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**Maricopa County  
Office of the Deputy County Manager  
Sandi Wilson**

*FY 2013 Fourth Quarter*

# **Organization Report**



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August 2013

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# Executive Summary

The Fourth Quarter results are in and the close of another fiscal year is complete. The fourth quarter is always filled with activity as departments complete projects before the end of the fiscal year and Final Budget Adoption occurs. This budget season, budget presentations were made at Tentative Budget Adoption, Final Budget Adoption, Capital and Technology Planning Session, the Arizona Tax Research Association presentation, and the Greater Phoenix Chamber of Commerce. These presentations were meant to inform our constituents and to ensure transparency in budgeting.

Another hallmark of the budget season was the County Manager initiated weekly Financial and Budgetary Review meetings with the Board's Chiefs of Staff. This occurred throughout the budget process. OMB also met with all of the elected officials and many of the appointed department directors to review our budget recommendations and to obtain budget agreements, when appropriate.

Finally, this year's budget presented at Tentative Budget Adoption was named the Chairman's Budget. Revisions to the budget being presented were made by the Chairman to lower the combined County controlled property tax levy by \$32.9 million. This required changes to lower spending Countywide through an increase to attrition savings. These revisions had to be communicated to all affected departments prior to the budget being presented. Meetings were held with all elected officials. An agreement was reached to identify non-recurring contingency for use by the Judicial Branch and Elected Offices if the new budgeted attrition levels were not achieved.

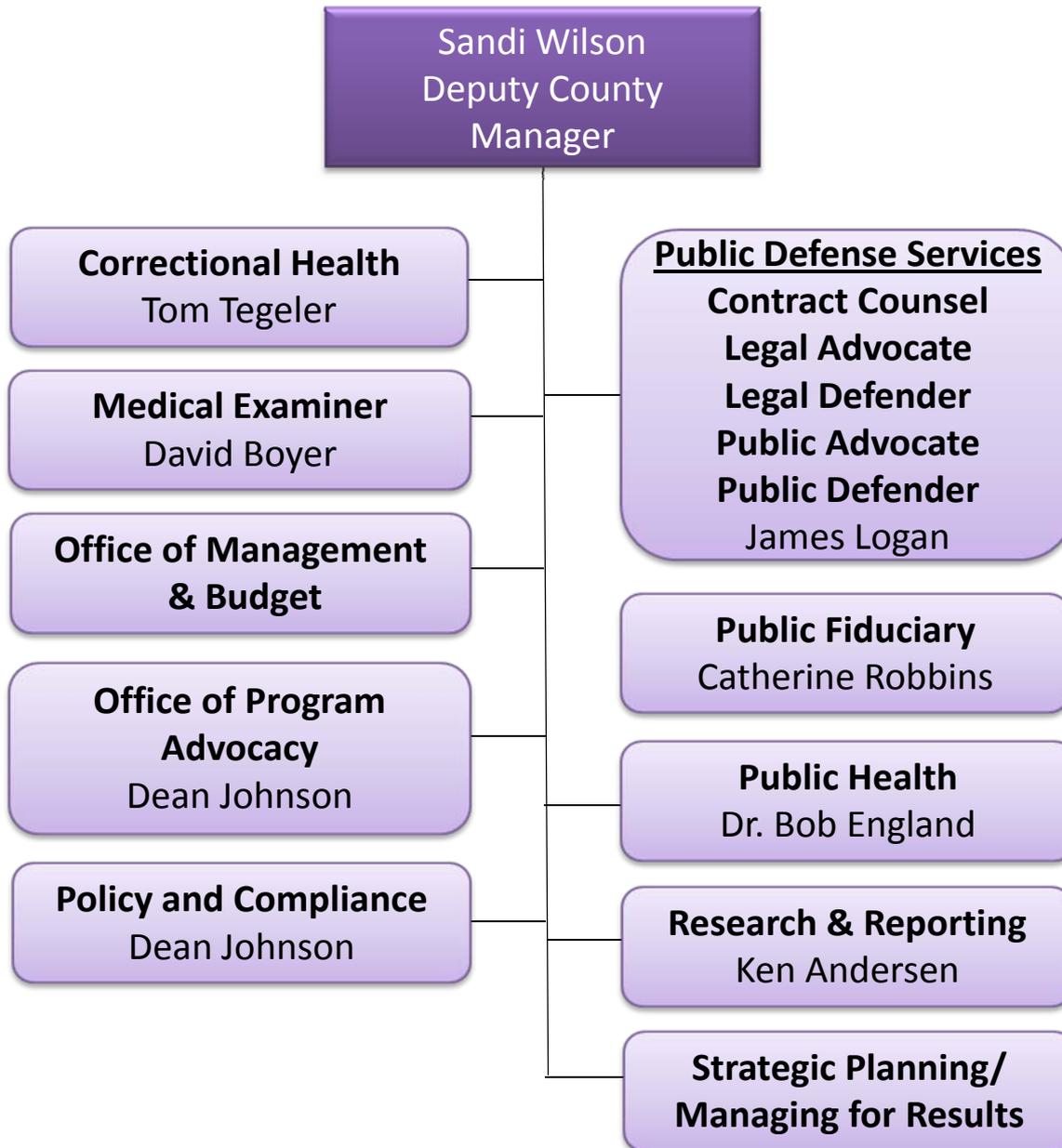
Now, I would like to reflect on the tragic events in Yarnell and the loss of 19 firefighters. I salute the brave men and their families for the supreme sacrifice they made to protect the homes and property of strangers. You may know, Maricopa County's Office of the Medical Examiner performed all of the autopsies on the decedents for Yavapai County. I am proud of the work of our Office of the Medical Examiner and for the contribution they made to process and quickly return the remains to the families in Prescott. My heart goes out to the families and community of Prescott. Tragedies like these remind us of the many heroes that put their lives on the line for our community. We should all be grateful for their service.



