Case Plan; refresher training for the entire Presentence Division on the Offender Screening Tool (OST); and implementation of specialized assessment tools for the domestic violence and sex offender populations.
- ♦ The Fugitive Safe Surrender Program, held over four days in November 2006, was a huge success. The program was sponsored by the U.S. Marshals Office to encourage those with felony warrants to turn themselves in to authorities for favorable consideration. The program was held at Pilgrim Rest Baptist Church. Over 1,300 people turned themselves in; 523 warrants were cleared, 114 of which were misdemeanors; approximately 40 were taken into custody. The program was a great success in many ways: warrants were cleared, public safety was addressed and protected, and County staff worked closely together as never before to accomplish a mutual goal.

2006 ARIZONA

STATE QUALITY

AWARD WINNER

**Showcase in Excellence Awards**

Maricopa County Adult Probation  
"Financial Compliance Program"

## 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 ALOS or limiting increases in ALOS to avoid costly new jail construction.
- ♦ Integrated Criminal Justice Information System (ICJIS) has developed and implemented more than 31 data exchanges, resulting in the distribution of electronic transactions of criminal justice information. These electronic transfers replace prior exchanges that may have been time-consuming paper-based, manually processed, faxed or independently entered into multiple systems.



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

### 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:

- ♦ All NIMS compliance requirements for 2006 were met. According to Maricopa County Emergency Management, updating of the County emergency operations plan will be completed well in advance of the federal NIMS compliance target date of September 30, 2007. Maricopa County Emergency Management has initiated resource typing (categorization) for the 120 resources for which the federal government has provided guidance.
- ♦ Within Maricopa County Department of Public Health (MCDPH), of 434 staff requiring training, 414 (95%) were trained in NIMS as of September 2006. A formal evaluation of those trained rated 88% understanding of their roles and responsibilities in a public health emergency, while 93.3% of exercise evaluations rated the training itself as good or excellent.
- ♦ MCDPH has recruited and trained approximately 2,500 volunteers in the Incident Command System (ICS)/National Incident Management System (NIMS), as well as in their specific role at a mass dispensing/vaccination site under the Maricopa County Emergency Response Plan. This is an ongoing objective as 15,000-20,000 volunteers will be needed for all 100 dispensing points to become operational. MCDPH will continue to recruit and train volunteers.

### STRATEGIC GOAL 4

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

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

#### ADDITIONAL EFFORTS:

- ♦ Maricopa County Department of Public Health (MCDPH) has established a countywide Pandemic Influenza Coordinating Committee consisting of stakeholders (e.g., hospitals, local police and fire departments, school districts, private industry, etc.) to plan a coordinated response to an epidemic involving the H5N1 virus.

# SAFE COMMUNITIES (CONT.)



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

- ♦ Maricopa County Department of Emergency Management participated in individual and family preparedness days in the city of Mesa and Peoria. The department provided assistance to the Arizona Department of Education in the revision of state standards for school emergency response plans. Also, the department conceived and coordinated the development of an emergency readiness guide for the residents of Maricopa County, which will be printed in English and Spanish.
- ♦ MCDPH Community Health Nursing (CHN) has continued improving the tracking capabilities of the communicable disease database (involving working with outside entities), and has provided ongoing training in emergency response to CHN staff.



**2006 ARIZONA STATE QUALITY  
AWARD WINNER**

***Showcase in Excellence Awards***

Maricopa County Juvenile Probation  
"Special Supervision for Juveniles-A Balanced Approach"



# 2 PUBLIC HEALTH

## PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

### INTRODUCTION

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



### STRATEGIC GOAL 1

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

#### PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County Department of Public Health leadership is developing a revised strategic plan for the Department that will incorporate Countywide goals. The plan, expected to be completed in September 2007, includes an infrastructure component with objectives that include the centralization of Department services, review and revision of all Department policies and procedures, and strengthening the grants management process. The plan also will have components addressing Department services and the reduction of health disparities.
- ♦ During the first half of FY2007, nearly 20,000 4th- through 8th-grade students participated in multiple-session intensive tobacco prevention intervention, which includes at least eight tobacco use prevention presentations of 30 minutes or more.
- ♦ The Human Services Department Education Division, through its Head Start Zero-Five Program, ensures children are properly immunized and they maintain current with a schedule for well-child and dental exams to ensure health and dental needs are identified in a timely manner.

