

2011

Annual Report of
Accomplishments



Maricopa County



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Introduction

If the Maricopa County Strategic Plan presents a roadmap, then this 2011 annual report represents the first few miles of our journey to a better performing, more efficient and results-oriented government, one both capable and determined to raise the quality of life for Arizona residents. And judging by accomplishments both large and small, signaling major achievements and smaller incremental progress, 2011 has been a very good year for Maricopa County.

The evidence of our progress is as apparent as it is significant: The imposing new Criminal Court Tower in downtown Phoenix, completed on-time, under budget, with a spectacular safety record and with technology and design features to enhance the efficiency, access and safety of all who seek justice. The continued fiscal stability of the County government, a model for other state and local jurisdictions. The display of solar panels atop county office buildings, emblematic of the County's commitment to reducing energy costs and its carbon footprint. In the impressive renovation of the historic Santa Fe Freight Depot, now an office for the County Assessor. The creation of Maricopa "OpenBooks," a user-friendly transparency website for ordinary citizens to track the use of taxpayer monies. The County Recorder's remote kiosks, making it so easy for suburban residents to record documents without driving to downtown Phoenix. Two Maricopa County employees won prestigious Gabe Zimmerman Awards for outstanding public service given by The Center for the Future of Arizona. Other employees were honored by the National Association of Counties and in the Arizona Quality Awards.

But our progress is not measured simply in major milestones and gleaming new structures. County government's 12,800 employees work to provide services in public health, employment training, recreation, education, probation, law enforcement and justice for nearly 4 million residents. We can do that better only if we get the little things right too.

2011 saw the establishment of the intranet Idea Factory, to spur communication, collaboration and innovation across the county. And a youth leadership experience that is aimed at teaching civics and introducing young people to County government. Important, if less publicized, advances have been made in probation and justice prevention services, aimed at reducing recidivism among juvenile and adult offenders. 13 additional miles were added to the Maricopa County Trail System and a Vulture Mountain Regional Park plan moved closer to fruition, with a solid partnership between the County and the federal Bureau of Land Management. The Board of Supervisors initiated an economic development fund to offer incentives to companies to locate high-paying jobs to the region.

The strategic plan for the five years, 2011-2015, outlined ambitious goals to serve our citizens better and to earn greater public trust. If 2011 is a gauge, then we will succeed in meeting our goals.





Mission

The Mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so that residents can enjoy living in a healthy and safe environment.

Vision

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

Values

Public Interest First

Open and Honest

Accountable

Measure Results

Relentless Improvement

Communicate and Collaborate

All People Realize Their Full Potential



The Countywide Strategic plan is a comprehensive planning document that organizes County government’s long-term vision into 10 strategic priority areas and 29 strategic goals. In June 2010, the Maricopa County Board of Supervisors adopted the strategic plan to guide important policy and investment decisions over the following five years.

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 five years. They provide focus for policy and funding decisions and, where appropriate, provide guidance in the reallocation of existing resources.

Services provided by Maricopa County are targeted to achieve strategic priorities in one of 10 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 2015 to achieve the Board of Supervisors’ vision for our community.

The accomplishments listed in the following pages are reflective of the actions departments are taking to contribute to the overall success of achieving the goals in the plan.



Government can provide no more basic or more critical service than ensuring public safety. Indeed, the Declaration of Independence, our earliest document as a nation, recognizes “life, liberty and the pursuit of happiness” as basic inalienable rights. Maricopa County through its courts, prosecutors, jails and probation services all play a critical role as part of a justice system that must work for all.

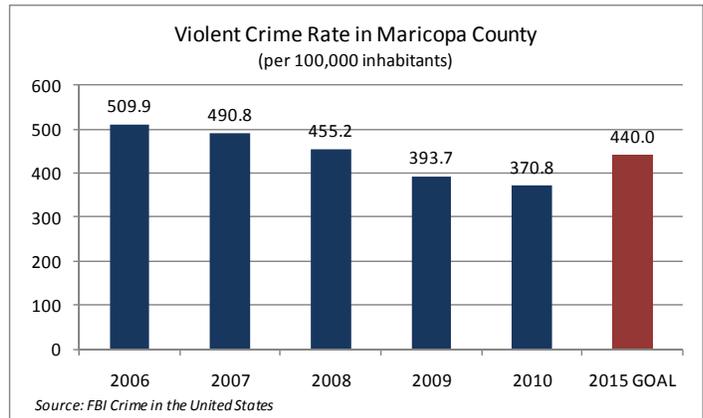
Over the next five years, the county will complete several major capital projects and technology enhancements that will improve key elements of the justice system well into the future. These are investments that will enable our law enforcement officers, judges, detention officers and probation officers to administer justice swiftly and effectively at reduced risk for the public. We must make these improvements. We have no other choice if we are to reach our ambitious goals in public safety.



Strategic Goal: By 2015, the violent crime rate per 100,000 inhabitants in Maricopa County will be 440 or lower, a 3.3% reduction from the 2008 rate.

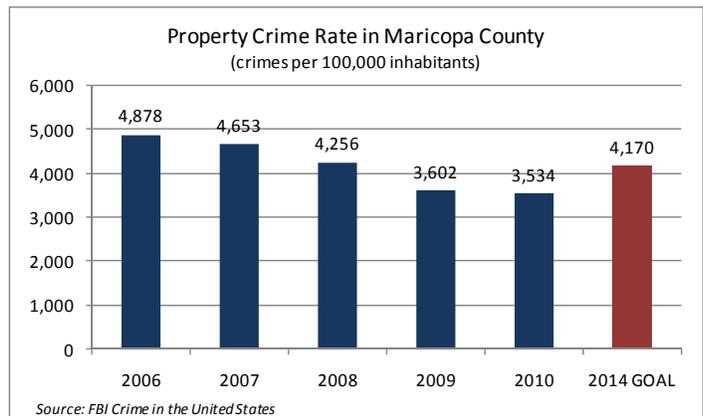
- ▲ In 2010, the violent crime rate in Maricopa County decreased to 370.8 per 100,000 inhabitants from 393.7 per 100,000 inhabitants in 2009. This is an 18.5% reduction from the 2008 rate.

The rate reported in 2010 is well below the goal target of 440 violent crimes per 100,000 inhabitants. It appears as though we are on a positive track to exceed the goal within the targeted time frame.



Strategic Goal: By 2014, the property crime rate per 100,000 inhabitants in Maricopa County will be 4,170 or less, a 2.0% reduction from the 2008 rate.

- ▲ In 2010, the property crime rate in Maricopa County decreased to 3,534 per 100,000 inhabitants from 3,602 per 100,000 inhabitants in 2009. This is a 17% reduction from the 2008 rate.
- ▲ The rate reported in 2010 is well below the goal target of 4,170 property crimes per 100,000. It appears as though we are on a positive track to exceed the goal within the targeted time frame.





- ▲ Too often violent and property crime victims are victimized a second time when probationers shirk their obligation to pay restitution. This new program assists in holding criminals accountable and assures that the rights of victims are addressed. The Crime Victim Restitution Project created by the **Maricopa County Attorney's Office (MCAO)** and the **Clerk of the Superior Court** uses MCAO investigators to locate victims due restitution, but whom the Court has been unable to find. Investigators use their professional resources and expertise to locate victims who may have moved or changed names. Often this work is done on a volunteer basis during non-duty hours. More than \$1 million in restitution has been returned to more than 3,000 victims to date.
- ▲ The **Maricopa County Attorney's Office (MCAO)** Information Technology Division created and implemented a drill-down dashboard application this year to provide up-to-the-minute status reports on the office's criminal case reporting – available via attorney's computer desktops. This toolset, created within the MCAO IT infrastructure, resulted in a responsive interface for prosecutors. The dashboard provides attorney-specific information on pending cases, cases assigned for trial and sentencing and other workload indicators. This achievement allowed MCAO chiefs to throw away their pencils and old fashioned "tick sheets" and helped them manage their bureau caseloads "instantly." The dashboard contributes to the MCAO's ability to help manage workloads in order to address the daily changes in violent and property crimes.
- ▲ **Adult Probation Department's** performance results for FY2011 demonstrate that tremendous progress has been made on the crime-reduction goal. Revocations to prison and new felony convictions have dropped significantly, while successful completions of probation have increased.
 - 1,340 more people successfully completed probation last fiscal year than in FY2008.
 - 1,601 fewer people were revoked to prison this fiscal year than in FY2008.
 - 885 fewer probationers had a new felony sentencing in FY2011 compared to the number with a new felony sentencing in FY2008.

Strategic Goal: By 2015, the rate of juvenile recidivism will be at or less than 15%.

The juvenile recidivism rate for FY2011 was 15.4% based on adjudication within 365 days after the first referral in FY2010.

▲ With the assistance of the National Center for State Courts, the **Juvenile Probation Department** developed and began implementation of a strategic plan focused on evidence-based practices (EBP). The overarching goal of EBP within **Juvenile Probation** is to enhance community safety by reducing recidivism and providing services targeted to juvenile offender needs.

▲ The **Juvenile Probation Department** collaborated with the Administrative Office of the Courts and Court Technology Services to secure a dynamic needs assessment tool. The Arizona Youth Assessment System (AZYAS) is a modified version of the Ohio Youth Assessment System (OYAS), which was developed by juvenile justice

expert Dr. Edward Latessa and his University of Cincinnati research team. The use of the AZYAS will further enhance the Department's ability to provide the appropriate supervision and services to youth on probation and is ultimately expected to help reduce recidivism.

- ▲ The creation of the **Human Services Department's** Community Justice Support Services Division in FY2011 was designed to help reduce recidivism to the criminal justice system by providing intensive cross-systems case management for both probationer/participant and family.
- ▲ A case plan committee in the **Juvenile Probation Department** has been working this year on a universal case plan designed to assess and utilize best practice outcomes. It is planned to be implemented in FY2012. The case plan will be based on the criminogenic needs identified by the AZYAS and will provide a "map" for the probationer to enhance the likelihood of success on probation, and consequently, reduce overall recidivism.
- ▲ The **Maricopa County Education Service Agency (MCESA)** established the Youth Transition Advisory Council (MYTAC) with multiple relevant stakeholders. MYTAC has a membership of approximately 60 members representing 36 agencies; state and local leaders, representatives of relevant agencies, service providers, nonprofit organizations and other key stakeholders. MYTAC provides the essential foundation for the Juvenile Transition and Transformation initiative of MCESA, which addresses all aspects of juvenile transition services. The vision of MYTAC is "successfully integrating youth through the strength of our community." MYTAC's mission



is to develop a sustainable program design that connects services for released students in a manner that demonstrates measurable gains. The Council structure includes six subcommittees related to the resiliency-research-based four domains of Education and Career, Home and Family, Hobbies and Recreation and Community and Service. In addition there is a Media/Communications Committee and Research Committee. Each subcommittee has adopted a strategic and tactical plan (STP) which supports the overall MYTAC STP.

- ▲ **Juvenile Citation Court** is a new program that helps reduce juvenile recidivism by offering some juvenile offenders diversion, so they can pay a fine or appear before a hearing officer instead of going through Superior Court. Juveniles who are accused of status offenses or traffic offenses, if eligible, benefit from the social services options offered. This change saves a tremendous amount of time and financial resources by not using prosecutors, judges or defense attorneys. Citation Court is a joint project between the **MCAO**, **Juvenile Court**, **Juvenile Probation**, the **Public Advocate's Office**, and Arizona State University.



Other Safe Communities Priority Activities:

- ▲ **Justice System Planning and Information (JSPI) of the Maricopa County Manager's Office** received a National Association of Counties award for the program called PASSAGES—PATHways to Success, Security, and Gainful Employment Solutions. The PASSAGES program provides employment, educational, and vocational training to male and female adults with criminal histories. PASSAGES increased the employment rate and decreased the recidivism rate for ex-offenders, resulting in their successful community reintegration and reduced costs for the criminal justice system. Results for FY2011 demonstrated that for ex-offenders enrolled and engaged in the program, nearly 70% received employment and over 87% of remained crime-free for six months.
- ▲ **Justice System Planning and Information (JSPI) of the Maricopa County Manager's Office** partners with the U.S. Attorney's Office for the District of Arizona on the Law Enforcement Coordinating Committee (LECC) Re-entry Initiative. The LECC is a coalition of governmental and community-based organizations reducing barriers to the successful community reintegration of ex-offenders in order to lower crime and increase public safety. JSPI facilitates the Education and Employment sub-committee of the LECC, whose goal is to foster ex-offenders' equal access to education and employment opportunities so they can increase their employment rate, become self-sufficient and adopt crime-free lifestyles.
- ▲ The Safe Kids Summer Safety campaign kicked off in June 2011 and by the end of the summer, **Maricopa County Attorney's Office (MCAO)** volunteers had visited 16 swimming pools across the county. More than 2,000 kids visited the MCAO tents at the pools and answered safety questions, played safety games and participated in safety trivia for the opportunity to win MCAO prizes. Hundreds of Child ID and DNA Kits also were distributed to parents. Safety quizzes included questions on interacting with strangers, memorizing parents' home and cell phone numbers and using the Internet safely. The Safe Kids Summer campaign helps fulfill the MCAO's pledge to protect and strengthen communities, teaching children and their parents how to be safe and free from crime.