FY 2014 Budget was adopted on June 24, 2013.



Thank you to the Medical Examiner's Office for the help they provided Yavapai County after the tragic event in Yarnell.



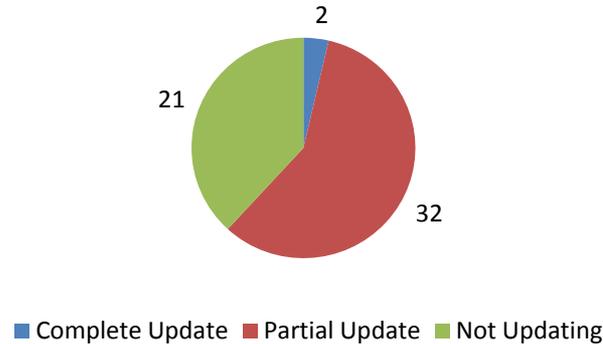
# Office of the Deputy County Manager

## Business Performance Management Purpose Statement:

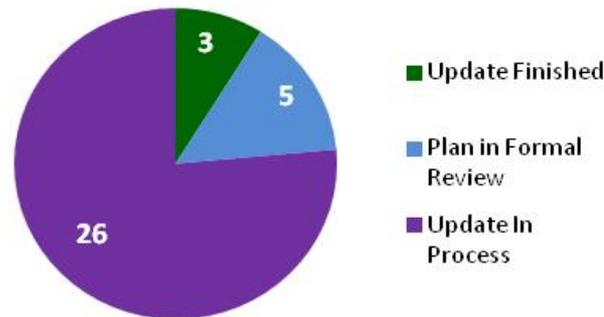
- The purpose of the Business Performance Management Activity is to provide strategic planning and performance measurement services to County leaders and managers so they can meet strategic goals and priorities based on data-driven decisions and be accountable to the public.

## Business Performance Management

### Number of Departments Updating Their FY 2015 Strategic Business Plan



### Number of FY 2015 Strategic Business Plan Updates Completed



### Background Information:

- County departments are actively engaged in providing services to the public either directly (through departments like the Courts or Transportation) or indirectly (through departments like Facilities Management or Finance). Performance Management, through the Managing for Results (MfR) tool, allows all departments to identify their customers, the services provided to the customer and the quality of those services.

### Plan – FY 2015 Focus:

- Each year departments examine their Strategic Business Plan (SBP) to determine if their issues, goals, activities or performance measures need to be updated.