#### LEAD/SUPPORT DEPARTMENTS

- Public Health
- Parks and Recreation

### 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.*



## PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

### PROGRESS/ACHIEVEMENTS:

- ◆ Development of the Maricopa County Air Quality Department's media campaign, Bring Back Blue, involved participation by the public, Maricopa Association of Governments (MAG), the Arizona Department of Environmental Quality, the City of Phoenix, and other agencies/organizations in the effort to better protect public health by improving air quality in the County.
- ◆ Maricopa County Animal Care and Control (MCACC) began a pilot program of working directly with U.S. Post Office branches to report strays, "close calls," and bites directly to the MCACC Field Supervision Team to reduce the response time to incidents involving mail carriers and to allow MCACC to remove threatening animals from the streets before they become a problem. This program is being monitored by the USPS and may be implemented nationwide.



- ◆ The 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.
- ◆ Public Health Department is collaborating with St. Luke's Health Initiatives and the "Alliance for Innovations in Healthcare" program to improve perinatal outcomes.
- ◆ 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.
- ◆ The Parks and Recreation, Public Health, and Transportation departments are working with the National Oceanic & Atmospheric Administration (NOAA) and Salt River Project to develop a heat advisory campaign.
- ◆ The Environmental Services Department partnered with Supervisor Wilcox, Industry (Union Pochteca), and the media to educate mobile peddler owners about food cart operating permit requirements. Peddler owners were notified of food-borne illness risks and the legal ramifications of not permitting their vehicles. This partnership educated and encouraged the mobile food industry to have peddler carts permitted by the Maricopa County Environmental Services Department.
- ◆ Public Health Emergency Management (PHEM) continues its mission to establish and nurture relationships with County agencies, academic institutions, and community leaders. In the past 12 months, collaborative efforts have resulted in formalized proposed plans for (1) a mass fatality response plan with the County Medical Examiner's Office; (2) an Intergovernmental Agreement (IGA) with the Maricopa County Sheriff's Office for the provision of security at emergency points of dispensing sites; (3) the purchase of diagnostic





## PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

equipment for the Arizona State Laboratory; and (4) IGAs executed with 18 to 20 County school districts that commit those districts to cooperate with MCDPH in the event of a public health emergency.

- ◆ Maricopa County Environmental Services Department is working with Tribal Nations to address West Nile and mosquito issues around the 101-202 freeway interchange.

### 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:

- ◆ During the first half of FY07, 1,450 students participated in the P.L.A.Y. (Promoting Lifetime Activity for Youth) program, a teacher-directed physical activity program, sponsored by the Maricopa County Department of Public Health, that targets students in grades four through six to increase their involvement in moderate-intensity physical activity. Twenty-one percent (21%) of these students received the President's Physical Activity Award.
- ◆ Maricopa County Department of Public Health (MCDPH) continues to meet with various media outlets, including Spanish-language media, to establish relationships that will assist MCDPH in reaching the community with health and prevention messages. The comprehensive communication plan is on target for June 2007.
- ◆ The Parks and Recreation and Public Health departments are collaborating on marketing and outreach opportunities to corporate sponsors so the County can become a preferred provider of their wellness programs. In the Fall 2006, the Parks and Recreation Department made presentations at the Honeywell Safety Fair and at the American Express Safety Fair.
- ◆ Parks and Recreation implemented a "water safety" campaign at Lake Pleasant Regional Park in June 2006 and is working to increase awareness of and participation in the program in FY2007. The Summer Aquatics Program at the Desert Outdoor Center at Lake Pleasant had a 12% increase in attendance over the summer 2005, and a 25% increase in merit badges earned.



