
Maricopa County
Office of the Deputy County Manager
Sandi Wilson

FY 2014 Second Quarter

Organization Report



February 2014

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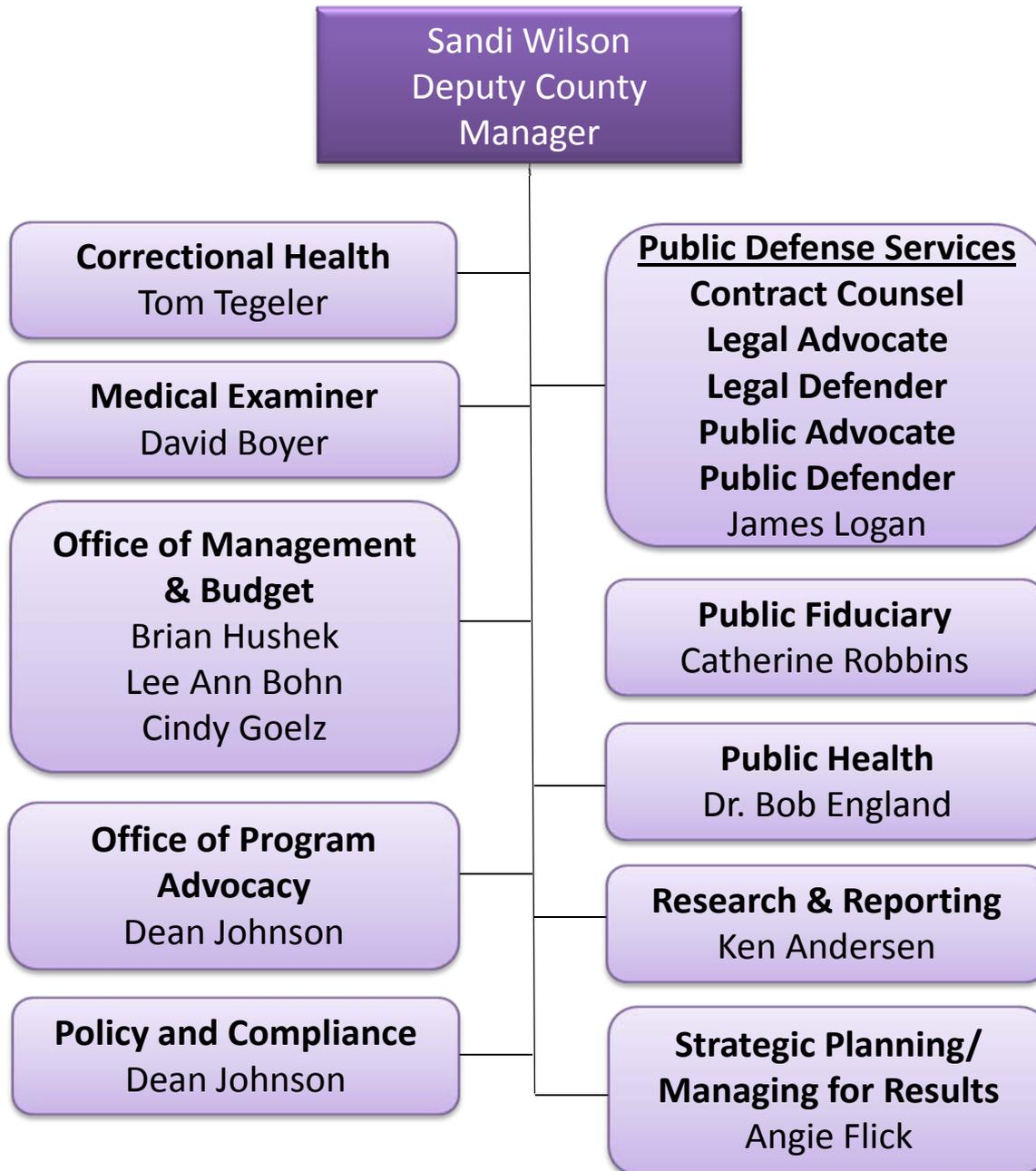
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Executive Summary

The second quarter was

- Abu Dhabi 10/23 – 10/25
- Strategic Planning:
 - Jack Tevlin & Kate Blunt Facilitators
 - McJustice – 10/22 & 12/12
 - Library – 11/18 & 12/2
 - County/Financial – (Alan Maguire & Jim Rounds) 11/25, 12/2 & 12/16
- Health Care Integration Committee





Office of the Deputy County Manager

Business Performance Management Purpose Statement:

- The purpose of the Business Performance Management Activity is to provide strategic planning and performance measurement services to County leaders and managers so they can meet strategic goals and priorities based on data-driven decisions and be accountable to the public.

Business Performance Management

FY 2015 - 2018 County-wide Strategic Priorities & Plan

Timeline of Strategic Planning

- Nov 18, 2013 – Library District Planning Session
- Dec 2 & 16, 2013 – County Planning Sessions with Board of Supervisors & Elected Officials
- Feb TBD, 2014 – Finalize County Priorities & Goals
- Feb TBD, 2014 – Flood Control District Planning Session

Draft Strategic Priorities

- **Safe Communities** – Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.
- **Regional Services** – Maricopa County will provide best-in-class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.
- **Government Operations** – Maricopa County will deploy an effective and efficient infrastructure to implement streamlined policies and procedures to improve delivery of services and promote a healthy workplace and a fully engaged workforce.
- **Growth and Economic Development** – Maricopa County will be innovative in leveraging its resources, nimble in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.
- **Fiscal Strength and Responsibility** – Maricopa County will continue to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for Maricopa County residents.



Office of the Deputy County Manager

Reporting Departments:

- Correctional Health
- Public Defense Services
 - Contract Counsel
 - Legal Advocate
 - Legal Defender
 - Public Advocate
 - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
 - Business Performance Management
 - Communications
 - Office of Program Advocacy
 - Policy & Compliance
- Public Fiduciary
- Public Health Services
- Research & Reporting

Office of the Deputy County Manager Accomplishments

Communications:

- Published an edition of Advantage Magazine that highlighted County programs, recognized employees for achievements, promoted benefits to employees, and help familiarize them with other departments and programs.
- Continued work with CHS on the implementation of the Electronic Health Record. Facilitated Clinical Readiness team meetings to ensure successful implementation.
- Published internal newsletter to OMB employees and another to the organizational structure in order to increase internal communication about the budget, priorities, benefits and internal issues.
- Updated Deputy County Manager website and EBC with current information, presentations, videos, and organizational changes throughout the quarter. Published website information for training department updates and postings.
- Published 74 marketing slides for digital informational monitors to keep employees informed on important changes, policies, classes, benefits, etc.
- Assisted OET on technical issues for publishing online training modules for departments. Write and run reports for departments on course usage.
- Design and layout of the Budget Presentation document for OMB and DCM to present to the BOS

Office of Program Advocacy:

- Completed the County-wide ADP 6.3 Payroll Upgrade.
- Completed the planning phase for Correctional Health Services Phase II of the Electronic Health Record (EHR).
- Finalized RFP efforts with the Treasurer's Office for their Treasury Information System (TIS) replacement.
- Assisted with the CGI Performance Budgeting design and prototyping efforts.

- Coordinated with Public Health, Adult Probation, Correctional Health, and Human Services to quantify and begin executing on identified cross departmental health care integration issues such as data sharing, expanded billing opportunities, and AHCCCS enrollment.
- Continued work on several initiatives: County-wide HIPAA compliance implementation, County Medical Examiner's document management processes, mobile home property issue, various MCSO, HR, and MCESA efforts.

Policy and Compliance:

- The following policies were taken to the Board/County Manager this quarter:
 - Public Safety Supplemental Benefits Plan Injury Standards and Exclusions (HR2643);
- The following policies were ready for the Board agenda this quarter:
 - Employee Concerns Resolution Program (HR2405);
 - Workplace Professionalism: Avoiding Harassment & Discrimination (HR2406);
 - Substance Abuse Policy For Employees Subject to Federal Transportation and Federal Transit Regulations (A2235)
- The following policies were developed and or worked on this quarter:
 - Injury and Illness Prevention Plan Policies (A2234a – A2234z);
 - Uncollectable Accounts (A2501);
 - EBC Home Page Posting ;
 - HIPAA Granting and Terminating Electronic Access to Protected Health Information;
 - Workplace Violence (HR2408);
 - Records Management and Retention (A2101);
 - Policy on Policy.

Office of the Deputy County Manager

Significant Projects:

- Court Tower Financial Support
- ADP Implementation
- Budget Development
- Ethics Committee
- Sheriff's Office Resolution
- Policy Review
- Employee Programs and Communication

Office of the Deputy County Manager

Accomplishments:

- Correctional Health Service
- Accomplishments continued

Office of the Deputy County Manager

Significant Projects:

- Court Tower Financial Support
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- Budget Development
- Ethics Committee
- Sheriff's Office Resolution
- Policy Review
- Employee Programs and Communication

Office of the Deputy County Manager

Challenges:

- Correctional Health Services
- Challenges continued

Correctional Health Services

The mission of the **Correctional Health Services** Department is to provide cost effective, medically necessary, integrated health care services to patients in the County jails so they can proceed through the judicial process

*Thomas J. Tegeler, RN, MPH, CCHP, NEA-BC,
Director*

Correctional Health

Strategic Goals:

- By 2015, 90% of Correctional Health Services patients will have their medications within 72 hours of booking, as a result of electronic patient health records.
- By 2016, 80% of Correctional Health Services patients will receive specialty or hospital care within the provider requested timeframe.
- By 2016, the turnover rate for direct patient care will be no greater than 12%, which will benefit pt care.