### Budget

- The FY 2014 budget is being implemented with targets for departmental performance based on available resources.

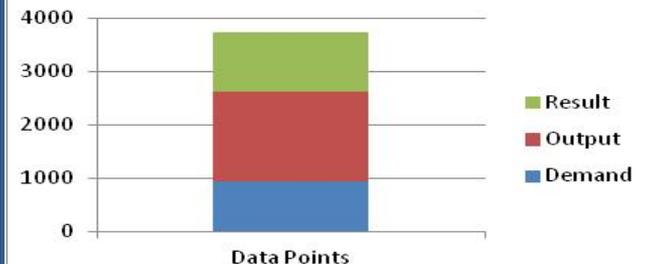
### Deliver – Report – Analyze

- As FY 2013 closes, departments will report on the services delivered throughout the fiscal year and analyze their performance.
- All FY 2013 performance data should be reported by September 30, 2013.

### Evaluate

- FY 2013 data is evaluated in comparison to FY 2012 Performance, FY 2013 Forecasted Performance and FY 2014 Planned/ Budgeted Performance.

### FY 2013 Data Not Yet Reported



## Office of the Deputy County Manager

### Reporting Departments:

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

## Office of the Deputy County Manager Accomplishments

### Office of Program Advocacy:

- Completed both the ADP server migration and the return of Garnishment Services to the County.
- Finalized requirements, documentation, and look and feel for a searchable Policy and Compliance website.
- Continued work on several initiatives: CHS' e-HR implementation, review of the CGI system for budget and procurement replacement, mobile home property issue, and identifying processes and system options for archiving Social Media data.
- Continued to develop templates and communicate with departments about the purpose and use of OPA.

### Policy and Compliance:

- The following policies were taken to the Board/County Manager this quarter:
  - Health Insurance Portability and Accountability Act (HIPAA) Compliance (A2233);
  - Bring Your Own Mobile Device Management (A1613);
  - E.A.S.E - Employees Assisting and Supporting Employees (HR2426);
  - FMLA- Approved Leaves of Absence (HR2413);
  - General Travel Policy (A2313);
  - Employee Leave Policy (HR2415).
- The following policies were ready for the Board agenda this quarter:
  - Internal Records Requests (A2007);
  - Tuition Reimbursement (HR2430);
  - Public Safety Supplemental Benefits Plan Injury Standards and Exclusions (HR2643).
- The following policies were developed and or worked on this quarter:
  - Volunteers/Internship;
  - HIPAA;
  - Uncollectable Accounts (A2501);
  - Tuition Reimbursement (HR2430);
  - Acceptable Use of County Technology (A1609);
  - Records Management (A2101);
  - Policy on Policy.

## Office of the Deputy County Manager

### Significant Projects:

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

## Office of the Deputy County Manager

### Accomplishments:

- Health Insurance Portability and Accountability Act (HIPAA) Compliance (A2233).
- Working with the Office of Enterprise Technology representatives and vendor to develop interfaces and workflow designs as it relates to Phase II of e-HR contract.
- New Graves v. Arpaio attorney identified and initial meetings held.
- Correctional Health Services developed a new co-pay program that will increase revenues and potentially decrease demand.
- With the assistance of grant funding from NIJ (National Institute of Justice), the "Identify the Missing" team identified one "doe" case this quarter.
- Maricopa County was called upon to assist Yavapai County in the investigation of the 19 firefighters tragically killed during the Yarnell fire.
- The Office of the Medical Examiner hired a additional Board Certified Forensic Pathologist reducing our vacancy in this title from three to two.
- OMB consolidated the budget based on the Chairman's direction.
- On June 3, 2013, OMB facilitated the Board of Supervisors study session on non-recurring funding.
- On June 17, 2013, the Board of Supervisors adopted the FY 2014 Budget. The budget includes a property tax reduction of more than \$32.7 million combined.
- More than seventy employees from PDS departments participated in the 2013 Arizona StandDown. The event served over 1,500 veterans, a number of which needed assistance from PDS attorneys regarding legal matters. Over 300 veterans were helped to resolve outstanding fines, fees, warrants, driver's license issues and a myriad of other legal issues.
- A thorough review and analysis of attorney experience, turnover, and attrition data was provided to County management in support of a market salary review.
- Banking Operations and Case Management System replacement research began in earnest with a thorough review of functional system requirements for Public Fiduciary. Procurement efforts are ongoing.
- Caseload management restructuring was initiated to resolve improper case appointments to the public fiduciary.
- The Public Health Foundation selected Maricopa County for first place in the nation in the "I'm Your Community Guide" contest, for our use of the Community Guide in our Community Health Improvement Plan.
- The website FindHelpPhx.org, developed by the SNACK program to assist families in finding resources and to disseminate information during an emergency, received an award for innovation from the National Association of Counties (NACo).
- Bob England, Director of MCDPH, was reelected to the Board of the National Association of County & City Health Officials (NACCHO), and elected to the Executive Committee of the Board.
- Research & Reporting has completed Employee Satisfaction Surveys with 18 departments. As always, they are striving to obtain a 100% response rate with every department.
- Research & Reporting has finalized the 2013 Central Services Customer Satisfaction Survey with a 100% response rate.