#### 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 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:

- ◆ According to the Maricopa County Department of Transportation (MCDOT), of the 37 projects planned to be completed on time and within budget this year, the goal is to complete 31 (84%). At the end of the second quarter of FY2007, 28 (76%) are under construction and are expected to be completed this year. Of the remaining nine planned for completion this year, four will not be completed as planned but two of the four are expected to commence before the end of the year.
- ◆ 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 Maricopa Association of Governments and the Arizona Department of Transportation, MCDOT provided support to the West Valley Transportation Committee to identify, analyze, and evaluate scenarios to accelerate widening of Interstate 10 between Loop 101 and SR 85 as identified in Proposition 400.

### STRATEGIC GOAL 2

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

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

#### LEAD/SUPPORT DEPARTMENTS

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



## PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

### ADDITIONAL EFFORTS:

- ◆ In a survey of voters regarding satisfaction with the ease of voting in Maricopa County, 7,614 voters in the Primary Election (September 2006) responded to the survey, of which 93.4% indicated they were satisfied, 2.3% indicated they were somewhat satisfied, 2.2% indicated they were not satisfied, and 2.1% did not respond to the question. In the General Election (November 2006), 8,526 voters responded to the survey, 91.7% indicated they were satisfied with the ease of voting, 3.9% indicated they were somewhat satisfied, 2.5% indicated they were not satisfied, and 1.8% did not respond to the question.



Human Services Campus

### STRATEGIC GOAL 3

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ Phase II of the Human Services Campus (NOVA Safe Haven construction and renovation of the old Health Care for the Homeless Program facility) are on schedule with an anticipated completion date of April 2007.
- ◆ 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 Down-payment Initiative (ADDI). The Community Development Department continues to make ADDI funds up to \$10,000 available to partners for down-payment assistance.

### STRATEGIC GOAL 4

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County partnered with the Gila River Indian Community (GRIC) to clean up an area bordering Chandler and the Indian Community. Volunteers from the County and GRIC worked together to eradicate litter and preserve the beauty of the shared space.
- ◆ During the 2nd half of FY2007, Maricopa County Animal Care and Control expanded its cooperation with all local governments by conducting joint field investigations, increased involvement in community events, participation in emergency response planning and exercises, and providing an expedited response to animal control complaints received through governmental offices.



### PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

- ♦ Maricopa County Department of Emergency Management continues to work closely with all Tribal Nations within the County to improve their emergency management programs and has designated a planner to serve as tribal liaison. Intergovernmental agreements have been established with all 24 cities and towns in Maricopa County to assist them with emergency plans preparation, training exercise programs, and other aspects of their emergency management programs.
- ♦ The Flood Control District provided regional leadership through the Digital Orthophotography Project. The District initiated a process of annually acquiring high-resolution aerial photography of the County and then sharing the images with local municipalities, Tribal Nations, state agencies, and the federal government on a reimbursement basis. By having a common base map using the same coordinate system, the District is ensuring that data used and developed by member jurisdictions are accurate and usable.
- ♦ Maricopa County has partnered with the City of Phoenix, Arizona State University, and the Downtown Phoenix Partnership (Copper Square) to complete a study to determine if there is a viable wireless network solution to service the 90-square-block area of downtown Phoenix better known as Copper Square.
- ♦ Maricopa County Internal Audit Department has partnered with the City of Phoenix Internal Audit Department to sponsor auditor training; and the Department continually participates with local and national professional audit organizations to share ideas among audit professionals.
- ♦ 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. For example, the Department of Transportation provided leadership in the multi-jurisdictional Bell Road Intelligent Transportation Systems (ITS) Project. Completed in December 2006, the project integrated ITS system operations that included synchronized signals, camera monitoring, and traveler information.
- ♦ Maricopa County Facilities Management Department continues to build relationships with local governments—Surprise, Mesa, Phoenix, Avondale, and Chandler—to help further the development and/or improvement of regional sites, which improves the customer's ability to do business with Maricopa County.
- ♦ During the first half of FY2007, the Flood Control District continued to cultivate and support relationships with many local jurisdictions. The District's regional flood control cost-sharing projects include the cities of Phoenix, Mesa, and Peoria, and partners with smaller communities, such as Carefree, Buckeye, and Avondale, to provide Capital Improvement Program (CIP)-funded draining programs.