On a beam high atop the new Criminal Court Tower in downtown Phoenix a hand-written inscription is painted: "Injustice anywhere is a threat to justice everywhere." These ideals have inspired the **Maricopa County Superior Court** for more than a century, longer than Arizona has been a state. Ours is one of the most respected and honored judicial systems in America, for its performance, its commitment to innovation, convenience and access. That relentless drive to improve has served us well during the recent economic recession, in which the judiciary has continued to serve despite budget and staff reductions and a rise in civil litigation and tax filings. Every day, Superior Court judges and officers make difficult decisions about guilt, innocence, punishment, broken marriages and families, the care of the mentally ill and juveniles in state custody. The court is asked to resolve disputes and address business malfeasance. We try to do so with competence, wisdom and compassion, employing the highest ethical standards. We intend to keep it that way over the next decade, improving efficiency and access while maintaining our independence and professionalism. It is a high responsibility, one that our officers do not shrink from, but embrace.

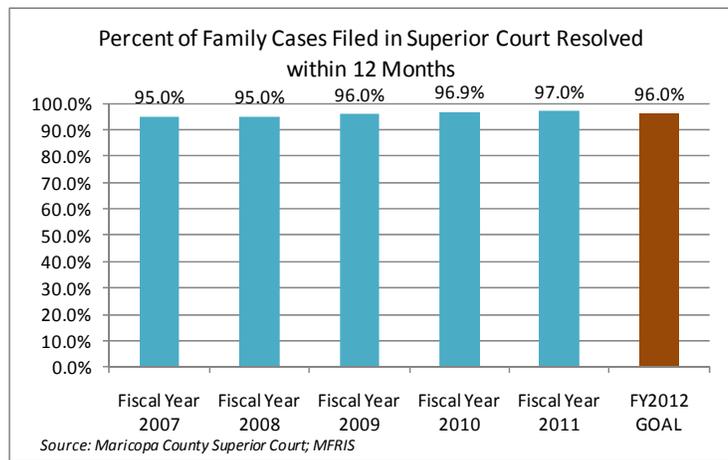
access to
justice

PROVIDE ALL CITIZENS WITH
ACCESS TO AN EFFECTIVE,
INTEGRATED JUSTICE
SYSTEM

Strategic Goal: By 2012, 96% of family cases filed in Superior Court will be resolved within 12 months, and 99% within 24 months.

▲ Total number of family cases filed in Superior Court:

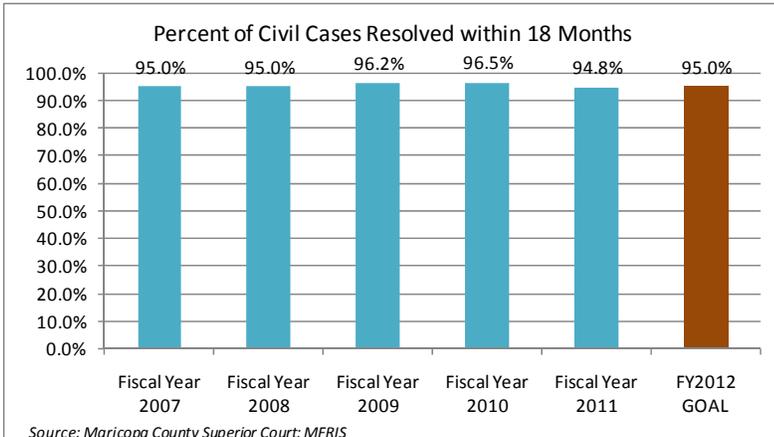
Fiscal Year 2009:	31,299
Fiscal Year 2010:	30,177
Fiscal Year 2011:	31,279



▲ The 97.0% of family cases filed in **Superior Court** resolved within 12 months in FY2011 is slightly ahead of the 2012 goal of 96.0%. If the case filings stay on the same track for FY2012, the goal will be achieved within the targeted time frame. This is a positive indicator that citizens continue to have access to effective and timely justice.



Strategic Goal: By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, and 99% within 24 months.



- ▲ Total number of civil cases filed that were resolved:

Fiscal Year 2009:	60,050
Fiscal Year 2010:	72,465
Fiscal Year 2011:	73,851

- ▲ In FY2011, the percent of civil cases resolved within 18 months was slightly below the goal of 95.0%, but the goal is within reach in the coming fiscal year.

- ▲ **Clerk of the Superior Court:** Mandatory eFiling. On May 1, 2011, the Clerk’s Office completed the phase-in of mandatory eFiling for all attorneys filing Civil subsequent documents with the Superior Court. The mandate was put in place through Administrative Order of the Supreme Court to drive efficiency and customer service. All attorneys are now able to eFile through the Supreme Court’s eFiling portal, *AZTurboCourt*, and all filings are delivered electronically to the Clerk’s Office through system integration. eFiled documents do not require imaging of the paper filing thereby avoiding the costly process for imaging paper filings, which includes sorting and preparing the documents for scanning, scanning each document, reviewing each document for quality, and ultimately destroying the paper filing. Additionally, attorneys may now avoid the cost of physical delivery of the paper filings and realize increased access to filing services (24 hours a day).

- ▲ The **Sheriff’s Office** contribution to this priority, "Access to Justice," is met primarily with Court paper service. FY2011 was a challenge with all the foreclosures and changes of address of so many people. Nonetheless, the percent of successful attempts to serve remained at an average of 66%.

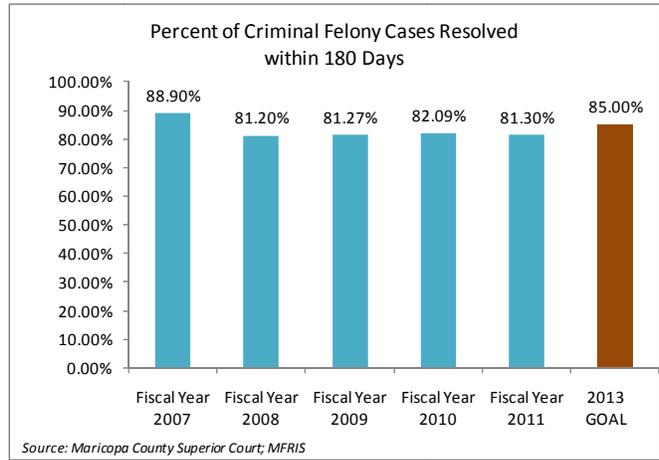




Strategic Goal: By 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% within 365 days.

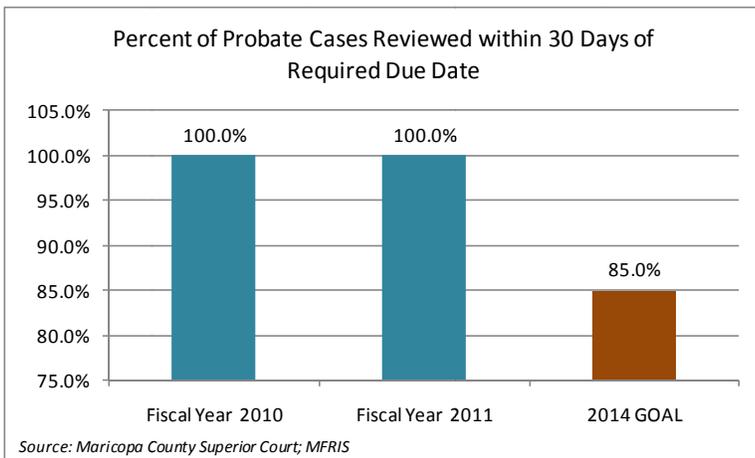
▲ Total number of felony cases filed that were resolved:

Fiscal Year 2009:	39,671
Fiscal Year 2010:	33,573
Fiscal Year 2011:	33,805



▲ In FY2011, the percent of criminal felony cases resolved within 180 days declined from the percent in FY2010, but the goal of 85% remains within reach for 2013.

Strategic Goal: By 2014, 85% of probate cases will meet case-monitoring compliance standards, and the remaining cases will be as close to case-monitoring standards as possible.



▲ Total number of probate cases reviewed:

Fiscal Year 2009:	33,211
Fiscal Year 2010:	39,392
Fiscal Year 2011:	35,963



▲ In FY2011, the 100% of probate cases were reviewed within 30 days of required due date. The goal has been exceeded in both the baseline year of FY2010 and the most recent fiscal year.



No greater challenge faces Arizonans than their physical health. The health care challenge comes in many forms: Its accessibility to underserved populations, its cost and its performance. Yet, Maricopa County’s historic role has been even more fundamental – the protection of county residents from chronic disease and the prevention of illness caused by the environment. There is also a crucial public education mission. As we have come to appreciate more and more, much of our individual health is determined by lifestyle – the food we eat, the amount of rest, relaxation and exercise we get, the precautions we take in our daily lives, from annual physical checkups and monitoring, immunizations against disease to frequently washing our hands. Arizona, often considered a haven for retirees, has always been a comparatively young state. But with the aging of the large Baby Boomer generation, it too faces an increase in its aging population over the next decade. Maricopa County, as a steward of the public health and a responsible employer, must promote healthy lifestyles and a culture of good health habits to young and old. We are determined to be both an advocate and a model of good health and a leader in the promotion of healthy, sustainable population.

public
health

PROMOTE AND PROTECT THE
PUBLIC HEALTH OF THE
COMMUNITY

Strategic Goal: By 2015, at least 80% of two-year-old children in Maricopa County will be up-to-date with all vaccines recommended by the Advisory Committee on Immunization Practices (ACIP).

- ▲ The **Department of Public Health (DPH)** reports that in addition to their routine immunization work, they have been
 - working with Child Care centers and schools on how to talk with parents about vaccines;
 - instituting billing of Arizona Health Care Cost Containment System (AHCCCS) plans to provide funds necessary to vaccinate more children;
 - investigating reimbursement for vaccines to increase the availability of immunizations for the insured children;
 - working with The Arizona Partnership for Immunization (TAPI) to provide education to health care workers on how to talk with vaccine hesitant parents, and to share with them vaccine preventable disease trends to point out the importance of immunizing on time;
 - partnering with other community vaccine providers to assure that immunizations are available throughout Maricopa County for uninsured children;
 - providing educational info to WIC clients; and
 - adding immunization information to virtually all education they provide.



- ▲ All families served by the Head Start Zero-Five Program in the **Human Services Department** receive support to ensure that their children are completely up-to-date on their vaccinations, and, for those children who are too far behind when they come to the Program, get completely updated so that their children achieve “all possible for age” vaccinations.
- ▲ **Employee Benefits’ Passport to Wellness Program** is a voluntary program designed to encourage County employees and their family members to take advantage of available preventive health care services, including immunizations, based on age and gender for those enrolled in a County-sponsored medical plan.



Strategic Goal: By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.

From the Public Health Department:

In a typical year in Maricopa County, thousands of persons will be hospitalized due to respiratory complications of influenza. If we can vastly decrease circulating influenza, we will reduce hospital admissions due to respiratory complications of flu. Vaccine preventable diseases are controlled by creating “herd immunity” to the disease. When it is not feasible to vaccinate the entire population, partial herd immunity can be obtained by targeting those who spread the infection the most. In the case of influenza, if we can vaccinate enough school-aged children, we should be able to decrease the flu – and thus hospitalizations from its complications – by more than 90%.



Our experience from the recent influenza pandemic showed us that we can do this, but only if the vaccine is available free of charge and without a complicated billing system that has caused schools to not participate. We have enlisted researchers at ASU to create sophisticated software to model the effects of vaccinating particular populations at particular times. This will allow us to know the percent of school children we must vaccinate to reach the desired effect in the community at large, the cost of

doing so, and the savings that will be accrued. We anticipate much higher potential savings, even to subsections of the economy, such as insurers, than the cost of the vaccination program.

