

Safe
Communities

Public
Health

Regional
Leadership

Sustainable
Development

Fiscal
Strength

Quality
Workforce

Citizen
Satisfaction

STRATEGIC DIRECTIONS FOR MARICOPA COUNTY 2005–2010

FY 2008 ACCOMPLISHMENTS REPORT



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EXECUTIVE SUMMARY



INTRODUCTION

The *Strategic Directions for Maricopa County 2005-2010, FY2008 Annual Accomplishment Report* provides accountability to citizens by publishing information on how the County is doing in implementing its Strategic Plan 2005-2010. Services provided by Maricopa County are targeted to achieve goals and objectives in one or more of seven strategic priority areas. Below are highlights from the report:

STRATEGIC PRIORITY 1. SAFE COMMUNITIES

- ◆ The Maricopa County Public Defender's Office, is partnering with the Superior Court, Adult Probation, and behavioral health care providers in using the Comprehensive Mental Health Court to reduce recidivism, average number of jail days served, and civil commitment proceedings for seriously mentally ill (SMI) probationers. Results show that 78% of SMI defendants successfully complete probation, compared to 59% of standard probationers.
- ◆ In FY2008, the County launched a Collaborative Solutions for Crime Prevention Initiative to investigate and address issues related to crime prevention and recidivism reduction, juvenile delinquency and crime prevention, and criminal justice research and analysis.
- ◆ During FY2008, several County departments, including the Sheriff's Office, Emergency Management, and Public Health Department worked in partnership to prepare for and respond to potential wide-scale emergencies at several high-profile sporting events, including Super Bowl XLII, the Tostitos Fiesta Bowl, and NASCAR racing events, held in Maricopa County.

STRATEGIC PRIORITY 2. PUBLIC HEALTH

- ◆ During the first half of FY2008, Parks and Recreation offered 182 Healthy Lifestyle Programs, compared to 275 for the whole FY2007 fiscal year. The department provided 270 family- and youth-oriented programs compared to 202 for the previous fiscal year.
- ◆ Maricopa County Department of Public Health expanded its relationship with Arizona Department of Health Services to more fully collaborate on joint projects related to Valley Fever, Hepatitis B&C, and Vital Registration.

STRATEGIC PRIORITY 3. REGIONAL LEADERSHIP

- ◆ In FY2008, 88% of planned transportation infrastructure projects were delivered on time and within budget.
- ◆ County departments have taken the leadership role in a number of regional partnerships, such as working with tribal nations to improve their emergency management programs; library services; animal enforcement and shelter services; and special transportation needs. This also includes an increased partnership effort with Arizona State University that resulted in a number of joint projects in areas such as sustainability, emergency preparedness, and community crime analysis.
- ◆ In the first half of FY2008, the Library District presented 1,402 youth programs with 38,243 youths attending. This is a 36 percent increase in programs and a 21 percent increase in attendance over the same period in FY2007.

EXECUTIVE SUMMARY (CONT.)



STRATEGIC PRIORITY 4. SUSTAINABLE DEVELOPMENT

- ◆ The Maricopa County Green Government Initiative, an interdepartmental project that promotes an environmentally sensitive approach to County business, was launched countywide in FY2008 as Maricopa County takes a leadership role in fostering environmental advocacy.
- ◆ The Solid Waste Department coordinated and planned cleanup and hazardous household waste events to support several communities, including Sun City West, South Phoenix, and Sun Lakes, and also worked with the Arizona Department of Environmental Quality to establish a joint organization of counties to address illegal dumping.
- ◆ During FY2008, Equipment Services increased the number environmentally friendly of E-85 (85% ethanol, 15% gasoline) vehicles in the County's fleet to 137, with additional E-85 vehicle purchases planned for FY2009.
- ◆ In conjunction with the Board of Supervisors, Maricopa County Air Quality Department launched the outreach program, *RunningOutofAir*, throughout the county with presentations and informational materials about pollution problems in the region, and how residents can contribute to cleaner air.

STRATEGIC PRIORITY 5. FISCAL STRENGTH

- ◆ Maricopa County's overall property tax rate continues to decline, from \$1.2970 per \$100 of assessed value in FY2008 to \$1.2047 per \$100 of assessed value in FY2009.
- ◆ The Office of Management and Budget was awarded a 2007 Showcase in Excellence Award from the Arizona Quality Alliance for Maricopa County's Capital Improvement Program Funding Process, a modified pay-as-you-go approach to fund capital improvements that has allowed the County to avoid assessing over \$1.4 million in secondary property tax.

STRATEGIC PRIORITY 6. QUALITY WORKFORCE

- ◆ During FY2008, Employee Compensation completed market studies covering approximately 1,300 positions. Employee Compensation also implemented more than 10,000 pay-for-performance increases Countywide.
- ◆ County departments, with support from the County Manager's Diversity Office, initiated a number of actions to ensure that the ethnicity base of County employees is keeping pace with the changing demographics of our growing and diverse community. These include creating tools to educate staff about diversity issues, sponsoring diversity celebrations such as Hispanic Heritage Month, Unity Day, and Black History Month, and utilizing diverse interview panels for job interviews.

STRATEGIC PRIORITY 7. CITIZEN SATISFACTION

- ◆ The County has a number of efforts underway to improve access to services offered by the County, such as Air Quality's enhanced web site, Planning and Development's digital permit process, and the Human Services Department's opening of the new West Valley Career Center that includes space dedicated to serving veterans.
- ◆ The Department of Emergency Management developed and distributed an emergency readiness guide to County residents; and the Human Services Department distributed more than 15,000 *People's Information Guides* to increase awareness of County services.

INTRODUCTION



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

2005-2010 COUNTY STRATEGIC PLAN

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

MANAGING FOR RESULTS (MFR)

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.



ANNUAL ACCOMPLISHMENTS REPORT

The *Strategic Directions for Maricopa County 2005-2010, FY2008 Annual Accomplishments Report* provides accountability to citizens by publishing information on how the County is doing in achieving its strategic goals and priorities at the mid-point of its third year of implementation.

STRATEGIC PRIORITIES



MISSION:

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

INTRODUCTION

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



STRATEGIC PRIORITIES

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

OUR FOCUS FOR THE FUTURE

The Strategic Priorities outlined in this document were established to help maintain a focus on the most critical issues facing us as a local government over the next two to five years. They have been and will continue to be used to help provide focus for policy and funding decisions and, where appropriate, provide guidance in the reallocation of existing resources.

1 SAFE COMMUNITIES



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

INTRODUCTION

Citizens consider their safety to be one of the most significant factors affecting their quality of life and where they choose to live and work. The Maricopa County Board of Supervisors has adopted a key strategic priority to ensure safe communities and a streamlined, integrated justice system that strives to reduce crime rates, meet growing law enforcement and detention requirements, and equip the County to manage its response to emergencies in an effective, efficient, and timely manner.



STRATEGIC GOAL 1

By June 2007, reduce property crime rates and violent crime rates in Maricopa County by establishing and implementing a crime-prevention strategy that encompasses evidence-based practices.

THIS GOAL IS ONGOING. The County is implementing evidence-based practices.

PROGRESS/ACHIEVEMENTS:

- ◆ During October 2007, Maricopa County Adult Probation Department collaborated with local and federal law enforcement agencies, including the U.S. Marshals, and the Phoenix, Mesa, and Glendale police departments in the annual Domestic Violence Roundup. The roundup successfully reduced the risk to the community and improved victim safety by apprehending 30 domestic violence offenders and making 57 attempts to locate other offenders, all in one day.
- ◆ The Maricopa County Adult Probation Department started a partnership with the Dobson Branch of Mesa police department by attending their monthly COMPSTAT meetings, where partners share computerized crime-tracking information that creates solutions to make identified, targeted city problem areas safer for the community and officers.
- ◆ The Maricopa County Public Defender's Office, Juvenile Division, has been involved in programs to reduce crime in the community by participating in and hosting forums, speaking at Valley schools, staffing teen court and providing general legal information to the public. The purpose of the forums is to inform citizens of their constitutional rights, basic laws, and how to remain safe during police interaction. Children of Maricopa County receive information regarding the law and their rights by attending an in-school presentation, attending teen court or calling the office with a legal question. The goal is to prevent children from becoming involved in the justice system by providing them

STRATEGIC PRIORITY 1: LEAD/SUPPORTING DEPARTMENTS

- Adult Probation
- County Attorney
- County Manager (Government Relations)
- Emergency Management
- Facilities Management
- Justice System Planning and Information
- Justice Courts
- Juvenile Probation
- Medical Examiner
- Public Defense Services
- Sheriff
- Superior Court



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

with information about laws that impact their age group. The newest venture the office is undertaking is partnering with juvenile court and the education system to collaboratively work to reduce the number of crimes committed on school campuses and referred to the court system.