  
**2006 ARIZONA STATE QUALITY  
AWARD WINNER**

***Showcase in Excellence Award***

Maricopa County Flood Control District  
 "Acquisition and Deployment of Digital Aerial  
 Photography"



## PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

- ♦ The Maricopa County Department of Transportation is expanding its Adopt-A-Highway (AAH) Program and is actively seeking to link to other jurisdictions' AAH programs through an interactive website. Requests have been made to cities/towns and to the Arizona Department of Transportation to participate in a joint effort to include AAH information on the website.
- ♦ The Community Services Division of the Maricopa County Human Services Department partnered with the Housing Authority of Maricopa County, the Arizona Department of Commerce Energy Office, and Arizona Public Service to co-fund weatherization for low-income families. The first of its kind in the state, this partnership resulted in weatherization of a 20-unit apartment complex and 20 single family homes in Buckeye.

### 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 the first half of FY2007, more than 31,000 young people attended the 1,024 youth programs sponsored by the Library District.



# 4 SUSTAINABLE DEVELOPMENT



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

### INTRODUCTION

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



### STRATEGIC GOAL 1

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

#### PROGRESS/ACHIEVEMENTS:

- ◆ The Maricopa County Planning and Development is working with the State Attorney General's Office to define and interpret statutes for compliance and set-up a system to track case approvals' compliance with State laws.

### STRATEGIC GOAL 2

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

#### PROGRESS/ACHIEVEMENTS:

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

#### LEAD/SUPPORT DEPARTMENTS

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

# SUSTAINABLE DEVELOPMENT (CONT.)



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

- ♦ Maricopa County Parks Department implemented the *Protect Our Natural Resource Program* modeled after the Adopt-A-Highway campaign to engage volunteers to help maintain the parks and protect the natural resources.
- ♦ Air quality continues to be a major problem in the Valley. Currently, the U.S. Environmental Protection Agency has deemed Maricopa County to be in “serious non-attainment” of the particulate standard. Maricopa County, along with the state and other regulatory agencies, is developing a Rate of Progress plan to submit to the EPA. This plan will include ideas to reduce particulate emissions Countywide by 5% each year until the County reaches the federal standard.
  - ♦ Maricopa County Air Quality Department has launched a media campaign to educate and bring awareness of air pollution issues to the general population of the County. This campaign provides a website ([bringbackblue.org](http://bringbackblue.org)) specifically designed to provide easy access to interesting and useful information and data on air quality in the County.
  - ♦ The Board of Supervisors approved \$10.4 million dollar capital improvement plan for the Parks and Recreation Department, which will jump-start the 10-year capital redevelopment plan for the parks.
- ♦ Maricopa County Planning and Development Department hosted a National Green Communities teleconference that included planners and building officials from various jurisdictions. The discussion focused on progressive and innovative building and community design.
- ♦ The playground shade structure installation projects at Cave Creek, Estrella, Lake Pleasant, McDowell, and White Tank Mountain regional parks were completed in January 2007. Entry stations, restrooms, and monument projects at Cave Creek, Estrella, McDowell, Utery, and White Tank Mountain Regional Parks will be completed in June 2007. Additionally, Cave Creek, McDowell, Utery, and White Tanks will get visitor centers and amphitheatres, Estrella will get a visitor center, and Lake Pleasant will get an amphitheater.