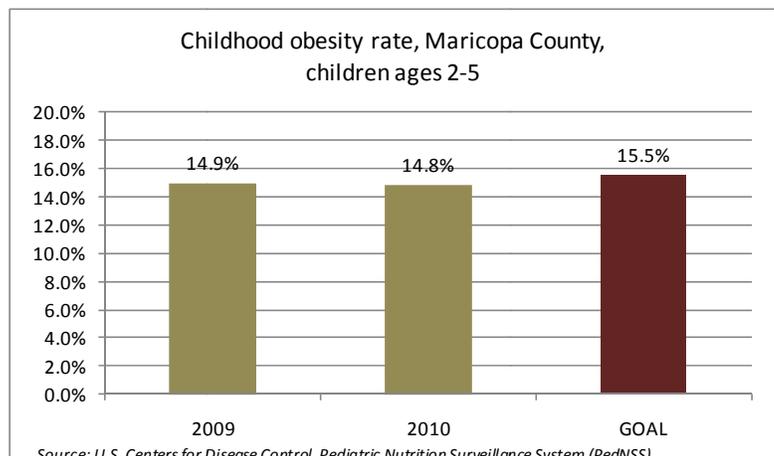
We intend to use this data to persuade funders that it is in their own interest to pay for such a program in advance, allowing us to create a simple system for school-based vaccination. This should annually save hundreds of lives, thousands of hospitalizations (as called for in this strategic goal), hundreds of thousands of cases of disease, and tens of millions of dollars that would otherwise be paid by taxpayers.



Strategic Goal: By 2015, reduce childhood obesity to 15.5%, as measured by data from the Pediatric Nutrition Surveillance System (PedNSS)

▲ **From the Department of Public Health:** Obesity is thought to already cost our community more than \$1 billion per year. Without adequate funding for direct services to stem the tide of obesity in our community, we have shifted our efforts toward creating policy and systems changes in schools, health care facilities, workplaces and elsewhere. We hope to persuade decision makers to create nutrition and physical activity policies that will allow individuals to lead healthier lives. Examples include school nutrition, recess, and physical education policies, hospital and workplace breastfeeding-friendly policies, and health impact assessments and other built environment policies. To do this we have created our first ever Public Health Policy Office, and are working with literally hundreds of community partner agencies to develop the scientific basis and implementation plans necessary to assist decision makers in understanding the health impacts of their institutional policies.

▲ The goal of reducing childhood obesity to at or below 15.5% has been met, but tracking will continue to see if the rate holds. The challenge in the coming years will be to keep childhood obesity below the target while dealing with the greater problem of overweight children.





- ▲ Children enrolled in the **Human Services Department’s Head Start Program** receive healthy, nutritious meals. The program schedules and encourages regular physical activity and educates families about the importance of physical activity. The program has a registered nurse and registered dietician on staff. The staff nutritionist provides training specific to addressing childhood obesity.
- ▲ In FY2011, 80 family-oriented special events were held at **Maricopa County Parks and Recreation** via Special Use Permits where the focus was on health and fitness, e.g., juvenile diabetes walk, sponsored runs, mountain bike races, hikes, and kayaking. The **Maricopa County Parks and Recreation Department** conducted 744 programs addressing healthy lifestyles during FY2011.

Other Public Health Priority Activities:

- ▲ *From the **Department of Public Health (DPH)**:* Due to funding challenges, DPH has turned to policy and systems change work to further many goals (see description under the childhood obesity strategy, above). The first major success has already been realized by the adoption of the Maricopa County Community College District (MCCCD) of a totally smoke-free campus policy. MCCCD is the largest community college district in the nation to go smoke-free. This is only the first of many such initiatives DPH is pursuing with its partners.
- ▲ Ryan White Part A (RWPA) division of the **Department of Business Strategies and Health Care Programs** is working with primary care providers to identify methods to retain clients in care. The 2009 retention rates at RWPA’s main provider for primary care services was 80.1% (1,407 total clients seen/1,127 retained in care). After implementation of strategies to increase retention in care, the retention rate increased to 88% (1,602 total clients seen/1,347 retained in care).





County government is uniquely positioned to link Valley residents to a host of social service agencies, educational institutions, other governmental jurisdictions and private employers that can enhance their quality of life, their employment opportunities and their physical and social well being. Just as we believe that county government must relentlessly improve as a provider of public services, individuals must be given the opportunity and the resources to reach their own goals and be the best person they can be.

Many residents find themselves, at different stages of their lives, in economic and social distress. It is both prudent and compassionate for governments to lend assistance. It might be low-income children who need early education services to prepare them to be successful in school, the senior citizens who need help in order to continue living at home, or unemployed adults seeking additional training, career counseling and employer connections. Maricopa County, mainly through its **Human Services Department**, has the capacity to provide those links and empower those residents to achieve greater self sufficiency, a higher quality of life, reduce a burden on the public, and make a contribution to society as a whole and the county in particular.

individual empowerment

PROMOTE OPPORTUNITIES FOR AND EDUCATE RESIDENTS SO THEY CAN IMPROVE THEIR OWN CIRCUMSTANCES AND QUALITY OF LIFE

Strategic Goal: By 2014, 80% of Maricopa County citizens who received services through Human Service Department will acknowledge that these services helped improve their capacity to be self-sufficient.

- ▲ In FY2010, the department’s Customer Satisfaction Survey indicated that 93% of residents receiving services from the **Maricopa County Human Services Department** agreed that they were able to move toward self-sufficiency, and 96% agreed that the services helped their families live better. The 2010 survey represents the baseline information related to the self-sufficiency measure.
- ▲ The **Head Start** program emphasizes connecting families to community resources and supports that will help them to become more self-reliant before leaving the program. Close to 100% of families served by the program have a documented Family Partnership Agreement.
- ▲ The **Community Development Division** utilized funding to improve housing stability through supportive services for vulnerable populations, expanded the supply of affordable rental homes, and provided access to affordable homeownership opportunities.
- ▲ In FY2010, the **Workforce Development Division** of the Human Service Department placed 1,283 job seekers into certificate training programs, enabling them to better compete for employment opportunities.

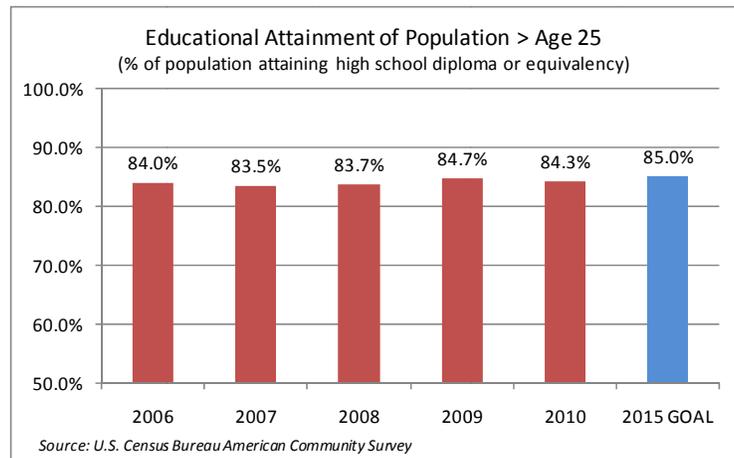




Strategic Goal: By 2015, improve the career, college, and life readiness of Maricopa County youth as evidenced by having 85% of Maricopa County residents with educational attainment of at least a high-school diploma or equivalency.

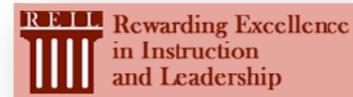
- ▲ According to the U.S. Census Bureau American Community Survey, 84.3% of people 25 years and over in Maricopa County had at least graduated from high school. This is a slight decline from the 84.7% reported in 2009.

Educational attainment of the population over age 25 has remained steady. Maricopa County government influences this percentage through the work of the **Maricopa County Education Service Agency (MCES)** and the numerous and varied programs across County departments to assist young people with their education.



- ▲ **Maricopa County Education Service Agency (MCESA)** engaged six school districts representing 52,000 youth in the Rewarding Excellence in Instruction and Leadership (REIL) program. With support from a \$51.5 million Teacher Incentive Fund Grant, REIL will support these districts in implementing systemic change aimed at transforming how schools recruit, retain, support, and compensate effective teachers and principals.

The ultimate goal is building the capacity of educators to improve student learning. Rigorous, fair, and transparent educator evaluations, targeted professional learning, tools for measuring student success, establishment of multiple career pathways, and sustainable, differential, performance-based compensation are critical elements of REIL's performance-based management system.



- ▲ **Justice System Planning and Information** of the Maricopa County Manager's Office oversees the Maricopa County Youth Development and Delinquency Prevention Program, which consists of two separate contracts with ChildHelp and the YMCA. The goals of this program are to help at-risk and adjudicated youth continue their education, increase community involvement, and create opportunities to build life and leadership skills. Services and activities provided include case management, homework assistance, life skills training, and organized recreation. Results for FY2011 demonstrate that 87% of youth who were enrolled and completed the programs remained crime free for at least six months following enrollment.

- ▲ In FY2010, 70% of at-risk youth enrolled in **Workforce Development's** youth services program obtained a General Equivalency Diploma (GED); 83% achieved an employable skill.

**Maricopa County Library District
Youth Programs,
Fiscal Year 2011**

- 74,055 youths attended 2,205 Maricopa County Library District programs.
- 10,079 pre-readers, 17,028 kids, and 5,277 teens participated in the Library District-run 2011 Summer Reading Program at District and affiliate libraries.

- ▲ The **Office of the Public Advocate** operates Project Restore, which provides assistance to teens who have been involved in the juvenile delinquency system by helping them destroy their juvenile records. Destruction of a juvenile record allows a youth to mature into a contributing adult without hindering his/her progress with the stigma of a juvenile delinquency history. The destruction of a youth's delinquent record assists him find employment and educational opportunities. Additionally, the Office assists former clients with gaining acceptance into military service. During the enlistment process some recruits find their juvenile records present an obstacle or hinder their career path. Members of the Office are able to provide clarification and documentation to recruiters to remove barriers to enlistment or advancement in the military.



▲ During FY2011, under the direction of Assistant County Manager Dr. Rodrigo Silva, a collaborative of County departments—**Parks and Recreation, Animal Care and Control, the Library District, Human Services,** and others—worked together to create the Maricopa County Leadership Experience (MCLE).



MCLE is geared toward the teen and young adult population to get them involved and create an understanding of government functions, environmental stewardship, and community responsibility. Through this program, youth are able to improve their career and life readiness skills. Departments across County government actively participated in the MCLE program, offering a variety of hands-on, educational opportunities to youth ages 14 – 18 years old; providing direction for teens to explore through educational experiences and volunteer services how government, community, and environment are all a part of Maricopa County.

As part of the MCLE program, the collaborative launched the “Maricopa County Citizens Serving Citizens” website (www.maricopa.gov/youth). The intent of the site is to provide youth between 16 and 21 years-of-age with a fresh and hip site that allows them to easily access information on services and programs provided throughout the County, internships and volunteer opportunities and the chance to engage with government officials via blogs and social networks.



“Through the Maricopa County Teen Leadership Experience, I have learned to deal with tasks involving myself by myself. While working through the program, I have gained independence, confidence, and knowledge of the governmental systems, the community’s diversity, and of the natural occurrences and disasters the environment experiences regularly. I have gained many skills that have made me into a better person, and I look forward into applying these newly gained characteristics to my work in the coming school year.