- ◆ The AZ METH PROJECT has received contributions from the Salt River Pima-Maricopa Indian Community and the Gila River Indian Community in an effort to launch Phase III of this anti-Meth advertising campaign.
- ◆ The Maricopa County Attorney's Office (MCAO) has embarked on a continuous effort to improve the use of metrics to analyze crime-distribution trends and expand the variety of inputs available to discern community needs and crime trends. MCAO engages in the aggressive use of Internet resources with at least 11 active websites to educate, monitor interest, and obtain feedback. MCAO maintains a presence with dozens of relevant law enforcement and social-service-related entities to engage in active-listening exercises and provide feedback concerning the criminal justice system.
- ◆ The Juvenile Division of the Maricopa County Public Defender's Office has arranged Rights Restoration Projects in conjunction with the KEYS Community Center, ACLU, and Central Arizona Shelter Services (CASS) to assist citizens with felony records in restoring their civil liberties and setting aside their judgments of guilty so they are able to be participating members of their communities.

STRATEGIC GOAL 2

By July 2007, develop a plan to meet the demands placed upon law enforcement and detention operations due to population and business growth in Maricopa County.

THIS GOAL IS ONGOING.

PROGRESS/ACHIEVEMENTS:

- ◆ The Superior Court Judicial Branch Court Technology Services department implemented a number of significant data exchanges between organizations that include the Administrative Office of the Court, Public Defender's Office, Maricopa County Sheriff's Office, and other justice and law enforcement agencies that share information throughout the state of Arizona. These data exchanges provide instant access to information and improve the accuracy of the information provided. Ultimately, these lead to increased prosecutions, reduced trial times, and a dramatic decrease in the time it takes to administer justice.
- ◆ Maricopa County Public Defender is partnering with Superior Court, Adult Probation, and Magellan in using the Comprehensive Mental Health Court to reduce recidivism, average number of jail days served, and civil commitment proceedings for seriously mentally ill (SMI) probationers. Seventy-eight percent (78%) of SMI defendants successfully complete probation, compared to 59 percent of standard probationers. Only 4.7 percent of SMI defendants commit a new felony under specialized representation and supervision as compared to 8.2 percent of standard probationers.
- ◆ Justice System Planning and Information, ICJIS Division continues to promote convergent architecture and



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

maintains 34 data exchanges it jointly developed with stakeholders to serve the needs of justice and law enforcement entities within Maricopa County, facilitating the electronic exchange of criminal justice data, efficient case-processing operations, and the pursuit of public safety.

- ◆ The Superior Court Judicial Branch Court Technology Services department implemented a monthly data feed between the Juvenile Probation Department and a drug testing agency that increased the processing efficiency of drug cases by providing more accurate information.
- ◆ In FY2008, the Sheriff's Office responded to 42.35% of Priority One calls within acceptable standards, an improvement of nearly eight percentage points over the 34.5% reported in FY2007.
- ◆ The Maricopa County Public Defender (MCPD) has been working aggressively to address legal and mental health concerns of veterans who are being charged with criminal offenses. In early 2008, MCPD established a working group comprising local and national representatives to address veterans' issues. In October, the Presiding Judge of the Maricopa County Superior Court signed Administrative Order 2008-129, establishing a Veterans Treatment Court Exploratory Committee. MCPD also is working with the law firm of Snell and Wilmer and veterans groups to create a written resource guide that can be used by attorneys, probation officers, judges and veterans to access services in a more timely and efficient manner.
- ◆ The Juvenile Probation Department co-hosted a Community Forum on Detention Space in September. Attending this forum were representatives from youth-serving public and private organizations. Workgroups formed at this event are currently working to revise the detention index to more accurately identify those who require secure care detention; identify best practices to reduce or eliminate disproportionate minority contact within the juvenile justice system; and identify of the detention alternatives currently available for use in Maricopa County, as well making recommendations for evidence-based detention-alternative programs to enhance the options available.

Collaborative Solutions for Crime Prevention

Priority 1:

Crime Prevention and Recidivism Reduction

- ◆ Ex-Offender Employment
- ◆ Ex-Offender Re-Entry
- ◆ Restoration of Civil Rights

Priority 2:

Juvenile Delinquency and Crime Prevention

- ◆ Arizona METH PROJECT
- ◆ Boys and Girls Club Collaboration
- ◆ Motivational Interviewing Training
- ◆ Youth Development and Work Scholarship Programs

Priority 3:

Criminal Justice Research and Analysis

- ◆ Community Crime Analysis Center
- ◆ Arizona Arrestee Reporting Information Network (AARIN)
- ◆ Criminal Justice System Performance Reports

Justice System Planning and Information (JSPI)



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

STRATEGIC GOAL 3

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

PROGRESS/ACHIEVEMENTS:

- ◆ The Maricopa County Emergency Operations Plan was approved by the Board of Supervisors in September 2007. Seventeen of the 24 city/town emergency operations plans in the county have been updated to integrate NIMS.
- ◆ Emergency Management is working with the Arizona Department of Transportation and the Governor's Emergency Planning Oversight Committee to develop a statewide mass evacuation plan coordinated with supporting cities/towns, other counties, and surrounding states.
- ◆ During FY2008, the Sheriff's Office, in partnership with other area-wide agencies, prepared for potential wide-scale emergencies at several major sporting events including the Insight Bowl, Tostitos Fiesta Bowl, PF Chang's Rock-and-Roll Marathon, NASCAR races at Phoenix International Raceway, and the Super Bowl. Preparedness planning was based on the federal national response plan in accordance with NIMS.
- ◆ Basic NIMS training is ongoing to accommodate new employees of the Maricopa County Public Health Department (MCPHD). More than 700 MCPHD employees and members of the community were trained in FY2008.
- ◆ According to the Maricopa County Public Health Department, 102 mass-dispensing sites have been identified and secured by memoranda of understanding. A point of contact has been identified at each site who is working directly with the Public Health Emergency Management Division staff to recruit and train site staff. In addition, MCPHD is working with school districts, community response teams, state and local stakeholders, and community-based organizations to recruit volunteers.

STRATEGIC GOAL 4

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

THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING. The County emergency response plan is complete; NIMS has been adopted as the County disaster and emergency management system; and continued training of the public health workforce is underway and near completion. This goal is an ongoing activity of continuous improvement involving plan refinement and the development of an exercise component to test that readiness.

ADDITIONAL EFFORTS:

- ◆ The Maricopa County Department of Public Health (MCDPH) continues to coordinate with local, state, and private-



ENSURE SAFE COMMUNITIES AND A STREAMLINED, INTEGRATED JUSTICE SYSTEM

sector partners regularly to address: pandemic influenza, avian influenza, healthcare surge capacity, hospital disaster preparedness, mass casualties and/or fatalities, isolation and quarantine, airport disasters (City of Phoenix), law enforcement coordination, and forensic epidemiology.

- ◆ The County Emergency Operations Center (EOC) participated in TOPOFF 4, a national homeland security exercise, in October 2007. The county EOC worked closely with the EOCs of federal, state, city, town, tribal, and private partners to coordinate an effective response to a simulated “dirty bomb” detonation in the metropolitan area. Department of Emergency Management provides the core staff for the County EOC but is augmented by several other departments when the EOC is activated.
- ◆ Maricopa County Department of Public Health completed the following major exercises with community partners to prepare for events and/or practices response to ensure fluid response to potential future threats: participation in TOPOFF 4, a federal exercise carried out in Phoenix, Portland, OR, and Guam; multi-agency, multi-jurisdictional response to Super Bowl XLII, full-scale mass-vaccination exercise in Glendale (Winter 2008); multi-site mass-dispensing exercise (Fall 2008); and MCDPH-sponsored emergency prep conference (Fall 2008).
- ◆ The Department of Emergency Management assisted the Gila River Indian Community in the development of its Community Emergency Response Team (CERT) program by providing 50 CERT backpacks for storing and organizing gear. The CERT program prepares citizens to effectively deal with emergency situations until professional emergency response personnel arrive on scene.
- ◆ The Department of Emergency Management distributed 38,000 *Ready Maricopa County* brochures to the Spanish-speaking community as inserts in the newspaper *La Prensa*. *Ready Maricopa County* provides citizens with basic guidance on how to develop a family emergency plan and what to put in an emergency kit, both for staying at home and for evacuation. In addition to the brochures, that issue of *La Prensa* had two articles about emergency preparedness.