### 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 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 (Williams Gateway)



## 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.*

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



### ADDITIONAL EFFORTS:

- ◆ On an on-going basis, Facilities Management is completing projects for lighting retrofits, window film, building commissioning, building automation control upgrades and replacements, *Leadership in Energy and Environmental Design (LEED)* Building programs, and water conservation projects with targeted conservation goals. Building automation control upgrades and replacements are expected to be completed by June 2007.
- ◆ During the first six months of FY2007, in an effort to mitigate energy consumption, the Board of Supervisors approved a Maricopa County Zoning Ordinance text amendment to allow certain shade structures without requirement for additional parking.
- ◆ In an effort to mitigate water consumption and loss of natural habitat due to development, the Maricopa County Planning and Development Department implemented an indigenous landscape palette for designated natural scenic corridors, and adopted new scenic corridor plans for Castle Hot Springs, McMickem Dam, and Olive



### MARICOPA COUNTY AIR QUALITY DEPARTMENT RECEIVES PRESTIGIOUS AWARD

In December 2006, the American Lung Association (ALA) of Arizona announced a prestigious award for the Maricopa County Air Quality Department for 2006. The Air Quality Department was recognized for recent accomplishments, such as the Compliance and Enforcement programs that have ramped up activities and substantial actions taken against violators, with over \$3.7 million in penalties for alleged violators; the Industry Challenge Good Neighbor Partnership, which resulted in substantial voluntary emissions reductions from six south Phoenix companies that led to nine tons of emissions reduction in the first year alone.

# SUSTAINABLE DEVELOPMENT (CONT.)



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

Avenue. This effort promotes natural landscape preservation and landscaping with native plants.

- ◆ Equipment Services has formed a “Green Committee” to seek diverse alternative-fueled vehicles to include hydrogen- and ethanol-fueled vehicles and dispensing infrastructures.
- ◆ 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 February 2007. The Utery Mountain Regional Park water system improvement began in August 2006, and should be completed in February 2007.



2006 ARIZONA

STATE QUALITY

AWARD WINNER

***Showcase in Excellence Awards***

Maricopa County Risk Management  
“Roadbuilder Equipment Training Program”

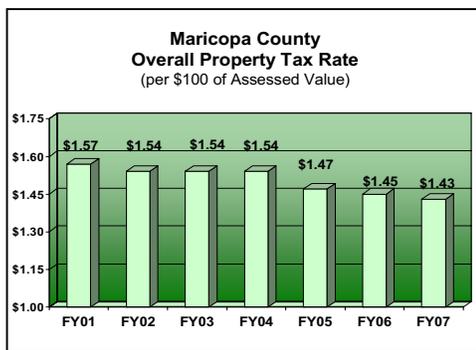


# 5 FISCAL STRENGTH

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

## INTRODUCTION

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



## STRATEGIC GOAL 1

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

### PROGRESS/ACHIEVEMENTS:

- ♦ Maricopa County's overall property tax rate—which includes the Primary Tax, and secondary tax rates for Flood Control District and the Library District—continues to decline, from \$1.45 per \$100 of assessed value in FY06 to \$1.43 per \$100 of assessed value in FY07.
- ♦ In December 2006, the Board of Supervisors, sitting as the Board of Directors for the Flood Control District and the Library District, adopted budget priorities and guidelines that included continuation of the self-imposed limit on district property tax levies. These self-imposed limits will reduce Flood and Library District rates for F2007-08.

## STRATEGIC GOAL 2

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

### PROGRESS/ACHIEVEMENTS:

- ♦ In December 2006, the Board of Supervisors adopted the legislative proposal to exchange Judge/Justice of the Peace salaries for reductions in AHCCCS contributions.

### 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



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

### 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:

- ◆ Office and Management and Budget (OMB) completed an analysis of funds currently available for the General Fund Capital Improvement Program, and the Board of Supervisors subsequently adopted a funding limit and financing guidelines. OMB has assisted in facilitating Board discussion of project priorities.
- ◆ The Stadium District has completed the independent assessment of Chase Field and has identified the future capital needs of Chase Field. The Stadium District is currently developing and pursuing funding options for the identified capital needs.