I am glad that I have participated in a program such as this, and now I have an idea of what I do want to do after college—as well as what I don’t want to do. I am able to better understand myself and others now that I have completed the program. I think people will see the change in me; that I have become a more dependable, mature, and independent teenager. I am ready to move on with my generation into the years that will follow to help make the world a brighter and more innovative place that it has ever been before. “

Hannah Standley, MCLE Participant, July 2011



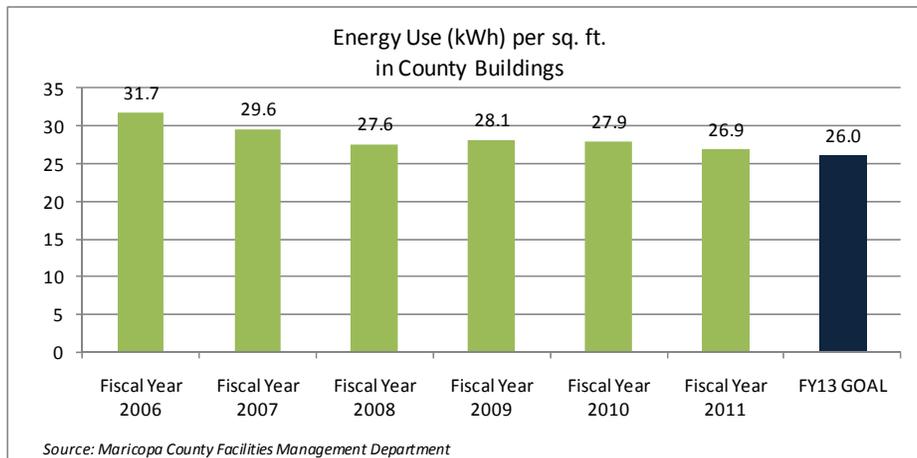
There is a lot to like about living in Arizona and Maricopa County in particular. That is why ours has been among the fastest growing metropolitan areas in the nation for decades. We value the open spaces, the access to the desert parks and recreational areas, the lack of congestion. It is part of who we are. The challenge, of course, is to maintain that high quality of life while the population, particularly the urban population, grows. Not all places have achieved this. Through its commitment to sustainable development, energy conservation, water conservation, clean energy, recycling and public transit, Maricopa County hopes to become a model steward of its future, saving money, our natural resources and enhancing our future while growing economically more secure.

sustainable environment

REDUCE THE ENVIRONMENTAL IMPACT OF COUNTY GOVERNMENT AND PROVIDE LEADERSHIP TO PROMOTE REGIONAL ENVIRONMENTAL SUSTAINABILITY, INCLUDING THE PRESERVATION OF OPEN, NATURAL PARK AND RECREATION LANDS

Strategic Goal: By 2013, actual energy use will be no more than 26 kilowatt hours per square foot in County buildings, a reduction of 7.5% from 2009 levels.

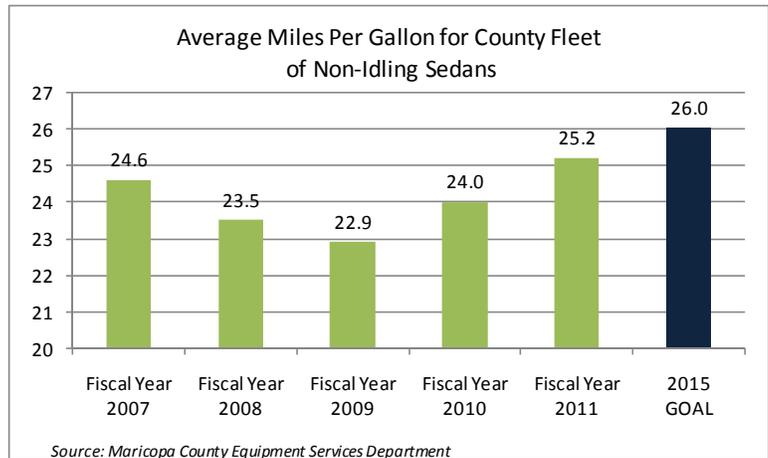
- ▲ **Facilities Management** is implementing numerous projects to ensure this Strategic Priority is achieved. Including but not limited to: a large Energy Service Company (ESCO) audit, numerous renewable energy projects, and a sub-metering initiative as part of the Green Government Program.
- ▲ Energy use in County buildings continues to decline, down for the third consecutive year, from 28.1 kWh per square foot in FY2009 to 26.9 in FY2011. If the trend continues, it is likely that the County will achieve its goal for reducing annual energy use in County buildings within the targeted time frame.





Strategic Goal: By 2015, the average fuel efficiency rating for County non-idling sedans will be at least 26 miles per gallon or greater, an improvement of 12% from the 2010 rating.

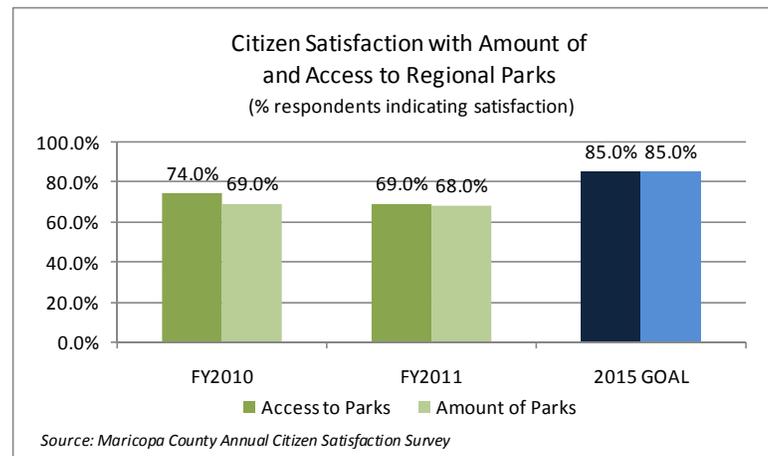
- ▲ As indicated by FY2011 data, **the Equipment Services Department** is improving the miles per gallon (mpg) rating of the County fleet. The mpg in non-idling sedans when went from 24.0 miles per gallon in FY2009, to 25.2 mpg in FY2010. The trend that miles per gallon are increasing is a positive sign that the goal of 26.0 mpg in the County fleet is within reach.



- ▲ Three Ford Fusion Hybrids replaced less efficient vehicles in the **Maricopa County Library District** fleet. The District Fleet now has 5 hybrid vehicles, 63% of the fleet.

Strategic Goal: By 2015, 85% or more of citizens will indicate satisfaction with the amount of and access to open space and parks and recreation land in Maricopa County.

- ▲ According to results from the 2011 Annual Citizen Satisfaction survey, two out of three respondents indicated satisfaction with the amount of and access to regional parks. This is a slight decline from the ratings reported in FY2010, and below the targeted goal of 85%.



From Parks and Recreation Department:

- ▲ The Maricopa Trail is now 47% complete with an additional 13.3 miles constructed in FY2011. Three new trailheads for trail access have also been completed this year. A number of park trails were renovated, rerouted, and/or created throughout the year.
- ▲ Maricopa County parks shared the great outdoors with approximately 1.3 million visitors this year and 4.5% of them attended a park interpretive program; of that percentage, 14,720 were repeat visitors to the programs.
- ▲ Approximately 4,556 park programs throughout the system specializing in the Sonoran Desert Environment were conducted; in addition, 1,009 programs were given focused on youth and families.
- ▲ In partnership with the Three Rivers Historical Society, Estrella Mountain Regional Park will benefit from the construction of the Centennial Trail that will feature a historical and educational hiking trail that highlights not only geological and ecological history of the region, but also the diversity of cultures that called this place home for more than a thousand years.



- ▲ With a volunteer workforce and leftover mud, McDowell Mountain Regional Park was able to construct a pump track for area cyclists in the sweltering summer heat. A pump track looks a lot like a BMX track, but the idea is to use only your momentum to get through the berms, rollers and tabletops - the less you can pedal, the more you're showing your skills. This track added a new exciting feature for mountain bikers which has received state-wide acclaim and is the first in the state of Arizona. In addition, the pump track also received an Achievement Award from the National Association of Counties.



"Waiting for slow pokes @ the pump track"

- ▲ The **Parks and Recreation Department** is updating the park Master Plan for the area known as North of Lake Pleasant Regional Park. This is being done in cooperation and in partnership with the U.S. Bureau of Reclamation and the U.S. Bureau of Land Management.
- ▲ Vulture Mountain Regional Park, in cooperation with **Maricopa County Parks and Recreation** and U.S. Bureau of Land Management, continues the process of completing the Park Master Plan and the Cooperative Management Agreement. In addition, the department continues project development with The Nature Conservancy and Arizona Department of Transportation to acquire additional lands in the Vulture Mountain Recreation Area.



Vulture Mountain. Photo Courtesy of Maricopa County Parks and Recreation Department

- ▲ In a partnership with Arizona Game and Fish (AG&F) Department, **Parks and Recreation** staff is instructing young families in the sport of archery at five regional parks. The archery equipment is provided by AG&F with certified park staff providing the fun programming.
- ▲ In cooperation with Eagle Scouts and the Boy Scouts of America, **Parks and Recreation** constructed three monument signs for way-finding in two parks, one habitat for four tortoises at McDowell, and one habitat for chuckwallas at San Tan.
- ▲ The Nature Pond for White Tank Mountain Regional Park has been completed. Water to the pond is supplemented by water received from the adjacent windmill. The area has been enhanced with desert landscaping.





Strategic Goal: By 2015, all new buildings built by Maricopa County will achieve Leadership in Energy and Environmental Design (LEED) certification.

▲ **Facilities Management Department** as well as the **Library District** and **Parks and Recreation** have built LEED certified buildings:

- Downtown Justice Center – Certified
- Estrella Mountain Regional Park Nature Center-- Certified
- Santa Fe Freight Depot—Gold Certified
- White Tank Library and Nature Center—Platinum Certified



This leadership will continue with LEED-Silver being the minimum certification achieved in all new buildings. The South Court Tower, when completed in February 2012, should earn **Silver**, possibly **Gold**, LEED certification.

▲ The **Planning and Development Department** will explore opportunities to LEED-certify its planners, plan reviewers and inspectors, and will prepare to conduct citizen outreach efforts as time draws near for the adoption of the Green Building Standards Code.

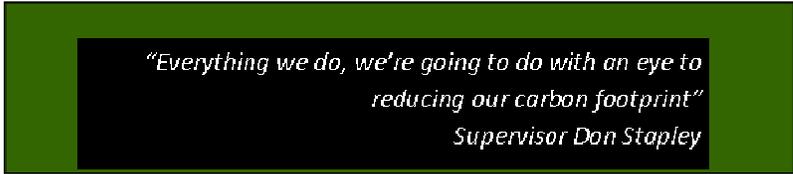
▲ The **White Tank Library and Nature Center at White Tank Mountain Regional Park** opened as the first LEED Platinum library in Arizona, and only one of four in the United States. Environmental highlights include: low-flow plumbing fixtures, on-site water treatment, and native desert landscaping. The 228 rooftop photovoltaic panels produce 25% of the facility’s annual energy needs and a net zero pollution rating. For its design, the Library and Nature Center has won five (5) awards in the public sector: Arizona Parks and Recreation Association – Outstanding Facility (Population 100,000 and Over); National Association of Counties – Achievement Award; Valley Forward – Crescordia for Environmental Technologies; and two awards of merit for environmental education/communication and site development and landscape.





Strategic Goal: By 2015, Maricopa County government will reduce its carbon footprint by 10% from 2007 levels.

▲ To track progress towards this goal, the **Board of Supervisors' Green Government Program** developed a greenhouse gas inventory of County operations for the baseline year (2007) and a subsequent year (2009). This document reports on the methodology and results obtained for that inventory, highlights some notable trends, and identifies key areas for potential action steps. A copy of the report is available for download at www.maricopa.gov/GreenGovernment/pdf/GHG%20Inventory.pdf.



▲ **Equipment Services Department** reduced the amount of carbon dioxide (CO2) emitted from 18,566 metric tons in FY2009 to 17,697 metric tons in FY2011. This is well below the FY2016 goal of 17,834 metric tons. Fuel usage decreased in FY2009 from 1,921,225 gallons to 1,840,380 gallons in FY2011. The contributing factors were the reduction in fuel consumption and continued use of alternative fuel, including B-20 biodiesel, propane, and compressed natural gas (CNG).

▲ The **Planning and Development Department** will begin to conduct a cost-benefit analysis for staggered work schedules, teleworking, and field deployment options. Efforts to align field-deployed staff work zones in proximity to their homes to limit fuel usage are underway. Management supports staff who choose to utilize mass transit and carpooling options.

▲ When researching kiosk locations, it is important to the **Recorder's Office** to maximize customer convenience, and minimize the distance that the customer must travel; thus offering a more convenient service, and minimizing our carbon footprint due to vehicle emissions and traffic congestion. When Maricopa County was reclassified by the EPA, it was determined that over 50% of air pollution was caused by automobiles and trucks. In determining where and how to offer recording services, it was important to the **Recorder's Office** to follow the example set by the **Board of Supervisors' Green Government Program**, and to reduce not only employee commutes, but that of the residents of Maricopa County.

▲ In the first quarter following the placement of the first recording kiosk in Surprise, the **Recorder's Office** processed 227 successful kiosk transactions, and filled 88 copy requests. Due to the kiosk's west valley location, customers were saved an approximate combined 5,100 miles and 560 hours. As more kiosks are strategically placed within Maricopa County, the environmental and financial benefits will significantly increase.



▲ The **Air Quality Department Trip Reduction Program (TRP)** continued to promote the use of electronic employee survey forms (available via the internet and intranet). The use of the employee e-survey for TRP participants increased 8% over the FY2010 results with some 241,000 commuters surveying electronically.