2 PUBLIC HEALTH



PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

INTRODUCTION

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



STRATEGIC GOAL 1

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

PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County Public Health Department (MCDPH) is engaged in an ongoing process of co-locating service delivery in existing remote sites: co-location of immunization and WIC services at the Mesa Community Action Network (a crisis social services provider) main office, and relocation of the Thomas WIC facility to the St. Mary's Food Bank. Co-location of services will make public health services more accessible to clients.
- ◆ MCDPH Community Health Nursing has scheduled a number of after-hours flu clinics at several WIC program locations to provide flu shots to household contacts of children in an effort to help prevent the spread of influenza.

STRATEGIC GOAL 2

By July 2008, form successful community partnerships with health care providers and other governmental agencies throughout Maricopa County to cooperatively address public health issues.

PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County Department of Public Health (MCDPH) is developing a number of potential partnering opportunities. Public Health Emergency Management has developed formalized plans for the purchase of diagnostic equipment for the AZ State Laboratory; Intergovernmental Agreements (IGAs) with 20 school districts that commit to cooperate with MCDPH in the event of a public health emergency.

STRATEGIC PRIORITY 2 LEAD/SUPPORTING DEPARTMENTS

- Public Health
- Parks and Recreation
- Environmental Services



PROMOTE AND PROTECT THE PUBLIC HEALTH OF THE COMMUNITY

- ◆ Vector Control officials from the Maricopa County Environmental Services Department met with Gilbert representatives to help resolve the town's vector control challenges. In addition, officials from Tempe, Mesa, Phoenix, and the Salt River Pima Indian Community attended an informational meeting on roof-rat infestation facilitated by Environmental Services Vector Control staff for all the local municipalities.
- ◆ MCDPH Epidemiology Division has expanded its relationship with Arizona Department of Health Services to more fully collaborate on joint projects (Valley Fever, Hepatitis B & C, Vital Registration). The Division also is collaborating with the Tohono O'odham nation in their effort to establish a surveillance system.
- ◆ Public Health Clinical Services' STD Program is partnering with Spectrum Medical Group and the McDowell Clinic to have clinic time reserved at the provider's office to facilitate contact solicitation and for scheduling treatment of syphilis patients.

STRATEGIC GOAL 3

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

PROGRESS/ACHIEVEMENTS:

- ◆ During the first half of FY2008, the Parks and Recreation Department offered 182 Healthy Lifestyle Programs, compared to the 275 for the whole FY2007 fiscal year.
- ◆ A total of 626 youth- and family-oriented outdoor programs were offered by the Parks and Recreation Department during Fiscal Year 2008.
- ◆ By June 30, 2008, Parks and Recreation had issued 21 press releases, conducted three live broadcasts in the parks, aired seven segments on Maricopa Moments and participated in over 10 large-scale events (not sponsored or hosted by Parks) to heighten public awareness. In addition, Parks launched several new features on the Web site to educate the public about changes in the system, events, and upcoming public meetings. Parks was also mentioned or featured 541 times in print media.



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

INTRODUCTION

Public policy plays a pivotal role in creating an environment that enables citizens to maintain a high quality of life. The County is positioned to take a leadership role in many important policy issues. The Maricopa County Board of Supervisors has set a strategic priority to continue its leadership role in the region in addressing such issues as transportation, elections, housing, economic development, youth and families, education, public health, and safety.



STRATEGIC GOAL 1

By June 2009, annually complete 85% of planned transportation infrastructure projects on-time and within budget.

PROGRESS/ACHIEVEMENTS:

- ◆ In FY2008, 88% of planned transportation infrastructure projects were delivered on time and within budget.
- ◆ Maricopa County Department of Transportation (MCDOT) developed project-delivery, process-improvement efforts in various functional areas which has included instituting a scoping/project initiation request document to track all projects, hiring a constructability manager to improve design plan quality before project goes to bid, and increasing the use of job order contracting to reduce the administrative costs associated with small construction projects.
- ◆ During FY2008, MCDOT has completed project designs for the following projects: Plymouth Road Improvement District, Old Stage Road Dip Crossing, Sunset Ridge Park Road (Lake Pleasant), Maricopa Road, Old U.S. 80, Mountain Road, Mingus Road Box Culvert, Alma School Road Scour Protection, and Rainbow Bridge at B.I.D. Canal (completed replacement of the structurally deficient bridge).

STRATEGIC GOAL 2

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

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

ADDITIONAL EFFORTS:

- ◆ In conjunction with the County Communications Office, the Election Department crafted an effective public awareness campaign to develop informational materials for

STRATEGIC PRIORITY 3:

LEAD/SUPPORTING DEPARTMENTS

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



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

dissemination to Maricopa County citizens of the Proposition 200 effect, and early voting opportunities. The campaign conducted in both English and in Spanish, and produced public service announcements and commercial spots for distribution to local media outlets (print, radio, and television), which included 30-second spots on Spanish radio, 10-second live reads on traffic reports, and print advertising in the *Arizona Republic*, *East Valley Tribune*, *Sun City News*, *AZ Informant*, *La Voz*, *TV y Mas*, and *Prensa Hispana*.

- ◆ In December 2007, Maricopa County Elections Department hosted the Native American Voter Outreach Summit at Fort McDowell to discuss collaborative strategies among local and tribal governments throughout Arizona and the Southwest. The meeting covered strategies to increase participation in the electoral process, how to effectively administer voting assistance, unique challenges facing Native voters, as well as how to maintain open communication lines between the governing bodies on Election Day.
- ◆ The Elections Department regularly asks if voters were satisfied with the ease of voting. In the Primary Election (September 2007) 142 voters responded, of which 138 (97.2%) were satisfied, 3 (2.1%) were somewhat satisfied, 1 (0.7%) was not satisfied. In the General Election (November 2007) 465 voters responded, of which 437 (94.6%) were satisfied, 14 (3.0%) were somewhat satisfied, 14 (2.4%) were not satisfied.
- ◆ The voter turnout for the Primary Election held September 2, 2008, was lower than expected. The County total ballot count of 347,411 votes, compared to the 1,613,697 registered voters in Maricopa County produced a 21.53% voter turnout. In Election Department voter surveys, when voters were asked if they were satisfied with the ease of voting, 93% stated that they were, with 1% somewhat satisfied, 3% not responding, and only 3% not satisfied.

Percent of total ballots cast by early voting

	Sept 2006	Nov 2006	Mar 2007	May 2007	Sept 2008	Nov 2008
Early voting	39%	49%	61%	71%	79%	55%

Source: Maricopa County Elections Department

STRATEGIC GOAL 3

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

THIS GOAL HAS BEEN ACHIEVED. Phase II of the Human Services Campus (HSC) was completed in 2007. The private/public partnership generated to support construction of the campus is being expanded and refocused on building a resource pool to fund permanent supportive housing for HSC individuals ready to transition from the condition of homelessness, but unable to find adequate, affordable housing.



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

OTHER EFFORTS/ACHIEVEMENTS:

- ◆ Fifteen percent (15%) of the HOME funds have been set aside in FY2009 for Community Housing Development Organizations (CHDOs), and contracts have been signed. The Community Development Department received applications for the FY2009 CHDO set-aside funds, and continue to make American Dream Downpayment Initiative (ADDI)/HOME funds available for down-payment assistance.
- ◆ Community Development is working with U.S. Housing and Urban Development (HUD), the State of Arizona, and city recipients of one-time Neighborhood Stabilization Program funding to address the issue of vacant and foreclosed residential homes and properties in the Urban County.

STRATEGIC GOAL 4

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

PROGRESS/ACHIEVEMENTS:

- ◆ The Maricopa County Animal Care & Control (MCACC) Department has initiated the planning stages of enforcement services and/or shelter services with Tohono O'odham (San Lucy District), Ft. McDowell, and Salt River-Pima Maricopa Indian communities.
- ◆ Environmental Services Department personnel, in conjunction with the Arizona Department of Agriculture and the United States Department of Agriculture, completed three, five-day operations regarding the transportation and sales of illegal food commodities in Arizona. Interdepartmental operations have facilitated the creation of a multi-department task force that conducts inspection activities to help minimize foodborne illness risk.
- ◆ The Maricopa County Air Quality Department implemented the *RunningOutofAir* media campaign, in partnership with the public, Maricopa Association of Governments (MAG), Arizona Department of Environmental Quality (ADEQ), the City of Phoenix, and other agencies and organizations, such as Valley Metro, Valley Forward, and the Sun City Joint Environmental Task Force. The campaign includes community meetings, and meetings with various industry associations, such as the Rock Products Association, Homebuilders Association, and the Association of General Contractors.
- ◆ Community Development has renewed the Maricopa HOME Consortium Intergovernmental Agreement for the period from July 1, 2009 through June 30, 2010, and are in the process of executing new three-year cooperation agreements with Urban County cities/towns. These documents will provide partnerships with cities and towns in Maricopa County, with the exception of Phoenix, for the receipt and use of Community Development Block Grants and HOME funds for housing and capital improvement projects.
- ◆ Government Relations worked very closely with East Valley cities to ensure that county island residents were assured necessary fire and safety services. They worked with the Supervisors, residents, city council members,

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PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

mayors and management, emergency services providers, and the Assessor and Clerk of the Board to reach mutual agreement or actual special district formation.