Programs:

- Inpatient
- Outpatient
- Support Services
- Return To Competency and Evaluation Program

Inpatient and Outpatient Programs

FY 2014, 2nd Quarter Results Annum:

•Percentage of assessments completed w/in 14 days:	100
•Percentage of patients triaged within 24 hours:	96
•Percentage of booked inmates screened:	100
•Percentage of scheduled appointments kept:	84
•Percentage of screened inmates booked:	99



Congratulations and best wishes after 30+ years of dedication to the County!!
Two long term CHS employees retire.

Background Information:

- The first four program results for the outpatient program are directly linked to NCHC accreditation and Graves v. Arpaio compliance.

Analysis:

- In partnership with the Sheriff's Office, Office of Enterprise Technology, and our Electronic Health Care Vendor, CHS has successfully implemented more than 90% of our electronic records.

Action Steps:

- Continue to monitor and track compliance measures closely.
- Manage provider productivity for the Outpatient visits by provider and hold medical and mental health providers accountable.
- Continue with due diligence in achieving e-HR ongoing milestones.

Current Initiatives:

- Successfully implement the e-HR.
- Maintain low vacancy and turnover rates in the clinical areas.
- Maintain NCHC accreditation.
- Restructure IT support services received.
- Secure e-HR incentive funding.
- Add new educational partnerships.
- File Motion to Terminate CHS/Graves v. Arpaio lawsuit.

Correctional Health

Key Result Measures:

- Percent of initial health assessments completed with 14 calendar days.
- Percent of patients triaged within 24 hours.
- Percent of prescriptions written that are given within three days.
- Percent of scheduled appointments kept.
- Percent of screened inmates booked.
- Percent of infirmary patients discharged within 16 days.
- Percent of mental health unit patients discharged within 25 days.
- Percent of complete medical records provided to external requestors within 7 days.
- Percent of Rule 11 evaluations performed within 21 days.
- Percent of competency determinations performed within 78 days.
- Percent of inmates found not restorable within 15 months of determination of incompetence.

Correctional Health Services

Accomplishments:

- Working with the Office of Enterprise Technology representatives, Office of Program Advocacy, and vendor to develop interfaces and workflow designs as it relates to Stage II of the e-HR contract, through implementation and go-live. Go live phase in has occurred and was successful.
- Motion to Terminate Graves v Arpaio filed and evidentiary hearing approved by judge.
- FY 2014 2nd Quarter within budget targets.
- Continued to nurture partnership with Sheriff's Office, Public Health Services, and Office of Enterprise Technology.
- Successful budget presentation to new Supervisor(s).
- Worked with the Compensation Department and Office of Management and Budget to successfully finish a clinical market adjustment study to reduce turnover and vacancy rates, thus the dependency on outside agencies.
- Ongoing collaboration with various County departments related to potential federally funded revenue enhancement options.
- Became part of the State Health Information Exchange via Health Information Network of Arizona (HinAz).

Challenges:

- Successfully work with our new IT support department and ensure a smooth transition and ongoing relationships between Sheriff's Office IT, Office of Enterprise Technology and the e-HR vendor. Bringing OPA into this relationship has been helpful.
- Retain clinical staff during transition periods.
- Developing ongoing partnership with outside health care providers.
- Manage a structurally sound and fiscally responsible budget while continuing to meet the demands of inmate movements and increased population.
- Manage an ever increasing pharmaceutical demand and cost.
- Maintain ongoing compliance with NCCHC and Graves v. Arpaio requirements.
- Implement e-HR to its potential.
- NCCHC re-accreditation survey in Sept, 2014.
- Reporting MfR measures in line with new e-HR and modify for FY16.
- Manage an increasing Rule 11 evaluation population.

Medical Examiner

The Mission of the **Medical Examiner** is to provide professional death investigations, examinations, tests and reports to determine the cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

David Boyer
Director

Medical Examiner

Strategic Goals:

- By July, 2015, 25% (from 20.3% as of December 31, 2013) of jurisdictional cases will be released directly to the family's funeral home of choice.
- The Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (29.4% as of December 31, 2013) of cases closed within 45 days and 95% (48.3% as of December 31, 2013) of cases closed within 90 days.

Key Result Measures:

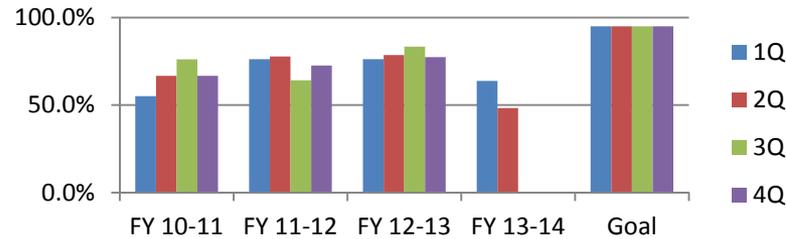
- Percent of cases completed (available for public release) within 90 days.
- Percent of cases not admitted (CNA's).

Medical Examiner Program

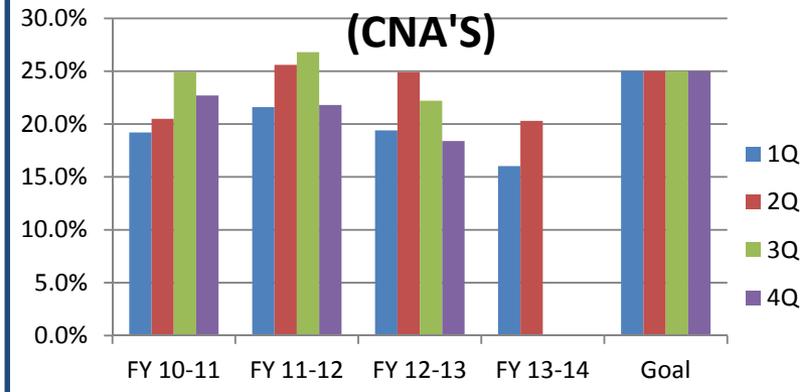
FY 2014, 2nd Quarter Program Outputs:

•Number of Medical Examiner cases admitted:	930
•Number of cases not admitted (CNA's):	237
•Number of Medical Examiner cases closed:	896

% of Cases Closed in 90 Days



% of Cases Not Admitted (CNA'S)



Background Information:

- Medical Examiner Program examines/ investigates all jurisdictional cases to determine cause and manner of death.
- Cases Not Admitted (CNA's) are jurisdictional cases that are non-suspicious, with no trauma and have an extensive and documented medical history. The decedent is released directly to the Next of Kin's selected funeral home; bypassing transportation to the Medical Examiner for an examination.

Analysis:

- During Q2, caseload decreased 9.5% from Q4.
- The CNA % increased 4.3% from Q1.

Action Steps:

- Two Medical Examiners has been hired and will begin service to the county on April /March 2014. The one remaining position is pending an offer of employment.
- Continue the in-house training for all Medicolegal Death Investigators.

Medical Examiner

Current Initiatives:

- The Hydrogen gas conversion for the lab continues in the equipment conversion stage.
- NAME (National Association of Medical Examiner) accreditation will continue.
- Mass Fatality Plan continues to move forward in partnership with state and county Emergency Management.
- The department Digital X-Ray system currently is in the solicitation phase.
- The department has scheduled a Mobile Morgue build out for the week of March 10th.

Medical Examiner

Accomplishments:

- The department hired two Board Certified Forensic Pathologist reducing our vacancy in this title from three to one that is pending a offer of employment.

Challenges:

- During the last year, a total of six Forensic Pathologist positions became vacant. We have been successful in recruiting and staffing five of these positions with Board Certified Forensic Pathologists, but one of these positions remain vacant pending acceptance of job offer. Nationally, there are only 500 Board Certified Forensic Pathologists at any given time and as a result, a heavy demand for their services. The department will continue its effort to attract applicants in a challenging economic environment with competition from other Medical Examiner/ Coroner system vying for these limited resources.
- The department conducts examinations six out of seven days. This places a strain on the nine available pathologists and related support staff conducting examinations. As a result of increased exam frequency, there is a decrease in available paper days to complete pending cases. The desired goal of 90% of cases completed in 90 days is based on a caseload of 250 cases a year per doctor. The department is currently projecting a yearly caseload per doctor of 360. As a result of this increased caseload, the projected timeline for case completion increases from 90% in 90 days to 90% in 120 days. The remaining 10% of cases which will be the complex homicide, infant, etc. can enter the 240+ day timeline.

Office of Management & Budget

The mission of the **Office of Management & Budget** (OMB) is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

Sandi Wilson
Deputy County Manager

Management & Budget

Strategic Goals:

- By 2015, the budgeted mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund budgeted operating revenues, a reduction of 11.9% from the FY 2010 level.
- By 2015, 88% of County Department and District budgeted expenditures will directly support department specific programs and activities, from 85.8% in FY 2013.
- By 2015, 28% of the net operating revenue for all County Departments and Districts will be from sources other than taxes, down from 26.5% in FY 2013.
- By 2015, 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 FY 2010 level.