▲ The **Air Quality Department** strongly encourages the use of alternative forms of employee transportation. In FY2011, 40.24% of employees used alternative forms of transportation to and from work, amongst the highest percentages of any County department.





Strategic Goal: By 2015, the number of days when air quality conditions are unhealthy for sensitive groups will be reduced to 10 or fewer, a reduction of 9% from 2008.

- ▲ The **Air Quality Department** is collaborating with the Arizona Department of Environmental Quality and the Maricopa Association of Governments to submit a new five percent (5%) plan in early 2012 to bring Maricopa County into attainment with EPA federal health standards.
- ▲ The **Air Quality Department** initiated a “Rapid Response” program, involving 3,710 stakeholders, to respond quickly to incidents of human-caused air pollution 24/7 to prevent exceedences of the particulate matter standard.
- ▲ Since FY2007, **Public Works** has encouraged teleworking, where appropriate, which has resulted in an elimination of 60,397 traveled miles, thereby avoiding 1,333 pounds of pollution, and saving 2,808 gallons of gasoline.
- ▲ **Public Works** GIS developed the street-sweeping program that involves tracking county-hired vendors via GPS, which greatly reduced the inspections necessary by **Maricopa County Department of Transportation (MCDOT)** personnel and has eliminated hours of road-time per week for MCDOT inspectors.



Other Sustainable Environment Priority Activities

- ▲ **Maricopa County Library District** has the following Green Government programs ongoing or launched:
 - By July 2012, reduce paper consumption by 10% in all District owned/managed buildings based on 2010 baseline. (Launched)
 - By July 2012, 100% of withdrawn/discarded materials are to be recycled. (Ongoing)
 - By July 2013, reduce fuel consumption by 10% based on 2007-08 baseline. (Launched)
 - By July 2013, install bike racks at all District owned/managed facilities. (Launched)
 - By July 2013, install preferred parking spaces for low-emitting, hybrid, or plug-in electric vehicles. (Launched)
 - By July 2014, reduce energy consumption by 5% in all District owned/managed buildings based on 2005 baseline. (Launched)
- ▲ The **Stadium District** partnered with Arizona Public Service (APS) and the Arizona Diamondbacks for the addition of the APS Solar Pavilion at Chase Field. The pavilion will be able to generate 75 kilowatts of electricity, enough to put power into the grid for six to eight homes. More importantly, it has the potential to educate customers about renewable energy and efficiency. It also provided shade for the fans and reduced the amount of heat that the pavement absorbed and then radiated at night, thereby reducing the “urban heat island” effect.
- ▲ In FY2011, **Department of Environmental Services** contributed to this strategic priority through:
 - Non-permitted related compliance – responds to reports of activities in violation of the Maricopa County Environmental Health Code that cannot be permitted under the code, such as illegal dumping.
 - Stormwater Program – promotes compliance with the Clean Water Act through education and technical assistance along with response and investigative services to complainant.
 - Vector Control Program – provides human disease carrying vector surveillance, investigative, treatment and educational services to reduce vector-borne disease exposure.
- ▲ **Maricopa County Department of Emergency Management (MCDEM)** developed the Community Wildfire Protection Plan for the County and the 24 cities and towns within Maricopa County. MCDEM received the Valley Forward Award for the project.



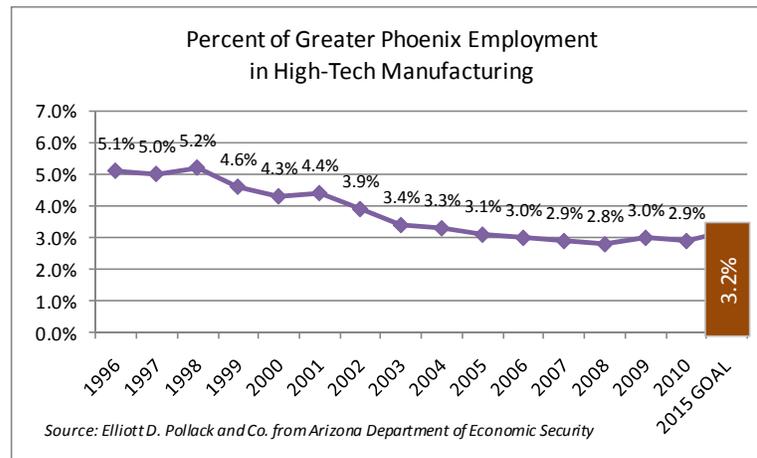
Maricopa County cannot be healthy if the region’s economy is weak. Maricopa County government can’t meet its commitments to justice, public safety, public health and transportation if its revenues are not stable and solid year after year. Clearly, stable public budgets depend on brisk sales tax revenues and rising home values, which in turn, hinge on a healthy, robust and stable economy. Economists now tell us that Arizona’s economy has been overly dependent on housing construction, financial services and population growth.

Maricopa County cannot solve the state’s economic problems by itself. Instead, it can use its leverage and talent to achieve targeted goals in concert with its private and non-profit economic development partners. These goals include increasing the proportion of export-manufacturing jobs and raising per-capita income levels here.

effective
economy

CONTRIBUTE TO AN
EFFECTIVE REGIONAL
ECONOMY

Strategic Goal: By 2015, the share of employment in base or export industries, as measured by the percentage of jobs in high-tech manufacturing in the Greater Phoenix metro area, will increase to 3.2% of total employment in Maricopa County.



- ▲ In October 2010, the Board of Supervisors adopted a resolution establishing a new process to make targeted investments of County funds to incentive business locations and expansions that create high-wage, export-oriented jobs.
- ▲ In FY2011, the Maricopa County Board of Supervisors approved a \$20 million economic development grant for Tempe-based First Solar Inc. to support the creation of up to 4,800 jobs in the County with salaries averaging 125% of the median wage. (Note: this is a base industry—at least 80% revenues from exports.) The money will be paid in \$1 million increments for every 240 jobs created through the company's new factory in Mesa. The agreement essentially sets up a ratio of financial incentives, capped at \$20 million. The money will be paid only if the company reaches certain job-creation thresholds. County officials expect the subsidy to be recouped over 10 years through additional tax revenue generated by economic activity.



- ▲ In FY2011, the Board of Supervisors entered into several economic development agreements with Maricopa County organizations, such as the Greater Economic Development Council, the Greater Phoenix Chamber of Commerce, the Greater Phoenix Convention and Visitors Bureau, and the East Valley Partnership, among others, that are designed to assist in the creation or retention of jobs or will otherwise improve or enhance the economic welfare of the inhabitants of Maricopa County. All agreements have results-based performance goals and reporting requirements.

ECONOMIC DEVELOPMENT CONTRACTS – FISCAL YEAR 2011										
Greater Phoenix Economic Council										
Performance Goals	Q1		Q2		Q3		Q4		FY2011	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Number of Jobs	619	3,994	618	850	619	1,645	619	698	2475	7,187
Number of High-Wage Jobs	242	2,770	242	120	242	1,245	242	236	968	4,371
Greater Phoenix Chamber of Commerce (Bid Source)										
Performance Goals	Q1		Q2		Q3		Q4		FY2011	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Enroll new members into Bid Source Program	43	27	44	14	44	20	44	n/a	175	n/a
Greater Phoenix Convention and Visitors Bureau										
Performance Goals	Q1		Q2		Q3		Q4		FY2011	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Convention Sales—Resort Room Nights	50,000	46,674	50,000	58,021	50,000	54,823	50,000	55,955	200,000	215,473
Convention Sales—# of Delegates	20,000	8,000	60,000	91,650	25,000	19,634	95,000	66,350	200,000	185,634

n/a = not yet available

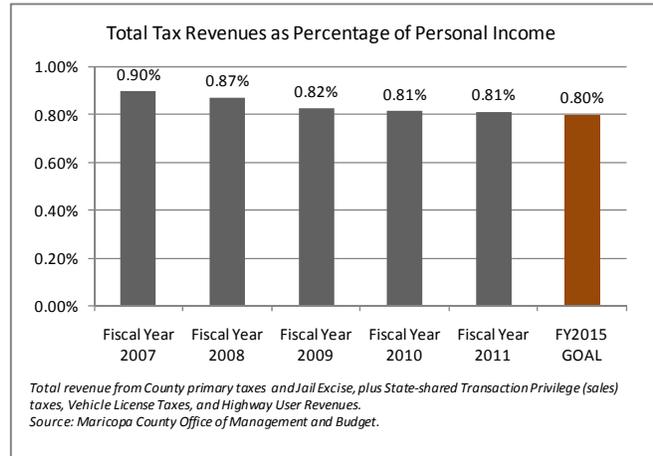
- ▲ In July, Major League Baseball held its 2011 All-Star Game at Chase Field. A sellout crowd of 47,994 attended the game, and attendance from all game-related events totaled over 240,000. The events generated nearly \$70 million in local economic impact
- ▲ The **Stadium District** provided funds for building or renovating seven Cactus League baseball spring training facilities. There are now 10 spring training facilities which, in FY2011, had a \$362 million economic impact with more than 1.6 million fans attending the spring training games. The Cactus League is regarded as one of the most important tourism events in Arizona.



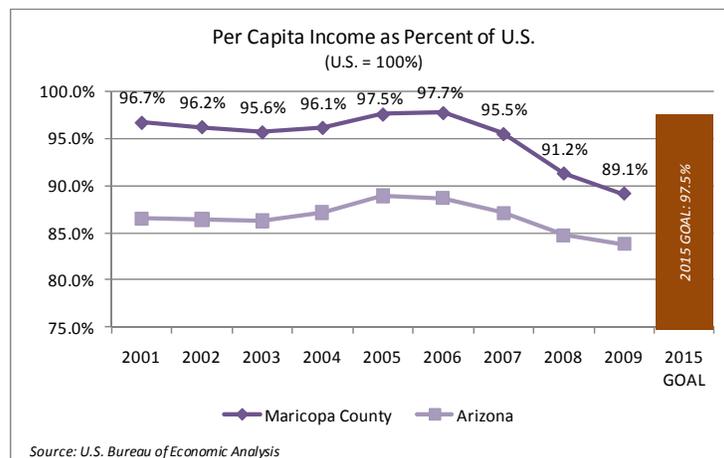


Strategic Goal: By FY2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY2010 level.

- ▲ Based on the Arizona Truth-in-Taxation statute, the property taxes levied by Maricopa County for the County Primary, Flood Control District and the Library District decreased \$31.7 million for FY2012.



Strategic Goal: By 2015, Maricopa County per capita personal income will be 97.5% or more of per capita personal income for the United States as a whole.



- ▲ **Parks and Recreation Department** entered into 22 Commercial Management Concessions Agreements with local small business owners, (i.e., horseback riding, guided fishing, scuba diving, food vendors), which allowed them to conduct commercial operations within the parks which promote outdoor recreation, but provide additional avenues to enhance the business owner's per capita personal income.



Any measure of quality of life in Arizona will place transportation, roads and highways, high on the priority list. This has been true from Maricopa County’s earliest days. What is now known as **Maricopa County Department of Transportation (MCDOT)** was first established in 1871, in Territorial Days, when the county was just being formed. Yet, the mission has not changed: To design, build and maintain county roadways in unincorporated areas. Ours is a sprawling land area, encompassing 9,224 square miles, larger than seven states.

County roads are critical to link the farming communities to our urban centers, our urban centers to rural Arizona and to serve the several population centers that are not incorporated municipalities, including the Sun Cities, Sun Lakes, New River, and Rio Verde.

But the county mission does not end with construction and maintenance of 2,500 miles of roadways. Maricopa County plays a key role in the intelligent transportation effort, using technology to monitor road conditions, alert motorists and dispatch emergency response personnel, enhancing public safety and convenience.

quality
transportation

CONTRIBUTE TO A SAFE AND
EFFECTIVE
TRANSPORTATION SYSTEM

Strategic Goal: By 2015, Maricopa County will reduce the number of intersection fatalities in unincorporated County areas from 13 to 10, an improvement of 23% over 2007.

Total number of intersection fatalities:	
2010:	3
2009:	5
2008:	7

▲ **Maricopa County Department of Transportation (MCDOT)** has completed a process improvement for the Traffic Calming program to more efficiently respond to requests for traffic calming measures in neighborhoods. Traffic Calming includes the implementation of measures to reduce speed and number of cut-through vehicles within residential neighborhoods, with an outcome of improved safety and livability.