- ♦ Maricopa County Government Relations also assisted in the creation and pursuit of proposed legislation with partners at the Arizona League of Cities and Towns, on issues related to the official and proper annexation notification and transfer of development rights (TDRs). They also participated in various Maricopa Association of Government (MAG) issues including jail per diem costs, and changes to the Regional Transportation Plan (RTP), which was previously approved by voters as Proposition 400.
- ♦ The Government Relations Department has worked closely with supervisors in each district and various departments to foster positive relationships with the Tribal Nations surrounding Maricopa County. Currently, a joint County-Gila River Indian Community (GRIC) project is underway to install stoplights and turn lanes in a high-traffic area that encompasses both reservation land and county right-of-way. Other issues of collaboration for Maricopa County and GRIC include the Arizona METH PROJECT in order to reach school-age youth on the reservation; integrating GRIC's libraries to utilize the Maricopa County Library District's software system to provide better and



Maricopa County / ASU Partnerships



Sustainability Projects: Maricopa County and ASU School of Sustainability have partnered on promoting Maricopa County's clean air campaign. This is a great connection due to both organizations' outreach campaigns on sustainability and recycling.

Community Crime Analysis Center. A partnership between ASU and Maricopa County to provide research, analysis and consulting to county officials and other government and community organizations.

Emergency Preparedness. A direct partnership between County Emergency Management Department and Dr. Barbara Tinsley, ASU West, to study emergency preparedness in the county. The research will identify successful preparedness strategies and best practices in implementing the strategies.

Thunderbird Wash Clean-up. Maricopa County and ASU partnered to complete a cleanup of the Thunderbird Wash in the County Flood District. Maricopa County's Solid Waste Department provided equipment; ASU coordinated more than 300 volunteers through the ASU Cares program. This volunteer collaboration was recognized with a Heart of Business Award for excellence in volunteering from the *Business Journal*.

Drug Court Partnership. The Maricopa County Adult Probation Department partnered with Arizona State University West to obtain a federal grant administered through the governor's office to provide support services and treatment to drug court offenders.



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

more uniform service to residents on the reservation; and the Human Services and Community Services departments collaboration on special transportation needs.

- ◆ The Office of Enterprise Technology (OET) is participating in the Digital Government Commission for Arizona, which provides a forum to collaborate and exchange information on technology related issues. OET also funded membership to NOREX, a unique consortium of IT professionals from over 1,300 organizations across North America, so that County IT practitioners can share experiences, strategies and solutions in order to avoid “reinventing the wheel”, and also to prevent costly mistakes.
- ◆ Maricopa County Adult Probation Department collaborated with the Maricopa County Sheriff’s Office and treatment providers in the County to maintain voluntary treatment of sex offenders while serving in jail. Preliminary results indicated reduction in petitions to revoke and/or longer time period toward failure (if at all) upon release.
- ◆ Maricopa County Correctional Health Services is working with Maricopa County’s Regional Behavioral Health System, Magellan, to increase communication regarding patients’ therapy to provide a continuum of care to Magellan’s clients.
- ◆ The Environmental Services Department actively participated in the planning and response process for the 2008 Super Bowl with federal, state, and local partners. More than 250 inspections and surveys, utilizing active managerial control measures to immediately eliminate potential foodborne illness risks, were implemented at the Super Bowl. No reported illnesses were linked to the food service activities. This event exemplified how varied state and national program officials can collaboratively work together to protect the public health.



- ◆ The Maricopa County Library District has partnered with the Town of Queen Creek for a new library that opened in November 2008. Plans also are underway for a library in/near the Town of Goodyear, and library expansion in Surprise.

- ◆ Maricopa County Animal Care and Control began volunteer opportunities for veterinarians throughout the county to help spay/neuter and learn about the unique health issues in the shelter, and to share statistics so they may be better able to educate the pet-owning public.
- ◆ The Arizona METH PROJECT and the Gila River Indian Community’s Department of Human Services have continually teamed up to approach the Meth-use problem within Arizona and the Native American Community.
- ◆ An intergovernmental agreement (IGA) has been drafted by Parks and Recreation and delivered to the town of Buckeye to partner with them in the operation of the Buckeye Hills Public Shooting Range, and three additional IGAs have been signed by cities to partner in the operation of the Maricopa Trail.



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

- ◆ During FY2008, the Flood Control District developed new partnerships on flood control projects that included the approval of the following IGAs: Town of Carefree, Floodproofing Project; Maricopa County Parks and Recreation, Regional Trail System; US Geological Survey, Collecting Data on Local Watersheds; City of Avondale, Elm Lane Drainage Mitigation Project, MAGMA Flood Control District, Rain Gauge & Water Level Monitor; City of Phoenix, Detention Basin #7 Dam Rehabilitation Project
- 
- ◆ The Maricopa County Communications Office works with other government agencies on a regular basis for their video production needs. Fifteen of the city Channels 11, and Capital TV at the State Legislature broadcast are County-produced television shows. The productions include Maricopa Magazine, Maricopa Newsmakers, Maricopa Moments, public service announcements, Board of Supervisors meetings, and more. The video unit often shares resources with their counterparts at the city agencies.
 - ◆ In FY2008, the Office of Medical Examiner has been involved in developing partnerships with other organizations in the community, such as negotiating affiliation agreements with various educational institutions/programs to provide different types of internship opportunities for college students. This includes agreements with Arizona State University (ASU), A.T. Still University, Northern Arizona University (NAU), St. Joseph Medical Center and Hospital (residence program for pathologists) and Sam Houston State University (SHSU). Examples of the internship opportunities range from forensic chemistry programs at both NAU and SHSU as well the interdisciplinary programs at ASU West. The Risk Management Department continues to work with other Valley government risk managers, through the Public Risk Management Association (PRIMA), to explore ways to address and reduce various risk exposures.
 - ◆ Environmental Services Water and Waste Management Division has provided courtesy reviews of environmental projects on state and tribal lands, in order to assist the local jurisdictions in ensuring that adequate environmental protection is provided.
 - ◆ The Maricopa County Communications Office continues to build partnerships with other government agencies through the Commute Options activity. The Office works closely with Valley Metro and the City of Phoenix Transit Department in an effort to coordinate transportation services to County employees including the Platinum Pass Program, for both the bus and light rail transportation services, and the vanpool program.
 - ◆ Maricopa County and the Gila River Indian Community (GRIC) are working together to improve the intersection of 51st Avenue and Pecos Road, in a joint effort to make the roadway safer and more accessible to residents in the area. The County and the GRIC have agreed to split the cost of this project and are working together on future projects. Maricopa County and the GRIC have addressed a number of road issues, including installing signs prohibiting hazardous materials and reducing speed limits on specific county roads that border the Community to ensure safety and limit cut-through traffic in the area.
 - ◆ Environmental Services plan review staff collaborated with City of Phoenix officials to develop a warewashing sink



PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

plumbing solution that complies with county, city, and state regulations. Environmental Services staff also attended quarterly meetings of the Multi-City Fats, Oils, and Grease (FOG) Group, comprised of municipal pretreatment agencies, public and private sewer districts, non-hazardous liquid waste haulers, treatment facilities, and manufacturers of treatment devices, to discuss how County codes mesh with those of other local jurisdictions.