Planning & Budgeting Program

Key Result Measures (FY 2013):

- Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast: 48.3%
- Percent of appropriated budgets with expenditures within budget at the end of the fiscal year: 99.4%

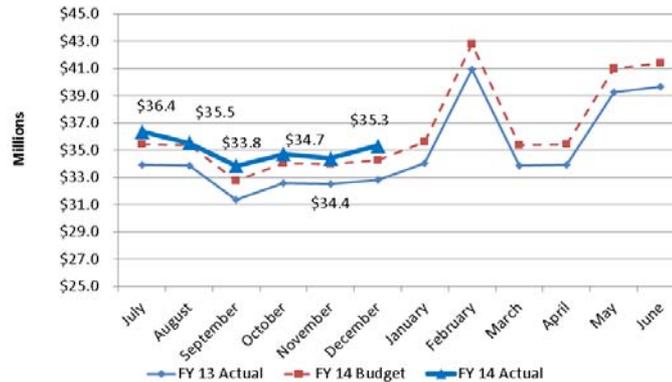
Background Information:

- State-shared sales tax, state-shared vehicle license tax, and jail tax collections continue to show strong growth through the second quarter.

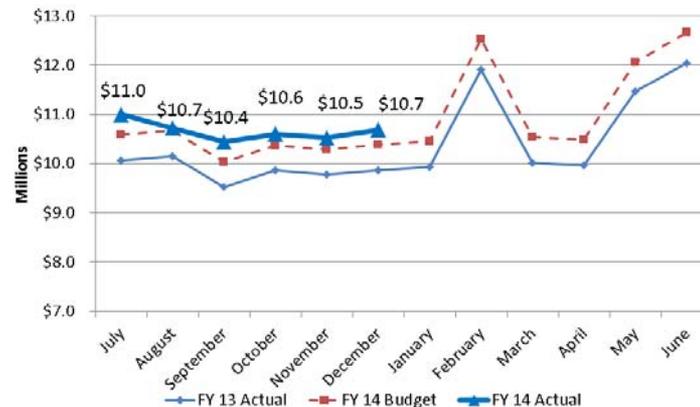
Analysis:

- Through the end of December, State-Shared Sales Tax receipts are 6.7% ahead of FY 2013. As a result of this growth rate, the year-to-date receipts are \$4.3 million above the budgeted level.
- State-Shared Vehicle Licenses Tax is also more than \$4 million better than budget through December. Overall, receipts are 8.7% above last year, with 3 out of the 6 months showing double-digit year-over-year growth rates. Due to the pent-up demand for new cars, it is believed that part of this increase is cyclical in nature. As such, it should not be part of the base level moving forward.
- Jail Excise Tax receipts are also ahead of schedule, posting a 7.9% growth rate over last year. This increase results in \$1.6 million in receipts above budget through December.
- At the end of December, actual expenditures exceeded the year-to-date operating budget in 4 departments. In addition, the forecast indicates a 5th department will end the year over their General Fund operating budget.

Sales Tax: Monthly Actual vs. Budget



Jail Tax: Monthly Actual vs. Budget



Action Steps:

- OMB will need to be vigilant in monitoring revenue and expenditures throughout FY 2014, alerting the Board and recommending corrections as issues arise.

Management & Budget

Current Initiatives:

- Developing a Citizen's Budget Brief which summarizes the County's annual fiscal planning efforts.
- Researching information and making recommendations when requested on changes to budget policies and processes.
- Implementation of a new Performance Budgeting System for the County.
- Implementation of a Position Management Application System.

Management & Budget

Accomplishments:

- Throughout the quarter, OMB participated in departmental budget review sessions with members of the Board of Supervisors and their Chiefs of Staff.
- The Board of Supervisors conducted a Financial Strategic Planning Session in December, 2013. The outcome of that session reinforced the County's practice of structural balance and adequate reserves to sustain a financial stable organization.

Challenges:

- The lack of operating contingency may result in structural imbalance when unanticipated operating issues arise and need to be funded. The Melendres decision will require \$10.5 million annually in General Fund operating funds which are not available in the FY 2014 budget.
- While tax revenues are meeting or above budgeted levels, General Fund programmatic revenue is under budget.

Challenges (continued):

- Aggressive revenue estimates, lack of contingency and expenditure budget reductions will likely result in minimal additions to fund balance which directly impacts the funding available for capital and technology projects on a pay-as-you go basis.
- Without implementing new revenue, the County will be extremely limited in its ability to absorb new or expanding costs. New or expanded programming, new unfunded mandates, and keeping pace with the compensation market will be difficult.
- To date, OMB has identified nearly \$16 million in General Fund operating costs and over \$6 million in Detention Fund operating costs that need to be built into the budget for FY 2015.
- The Detention Fund and many smaller special revenue funds are out of structural balance, due primarily to pay increases.

Public Defense Services

The mission of **Public Defense Services** is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

James L. Logan
Director

Public Defense Services

Strategic Goals:

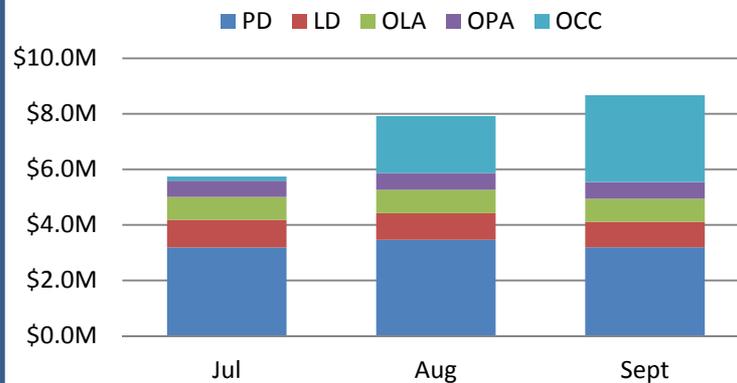
- By July 2019, 100% of capital trial and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 100% of the Cradles to Crayons courts will be staffed with attorneys employed by the in-house offices of Public Defense Services to handle all cases without a conflict of interest, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 75% or more of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the various offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

Public Defense Constellation Totals

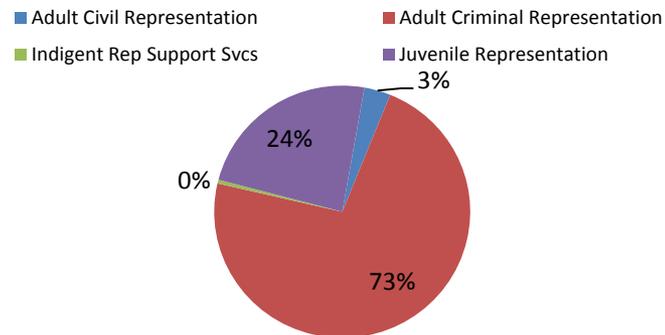
FY 2014, 1st Quarter Constellation Highlights:

•Number of Departmental Activities:	20
•General Fund Expenditures:	\$21,811,099
•Other Fund Expenditures:	\$524,658
•Total Demand (Case Net Assignments):	22,105
•Total Output (Case Resolutions):	15,484

Public Defense Expenditures by Month



FY 2014, 1st Quarter Expenditures by Program



Background Information:

- Beginning in May 2007, Public Defense Services Administration was consolidated to facilitate the coordination of business and financial planning.
- Public Defense Services' data reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.

Analysis:

- Spending in the first quarter of FY 2014 is 9.2% higher than same period in the prior fiscal year. This is partially attributable to salary increases and the return to contracted attorney rates. Demand increases and ongoing expenses for long-term cases are also driving costs. Fortunately, the current forecast indicates the budget should be sufficient for the year.

Action Steps:

- PDS will continue to work with the Court, other justice system agencies, and the Office of Management and Budget to document issues and identify solutions where possible.