#### SELECTED CAPITAL PROJECTS UNDERWAY IN FY2007

- ◆ Buckeye Hills Shooting Range
- ◆ Court Tower
- ◆ Durango Animal Care & Control Facility
- ◆ Madison Street Jail Renovations
- ◆ One West Madison
- ◆ Public Health Clinic
- ◆ Santan Consolidated Justice Courts
- ◆ Security Building
- ◆ Southeast Consolidated Justice Courts
- ◆ Southwest Consolidated Justice Courts

### 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.
- ◆ Through the first half of FY2007, the Stadium District hosted 30 non-baseball day-use events (events with less than 10,000 in attendance, such as receptions, corporate events, and company parties) at Chase Field, and has generated more than \$20,000 in day-use-event net revenue, an increase of more than 40% over the same period in FY06.
- ◆ In August 2006, Maricopa County Parks and Recreation opened a new Request for Proposals for Adobe Dam Regional Park for year round operation and revenue-generating recreational facilities. Proposals currently are being evaluated.

# 6 QUALITY WORKFORCE



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

### INTRODUCTION

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



### STRATEGIC GOAL 1

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

### PROGRESS/ACHIEVEMENTS:

- ◆ Through first half of FY2007, Employee Compensation completed a review of approximately 55% of current market range titles and working titles. Approximately 11,000 regular positions Countywide have been included in a market study since the third quarter of FY2005 bringing County positions into their established market ranges. This allows Maricopa County to recruit and retain qualified staff.
- ◆ Employee Health Initiatives is working on several new initiatives—Pharmacy Intervention Program, Free Generic Medications Program, Free Diabetic Medications Program, Health Savings Account Funding Program, Tobacco Incentive Program, and Enhance Voluntary Benefits Program—designed to improve the health status of Maricopa County Employees and their families and makes it possible for the County to offer a variety of benefits to meet the needs of the diverse employee population.
- ◆ Human Resources has launched a workforce succession planning pilot program to identify and prepare employees for critical positions that become vacant due to retirement, promotions, transfers, resignations, or other employee departures.
- ◆ During the first six months of FY2007, Employee Health Initiatives initiated a number events to benefit County employees: offered flu shots to employees, held a number of

### 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**

brown-bag lunches on alternative medicine, and sponsored a six-week chronic disease self-management program presented by CIGNA.

**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:**

- ◆ During the first half of FY2007, the County Diversity Office sponsored a variety of diversity celebrations, including four separate celebration events for Hispanic Heritage Month, the inaugural Native American Heritage event, and the first Unity Day Celebration. The Diversity Office also is working with a group of Maricopa County Native American employees to explore the possibility of establishing a Native American Affinity Group similar to the Hispanic and African American Knowledge Networks.
- ◆ The Public Works Diversity Council, comprising employees from Transportation, Flood Control District, and Solid Waste Management, published a diversity questionnaire, have established Diversity suggestion boxes at each location, and distributes a variety of diversity information to all Public Works sites. Public Works Diversity Training has been scheduled and attendance is mandatory.

<b>Maricopa County Employee Diversity</b> (percent of County total workforce by race/ethnicity)		
	<b>County Workforce 2005</b>	<b>County Workforce 2006</b>
White	69.4%	66.3%
Hispanic	20.1%	21.4%
Black	5.9%	7.6%
Asian/Pacific Islander	2.8%	2.6%
Am. Indian/Alaskan	1.6%	1.7%
Some Other Race	0.2%	0.4%