- ◆ Maricopa County Department of Transportation (MCDOT) is continuing to meet one-on-one, on a monthly, quarterly or semi-annual basis, with our municipal and tribal partners for planning and intergovernmental coordination purposes. Results in FY2008 have included the completion of more than 20 intergovernmental agreements. This has helped in achieving timely delivery of Transportation Improvement Program (TIP) projects. The partnership meetings also are important in cultivating an open atmosphere of trust, which is critical to our cooperative efforts. MCDOT has also been a valuable participant on Maricopa Association of Governments (MAG) technical committees and has supported the County Board of Supervisors as they have represented the County on the MAG Transportation Policy Committee and the MAG Regional Council.
- ◆ In FY2008, the Treasurer's Office began distributing funds from the Elderly Assistance Fund Program adopted by the Board of Supervisors in February 2007. The Fund earned more than \$1.9 million in FY2008 for distribution in FY2009. The Treasurer's Office is working with several government agencies at all levels, as well as some community service organizations, to make more individuals who might qualify aware of the program.
- ◆ Maricopa County Workforce Connections and Phoenix Workforce Connection have realigned their board committees to work jointly in the areas of advocacy, business services, and system effectiveness. Both organizations have partnered to increase employment services in the health care market.
- ◆ AZTech partnership, led by Maricopa County Department of Transportation, comprises representatives from the State of Arizona, Maricopa Association of Governments, and various Cities and Towns to address inter-jurisdictional traffic management issues to improve traffic flow on regional corridors in Maricopa County. In FY2008, the AZTech Executive Committee met to discuss traffic information dissemination to the public on the new cable traffic channel GoAZ TV. The AZTech Advanced Traveler Information Systems Committee has initiated a federally funded project to improve arterial traveler information dissemination to the public.
- ◆ Human Services Department Special Transportation Services (STS) contracts with more than 20 cities and towns and almost a dozen local or regional agencies to assist residents with a variety of transportation services. STS has had ongoing discussions with members of the Gila River Indian Community and the Phoenix Indian Center regarding removing transit and transportation barriers for tribal members, and have offered to assist them with the purchase of bus passes and providing work-related and/or special needs trips to qualified tribal residents.
- ◆ Planning and Development Department (P&D) staff has worked with other Arizona counties to form the Arizona Code Enforcement Training and Education Program (ACETEP), under the direction of the Arizona Counties





PROVIDE REGIONAL LEADERSHIP IN CRITICAL PUBLIC POLICY AREAS

Planning Directors Association. ACETEP will provide a standardized training and certification program specific to the needs of code compliance officers working for a county jurisdiction. P&D staff has participated on review committees for several Municipal General Plan updates including the Town of Buckeye and the Town of Queen Creek, as well as the Comprehensive Plan update for Pinal County. P&D staff has ensured a broad coordination with other area jurisdictions, as well as public outreach, during completion of some recent long-range plans. An example includes review of the Old Highway 80 Area Plan in coordination with the Town of Buckeye and the Town of Gila Bend. The Goldfield Area Plan included close coordination with the Ft. McDowell Yavapai Nation.

STRATEGIC GOAL 5

Promote, expand, and improve County-sponsored programs and activities for young people in Maricopa County to help them build their skills, develop a sense of civic involvement in the community, and successfully complete their education.

PROGRESS/ACHIEVEMENTS:

- ◆ In FY2008, the Maricopa County Communications Office launched a pilot program, *County to the Classroom*, for junior high school students. Several county agencies, including Elections, Air Quality, and the Courts participated in the week-long program to teach students about the programs and services provided by Maricopa County.
- ◆ In FY2008, 90,791 youth attended 3,141 youth programs. The popular Summer Reading Program, sponsored by the Maricopa County Library District, finished in August 2008 with more than 45,000 children registered, and a completion rate of 34 percent.
- ◆ The Maricopa County Library District reports that 1.4 million children's materials were checked out during FY2008.
- ◆ The Desert Outdoor Center at Lake Pleasant Regional Park increased participation in youth environmental programs by 17 percent in FY2008.

4 SUSTAINABLE DEVELOPMENT



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

INTRODUCTION

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



STRATEGIC GOAL 1

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

PROGRESS/ACHIEVEMENTS:

- ◆ In August 2007, the Board of Supervisors amended the Zoning Ordinance and Comprehensive Plan to require all zone changes, regardless of area, to be in conformance with the adopted land use plan. This ensures that all cases now fully comply with state law.

STRATEGIC GOAL 2

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

PROGRESS/ACHIEVEMENTS:

- ◆ In November 2007, Parks and Recreation completed a State Land auction for purchase of right-of-way on 9.8 acres of land for the Maricopa Trail. The department is expecting to participate in another State Land auction in January 2009 for purchase of right-of-way on 10.5 acres of land for the Maricopa Trail from Anthem to Lake Pleasant.

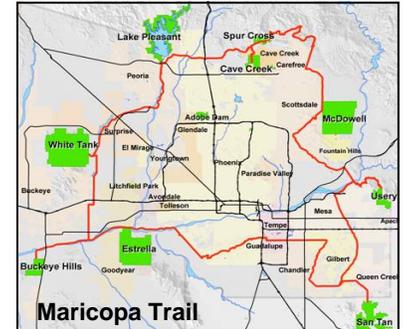
STRATEGIC PRIORITY 4: LEAD/SUPPORTING DEPARTMENTS

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



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

- ◆ The first 23 miles of trail construction of the Maricopa Trail has been completed. The next 16 miles of trail construction will start in February 2009.
- ◆ The Maricopa County Air Quality Department continues to work through legislative liaisons and the Maricopa Association of Governments (MAG) to secure permanent funding for the Voluntary Vehicle Repair and Retrofit (VVR&R) programs, which will provide emissions repair work to county residents who have received an emissions test failure notice so they can comply with vehicle registration emission standards and further reduce emissions.
- ◆ The Maricopa County Air Quality Department is leading the development of a mobile air-monitoring vehicle for spot sampling of smokestacks and the ambient air in response to specific violation reports and where nuisance and/or environmental justice issues may arise.
- ◆ All buildings managed by the Facilities Management Department (FMD) have current Arizona Department of Environmental Services permits that are updated as required. FMD preventative maintenance programs ensure proper operation of building systems.
- ◆ The last entry station project, at Usery Mountain Regional Park, was completed in August 2007. The Estrella Mountain Regional Park Nature Center completed construction in October 2008. Construction of the Nature Center and Amphitheater at Cave Creek Regional Park is estimated to be completed in December 2008. The Amphitheater at Lake Pleasant was completed in August 2008 and the Nature Center/Amphitheater at Usery Mountain is to be completed by February 2009.
- ◆ In conjunction with the Board of Supervisors, Maricopa County Air Quality Department launched the outreach



Green Government



Maricopa County Green Government Initiative

On June 4, 2008, the Maricopa County Board of Supervisors approved a Green Government Initiative that covers a wide swath of County departments and promotes an environmentally sensitive approach to County business and saving money. The program contains short and long-term strategies to reduce energy and material use and save money, all while reducing the County's carbon footprint. Our new way of doing business includes actions to help improve the region's air quality, improve water quality and quantity, and make better decisions leading to efficient, economical and environmentally sensitive land use and development patterns.



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

Make the Clean Air Commitment
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program, *RunningOutofAir*, throughout the county with presentations and informational materials about pollution problems in the region, and how residents can contribute to cleaner air. Additionally, efforts to produce a dust abatement “handbook” that provides a better understanding of the abatement program and requirements for both regulatory agencies and industry are underway.

- ◆ The Solid Waste Department coordinated and planned cleanup and hazardous household waste events to support several communities including Sun City West, South Phoenix, and Sun Lakes. The department also worked with the Arizona Department of Environmental Quality to establish a joint organization of counties to address illegal dumping issues.
- ◆ The Maricopa County Air Quality Department continues to enhance a website to increase public and business awareness of air quality information, programs, issues, and regulations so that they can effectively contribute to the attainment of the national ambient air quality standards in the County.

STRATEGIC GOAL 3

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

PROGRESS/ACHIEVEMENTS:

- ◆ The Planning & Development department will strive to deter new residential and other non-compatible land uses within the High Noise and Accident Potential Zones of Luke and its ancillary military facilities through the following ongoing activities: continue to require aggressive notification for new development within the state-defined “Territory in the Vicinity of a Military Airport;” and provide Luke Air Force Base with all new development applications within the “Territory in the Vicinity of a Military Airport” for review and comment and utilize their recommendations as a basis for decisions regarding approval or denial of such applications.

Military Installations in Maricopa County

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

STRATEGIC GOAL 4

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

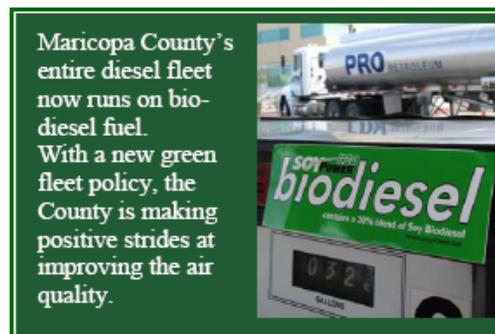
THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING. Facilities Management and Equipment Services have integrated conservation strategies into ongoing operations and factored them into capital projects, while balancing costs and benefits. Efforts to enhance and expand conservation programs will continue as part of the County’s Green Government Initiative.