Reporting Departments:

- Public Defender (PD)
- Legal Defender (LD)
- Legal Advocate (OLA)
- Public Advocate (OPA)
- Contract Counsel (OCC)

Public Defense Services

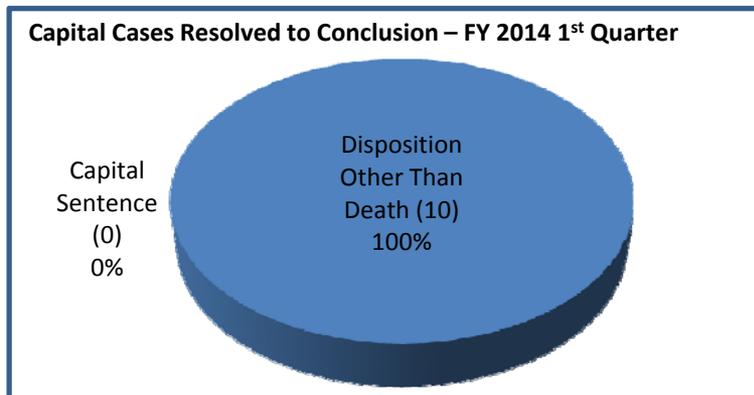
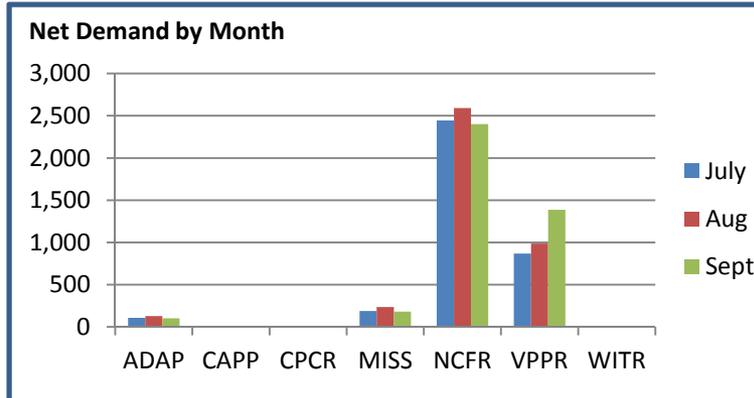
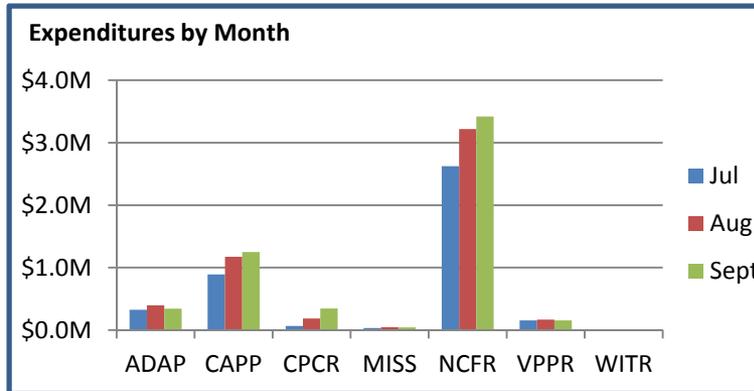
Activities & Descriptions:

- **Appeal and Post-Conviction Relief (ADAP)** is representation of adults in appeal and post-conviction relief matters.
- **Capital (CAPP)** is representation of adults charged with capital offenses.
- **Misdemeanor (MISS)** is representation of adults charged with misdemeanors.
- **Non-Capital Felony (NCFR)** is representation of adults charged with non-capital felonies.
- **Probation (PROB)** is representation of adults in Probation Violation Courts.
- **Witness (WITR)** is representation of witnesses who may testify in criminal matters and who may expose themselves to criminal liability.

Key Result Measures:

- Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed .
- Percent Of Capital Cases with Disposition Less than Capital.
- Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Courts.

Adult Criminal Representation Program



Background Information:

- The majority of the representation for this program is provided by attorneys in one of three staffed offices (PD, LD, and OLA). Conflict and excess capacity cases are assigned to private attorneys by the Office of Contract Counsel.

Analysis:

- Non-Capital felony filings for FY 2014 are currently forecasting to be 9.2% over the prior year's actuals. Unfortunately, resolutions are not keeping pace (FY 2014 is only forecasting 1.7% above the prior year's total). With staffed offices functioning at caseload maximums, new demand is increasingly being assigned to contract attorneys for additional cost. Spending remains elevated as a result of both case filing and case resolution issues.
- Capital cases are not resolving at rates seen in prior years. If cases do not begin to resolve, costs will increase significantly, likely well beyond what is budgeted.
- Appeal case filings for FY 2014 are forecasting an increase of more than 16% over the prior year. Probation Violation Court demand is also forecasting to increase significantly. That case type is forecasting a 40% increase over the prior year. PDS isn't budgeted for increases this size in these areas. However, savings elsewhere in the system is currently forecasted to be sufficient to offset overruns.

Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and implement any other possible means of mitigating financial impacts from demand increases and/or output reductions.

Public Defense Services

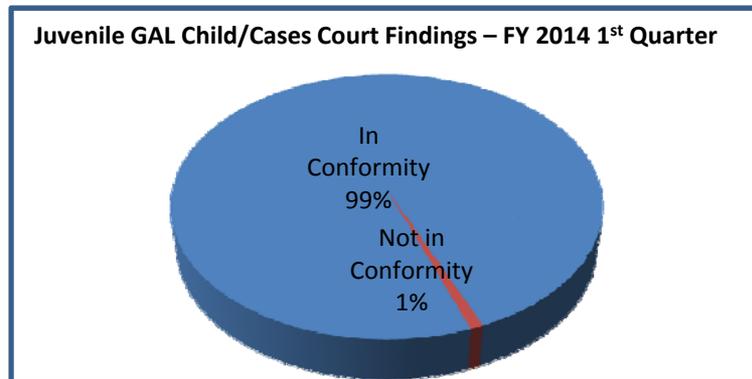
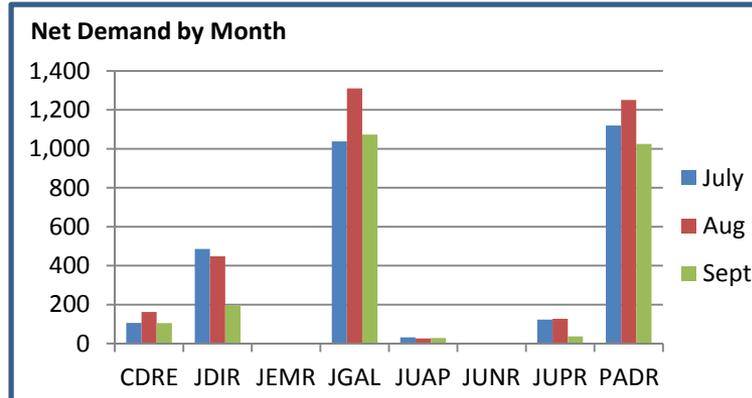
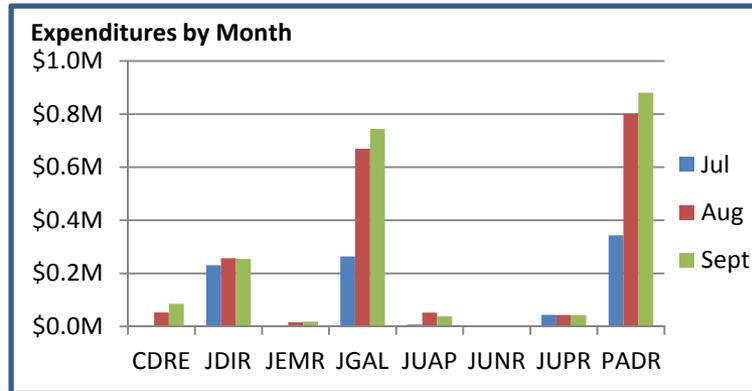
Activities & Descriptions:

- **Child Dependency (CDRE)** is representation of children in dependency/severance matters.
- **Juvenile Delinquency and Incurribility (JDIR)** is representation of juveniles charged with incurribile or delinquent acts.
- **Juvenile Emancipation (JEMR)** is representation of juveniles pursuing legal emancipation.
- **Juvenile Guardian ad Litem (JGAL)** is representation of the best interests of individuals assigned by the Juvenile Court.
- **Juvenile Appeal (JUAP)** is representation of persons appealing Juvenile Court matters.
- **Juvenile Notification (JUNR)** is representation of juveniles with abortion rights issues.
- **Juvenile Probation (JUPR)** is representation of juveniles in probation matters.
- **Parental (PADR)** is representation of parents in dependency/severance matters.

Key Result Measures:

- Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in which the Court Finds in Conformity with Position Advocated.
- Percent Of Juvenile Delinquency and Incurribility Cases with Disposition to Lesser Charges or Fewer Counts.
- Percent Of Parent/Child/Case Dependency Petitions not Granted.

Juvenile Representation Program



Background Information:

- Representation for this program is provided by a mixture of staffed office attorneys (LD, OLA, and OPA) and private attorneys contracted by the Office of Contract Counsel.

Analysis:

- Dependency demand (CDRE, JGAL, and PADR) has been increasing dramatically over the last five to ten years. Demand increased more than 61% in the years from FY 2010 to FY 2013. Demand for FY 2014 is forecasting to increase another 17%. Unfortunately, resolutions are not keeping pace (FY 2014 is currently forecasting 18% less resolutions than in the prior year). Recent staffing additions to the Office of the Public Advocate will allow for increased assignments to that office over the short term. However, due to lengthy case durations, this staffing addition is likely to be maximized quickly.
- Pay structure for the contracts and staffing changes in the in-house offices over the last six years have largely mitigated the financial impact of the prior demand increases for dependency representation. However, these efforts are nearly maximized. Any new increases will almost certainly have significant effects on spending. Due to the lengthy duration of the bulk of these cases, the expenditure increases will be ongoing.
- Currently, it appears that the FY 2014 budget is sufficient for the expenditure increases forecasted for this program.

Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and identify other possible means of mitigating demand/financial impacts.