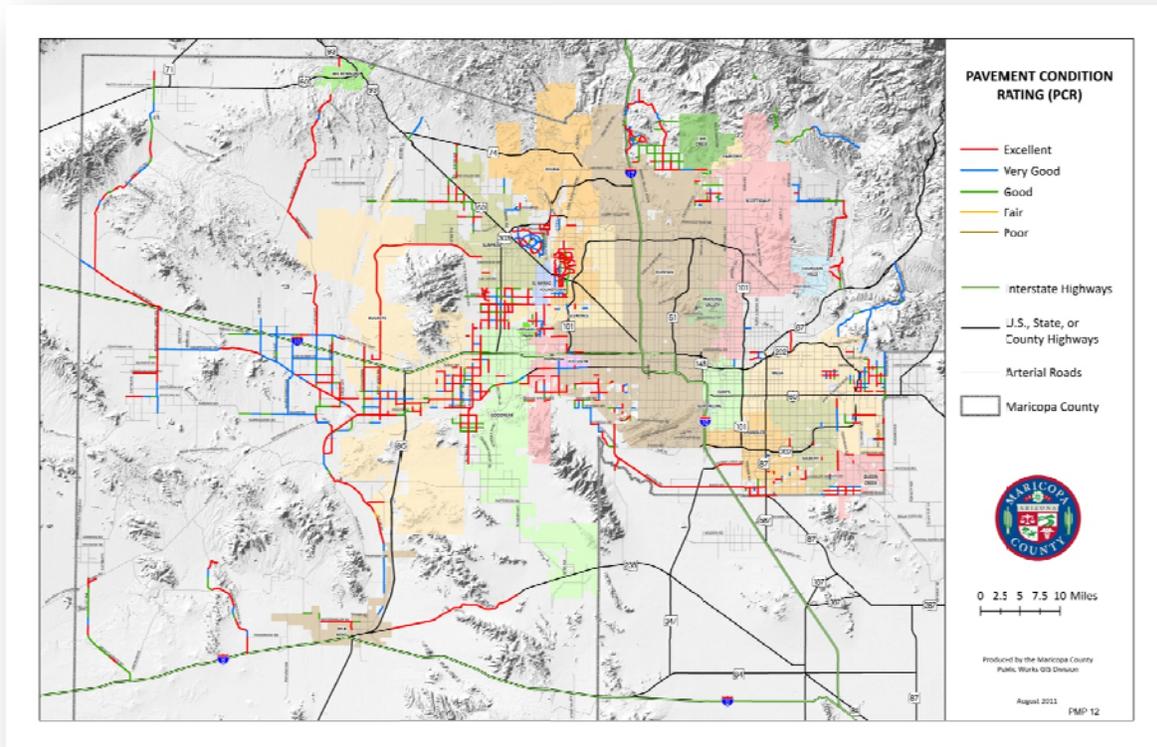
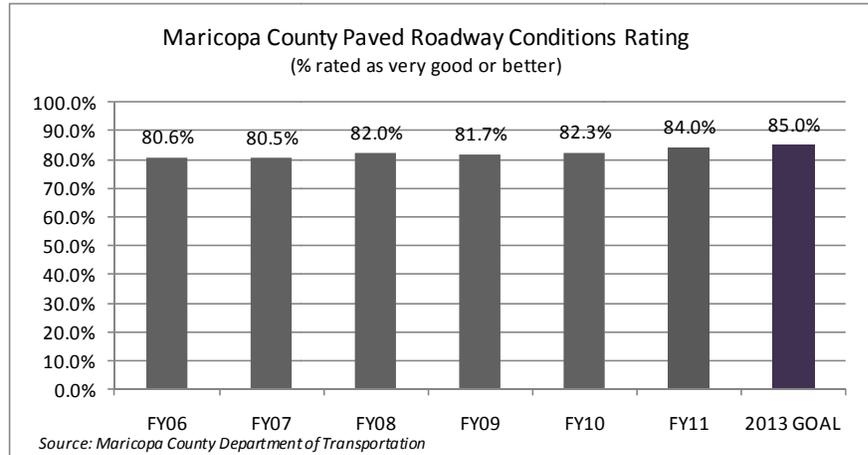
▲ **Public Works GIS** developed at least two applications used by MCDOT field personnel to locate and document failing or unsafe infrastructure. Lately, it has been working with MCDOT Traffic Division to spatially relate incidents of livestock accidents or sightings; poorly maintained cattle guards (which contribute to the livestock problem); and culverts and drainage channels that require maintenance for roadway safety. None of these relates directly to intersection accidents, but they do affect overall roadway safety.





Strategic Goal: By 2013, 85% of Maricopa County paved roadway system mileage will have a pavement condition rating of “very good or better,” an improvement of 3.3% over 2010.

▲ Pavement condition reflects the quality of the roads in Maricopa County. This is the lagging indicator of the paving and maintenance of County roads. In FY2011, 84% of roadway conditions were rated as very good or better. This is an increase from a rating of 82.3% in FY2010. The **Maricopa County Department of Transportation (MCDOT)** is increasing its ratings nearing “excellent” over the past four years. (See graphic below)



▲ Due to the efforts of **Public Works** GIS division, the increased amount of high-resolution, aerial photography assists MCDOT in identifying deteriorating roadways and prioritizing repair work in order to improve pavement condition. The photography captured expanded the high-resolution aerial coverage of unincorporated Maricopa by over 400 square miles. In those areas, there are 259 linear miles of MCDOT-maintained roads.



In recent years, citizen satisfaction in Maricopa County government has declined, mirroring the general national decline in public trust in all levels of governments. Truth be told, public confidence in many American institutions, public and private, has fallen for decades, and has never rebounded to the levels of yesteryear. We in Maricopa County are determined to restore, rebound and earn that historic trust. It is an important strategic priority. If citizens do not have confidence in government to address their real problems – in public safety, education, justice, economic development, health and transportation – then they won't empower that government with the tools to enact and execute solutions to those problems. The cycle of declining public trust and confidence will continue its spiral downward.

We believe that generally, Maricopa County has a good story to tell. But we have an obligation to instill and earn public trust by our actions, to listen to our citizens more attentively, to address their concerns more effectively, and to be accountable when we don't. We must educate our citizens about what county government does and how it performs. And figure out how do better. We need to be more open to the public about who we are and what we do.

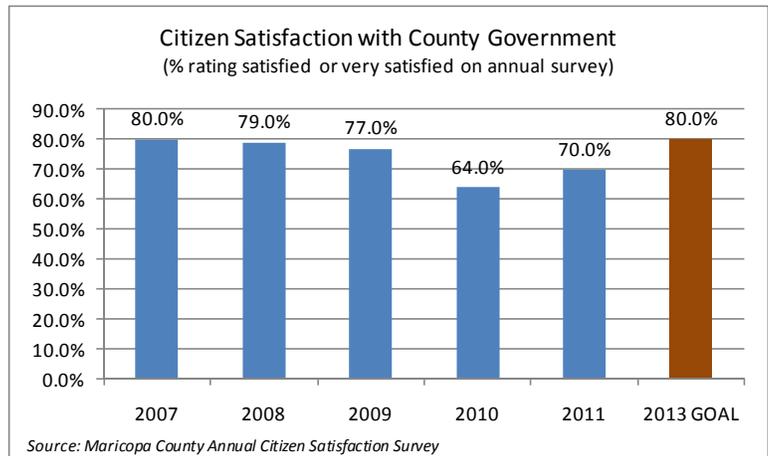
citizen satisfaction

INCREASE CITIZEN SATISFACTION AND TRUST IN COUNTY GOVERNMENT WITH EFFICIENT, EFFECTIVE, AND ACCOUNTABLE PUBLIC SERVICES

Strategic Goal: By 2013, 80% or more of County residents will indicate satisfaction with County government performance, as measured by positive responses on the annual Citizen Satisfaction Survey.

- ▲ According to the 2011 Annual Citizen Satisfaction Survey, 70% of respondents were satisfied or very satisfied with County Government. This is up from 64% in 2010, but not back to the higher ratings seen in 2007 and 2008.

The uptick in citizen satisfaction rating is a positive sign that the perception of County government is rebounding from the challenges of the past few years. If the annual satisfaction rating continues to improve, there is a good possibility that the goal will be achieved in the targeted time frame.



- ▲ The **Planning and Development Department** hired an Ombudsman who responds to customer inquiries and facilitates collaborative efforts among managers and staff in an effort to expeditiously resolve issues or delays.
- ▲ The **Elections Division of the County Recorder's Office** has created a redistricting website through their GIS Division which allows the general public to have input on future district boundaries as they go through the redistricting process. The site also provides web-wrapping tools that allow the general public to view district boundaries. The GIS Division also is working in conjunction with the **Assessor's Office** to minimize duplication of efforts by sharing new district boundary expansions in a digital mapping format as they are received by local governments. With better utilization of technology with regard to streets and boundaries, no longer is there a need to create the streets and boundaries in a digital-mapping format nor tabular format for coding voters, instead we now only use the digital mapping format to store this information, which also eliminates the maintenance of data in two formats.



▲ Results from the **Maricopa County Animal Care and Control (MCACC) Department's** 2011 Customer Satisfaction Survey showed 86% citizen satisfaction overall for licensing, adoptions, information, and spay/neuter. MCACC's *Uno por Uno* internal Customer Satisfaction Survey, conducted at each event, shows 96.5% citizen satisfaction for the program. MCACC opened two regional adoption centers in Northwest Phoenix and Northeast Scottsdale in January 2011, improving citizen participation in services offered. MCACC is planning two new full-service shelters in outlying areas of the County.

▲ The **Air Quality Department** developed recommendations for process improvements in both the Compliance and Permitting Divisions which resulted in recommendations of more than 100 process improvements that are currently being implemented. Improvements will increase efficiency and customer satisfaction.

▲ Maricopa County's goal is that 80% or more County residents indicate satisfaction on the annual Citizen Satisfaction Survey. **Environmental Services'** scores on this survey for fiscal years 2008, 2009 & 2010 (the last year for which data is available) all show satisfaction exceeding the 80% goal. FY2010's results indicated citizens were 83% satisfied or very satisfied with environmental issues.

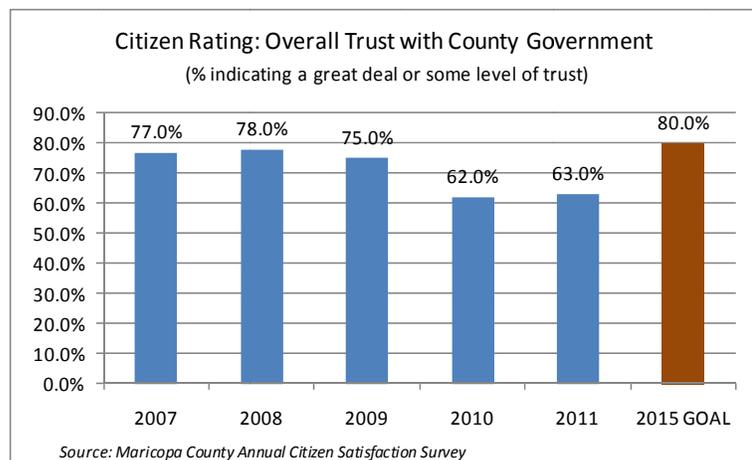
STAR CALL CENTER FY2011

- Total number of calls answered: 805,563
- Percent of calls answered within 30 seconds: 56.29%

Strategic Goal: By 2015, 80% or more of County residents will indicate trust in County government, as measured by positive responses on the annual Citizen Satisfaction Survey.

▲ The County has set as its goal to reverse the downhill slide of public trust, as measured through the annual Citizen Satisfaction Survey. Until 2009, the County had a relatively high rate: 75%-78% percent of survey respondents indicating overall trust with County Government. The rating had dropped to 62% and 63% in 2010 and 2011, respectively.

To reverse the current decline, the County has put a number of measures (see below) in place to be more responsive, accountable and transparent, and to deliver higher quality services.