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

ADDITIONAL EFFORTS:

- ◆ Facilities Management Department (FMD) is continuing to implement various energy-related projects. In the past year, FMD has completed over \$250K in energy efficiency projects that resulted in \$70K in rebates from Arizona Public Service and Salt River Project. Currently, the department is exploring additional opportunities for energy-related improvements at over 133 facilities or 9.5 million square feet of County space. Improvements being reviewed involve renewable energy, mechanical systems, lighting and water. The objective of this multi-year program is to reduce County consumption, carbon footprint and provide a mechanism to replace outdated equipment with newer energy-efficient technology.
- ◆ During FY2008, Equipment Services increased the number of E-85 (85% ethanol, 15% gasoline) vehicles in the County's fleet to 137, with additional E-85 vehicle purchases planned for FY2009.
- ◆ Planning and Development has initiated a Text Amendment (TA) that addresses landscaping and open-space regulations to incorporate landscape regulations into the Maricopa County Zoning Ordinance. This TA focuses on the Arizona Department of Water Resources' low-water-use plant palette.
- ◆ Maricopa County Department of Transportation (MCDOT) Operations developed a joint positive Air Quality message on their 12,000-gallon Kline portable tanks. This message lets the traveling public know Air Quality is a MCDOT priority.



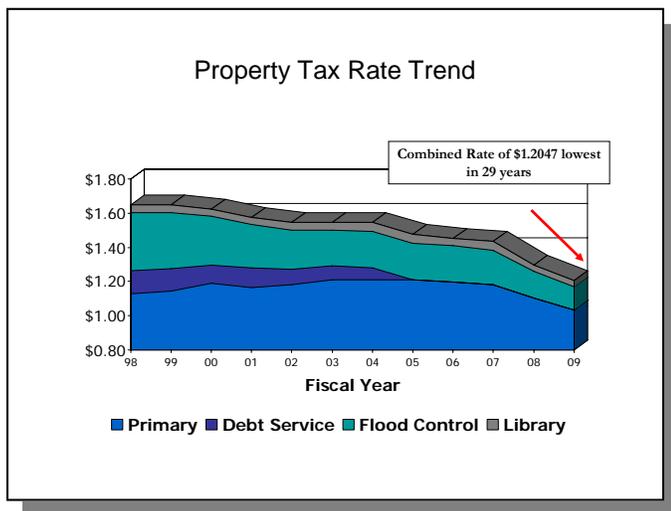
- ◆ In February 2008, Facilities Management Department (FMD) was notified of *Leadership in Energy and Environmental Design* (LEED) certification for the Downtown Consolidated Justice Center. FMD is still pursuing LEED certification for the San Tan Consolidated Justice Courts. Three new Nature Centers at the Regional Park also will meet LEED certification standards.
- ◆ Facilities Management Department has recently completed construction of the new Buckeye Hills Shooting Range, a self-sustaining facility in terms of utility services. Electricity is provided from a solar system with a back-up supply from a propane- and hydrogen-fueled generator. This project was recently awarded the Arizona Public Works Association project of the year award in its cost category. FMD completed the new Animal Control facility at Durango, which includes ice block technology in its construction to reduce energy consumption.



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

INTRODUCTION

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



STRATEGIC GOAL 1

Continue to strive to reduce the overall property tax rate.

PROGRESS/ACHIEVEMENTS:

- ◆ Maricopa County's overall property tax rate continues to decline, from \$1.2970 per \$100 of assessed value in FY2008 to \$1.2047 per \$100 of assessed value in FY2009.
- ◆ Budget-balancing guidelines provided to departments for FY2009 budget development encouraged them to develop revenue-enhancement options as well as expenditure reductions. Additionally, departments were asked

to develop options to reduce expenditures by up to 20 percent, and were encouraged to identify efficiency savings and non-mandated service reductions as a priority. The adopted budget balancing strategies totaled \$114.8 million in FY2009.

STRATEGIC GOAL 2

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

PROGRESS/ACHIEVEMENTS:

- ◆ In FY2009, mandated contributions were 19.1 percent of the General Fund budget, and increase from 18.2 percent in

STRATEGIC PRIORITY 5:

LEAD/SUPPORTING DEPARTMENTS

- Office of Management and Budget
- Library District
- Flood Control District
- Stadium District
- County Manager (Government Relations)
- Facilities Management
- Finance
- Elected Officials
- Materials Management

FISCAL STRENGTH (CONT.)



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

FY2008. One-time state contributions added 0.5% in FY2008 and 2.5% in FY2009. While ongoing state contributions increased at a normal level, overall the General Fund Operating budget decreased in both FY2008 and FY2009 in response to revenue shortfalls.

STRATEGIC GOAL 3

As part of the budget, by July 2007, develop, identify funding, and begin implementing a long-range plan for addressing the County's capital infrastructure needs in a manner consistent with the County's interests in strengthening its financial position.

THIS GOAL HAS BEEN ACHIEVED AND IS ONGOING. The Office of Management and Budget continues to work with the Board of Supervisors to meet critical infrastructure needs in a manner consistent with the County's interest in strengthening its financial position.

ADDITIONAL EFFORTS:

- ◆ The Board of Supervisors has approved construction of a criminal court tower in downtown Phoenix. This facility will allow the criminal court divisions in Mesa to be consolidated in downtown Phoenix by 2012.
- ◆ The Office of Management and Budget was awarded a 2007 Showcase in Excellence Award from the Arizona Quality Alliance for Maricopa County's Capital Improvement Program Funding Process, a modified pay-as-you-go approach to funding capital improvements, which has allowed the County to avoid levying more than \$1.42 billion in secondary property taxes.
- ◆ The Stadium District and the Diamondbacks have added a \$0.25 per ticket facility surcharge fee to each Diamondbacks ticket sold to generate additional revenue in order to finance future facility capital projects. Additionally, the District, in order to generate more revenue from the facility, has transferred all day-use operations over to the District's booking manager, Select Artists Associates.



2007 ARIZONA STATE QUALITY AWARD WINNER

Office of Management and Budget

Capital Improvement Program Funding Process



FISCAL STRENGTH (CONT.)



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

STRATEGIC GOAL 4

By July 2006, develop a plan and strategy for implementing new economic and contracted commercial ventures that will generate additional revenues for the County.

THIS GOAL IS ONGOING.

ADDITIONAL EFFORTS:

- ◆ Parks and Recreation has released a Request for Proposals (RFP) for operation and management of the aquatic facility at Adobe Dam; proposals were received in November 2007; a new concessionaire Use Management Agreement was approved by the Board of Supervisors and was effective October 2008. Development is underway for a complete revamp of those facilities.

6 QUALITY WORKFORCE



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

INTRODUCTION

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



STRATEGIC GOAL 1

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

THIS GOAL IS ONGOING.

ADDITIONAL EFFORTS:

- ◆ During FY2008, Employee Compensation completed market studies covering approximately 1,300 positions. Additionally, Employee Compensation implemented 10,522 pay-for-performance increases Countywide.
- ◆ The Employee Compensation website serves as a primary resource for departments, providing a comprehensive master list of approved market range titles and descriptions, working titles, market ranges, and minimum qualifications as well as general information about the County's compensation system. New enhancements implemented in FY2008 include turnover reports and frequently asked questions (FAQs) covering a broad list of compensation topics.
- ◆ In September 2007, Workforce Management & Development developed and implemented new employee initiatives designed to promote internal recruitments. The "Find Work/Get Work" email listing of all current job postings is sent each Thursday to all County employees and/or department representatives.
- ◆ Maricopa County benefit premium rates continue to be below the national medical trend. One of the key drivers to maintaining the lower rates is increasing the use of generic prescription medications. As of June 2008, the generic

STRATEGIC PRIORITY 6:

LEAD/SUPPORTING DEPARTMENTS

- Management and Budget
- Workforce Management and Development
- Employee Health Initiatives
- County Manager (Diversity)
- County Manager (Communications)
- All Departments



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

utilization rate was at 72.3%. Through a collaborative effort with Walgreens Health Initiatives, Maricopa County was able to reduce their per member prescription medication cost.