Public Defense Services

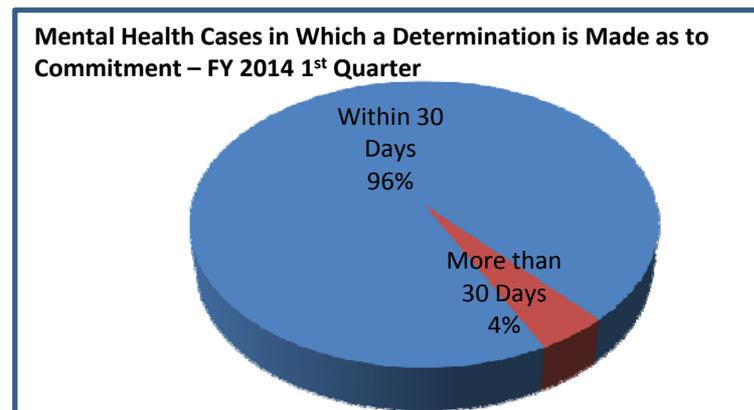
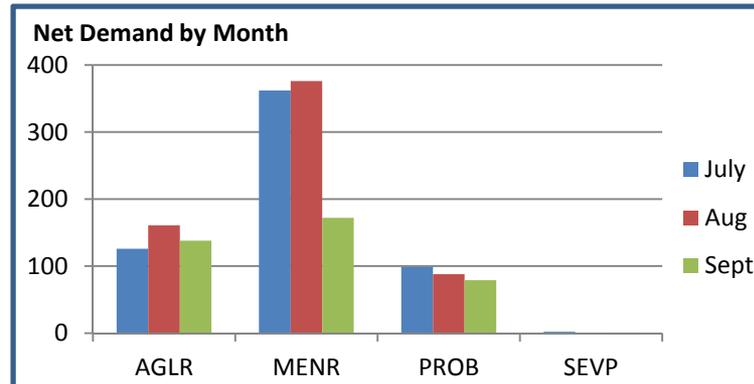
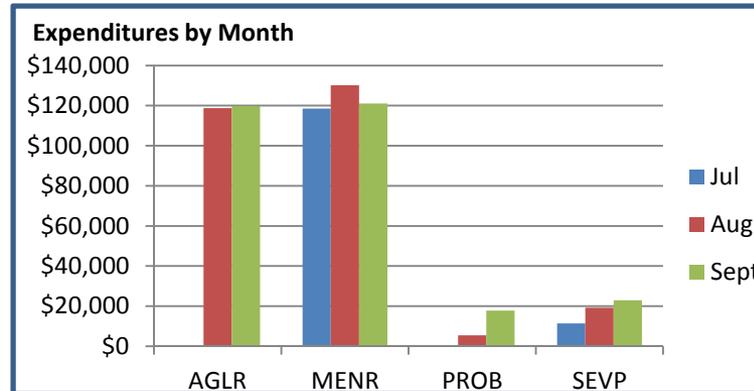
Activities & Descriptions:

- **Adult Guardian ad Litem (AGLR)** is representation of the best interests of various individuals assigned to us by the Adult Court.
- **Mental Health (MENR)** is representation of persons at risk of loss of liberty in civil mental health matters.
- **Probate (PROB)** is representation of persons with matters pending in probate court.
- **Sexually Violent Persons (SEVP)** is representation of persons who are at risk of loss of liberty in sexually violent person matters .

Key Result Measures:

- Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with Position Advocated.
- Percent of Mental Health Cases in which a Determination is Made as to Commitment within 30 Days.
- Percent Of Probate Cases in which a Determination is made as to Guardianship.

Adult Civil Representation Program



Background Information:

- Adult Guardian ad Litem and Probate representation are provided by private attorneys contracted for these services through the Office of Contract Counsel.
- Mental Health Representation is provided primarily by a unit of attorneys and staff in the Office of the Public Advocate.
- Sexually Violent Persons Representation is provided primarily by attorneys and staff in the Office of the Legal Advocate.

Analysis:

- Demand increased 102% in Adult Guardian ad Litem from FY 2011 to FY 2013. For FY 2014, it is forecasting to increase another 18%. Probate representation is forecasting a 4.6% increase for FY 2014.
- Mental Health demand increased 38% from FY 2011 to FY 2013. It is forecasting to increase slightly again in FY 2014.
- New Sexually Violent Person assignments are forecasted to increase 50% for FY 2014. More importantly, the incarceration rate has lengthened over the last several years, resulting in a greater number of open cases.
- Cases in some areas of this program remain open for many years and generate expenses for the duration.
- While this program is currently forecasted to run over budget, savings elsewhere in the system are forecasted to be sufficient to offset.

Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and identify possible means of mitigating demand/financial impacts.

Public Defense Services

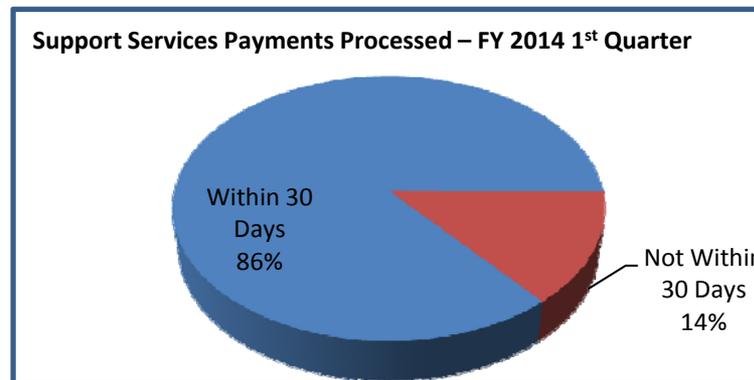
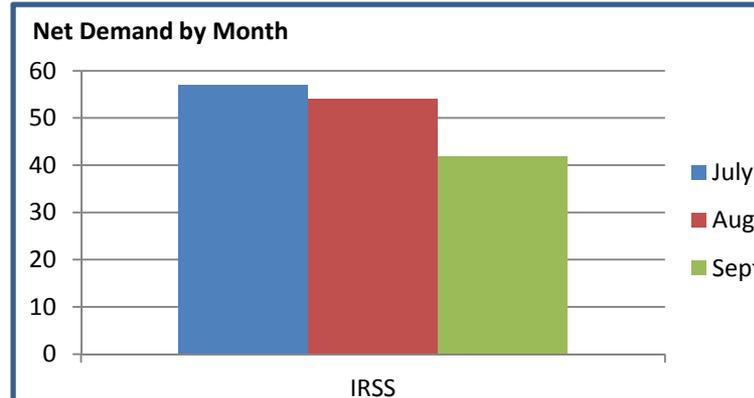
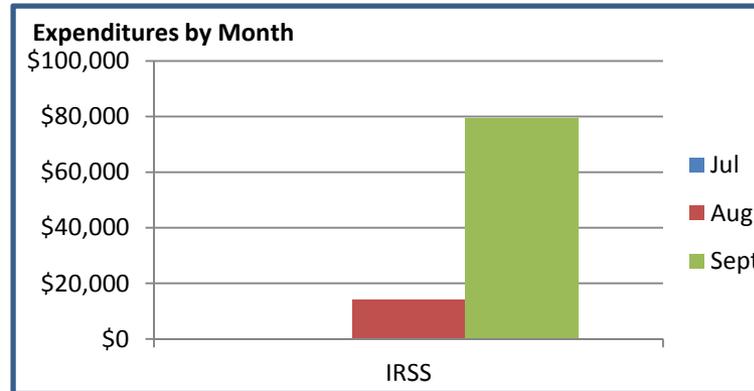
Activities & Descriptions:

- **Support Services (IRSS)** provides legally required financial support for indigent persons who represent themselves (Pro Per) or who are represented by private counsel.

Key Result Measures:

- Percent of Payments Processed Within 30 Days of Receipt.

Support Services Program



Background Information:

- This program provides funds, through the Office of Contract Counsel, for legally required expenses for indigent individuals who are NOT represented by an attorney funded by Public Defense for their pending court matter. That includes cases in which the defendant is proceeding in Propria Persona (Pro Per) to represent him/herself. This also includes cases in which retained attorneys represent defendants, who have been determined to be indigent by the Court.

Analysis:

- Expenses in this activity are extremely unpredictable in both volume and in cost. FY 2012 saw a 16% increase in expenses from the prior fiscal year. FY 2013 expenses were slightly higher than FY 2012 (0.2%), even though demand actually declined 4%. FY 2014's demand is projecting to increase more than 10%, but expenses are forecasting to be down nearly 30%.
- Public Defense has extremely limited control over this area, as the services are provided pursuant to court order.
- The current budget appears to be sufficient for the projected expenditures for this program.

Public Defense Services

Current Initiatives:

- Justware Case Management System has been deployed in two PDS departments, and two more are scheduled to transition in February 2014.
- Receipt of electronic discovery from the County Attorney was implemented at the inception of CY 2014. New staff and equipment are currently at work now.
- As of the date of this report, the Office of the Public Advocate is nearly done filling six additional attorney positions added to accept additional dependency case volume. The new positions were added as a cost-savings measure.
- Public Defense is one of five departments preparing zero-based budget requests for FY 2015. The bulk of the request was submitted on January 10, 2014. Efforts to fine-tune the request are ongoing in cooperation with OMB .