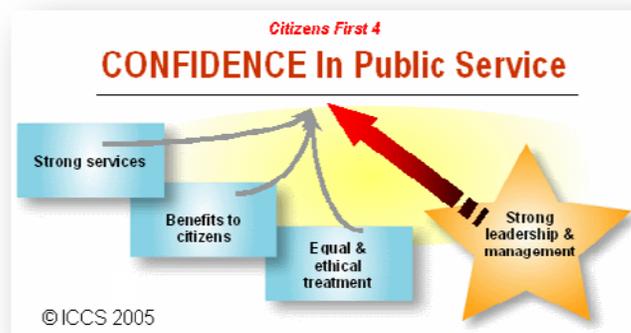
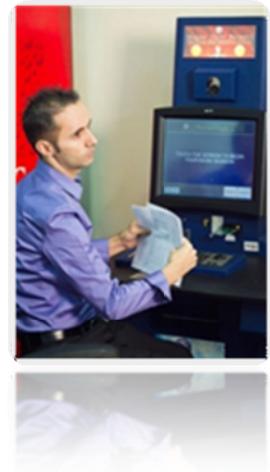
▲ *Maricopa County OpenBooks* is the County's pledge to provide its taxpayers with an accountable and transparent government. *Maricopa County OpenBooks* provides the public with information about Maricopa County in a user-friendly website. OpenBooks Phase I is published at the web link listed below. It is anticipated that Phase II will be available in early 2012.



<http://www.maricopa.gov/openbooks/>



- ▲ The **Recorder's Office** surveyed 301 kiosk customers and received a 100% positive feedback, as well as positive suggestions for continued improvements to this project.
- ▲ In FY2011, **Parks and Recreation** introduced a new Point-of-Sale and on-line camping reservation system (www.maricopacountyparks.org). The system allows customers to book and pay for their reservations up to six months prior to their arrival, improving customer satisfaction and access to our campgrounds. The system also integrates all financial transactions and updates to pricing, etc, improving efficiencies within the department.
- ▲ The **Treasurer's Office** address-update enhancement project provided changes to the user interface functionality for address update requests received from the general public and the **Assessor's Office** system updates. The data entry for the website was standardized and automatically verified against the U.S. Postal Service to ensure accuracy using a new web service for data exchange. This change eliminated the need for the Treasurer's personnel to individually verify each request and manually process thousands of address change requests. This ensures that customers can see their address change request real-time upon their confirmation request.
- ▲ The **STAR Center** Interactive Voice Response (IVR)/Phone Works Web Service replacement project replaced the current Star Center Phone Works application to allow the Official Payment (OP) Center (payment service) and Altivon (inquiry service) to more easily communicate with the **Treasurer's Office** database. With the new web service, a unification of the programming model for how components and services communicate was introduced, which was seamless to the customer, but greatly enhanced their experience when opting to make phone inquiries about their parcel data and/or choosing to make parcel payments over the phone.
- ▲ The **Department of Finance** has received the Certificate of Achievement for Excellence in Financial Reporting since FY 2007 for Maricopa County's *Comprehensive Annual Financial Report (CAFR)*.
- ▲ The **Office of Management and Budget (OMB)** received the *Distinguished Budget Presentation Award* with special performance measures recognition from the Government Finance Officers Association for the FY2010 budget. OMB has won this award for 18 consecutive years.
- ▲ According to the most recent customer satisfaction survey conducted by Maricopa County and the Arizona Diamondbacks, 71% of the respondents indicated that they were "satisfied" or "very satisfied" with their experience at the ballpark. The **Stadium District** completed three capital projects during FY2011: the roof coating project, upgraded the emergency sound system, and renovated the party suites. The **Stadium District** is committed to Chase Field remaining a state-of-the-art facility through capital improvements and major maintenance projects, thereby increasing customer satisfaction with the facility.





Maricopa County government continues to enjoy sound fiscal health despite a deep and prolonged recession. This is not by accident, but the result of cautious revenue projections, disciplined, structurally balanced budgeting with spending below anticipated revenues, close and continuous monitoring of revenues and expenditures and a pay-as-you-go approach to capital outlay, saving tens of millions each year in financing costs. Maricopa County Supervisors have set this practice as a continuing priority in the future. Without a firm fiscal footing, County government could not administer and deliver key public services to our citizens.

But governments at all levels will face formidable financial challenges in the future, particularly with depressed property values and the prospect of reduced federal funding because of the national deficit and debt crisis. The challenge is clear: The County must pursue relentless improvement in its service delivery. The County must be a national leader among large urban counties in providing and performing public services and functions at lower cost.

Additionally, the County should progress in its quest for "Fiscal Freedom," assuming the local costs of state-mandated functions while reducing its mandated fixed contributions to the State of Arizona.

Additionally, the County should progress in its quest for "Fiscal Freedom," assuming the local costs of state-mandated functions while reducing its mandated fixed contributions to the State of Arizona.

Strategic Goal: By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.

fiscal strength

EXERCISE SOUND FINANCIAL MANAGEMENT AND BUILD THE COUNTY'S FISCAL STRENGTH

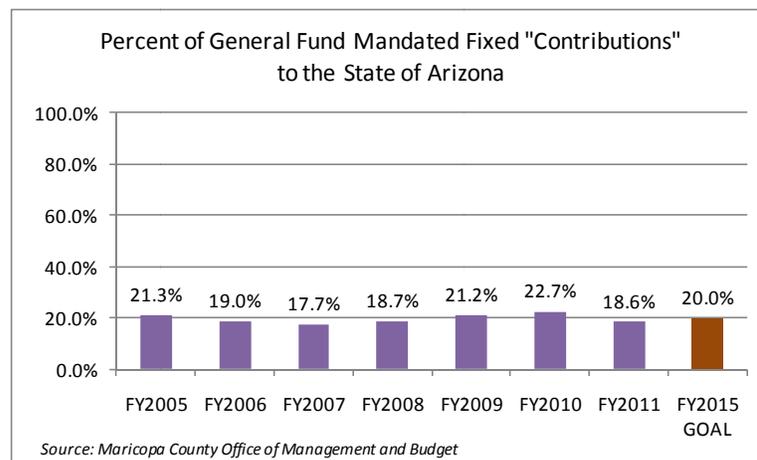
- ▲ The priority implementation team, led by the **Office of Management and Budget**, has been working on defining the basket of goods that will be measured as well as the methodology used to ensure consistency in measurement. An initial list of suggested services for the basket of commonly provided services and functions was developed and partner departments were identified based on that list. Work continues on defining the basket of commonly provided services and functions based on the feedback from the partners. Proposed alternatives to explore would be to utilize existing efficiency measures from departmental plans. Similarity of cost basis and calculation methodology of the benchmark counties has been cited as a concern by those areas with services in the suggested basket. Depending on the outcome of the basket of measures, benchmarks could be obtained from standardized sources, such as ICMA Center for Performance Management.
- ▲ The **Elections Division of the County Recorder's Office** has implemented several cost-saving strategies through innovative ideas. We have reduced the cost of production and postage for outgoing early ballots by validating mailings through the "National Change of Address (NCOA)" database before production so that we can eliminate known bad addresses or changes of addresses. This measure has helped us realize an annual savings of up to \$320,000. Additionally, the **Elections Department** has modified the ballot order production formula to reduce the cost of printing ballots by readjusting the quantities of preprinted ballots versus on-demand ballot printing. This change reduced the number of overages originally produced, and will help us save over \$339,000 annually in County-wide, even-numbered, election years.
- ▲ The **County Recorder** entered into an agreement with *Kiosk Information Systems* for design, development and manufacturing of our first three Kiosk units at a cost of \$13,718 per unit. Funding comes from the Recorder Surcharge fees paid as part of the cost for recording a document. "So they're (the Kiosks) actually paid for by the people that record documents," Maricopa County Recorder, Helen Purcell said. "It's kind of a service back to them." **The Recorder's Office** will see a substantial decrease in cost on future Kiosk orders. When compared to the operating costs of a fully staffed satellite location, the value and convenience of the recording Kiosk is considerable.



Strategic Goal: By FY2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY2010 level.

▲ In FY2011, the actual mandated state contributions reflected as a percent of the General Fund Operating revenue decreased significantly to 18.6%; however, that amount is not sustainable since it was the result of a one-time offset of \$55.6 million to the Arizona Long Term Care System (ALTCS) contribution from American Recovery and Reinvestment Act (ARRA) funding. Had that not been a factor, the percentage would have increased to 23.1% of actual General Fund Operating revenue. In FY2012, the mandated state contributions reflected as a percent of the General Fund Operating revenue will increase to 23.9% due to two factors; the decline in General Fund Operating revenue and the increase in the contribution amount.

The revenue outlook for FY2012 is bleak with a flat state-shared sales tax estimate and declines in both property tax and state-shared vehicle license tax. Even if the contribution amount had remained flat, due to the decline in revenue, the percent would increase. The amount of contribution increased from both the baseline year of FY2010 and year-over-year, as the State of Arizona continues to struggle in balancing its budget. As a result, it has shifted more cost to counties. It is anticipated that these shifts will continue to grow in the future based on legislation passed last year that will require the County to bear the cost of inmates sentenced to less than a year.



Other Fiscal Strength Priority Activities

▲ The **Department of Finance** Monthly Executive Variance Report demonstrates the sound financial leadership of the Board of Supervisors and their commitment to ensuring the fiscal and financial strength of Maricopa County. The Monthly Executive Variance Reports are published on the web at <http://www.maricopa.gov/Finance/variance.aspx>.

▲ During FY2011, the **Stadium District** collected \$514,284 in facility surcharge revenue to help finance future facility capital projects.

▲ **Clerk of the Superior Court:** Court-to-Court (C2C). In collaboration with the Supreme Court of Arizona and the Court of Appeals, the Clerk’s Office implemented the electronic transmission of the Record on Appeal to both the Supreme Court and the Court of Appeals, Division One. For all case types, including Death Penalty and Election Challenges, the Record on Appeal is indexed and sent through a program developed by the Administrative Office of the Courts (AOC) called C2C. The program works with the Clerk’s existing Electronic Document Management System (EDMS) to index the records and transmit them through the integration developed between the Clerk’s EDMS and the AOC. This project replaces the previous practice of preparing the record in paper, which involved a costly and time consuming process for pulling the case file apart, copying all records, creating the index, and assembling copies to send to the Court of Appeals. The Clerk’s Office has repositioned two full-time positions to other areas of the office as a result of efficiencies gained, and the Appellate Court is now able to view the record electronically, creating a user-friendly and efficient system for review of the record on appeal.





▲ From the **Risk Management Department**:



In furtherance of this Strategic Priority, the **Risk Management Claims Division** in FY2011 commenced its formal Subsequent Remedial Measures Program, the purpose and intent of which is to identify the root cause(s) of events which have precipitated a Notice of Claim and/or lawsuit against Maricopa County and its employees, agents and volunteers, and to formulate a subsequent remedial measures plan to mitigate future claims and/or lawsuits arising out of the same or substantially similar root cause(s). An integral part of this program is the formalized roundtable process and severity coding applied to each Notice of Claim and lawsuit, which work together to identify the more significant liability exposures to the County and the Risk Trust, thus minimizing the ultimate expense of these claims and lawsuits, and thereby building upon the County's fiscal strength and sound financial management of limited fiscal resources.

- In addition, **Risk Management's Environmental Division** continues to provide County departments and elected officials in-house environmental services including: environmental assessments, liability assessments, remedial investigations, asbestos and lead testing, mold assessments, abatement oversight and indoor air quality assessments. This strategy allows the County to save money addressing current environmental issues and identifies and mitigates potentially costly future issues before they become liabilities.
- During the past year, the **Loss Control Division**, formerly known as Safety Division, has expanded its focus to include assisting departments in identifying and reducing liability exposures through the Subsequent Remedial Measures Program, loss trending, accident investigations, training, program audits and risk assessments. In collaborating with the departments in reducing both the frequency and severity of their liability, auto, and workers' compensation claims, the Loss Control Division works to lower the cost of claims and help build the County's fiscal strength.
- **Risk Management** continues to track and manage its Cost of Risk and maintain strategic goals in support of effectively and efficiently managing costs. For FY2011, the budgeted Cost of Risk was 1.26%, which is the cost of the risk management program that includes paid claims, insurance premiums, safety, environmental and loss control programs and operational and administrative expenses as a percentage of the total County's expenditures.



▲ From the **Treasurer's Office**:

- The types of investments made by the **Maricopa County Treasurer's Office** are controlled by law and were in three areas: federal agencies, Maricopa County school districts, and short term loans. During the 2011 legislative session, the office succeeded in passing legislation that permits the office to fund certain short-term loans to schools. The purpose is to allow a school district more liquidity whenever revenues are reduced, such as the state delaying transferring State Aid Credit funds. Each district has a line-of-credit with the County service bank, and the interest is higher than the loans made by the County Treasurer. The total savings to the taxpayers in these school districts from lower loan-initiation costs and lower loan rates was over one million dollars.
- While the loan rates are lower than what the districts would pay traditional lending institutions, they are slightly higher than other interest-bearing holdings in the County's Investment Portfolio. Interest earnings from the portfolio are distributed to the schools, county, and special districts and used to reduce the property tax rates. The additional earnings will reduce the tax rates for all property owners including those outside the affected school districts.