- ◆ In July 2007, Workforce Management and Development developed a tool to permit employee reporting on fraud within Maricopa County. The toll-free Maricopa County Cares Anonymous Tip Line was created and is published on the county internal intranet front page, index, and through eNouncements.
- ◆ Employee Health Initiatives offers a wide variety of tools for employees to use that will help to evaluate their health status with the results leading to an increased enrollment in the disease management programs offered by the County. Implemented in the Spring 2008, with a direct link to the FY2008-2009 plan year, was the mass onsite biometric screening program and the health risk assessment offered to County employees who are enrolled in a County medical plan. The purpose of the screening program is to provide Maricopa County with an aggregate report with recommendations designed to improve the health status of Maricopa County employees, which will help to mitigate the future claims costs for the County.
- ◆ In January 2008, Workforce Management and Development created an internal communication tool to enhance communication within Maricopa County concerning current county initiatives and updates. The Workforce Management and Development newsletter is published monthly on the County internal intranet and covers Employee Relations Investigations; Workplace Resolution Services; Work Climate Assessments; Disability Management; Americans with Disabilities Act Advisory Services; Donation of Leave Program; E-Verify and Regulatory Compliance; Leave Plan Administration; Merit Commission Administration; Tuition Reimbursement Program; and Training and Employee Development Services.
- ◆ Employee Health Initiatives increased the number of work locations throughout the county to offer worksite wellness programs that include Weight Watchers, Lunch-n-Learns, Diabetic Foot Screenings, Exercise Physiologist, etc. In addition, to help address the demand for obesity education, a new "Am I Hungry" program was introduced to help employees learn "intuitive eating," a program developed to help stop the endless cycle of yo-yo dieting.



Fast Fact

- ✓ Voluntary turnover decrease from 11.6% at the end of FY2007 to 9.6% at the end of FY2008.



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

STRATEGIC GOAL 2

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

PROGRESS/ACHIEVEMENTS:

- ◆ During 2008, the County Diversity Office, in collaboration with the Hispanic Network, the African American Knowledge Network and the Indigenous Circle sponsored a variety of diversity celebrations, including four separate celebration events for Hispanic Heritage Month, Native American Heritage, Cinco de Mayo, Unity Day, Women's Month and Black History Month. The Diversity Office also is working to establish an Asian American Network.
- ◆ The Office of the Medical Examiner is currently in the process of creating a diversity audit that will be cost effective and will generate data on obstacles, opportunities, and gaps that exist between the Office of the Medical Examiner's actual and desired states. The audit data will include benchmarks against which progress will be measures, and also will be used as a tool to teach staff about diversity issues.
- ◆ In October 2007, Maricopa County Adult Probation Department and Juvenile Probation Department Diversity Council held its second Annual Celebrate and Appreciate Diversity Event at Encanto Park. Guests speakers included George Garcia (acting Director of Maricopa County Diversity Program), Prince Arthur VIII (African American Knowledge Network), Jacque Gencarelle (Chair, Maricopa County Indigenous Circle), and Fentress Truxon (Maricopa County Diversity Manager.) The event highlighted some of the world's culture that makes up the Adult and Juvenile Probation staff.
- ◆ The Assessor's Office recently completed delivering Diversity Awareness Training throughout the entire department. This is part of an overall effort to impact the culture and professionalism of the department. The County's Diversity Awareness program was the core of these sessions, but the program was modified to fit departmental population in ways designed to not only inform and increase awareness but to encourage the staff to embrace diversity. The reception was very positive. One tangible result of this effort has been for the Assessor's Office to explore the need for bilingual capabilities and compensation according to the County policy on bilingual Compensation. They are in the process of identifying where this is appropriate. This should impact access to diversity in a very practical way.
- ◆ The County Manager's Diversity Office sends out a Semi-Annual Diversity checklist to County departments, which includes a question about utilizing diverse interview panels for job interviews. In the most recent survey, 44 departments responded to the checklist, and 42 departments reported the use of diverse interview panels, indicating that practices such as these are becoming a standard operating procedure by County departments.
- ◆ The County Manager's Diversity Office has been a partner of an ongoing series of community conversations. *Healing Racism* engages the Valley community as a whole in exploring various aspects of race, racism and their influence in our lives and communities. The *Healing Racism* Community Forums are hosted and coordinated

QUALITY WORKFORCE (CONT.)



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

through a collaboration of the Phoenix Human Relations Commission, ASU Intergroup Relations Center, ASU Department of History, ASU School of Justice and Social Inquiry, Maricopa County Community College District, Maricopa County Diversity Office, City of Tempe, and the City of Phoenix Equal Opportunity Department.

STRATEGIC GOAL 3

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

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

- ♦ Selected recommendations included: (1) create an online suggestion form and provide an online copy of the checklist used by the evaluator for the employees to view before submitting a suggestion; (2) provide a permanent hyperlink on the employee intranet (EBC) home page which will connect employees to the Employee Suggestion webpage containing the necessary online forms, employee suggestion tips, and suggestion process updates; (3). raise awareness by including information in the employee newsletter *Newsline*, emails, and flyers attached to paycheck stubs; and (4) recognize merit award recipients in a public fashion, with recognition given online and in the *Newsline*.



7 CITIZEN SATISFACTION



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

INTRODUCTION

Citizens want and deserve quality services from government for their tax dollars. One of the strategic priorities adopted by the Maricopa County Board of Supervisors is to continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided, including effectiveness in telling the public about the services it provides.



STRATEGIC GOAL 1

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

THIS GOAL IS ONGOING. The Office of Management and Budget continues to implement Managing for Results initiative through ongoing training and other departmental support.

ADDITIONAL PROGRESS/ACHIEVEMENTS:



- ◆ In February 2008, the Office of Management and Budget implemented an enhanced performance reporting process, with the deployment of the Reporting for Results module of the new Managing for Results Information System. The module allows departments to enter performance metrics in a centralized data warehouse that can be viewed through various on-line dashboard and scorecard reports.
- ◆ The Office of Management and Budget is working with the Office of Enterprise Technology to develop and implement an Information Governance plan that will provide for more thorough and structured analysis of information technology requests.

STRATEGIC GOAL 2

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

PROGRESS/ACHIEVEMENTS:

- ◆ The Network Transformation Initiative is focused on developing a network architecture strategy, creating a more robust and efficient network for the County. This approach provides for

LEAD/SUPPORT DEPARTMENTS

- All Departments
- Enterprise Technology
- Justice System Planning and Information
- County Manager (Communications/Public Information Officer)
- Management and Budget

CITIZEN SATISFACTION (CONT.)



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

quality, cost-effective, customer centric and value-added services to the County departments and agencies. The project team has most recently completed interviews of all County Departments and has completed the roadmap towards the "future state" of the County network.

- ◆ The Office of Enterprise Technology has implemented enhanced WiFi capabilities at various Downtown Campus sites, implemented standards-based structured cabling and high-performance network technologies, established a "roadmap" for VoIP, unified communications, and enterprise contact center technology, and implemented a dark fiber solution for high bandwidth connectivity between the disaster recovery site and other data centers.

STRATEGIC GOAL 3

By May 2010, improve access to the services offered by the County to ensure the inclusion and participation of our diverse community.

PROGRESS/ACHIEVEMENTS:

- ◆ The Maricopa County Air Quality Department provides an enhanced web site that supplies important air quality information, including an interactive air quality monitoring station map and real-time data, the ability to check on the statuses of Notices of Violation, and posts of public notices, permit notices, draft rules, the emissions inventory, and other notices.
- ◆ Solid Waste Department is rebuilding and extending services to six Transfer Stations located throughout Maricopa County, and extending hours of operations at three Transfer Stations from two days per week to five days per week. The department also has developed a plan and identified funding to establish an additional Waste Tire Recycling Facility in the western portion of the county to reduce the distance traveled by tire haulers and to reduce illegal dumping of waste tires.
- ◆ Building on the foundation created by the Elections Department, the STAR Call Center assists voters in all municipalities within Maricopa County to make the election process as seamless as possible. The Center assists the public by directing them to their local jurisdictions, special districts, and state agencies, including the Secretary of State.
- ◆ In FY2008, Maricopa County Animal Care and Control (MCACC) launched web-based licensing for all first-time licensing and license renewals. Residents licensing their dogs now have four venues: walk-in to one of the County's shelters, mail, automated phone service, and the MCACC website.

Managing for Results Information System (MFRIS)

Launched in FY2008

MFRIS is a collaborative effort between the Office of Management and Budget, Office of Enterprise Technology, and Microsoft Corp., that leverages the latest technologies to facilitate Maricopa's continued drive toward an integrated approach to delivering results for customers.



CITIZEN SATISFACTION (CONT.)