Public Defense Services

Accomplishments:

- Funding provided for an attorney market adjustment was distributed effective July 8. This is having a significant positive effect on attorney turnover, which is improving justice system efficiency in general.
- PDS staff have been working with the Maricopa County Reentry Council to promote projects focused on reducing jail days and recidivism. PDS staff co-chaired the Diversion Subcommittee.
- PDS staff initiated expanded use of the Pretrial Risk Assessment (*which had been limited to release determinations at the Initial Appearance Court*) to provide pertinent information regarding motions for redetermination of release conditions for low risk individuals with matters in later court stages.
- PDS staff worked with the courts on expansion of the Homeless Court per statutory changes. Staff assisted with the efforts that led to the County receiving a NACO Award in August, 2013, for the Regional Homeless Court.
- PDS employees coordinated and participated in Glendale's "Standup for Veterans" Event. The outreach event occurred on Saturday, September 28, 2013.
- PDS employees planned and participated in an October 2013 event at ASU focused on expanded use of pretrial diversion and deferred prosecution for low risk offenders.
- Public Defender hosted a total of twenty-seven different training events in the fourth quarter of FY 2013, eight of which were legal skills trainings. Another sixteen were technical/procedural trainings, and two more were personal development classes.

Accomplishments (continued):

- The Office of the Public Advocate is collaborating with other agencies as part of the Juvenile Detention Alternatives Initiative (JDAI) and Cross-Over Youth Initiative. The purpose of JDAI is to ensure that only the right children are detained at the right time. The Cross-over Youth initiative is looking at the needs of children involved in the delinquency and dependency system and how to prevent them from entering one system if they are already involved in another.
- The Office of the Public Advocate has forged several new relationships with community agencies including: Maricopa County Public Health Nurses-Family Partnership, Dress for Success, Tumbleweed, and Call-A-Teen. These new relationships allowed for educational opportunities during the reporting period that benefited the people served by those agencies. This also benefits the justice system by having proactively promoted behaviors and actions that lower the risk that the people served by those agencies will have future involvement in criminal or dependency matters.

Challenges:

- Increases in demand and reductions in resolutions, most dramatically in felony and dependency, challenge PDS to assign the new demand without increasing the reliance on the more-costly contract attorneys.
- Increasing hourly rates for expert witnesses challenge PDS to retain and utilize necessary experts, while still remaining within budget.

Public Fiduciary

The mission of the **Maricopa County Public Fiduciary** is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

Catherine R. Robbins
Director

Public Fiduciary

Strategic Goals:

- By July 2014, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.
- By July 2014, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well-beings are protected.

Key Result Measures:

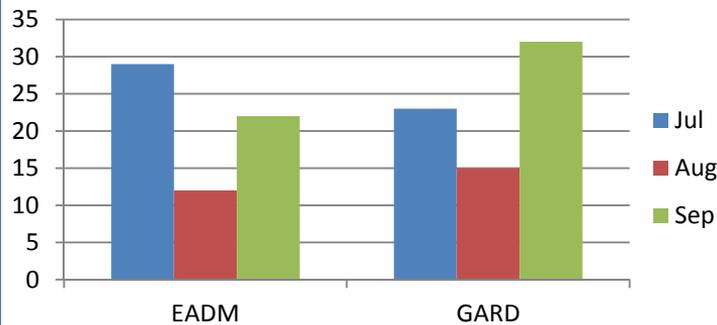
- Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral .
- Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral.
- Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral.
- Percentage of Referrals and Investigations Completed Within 90 Days of Referral.

Fiduciary Services Program

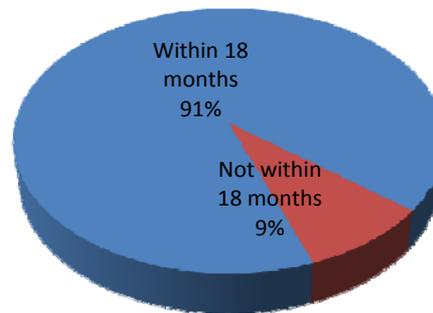
FY 2014, 1st Quarter Program Outputs:

•Number of Conservatorship and Probate referrals/ cases completed, stabilized or closed:	68
•Number of Guardianship cases stabilized or closed:	46
•Number of Guardianship referrals and investigations completed:	50

Fiduciary Services Demand



Estate Administration Cases Stabilized or Closed



Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the **Guardianship Administration Activity (GARD)** is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary.
- The purpose of the **Estate Administration Activity (EADM)** is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

Analysis:

- The FY 2014 YTD number of new guardianships assigned for administration is up 25% over FY 2013 at this time. Active efforts to resolve and close guardianships have partially mitigated the demand increases, but caseloads remain high.
- The FY 2014 YTD number of conservatorship and probate referrals and investigations requested is up 43% over the same time in the prior year. Active efforts to complete related investigations and close cases have kept pace, thereby mitigating the demand increases.

Public Fiduciary

Strategic Goals:

- By July 2014, the fiscal year average cost per burial will decrease by 10% from FY09 actuals in order to meet demand without increasing budget.

Key Result Measures:

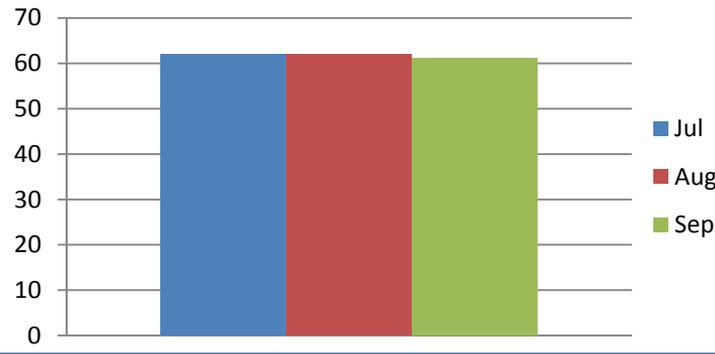
- Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral.

Indigent Burial Services Program

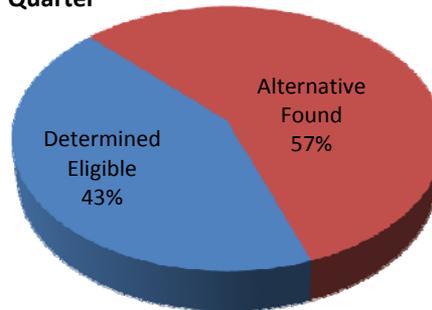
FY 2014, 1st Quarter Program Outputs:

•Number of referral determinations completed:	209
•Number of referral determinations completed within 5 business days:	175
•Number of referrals determined to be eligible for County funded burial services:	90

Indigent Burial Referrals Received



Indigent Burial Determinations of County Responsibility FY 2014 1st Quarter



Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the **Indigent Burial Activity (BURY)** is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

Analysis:

- The number of burial referral determinations completed within 5 business days is 83.7% for FY 2014 YTD.
- Demand for burial services for FY 2014 YTD is 6.6% lower than this time in FY 2013.
- The percentage of burials completed at County expense has increased slightly from FY 2013 YTD (45.5%) to FY 2014 YTD (48.7%). Fortunately, the actual number of burials remains the same.

Action Steps:

- An extension to the current contract has been processed through procurement for two of the three contracted funeral homes. A new contract is under review and will be completed during the 3rd quarter of FY14.

Public Fiduciary

- Maricopa County Public Fiduciary (MCPF) is finalizing the evaluation of a new Banking Operation and Case Management System, with the guidance of both OET and Procurement Services.
- MCPF is implementing “Best Practices” and internal controls to reduce exposure to liability through new employee orientation, training practica, desktop guidelines, and staff mentoring activities.
- MCPF is working in collaboration with Maricopa agencies to improve staff safety; to foster health and wellness initiatives; and to ensure client records preservation.

Public Fiduciary

Accomplishments:

- The Maricopa County Attorney’s Office (MCAO) attorneys assigned to represent MCPF were provided Fiduciary Orientation Training.
- MCPF met with members of the judiciary to discuss the Office objectives and demands.
- Banking Operations and Case Management System procurement continues with a security evaluation to be conducted by OET on a potential vendor’s system.
- MCPF has received a major increase in the number of qualified applicants applying for open positions due to the market adjustment to the Fiduciary position and updated MRT and job descriptions.
- Community presentations and trainings were provided by several outside agencies. The Office of the Medical Examiner presented regarding the Unidentified Decedent’s Project. Greg DoVico, Principal of Southwest Fiduciary Services, provided training regarding estate administration, including an overview of probate and income tax responsibilities, and Veterans’ Administration benefits. Amy McLean, RN with CareMore Services, provided training regarding dementia and available service coverage.
- MCPF performed fundraising and team building activities that resulted in 100% office participation in events for the 2013 CCC Campaign.
- MCPF mediated results to resolve three active legal actions against the office.

Challenges:

- MCPF received more than a 15% annual increase in new case appointments due to the Court’s increasing need for oversight and protective services for persons who are legally, culturally, medically, and physically challenged. This results in an ongoing demand for limited Office resources.
- Strained and limited social services programs and resources challenge the department’s ability to establish timely and appropriate services for the Wards.
- Recent court rules requiring conservatorship inventories and accountings challenge the department’s ability to maintain compliance, as the existing case management system is not capable of generating the newly required documents.
- The outdated and unreliable case management system used by the Office requires a considerable amount of manual effort to find and fix problems.

Public Health

The mission of the **Public Health** Department is to protect and promote the health and well-being of Maricopa County residents and visitors.