# Correctional Health Services

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

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

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## Correctional Health

### Strategic Goals:

- By 2014, 100% of Correctional Health Services patient health records will be in an electronic format.
- By 2014, CHS will build a partnership with an outside health care organization to provide routine, urgent, emergent, and specialty care services to our patients that require a higher level of care than CHS can provide internal to the jail system.
- By 2014, the turnover rate for direct patient care will be no greater than 5%, which will benefit pt care.
- By 2016, CHS will partner with County Facilities and the Sheriff's Office for a strategic, sustainable plan for future jail development.
- By 2017, CHS will strengthen the coordination and symbiotic interdepartmental partnership with the Public Health and Homeless Clinic County departments.

### Programs:

- Inpatient/Outpatient
- Support Services
- Return To Competency

## Inpatient and Outpatient Programs

### FY 2013, 4th Quarter Results Annum (June not complete):

•Percentage of initial assessments completed within 14 days:	94
•Percentage of patients triaged within 24 hours:	99
•Percentage of booked inmates screened:	100
•Percentage of scheduled appointments kept:	82
•Percentage of screened inmates booked:	99



- Continue to work toward successful e-HR implementation!

### Background Information:

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

### Analysis:

- In partnership with the Sheriff's Office, CHS has regained accreditation and has managed to annually see 370,000 patients for sick call visits, triage 100,000 health care requests, and distribute 340,000 prescriptions!

### Action Steps:

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

### Current Initiatives:

- Successfully implement HER.
- Maintain low vacancy and turnover rates in the clinical areas.
- Maintain accreditation.
- Restructure IT support services received.
- Completion of Zone H migration and e-HR connectivity.
- File Motion to Terminate CHS/Graves v. Arpaio lawsuit.

## Correctional Health

### Key Result Measures:

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

## Correctional Health Services

### Accomplishments:

- Working with the Office of Enterprise Technology representatives and vendor to develop interfaces and workflow designs as it relates to Phase II of e-HR contract.
- New Graves v. Arpaio attorney identified and initial meetings held.
- Finished FY 2013 within budgeted targets.
- Participated in the HIPAA study done in concert with OMB.
- Continued to nurture partnership with Sheriff's Office, Public Health Services, and Office of Enterprise Technology.
- Developed a new co-pay program that will increase revenues and potentially decrease demand.
- Members of executive team presented at the Spring NCCHC conference regarding an integrated health care model and future visions.
- Participated in the Affordable Care Act consultant review.
- Met with e-HR vendor to adjust business requirements in system and begin testing.

### Challenges:

- Successfully work with our new IT support department and ensure a smooth transition and ongoing relationships between Sheriff's Office IT, Office of Enterprise Technology and the e-HR vendor.
- Monitor closely the legal opinion to be reached in regards to the work furlough and work release population.
- Developing ongoing partnership with outside health care providers.
- Inability to maintain community salary competitiveness in order to attract and retain skilled clinical and administrative personnel .
- Manage a structurally sound and fiscally responsible budget while continuing to meet the demands of inmate movements and increased population.
- Manage an ever increasing pharmaceutical demand and cost.
- Maintain ongoing compliance with NCCHC and Graves v. Arpaio while dealing with manual processes and a rough IT transition and ongoing turnover in the Office of Enterprise Technology.