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

- ◆ Over the last year, the County has seen increased participation at Board of Supervisor meetings. Citizen groups expressed frustration over a perceived lack of information, and lack of opportunity to provide input into County government. Representatives from the Office of Management and Budget and other County departments met with both the Maricopa County Citizens for Safety and Accountability and Valley Interfaith to answer questions and listen to feedback. Both groups were appreciative, and reported that the meetings were helpful.
- ◆ As a provider of information to voters and taxpayers, the STAR Call Center has numerous bilingual agents on staff, who are able to assist our diverse community. Current staff includes Spanish, Navajo, and Pima representation.
- ◆ Maricopa County Human Services Department Special Transportation Services implemented a mobile data computer system to provide real-time communication, vehicle location, and same-day trip scheduling/re-routing designed to eliminate the need for paper manifests and improve customer access and service.
- ◆ The Treasurer's Office launched the ParcelWatch program that will help protect property owners from becoming victims of unscrupulous investors. The Office also has adopted policies to make it more convenient for taxpayers to make payments online and at the branch banks.
- ◆ Department of Public Health Epidemiology Division has redesigned its website and expanded the number of reports available online to make it easier for citizens to access public health statistics.
- ◆ The Planning and Development Department successfully launched its digital permit process for residential production home permits. This new service dramatically improves service times and lowers customer expenses for single-family production home permits within large development communities. Customers apply for and receive their building permit online. The County is actively working to expand the program to include additional building permit types, allowing for greater community participation.
- ◆ Maricopa County Animal Care and Control, partnered with Maddie's Fund, PETCO Foundation, United States Post Office, City of Phoenix, Friends of Animal Care and Control, and the Arizona Humane Society to provide free or low-cost spay/neuter services, vaccination clinics, and pet behavior education to the residents in the zip code 85008 January through March 2008.
- ◆ Maricopa County Human Services Department opened the new West Valley Career Center, which includes space dedicated to serving veterans with access to federal, state, and local services and benefits.
- ◆ Maricopa County Department of Transportation (MCDOT) Operations have decentralized into four districts serving various quadrants of the County, which will enable more time at work locations, less travel time for customers, better response time to citizen requests, lower fuel usage (for County staff and customers), and better relationships with customers.
- ◆ Department of Emergency Management distributed 275,000 English-language and 75,000 Spanish-language copies of an emergency readiness guide for County residents. Approximately 208,000 English-language and 64,000 Spanish-language copies were distributed as newspaper inserts to target demographics or through partner agencies including municipal offices, school districts, emergency management agencies, and corporate entities.

CITIZEN SATISFACTION (CONT.)



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

- ♦ Maricopa County Adult Probation Department (MCAPD) collaborated with social and community agencies and other groups to gather written materials about numerous opportunities for social services. The written material was then dispersed at all MCAPD facility lobbies for availability to all its clients. Brochures and other types of written information included: Prescription Discount Cards, Financial Assistance, AIDS Awareness and Testing Program, Tobacco Program, Arizona METH PROJECT, the American Heart Association, and the Animal Safety, Spaying and Neutering Program to name a few. Easy availability of social services information is gained by probationers.
- ♦ Facilities Management Department (FMD) continues to develop and renovate new and existing facilities so they meet the identified goals of the County and taxpayers and provide the best value in class. This process evolves through collaborative planning with interested parties to ensure compliance with all regulations, including ADA and life safety. Programs such as the proper utilization of parking lots and garages, which includes the current Downtown Shuttle program for jurors, allows customers to easily access services. In addition, FMD is continuing to streamline entrance processes to major facilities secured by Court Security and Protective Services to ensure the safety of employees and visitors.
- ♦ Maricopa County Department of Transportation developed "61 Office" wallet cards, which were designed to be an easy tool for Maricopa County residents to report any road/street hazards to MCDOT's 61 Office dispatch. Once the report has been made by the caller, it is dispatched to the Maintenance District for repairs. More than 4,000 cards have been distributed to date.
- ♦ The Office of Enterprise Technology (OET) developed a plan for a new public internet site, which includes offering the site in multiple languages, and a plan in progress for a Countywide municipal Wi-Fi system. OET also is working on a new 311 Call Center initiative. The new Call Center would provide a single point of contact where residents can get information about all non-emergency services provided in the County.
- ♦ To increase awareness of County services, Human Services Department (HSD) Community Services distributed 17,000 *People's Information Guides* countywide. HSD Community Services staff is assisting the Arizona Community Action Association (ACAA) in the development of a Spanish translation of the *People's Information Guide*.
- ♦ The Maricopa County Library District's Reciprocal Borrowing Program allows any county resident to use any public library in the County without paying a fee. The District then reimburses the lending library at a rate of \$29 per registered borrower not from their service area, on a net basis. Thirteen public libraries participate in this program.
- ♦ The Library District works to ensure that even the smallest public libraries in the county have access to a Library Integrated Automation system. Desert Foothills (Cave Creek) Library, Tolleson Library, and Buckeye and Old Town Branch (Avondale) libraries use the District's Polaris Library Integrated Automation system, which allow the libraries and their patrons access to a wide variety of electronic databases.

CITIZEN SATISFACTION (CONT.)



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

STRATEGIC GOAL 4

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

PROGRESS/ACHIEVEMENTS:

- ◆ The *Budgeting for Results Guidelines and Priorities* approved by the Board of Supervisors for FY2009 included directions to identify non-essential programs and recommend their elimination. The adopted budget balancing strategies totaled \$114.8 million in FY2009.

STRATEGIC GOAL 5

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

PROGRESS/ACHIEVEMENTS:

- ◆ The Maricopa County Communications Office's video production team helped inform the community of services by producing bi-lingual public service announcements for Public Health and Animal Care and Control departments. The team also produced an informational video about County Constables and developed a segment for television called *Maricopa Moments* that highlights county programs and services, and airs on 16 different TV stations around the valley.
- ◆ The Communications Office has produced four Spanish language programs, *Maricopa en Accion*, showcasing the County, which were very well received by Channels 11. The Office also collaborated with Maricopa County Animal Care and Control and the Arizona-Mexico Commission to produce Spanish-language public service announcements. Press releases and media advisories are sent to Spanish-language media regularly. All County public information offices formally were introduced to Univision, the primary Spanish-language broadcast television station.



National Association of Counties (NACO) Achievement Awards

Maricopa County Award Winners — 2008

- ◆ *Adopt-a-Highway Web Application*, Department of Transportation
- ◆ *Automated Criminal History: Determining Offender Risk to the Community*, Adult Probation Department
- ◆ *Community Forums*, Superior Court
- ◆ *Connecting the D.O.T.S. (Digitized Outline to Text System)*, Elections Department
- ◆ *Contingency Management: Improving Outcomes with Drug Offenders*, Adult Probation Department
- ◆ *CourTools Measurement System*, Superior Court
- ◆ *Electric Warrants*, Justice System Information and Planning
- ◆ *Flood Control District El Rio Watercourse Master Plan*, Flood Control District
- ◆ *Flood Control District Web Site*, Flood Control District
- ◆ *Lake Pleasant Camp*, Parks and Recreation Department
- ◆ *Quit Tobacco (QT) Program*, Employee Health Initiatives
- ◆ *Road Map to Crime Prevention Booklet*, County Attorney's Office
- ◆ *Tabletop Exercises for Critical Incident Preparedness*, Adult Probation Department
- ◆ *Tobacco Use Prevention Adolescent Program*, Department of Public Health
- ◆ *Uno por Uno Campaign*, Animal Care & Control
- ◆ *Voter Assistance & Alternative Format Information Website*, Elections Department
- ◆ *Youth and Family Fitness Hikes and Programs*, Parks and Recreation

ACKNOWLEDGEMENTS



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

Adult Probation	Internal Audit
Air Quality	Justice System Planning and Information
Animal Care & Control	Juvenile Probation
Assessors Office	Library District
Clerk of the Superior Court	Management and Budget
Communications	Medical Examiner
Community Development	Parks and Recreation
Correctional Health	Planning and Development
County Attorney	Public Defense Services
County Manager	Public Fiduciary
Elections	Public Health
Emergency Management	Risk Management
Employee Health Initiatives	Sheriff's Office
Enterprise Technology	Solid Waste
Environmental Services	Stadium District
Equipment Services	STAR Call Center
Facilities Management	Transportation
Flood Control District	Trial Courts
Human Services	Workforce Management & Development



To obtain more information about Managing for Results
and Maricopa County's Strategic Plan contact the
Maricopa County Office of Management and Budget,
602-506-7280, or visit the website:

www.maricopa.gov/mfr