*Bob England, MD, MPH
Director*

Public Health

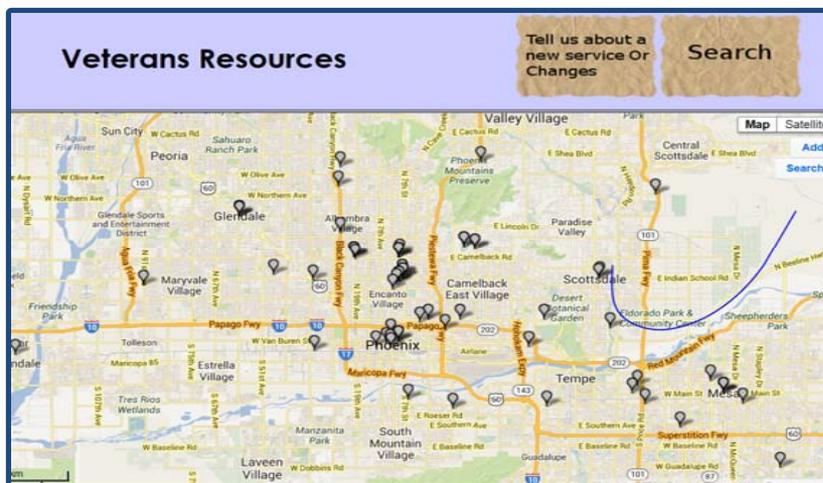
Essential Public Health Services:

- #3 – Inform, educate, and empower people...
- #7 – Link people to needed services...

Find Help Phoenix (FindHelpPhx.org)

FY 2014, 2nd Quarter Program Outputs:

- Expansion of Find Help Phoenix to service listings for the entire County, in English and Spanish, and mobile device-friendly.
- Services shown geographically, and locatable within two clicks.
- More than 40,000 page views in 2013.
- Receipt of the 2013 Social Worker of the Year from the National Association of Social Workers.



Background Information:

- Finding access to services in a large community can be daunting, keeping many from receiving the assistance they need so that we can all benefit.
- Existing web- or telephone-based referral systems were confusing, difficult to navigate, and/or often filled with inaccurate listings.

Analysis:

- The public in Maricopa County needed a comprehensive website that would be user-friendly and filled with resources that had been professionally vetted.

Action Steps:

- After years of collecting service information on hard copy, Adrienne Decker-Delgado, Social Worker in the Office of Health Promotion & Education, developed FindHelpPhx.org.
- Adrienne's husband generously volunteered his time to build the site.
- Easily understandable appropriate services can be identified within 2 clicks.
- With support from First Things First and the Virginia Piper Trust, listings have expanded to County-wide, are available in both English and Spanish, and the site is mobile device-friendly.
- For this unique and incredibly useful aid, and for its development with such meager resources, Adrienne was named Social Worker of the Year by the National Association of Social Workers!

Public Health

Strategic Goal:

- By June, 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community (access to care being one of the 5 identified priorities).

Community Health Improvement Plan (CHIP)

FY 2014, 2nd Quarter Program Outputs:

- Our Health Improvement Partnership of Maricopa County (HIPMC) continues to expand both in membership and in scope, as our vehicle toward completing and implementing our Community Health Improvement Plan (CHIP).
- Several partner agencies have made concrete commitments to objectives that we have included in our CHIP Framework.
- These objectives will be monitored and tracked along with the MCDPH, HIPMC work group, and MCDPH Internal Cloud objectives.

Background Information:

- The public health system includes much more than the local health department. Many sectors, agencies, and other partners comprise the public health system.

Analysis:

- MCDPH reasoned that a viable CHIP must include not only input from these many partners in the public health system, it must include the active participation in the identification and implementation of action steps necessary to fulfill its objectives.

Action Steps:

- HIPMC was created as the vehicle to incorporate our many partners into the CHIP process.
- Most recently, concrete commitments have been sought from partners to take specific actions to meet specific, measurable objectives.
- These commitments have been incorporated into the CHIP Framework alongside actions committed to by MCDPH.
- As this process progresses, we anticipate that such commitments from other partners should predominate the Framework, and propel the CHIP to successful implementation.
- This level of involvement of partners should help lead to a successful application for Accreditation with the Public Health Accreditation Board.

HIPMC Champions



- Native Health
- City of Phoenix-FitPHX
- City of Phoenix- Housing Department, Hope VI
- Maricopa Community Colleges
- The Arizona Partnership for Immunization (TAPI)
- Maricopa County Wellness Works

CHIP Framework



Maricopa County Community Health Improvement Plan (CHIP) 2012-2017 Framework

Goal: To strategically impact the current top five health priorities of Maricopa County: Obesity, Diabetes, Cardiovascular Disease, Lung Cancer, and Access to Care, through collaboration of public and private partnerships.

Sector or "cloud" indicators	EBA codes	Public Health Priority Issues	Risk Factor /Determinants
Community 	Healthcare 	X Obesity	X Nutrition
Education 	Worksite 	X Diabetes	X Physical Activity
		X Lung Cancer	X Tobacco Use
		X Cardiovascular Disease	X Linkage to Care
		X Access to Care	

EB = Evidence Based
PP = Promising Practice

- HIPMC cloud workgroup objectives
- HIPMC Champion objectives
- Aligning partner goals

Public Health

Current Initiatives:

- Leverage community resources by improving public health through policy and system change.

Accomplishments:

Awards/Recognition/Presentations:

- The Office of Tobacco & Chronic Disease Prevention (OTCDP) received a HEMMY Award from the Arizona Public Health Association and an MVP Award from the Arizona Department of Health Services for its Smoke-Free Multi-Unit Housing initiatives.
- All four abstracts for poster presentations submitted by the TB Control Program were accepted for the 18th Annual Conference of the International Union Against TB & Lung Disease, allowing to showcase our novel approaches.
- The Division of Clinical Services received licensure renewal for the Public Health Clinic with no deficiencies noted.

Infrastructure Development for Billing, initiated activities:

- Review of statutes for impediments to billing.
- Review of AHCCCS policies that prohibit Public Health billing for services outside of the medical home in light of CMS policies, ACA requirements, and health plan needs.
- Audit of Public Health services by CPT code to determine impact on the community.
- Pilot collection of insurance information to gauge client reaction and insured population breakdown.
- Survey of providers/patients for frequency of referred services.
- Cost-benefit and outcomes analyses of Public Health services.
- Research of optional definition as a “community health urgent care” as an ancillary to medical homes.
- Development of sample policies to refer patients back to primary care providers so as to emphasize our supportive role in a care coordination model.
- Planning for a stakeholders’ meeting regarding population health provisions in the ACA and Public Health’s role.
- Numerous activities to assist insurance enrollment, including working with several navigator and assister partner agencies, training of specific staff, including all home visitation staff, wide distribution of health insurance resource cards and development of online training.

Public Health

Accomplishments (continued):

Partnerships:

- Succeeded in incorporating into plans for Banner’s Accountable Care Organization (ACO) some population health initiatives, such as Chronic Disease Self Management Programs (CDSMP), with other partnering opportunities pending.
- Discussing options with John C Lincoln/Scottsdale Healthcare ACO, including CDSMP, active referral to the ASHLine, and participation in school-based activities.
- OTCDP is expanding grass-roots organizing to students at Midwestern University interested in a smoke-free campus policy, to include addressing e-cigarettes.
- OTCDP is currently assisting 29 schools in completing their School Health Inventories, and 121 others in developing their School Health Improvement Plans.
- The Gila River Indian Community and the Tohono O’odham Nation are supporting the expansion of the Parent Ambassador program, which trains parents to help improve health policies in their childrens’ schools.
- The Office of Public Health Policy completed a review of barriers and facilitators for schools to open playgrounds after hours. This initiates an initiative to inform schools of the benefits and feasibility of Shared-Use policies.
- In keeping with our vision of maximizing resources to partners to build a public health *system* rather than our own Department, we did not reapply for Well Woman HealthCheck Program funds, opting instead to assist providers with contracting directly with ADHS, thus making more funds available for actual services.
- Two new WIC sites have been approved by working with partners to expand options for our west-side clients, assist in their obtaining other services, and saving our program \$80,000 per year in prior rental costs. Sites are now opening at Maryvale Hospital (low cost rent) and the City of Peoria Community Center (rent free).
- WIC and Nurse-Family Partnership (NFP) have partnered to facilitate referrals to NFP, especially successfully in Mesa.

Public Health

Current Initiatives:

- Leverage community resources by improving public health through policy and system change

Public Health

Accomplishments (continued):

- OPHP worked with the Cities of Tempe and Mesa to include language in their General Plans to ensure consideration of health in all planning processes.
- The Office of Nutrition & Physical Activity (ONPA) launched the only website of its type in Arizona to assist tracking in its Dietetic Internship Program.
- ONPA successfully worked with ADHS to remove prior restrictions on its funding, allowing greater emphasis on policy-related efforts.
- The Office of Epidemiology worked with Banner to obtain virtual access to medical records in order make investigations faster, more efficient, and less burdensome on staff of both institutions.
- The Office of Performance Improvement (OPI) has launched an internal performance dashboard for our managers to track their programs' performance.
- OPI has conducted an accreditation readiness assessment and initiated our Public Health Accreditation Committee, with representation from every Division.
- OTCDP has increased referrals to the ASHLine by 300%.
- The Office of Community Health Nursing has increased the reach and efficiency of childcare provider education by online trainings, with 365 workers trained this quarter in sanitation and hand washing.
- The Office of Oral Health (OOH) has raised the rate of consent forms returned for the Dental Sealant Program by 30%, providing screenings to more than 2,300 and sealants to more than 1,600 schoolchildren this quarter.
- OOH expanded its First Teeth First dental varnish program to 3 additional sites, screening more than 4,300 and applying varnish to more than 3,800 preschool aged children this quarter.
- OTCDP, in partnership with the Arizona Attorney General's Office, has created and held its first 4 trainings in the Arizona Retailer Tobacco Training program (for retailers cited for selling tobacco to youth).