# Medical Examiner

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

David Boyer  
Director

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# Medical Examiner

## Strategic Goals:

- By July, 2013, 25% (from 18.4% as of June 30, 2013) of jurisdictional cases will be released directly to the family's funeral home of choice.
- By July, 2013, the Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (39.0% as of June 30, 2013) of cases closed within 45 days and 95% (from 81.3% as of June 30, 2013) of cases closed within 90 days.

## Key Result Measures:

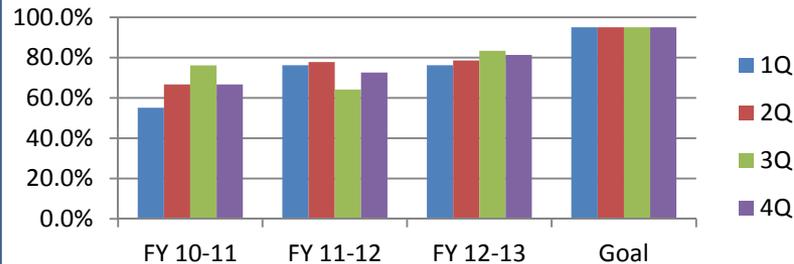
- Percent of cases completed (available for public release) within 90 days.
- Percent of cases not admitted (CNA's).

# Medical Examiner Program

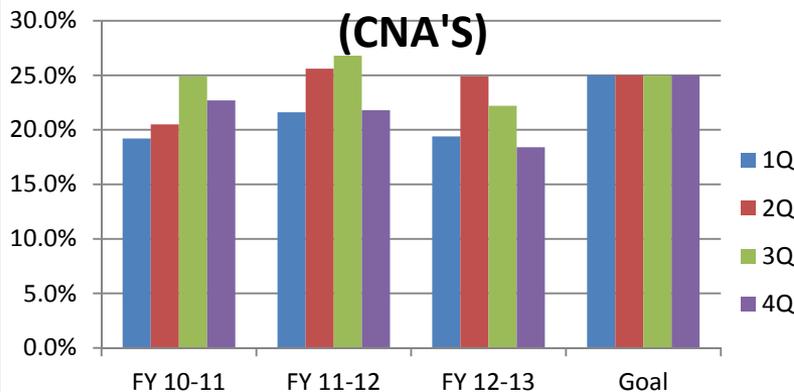
## FY 2013, 4th Quarter Program Outputs:

•Number of Medical Examiner cases admitted:	968
•Number of cases not admitted (CNA's):	218
•Number of Medical Examiner cases closed:	566

## % of Cases Closed in 90 Days



## % of Cases Not Admitted (CNA'S)



## Background Information:

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

## Analysis:

- During Q4, caseload decreased 3% from Q3.
- The CNA % decreased 3.8% from Q3.

## Action Steps:

- Continue the hiring process for one of the remaining doctor positions. One doctor was hired in a temporary status and then hired in regular-full-time status on June 10, 2013. Continuing the in-house training for all Medicolegal Death Investigators.

## Medical Examiner

### Current Initiatives:

- The CME system has been upgraded and is currently in use and review.
- The Hydrogen gas conversion for the lab is in the installation stage.
- NAME (National Association of Medical Examiner) accreditation will continue but will be hampered due to standards set for caseload.
- Mass Fatality Plan continues to move forward in partnership with state and county Emergency Management.
- The exam floor resurfacing was completed during this quarter.
- Carpet replacement for the department was completed during this quarter.
- Replacing analog x-ray equipment with digital equipment currently is in the planning stage utilizing funding from Public Health designated for this purpose.

## Medical Examiner

### Accomplishments:

- With the assistance of grant funding from NIJ (National Institute of Justice), the “Identify the Missing” team identified one “doe” case this quarter.
- Maricopa County was called upon to assist Yavapai County in the investigation of the 19 firefighters tragically killed during the Yarnell fire. The Medical Examiner’s office was able to provide professional assistance to Yavapai County while maintaining coverage of Maricopa County cases during a surge in activity.
- The department hired a additional Board Certified Forensic Pathologist reducing our vacancy in this title from three to two.