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

**STRATEGIC GOAL 3**

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

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

# 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

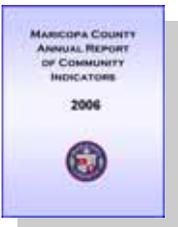
Citizens want and deserve quality services from government for their tax dollars. One of the strategic priorities adopted by the Maricopa County Board of Supervisors is to continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services 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 January 2007, the Board of Supervisors approved the purchase of a new business intelligence system that will provide the infrastructure necessary to collect, analyze, and report on performance and financial data so that the County can assess its progress toward meeting strategic goals and priorities and be accountable to the citizens of Maricopa County.
- ◆ In December 2006, the Office of Management and Budget published the *2006 Maricopa County Indicators Report*, which provides accountability to citizens by presenting information on how the County is doing in achieving its strategic goals and priorities based on a variety of indicators.
- ◆ In the Fall 2006, the Board of Supervisors approved a contract with Weidner, Inc. to provide consulting services on the County's strategic plans. Weidner will assess the current status of plans in terms of alignment with strategic priorities, departmental strategic goals, and results. This effort will ensure that the information integrated into the new business intelligence system is relevant and comprehensive. In addition, Weidner will assist the County with developing performance planning tools that align individual employee performance with these elements.

## 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:

- ◆ In December 2006, Stephen Wetzel was appointed Chief

### LEAD/SUPPORT DEPARTMENTS

- All Departments
- Office of Enterprise Technology
- 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

Technology Officer heading the Office of Strategic Technology (OST), which will be responsible for infrastructure, information security, and technology strategy, providing a holistic view of the network from the switch to the desktop. As Chief Information Officer heading the Office of Enterprise Technology (OET), Chris Kozakis will focus on supporting enterprise business applications and decision support systems.

- ◆ The Office of Enterprise Technology and Office of Strategic Technology staff worked with the Office of Management and Budget to review and revise the IT Program performance metrics required in departmental Managing for Results plans. The new metrics were implemented in the first half of FY2007 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:

- ◆ Planning and Development has implemented a number of technological enhancements that have improved access to services offered by the department: bar code scanning, which expedites routing of paperwork and reduces key stroke errors when processing permits; Q-matic lobby management which reduces customer wait times; wireless service in waiting areas which allows customers to conduct business during wait times; and Project Dox, which manages documents and correspondence associated with a project through an easy-to-use, web browser interface. With Project Dox, customers can submit plans, upload drawings, and receive redlines instantly through email, which saves travel time for customers and provides a timely and accurate view to both customers and staff.
- ◆ Maricopa County Environmental Services Department is working to integrate Vector Control Management System (VCMS) with the truck tracking systems, and the web/phone complaint systems. This automation will result in quicker response to citizen concerns.
- ◆ In the first half of FY2007, Public Health Emergency Management (PHEM) hired a Special Populations Coordinator, who has the lead in establishing the needs of special populations during a public health emergency—populations that might have been traditionally overlooked or underrepresented in PHEM's planning and response efforts. These groups include the homeless, migrant workers, Native Americans, jail and prison inmates, long-term care center patients, and others.
- ◆ Individuals with disabilities can now access an Assistive Technology room in the Human Services Department's

2006 ARIZONA



STATE QUALITY

AWARD WINNER

**Showcase in Excellence Awards**

Maricopa County Environmental Services  
"Vector Control Mosquito Abatement Program"

# 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

Workforce Development Gilbert One-Stop Career Center. This technology allows persons with visual, physical, audio, and other disabilities to fully utilize the resources of the Center.

- ♦ Maricopa County Department of Transportation actively encourages small business participation in procurements since the County's adoption of the Small Business Enterprise Program in December 2006.
- ♦ Maricopa County Internal Audit Department provides website access to all audit reports. Citizen oversight is provided by the Citizens' Advisory Audit Committee, comprising representatives of each County supervisory district and representatives of the County Finance Department, County Attorney, and State Auditor General.

### STRATEGIC GOAL 4

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

#### PROGRESS/ACHIEVEMENTS:

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

### STRATEGIC GOAL 5

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

#### PROGRESS/ACHIEVEMENTS:

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

# CITIZEN SATISFACTION (CONT.)



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

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

# ACKNOWLEDGEMENTS



This report was prepared by the Office of Management and Budget. The following departments provided materials for the report:

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



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)