Challenges:

Resource-Related

- The Newborn Intensive Care Program (NICP) is operating beyond capacity, as each nurse carries ~280 clients. Despite this, a 0.5 FTE position had to be recently eliminated due to salary adjustments in the face of no budget increase, leaving only 3.8 FTEs for 1,274 new referrals last year.
- Despite the tight staffing noted above, more program requirements are being added to NICP, such as intensive home safety assessments. This has combined to limit home visits to 1-2 visits per family, despite evidence (such as that from NFP) that repeated visits add value.
- WIC is experiencing a decline in caseload that coincided with the recent Federal government shutdown, and resulting limits on food vouchers and client confusion. Our revenue is based upon caseload.
- We have no staff funded to provide training to parents in the Parent Ambassador program. Past attempts to use student interns or volunteers has yielded mixed results, so we must expend limited funds on contractors as we attempt to recruit school employees whenever possible.
- While we have trained numerous city staff and others in Health Impact Assessments (HIAs), we have had difficulty identifying funding for the pursuit of HIAs on suitable projects by these trained professionals.
- Our Safe Routes to Schools program is finding it difficult to recruit interested faculty and staff at some schools.

Other Issues:

- Studies show that food demonstrations that include taste-testing have a greater impact on nutritional behavior change than education alone, but food safety regulations in Maricopa County prohibit us from employing this technique to full advantage.
- OOH and Epidemiology have identified a concerning rise in Emergency Department admissions due to dental emergencies.

Research & Reporting

The mission of **Research & Reporting** is to provide survey data services to County managers so they can more effectively manage for results using statistically reliable data.

Ken Andersen
Director

Research & Reporting

Strategic Goals:

- By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction survey.
- By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey.
- By 2016, 90% of respondents will report satisfaction with the Exit Interview survey.

Key Result Measures:

- Percent of eligible respondents who are interviewed for a County-department-contracted survey project (Rate of Response or Participation Rate).
- Percent of eligible respondents who are interviewed for a County-sponsored survey project (Rate of Response or Participation Rate).
- Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate).

Research & Reporting Program

FY 2013, 2nd Quarter Program Outputs:

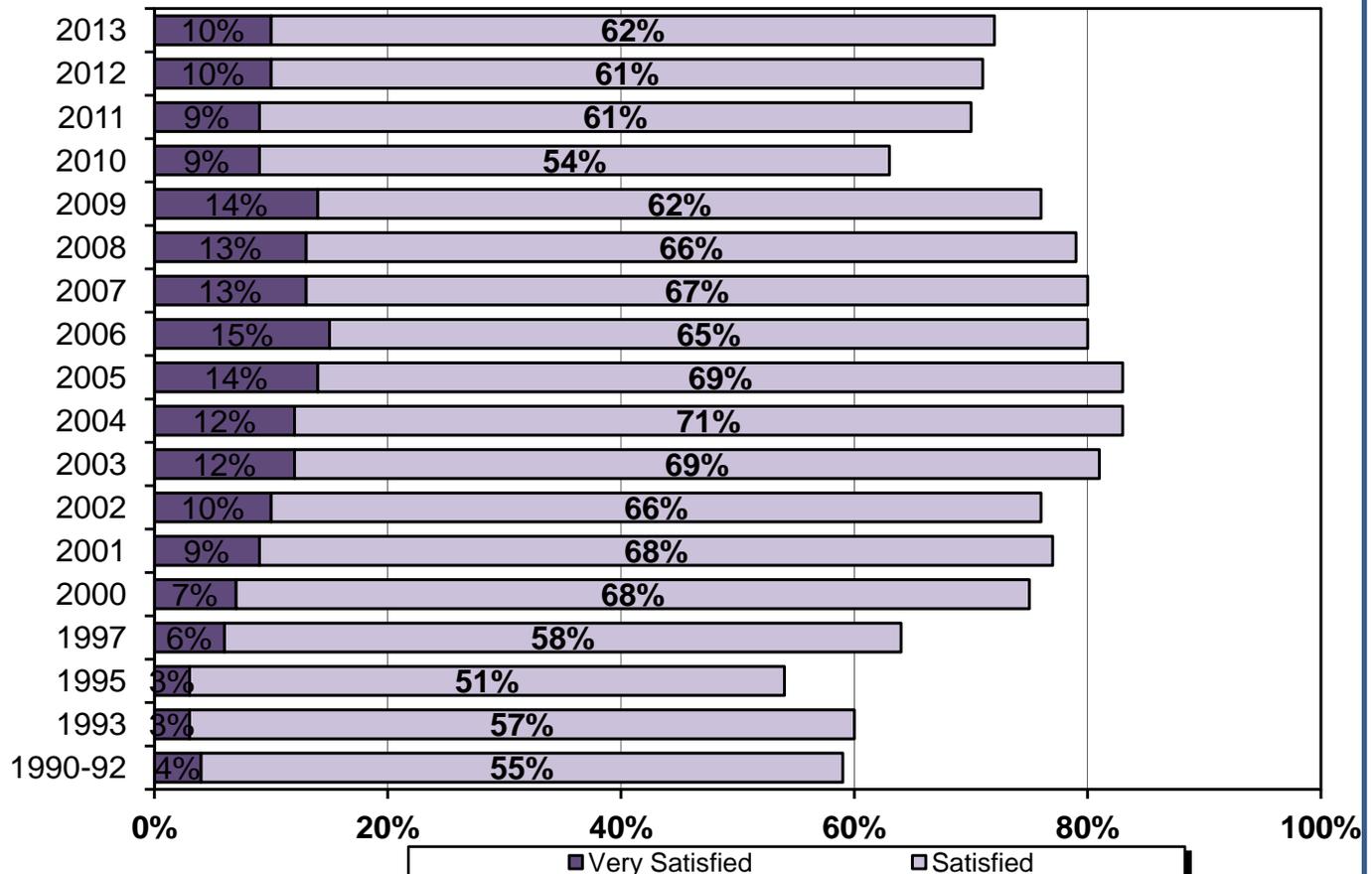
- Number of County-department-contracted survey projects completed: 1
- Number of County-sponsored survey projects completed: 7
- Number of outside-agency survey projects completed: 0

Action Steps:

- Research & Reporting has completed the annual Maricopa County Customer Satisfaction Survey. A major change this year was the inclusion of cell phone number in our sample.

Historical Satisfaction With County Government

How satisfied or dissatisfied are you with Maricopa County Government?



Research & Reporting

Current Initiatives:

- As always, Research & Reporting is working to make sure the Employee Satisfaction Survey results are being made available to employees and that employees are being involved in identifying issues and developing action plans.
- Research and Reporting continues refine all departmental processes to be more efficient. In doing so, we are documenting day to day procedures and ensuring that the staff is well versed in all aspects of the department.
- This quarter Research & Reporting began a new and improved version of the Maricopa County Employee Satisfaction Survey. Several modifications have been made to not only the questionnaire, but the individual instruction sheet as well as the way we will report the employees' comments. We are optimistic about these new innovations.

Research & Reporting Program

Accomplishments:

- Research & Reporting completed the Biannual Facilities Management Customer Satisfaction Survey with a 96% participation rate.
- R & R concluded the Maricopa County Customer Satisfaction Survey. As daunting as it has become to encourage citizens to participate, we obtained a 63% completion rate. Our department completed 1041 interviews, 139 more than FY2013.
- Research & Reporting has also enriched the Employee Satisfaction Survey. Major changes include the cover sheet with messages from the County Manager and each Department Director, a new section on Employee Health and Wellness, as well as a new and improved Employee Comment Section.
- Quarter Two began the start of the Maricopa County Employee Satisfaction Survey. So far, six departments have already completed the survey and are helping us enhance the way we will report the data. Again, we are optimistic about the new modifications to the survey!

Challenges:

- A challenge that Research & Reporting is facing with the Maricopa County Employee Satisfaction Survey is the way we plan to report Employee comments. We want to ensure that employees have an outlet to be heard and most importantly, offer constructive ideas to improve their work environment. This is a slightly different format than in previous years and with these changes we are trying to reassure the employees that their thoughts and opinions really do matter.
- A minor challenge we were facing was in regard to the Maricopa County Exit interviews we conduct quarterly. Over the last few quarters, we found that it has been becoming increasingly difficult to contact former employees as phone numbers and contact information was not being updated in ADP. Both OET and ADP have offered a solution that seems to be resolving some of these issues for us.
- The Employee Satisfaction Survey continues to present Research and Reporting, the County, and departments with challenges related to maintaining an effective and efficient workforce in spite of the economic downturn.

Maricopa County
Office of the Deputy County Manager
Sandi Wilson

FY 2014 Second Quarter

Organization Report



February 2014