### Challenges:

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

# Office of Management & Budget

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

*Sandi Wilson*  
*Deputy County Manager*

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# Management & Budget

## Strategic Goals:

- By 2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY 2010 level.
- By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.
- By 2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level.

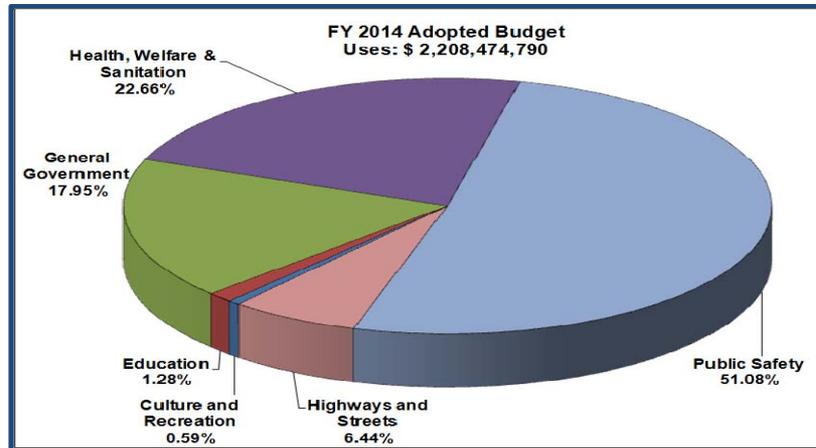
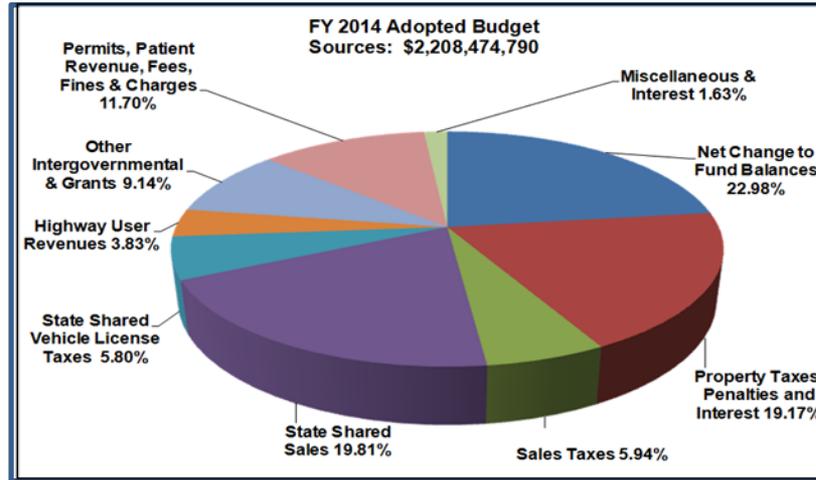
## Key Result Measures:

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

# Planning & Budgeting Program

## FY 2013 Forecasted Outputs:

• Number of appropriated budgets monitored and forecasted:	322
• Number of budgeted activities monitored and forecasted (dept/activity):	767



## Background Information:

- For FY 2013, General Fund revenue collections through June, prior to accrual, are ahead of budget but are below the FY 2013 *Most Likely* Forecast from the County's economist.
- Departmental FY 2013 General Fund operating expenditures are \$19.2 million under budget as of the first June close.

## Analysis:

- While state-shared sales tax, state-shared vehicle license tax, and jail tax collections are anticipated to exceed the FY 2013 budgeted levels, they are below the forecasted ending amounts for FY 2013. The FY 2014 budget assumed a base level for FY 2013 at the *Most Likely* level. If this is not achieved, there may be a shortfall in revenue in FY 2014, causing structural imbalance.
- Department budgets will be tight in FY 2014, and operating contingencies have been eliminated. Minimal savings are anticipated.

## Action Steps:

- OMB will need to be vigilant in monitoring revenue and expenditures throughout FY 2014, alerting the Board and recommending corrections as issues arise.
- OMB is developing additional new revenue options for the Board of Supervisors.
- Budget policies will need to be reviewed and revised during the upcoming year to align with current practices.
- Alternatives for capital project funding will need to be explored as fund balances are depleted.