Maricopa County is one of the largest employers in the Valley. We want to be seen as one of the best. We recognize the crucial role our employees play in achieving our success as an organization. We value our employees and we try to show that by our actions. By trying to stay competitive in salaries and benefits. By offering training opportunities that promote their effectiveness and safety, enhance their qualifications and long-term career prospects of our employees. By empowering them to innovate and excel. By communicating effectively with them and listening to them. By showing them appreciation for their efforts. By equipping them with the tools, skills, technology, workspace and time to do their jobs safely and well.

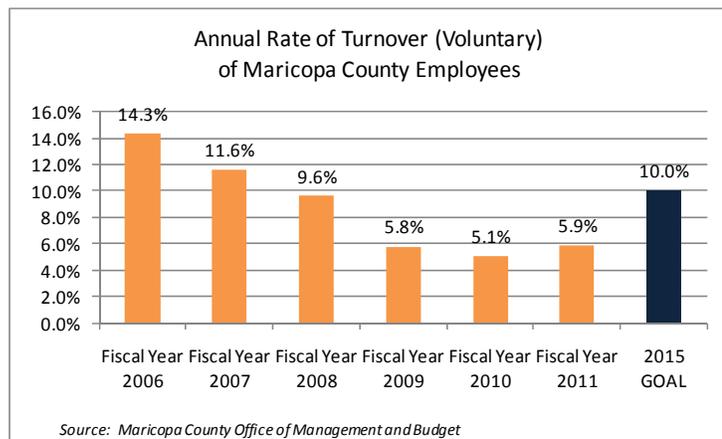
The career opportunity at Maricopa County ought to be a journey that our employees see as working for them and their families and one that other talented people will want to join and be a part of.

quality workforce

MAINTAIN A QUALITY, DIVERSE, AND INNOVATIVE WORKFORCE AND EQUIP COUNTY EMPLOYEES WITH TOOLS AND TECHNOLOGY THEY NEED TO DO THEIR JOBS SAFELY AND WELL

Strategic Goal: By 2015, the voluntary turnover rate of full-time employees will be maintained at or below 10%.

▲ Maricopa County is well under its 2015 goal of 10% in retaining employees (lower is good). The turnover rate for FY2011 was 5.9%. This was accomplished in part by reinvigorating and promoting employee training to include improved supervisory training and the addition of many other classes. Over 5,400 employees participated in various classes, both instructor led and online. In addition, eight employee focus groups were held to gauge the need for career planning. As a result of the interest shown by participants in the focus groups, **Employment Services Division of the Human Resources Department** is drafting a Career Planning Program to be launched in FY2012. The Peak Performer employee recognition program was funded at \$973,362 for FY2011 and continues to have a proven track record. Educational Assistance (tuition reimbursement) is budgeted at \$1,850,000 and assists employees in furthering their educational goals.



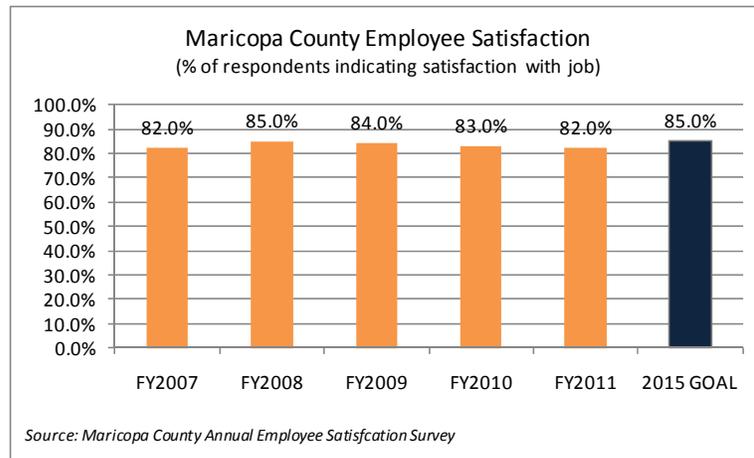
▲ During these difficult financial times, the County continues to offer a competitive total compensation package. While there has not been money for salary adjustments, the County has been able to do other things to assist in recruiting and retaining qualified employees so that the citizens of Maricopa County can continue to receive exceptional service. Because the County, its departments, and its employees continue to be proactive in their approach to deal with the current economic challenges and live within a balanced budget, the County has been able to keep employee benefit costs relatively flat and layoffs to a minimum. The County also continues to fund the following programs to reward employees for their dedicated service: Tuition Reimbursement, Peak Performer, Rewarding Ideas, and general wellness programs. Another successful program the County was able to implement in 2011 was its Vacation Buy Back Program.

▲ Maricopa County's goal is that the voluntary turnover rate be maintained at or below 10%. **Environmental Services** has exceeded this goal since at least FY2007 (the earliest year for which data is available). **Environmental Services Department's** FY2011 voluntary turnover rate was 4.15%.



Strategic Goal: By 2015, the percent of employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.

▲ In FY2011, the 82% percent of employees indicated they were satisfied with their jobs at Maricopa County. While the County is slightly below its goal of 85%, 82% is a positive indicator that the County remains a great place to work. While the current economic challenges are having a toll on employee morale, the County continues to use its limited resources to value and assist its employees. Some of the reasons the County remains a great place to work are: its total compensation package, safe work environments, job security due of fiscal management, capital improvement projects to provide employees the tools and work space to do their job, training opportunities, and coworkers, supervisors, and management dedicated to serving the citizens of Maricopa County.



▲ The **Planning and Development Department** changed its approach to addressing employee dissatisfaction by targeting four major County-wide areas of concern: performance management; communication; hiring/promoting based on qualifications; and how performance problems are dealt with. Employees were asked to volunteer to participate on committees that addressed these specific topics and each group suggested ideas that can actually be implemented.

▲ Wellness Works, a program of the **Department of Business Strategies and Health Care Programs** to improve the health and welfare of County employees, held a Wellness Summit in March 2010 to engage department leadership and representatives in strategic planning for the County’s Wellness program. The strategic priorities that emerged from the summit were (1) to reduce the occurrence of metabolic syndrome in County employees, (2) to promote the use of preventative care, and (3) to promote the increase in regular physical activity among County employees. The wellness program already is showing success in the priority areas. For example, more than 400 employees participated in the Summer Walking Program. Of the participants who responded to a mid-program survey, 35% indicated that prior to participation in the walking program, they had not engaged in at least 30 minutes of physical activity at least three times a week in the previous year. Increasing physical activity will be a significant factor in improving the health of these employees.

“10 minutes out of every hour I’m up and moving away from the desk. I now plan this and I find that it’s easy to do in my position. Go to the files. Go to the copier. Go to my meetings and remember to take breaks and walk. I’m so much stronger now than 5 weeks ago.”

Summer Walking Program participant

▲ The **Air Quality Department** strengthened its employee Performance Management Program to clarify employee expectations and include clear quantity and quality performance goals and measures. Employee performance goals and measures were also aligned with the department business plan. The **Air Quality Department** established a Communication Advisory Team consisting of non-supervisory employees to assist management in developing strategies to improve communication within the department.

Other Quality Workforce Priority Activities

▲ The Countywide Improvement Team focused on **Innovation and Collaboration** moved several initiatives forward in FY2011. The team successfully completed the pilot of the Idea Factory, a Web-based social networking site to collaborate and advance ideas. A tool where employees have a voice, where they can connect with colleagues that they do not interact with on a regular basis or historically at all, and they are recognized for their great ideas and contributions. The Idea Factory incorporates the County’s



Strategic Goals and Priorities into the idea categories and is designed to be engaging and interactive. The Innovation Collaboration Team conducted three Designing for Innovation Forums. The fast paced, interactive forums brought middle managers and supervisors together to discuss three efforts of the Innovation Collaboration Team:

- I. The newly launched Idea Factory
- II. Pay Day Idea Generation meetings
- III. Innovative, Creative Rewards and Recognition methods



The forums were well attended and received. Participants were invited to participate as subject matter experts on the Idea Factory, and on teams to assist in moving various innovation and collaboration efforts forward. These individual remain engaged and are participating on cross-functional teams.

- ▲ The Benefits Division of the **Department of Business Strategies and Health Care Programs** implemented *My Secure Advantage*, a new financial benefit offering employees the opportunity to improve their financial health by working with a Money Coach who can assist and advise them on financial matters. The Benefits Division also implemented *MDLiveCare*, a new Internet and phone-based service giving employees and their dependents access to medical care 24 hours a day, 365 days a year.
- ▲ In an effort to improve the health and welfare of employees thereby increasing the level of employee satisfaction, **Flood Control District (FCD)** implemented "Wellness Wednesdays", which offered health-related classes, assessments and screenings. These wellness days focused on one of the five elements of wellness to include physical, emotional, social, occupational and intellectual wellness. FCD also created a one-mile fitness trail, which is enjoyed by other employees located in the Durango complex.
- ▲ **Environmental Services** continues to maintain a quality, diverse and innovative knowledge workforce while promoting safety. The new Quality and Compliance division includes a training program. This workgroup trains new employees to ensure passage of required license exams. They also provide continuing education that enables professional staff to keep their licenses at a much lower cost than if each of these 130+ Registered Sanitarians had to go outside for education.
- ▲ Safety is an important part of the **Environmental Services** culture. There is a safety committee that meets regularly and all employees authorized to drive on County business must take the defensive driving class every few years and are encouraged to take the collision avoidance as well. Additionally, the **Environmental Services** team won the FY2011 Maricopa County Safety Bowl competition.





National Association of Counties (NACo) Achievement Awards Maricopa County Award Winners — 2011

["Inside the Box" - Kids' Newspaper](#), **Library District**

[Backlog FARE](#), **Justice Courts**

[CheeREADERS](#), **Library District**

[Community Services Unit](#), **Juvenile Court**

[Continuity of Care](#), **Superior Court**

[Eco-Employee Program](#), **Green Government, Planning and Development**

[Employing Ex-Offenders to Reduce Recidivism](#), **County Manager**

[Fixed Assets Tracking System](#), **Recorder**

[Head Start Zero-Five Program, Para Las Familias](#), **Human Services**

[Improving Community Safety through the Apprehension of Drug-related Offenders](#), **Adult Probation**

[Interactive Land Surveying Map Application](#), **Transportation**

[Interactive Recording Kiosk](#), **Recorder**

[Juvenile Court Guide Program](#), **Juvenile Court**

[Kids & Infants Seated Safely \(KISS\)](#), **Public Health**

[Managing for Results Information System](#), **Enterprise Technology** and **Business Strategies & Health Care Programs**

[McDowell Mountain Regional Park Pump Track](#), **Parks and Recreation**

[Nothing but Net - Using the Web as a Mapping Review and Edit Tool](#), **Flood Control District**

[Probation Reentry Initiative: Transitioning Offenders from Prison to the Community](#), **Adult Probation**

[Recorder's Capture of Document's Titles](#), **Recorder**

[Remote Interpreter Program](#), **Superior Court**

[Restitution Court: A Victim Centered Approach to Restitution Collection](#), **Adult Probation**

[Safety, Nutrition, Activity and Care for Kids](#), **Public Health**

[Victim Restitution Project](#), **County Attorney Office**

[Video Orders Of Protection-Safety For Victims Of Domestic Violence](#), **Justice Courts**

[White Tank Library & Nature Center](#), **Library District** and **Parks and Recreation**



Managing for Results

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

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





The following departments contributed to this report:

Adult Probation	Juvenile Probation
Air Quality	Library District
Animal Care and Control	Management and Budget
Business Strategies and Health Care Programs	Parks and Recreation
Call Center	Planning and Development
Clerk of the Superior Court	Public Defender
County Attorney	Public Advocate
County Manager	Public Health
Education Service Agency	Public Works
Elections	Recorder
Emergency Management	Research and Reporting
Enterprise Technology	Risk Management
Environmental Services	Sheriff
Equipment Services	Waste Resources and Recycling
Finance	Stadium District
Flood Control District	Superior Court
Human Resources	Transportation
Human Services	Treasurer

*This report was prepared by the Managing for Results Team in the **Department of Business Strategies and Health Care Programs**. A special thanks to Richard de Uriarte, Office of Communications, for his assistance with the introductory materials, and to the departments of Parks and Recreation, Human Services, Finance, Transportation, Public Works, and Adult Probation; the Recorder's Office; and the Stadium District for providing photos.*

For more information about
Managing for Results and
Maricopa County's Strategic
Plan, go to
www.maricopa.gov/mfr