## Management & Budget

### Current Initiatives:

- Implementation of a Position Management Application System.
- Analysis of and final recommendations associated with the Sheriff's Office staffing and best practices studies.
- Finalization of the Affordable Care Act Impact Study.

## Management & Budget

### Accomplishments:

- Throughout the quarter, OMB participated in the County Manager's weekly FY 2014 Budget Briefing sessions with the Board's Chiefs of Staff.
- OMB consolidated the budget based on the Chairman's direction.
- On May 20, 2014, the Chairman's budget was presented, which the Board of Supervisors adopted as the FY 2014 Tentative Budget.
- On June 3, 2013, OMB facilitated the Board of Supervisors study session on non-recurring funding.
- On June 17, 2013, the Board of Supervisors adopted the FY 2014 Budget. The budget includes a property tax reduction of more than \$32.7 million combined.

### Challenges:

- Utilizing the *Most Likely* scenario for revenue could result in structural imbalance if revenues do not trend at the forecast level.
- The lack of operating contingency may result in structural imbalance when unanticipated issues arise and need to be funded.
- Aggressive revenue estimates, lack of contingency and expenditure budget reductions will likely result in minimal additions to fund balance which directly impacts the funding available for capital and technology projects on a pay-as-you go basis.
- Without implementation of a new revenue source, the County will be extremely limited in its ability to absorb new or expanding costs. New or expanded programming, new unfunded mandates, and keeping pace with the compensation market will likely not be possible.

# Public Defense Services

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

*James L. Logan*  
*Director*

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## Public Defense Services

### Reporting Departments:

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

### Strategic Goals:

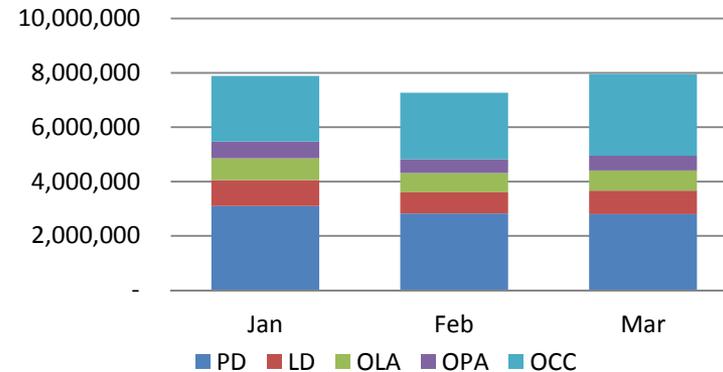
- By July 2013, 100% of capital cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2013, 80% of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

## Public Defense Constellation Totals

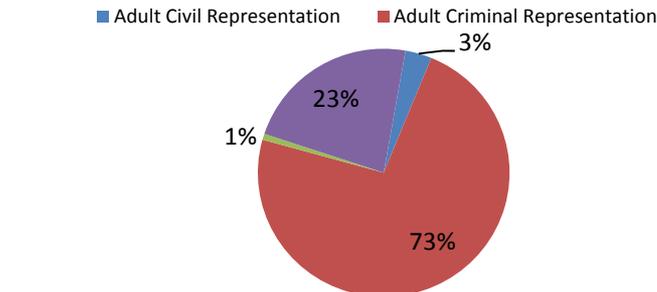
### FY 2013, 3rd Quarter Constellation Highlights:

•Number of Departmental Activities:	19
•General Fund Expenditures:	\$22,705,472
•Other Fund Expenditures:	\$ 406,990
•Total Demand (Case Net Assignments):	18,108
•Total Output (Case Resolutions):	17,395

### Public Defense Expenditures by Month



### FY13, 2nd Quarter Expenditures by Program



### Background Information:

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

### Analysis:

- Spending in the third quarter of FY 2013 is 5.1% higher than same period in the prior fiscal year. The FY 2013 YTD total is 5.7% higher than FY 2012 at this time. Significant demand increases seen over the last year, combined with ongoing expenses for long-term cases, continue to drive costs.

### Action Steps:

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

## Public Defense Services

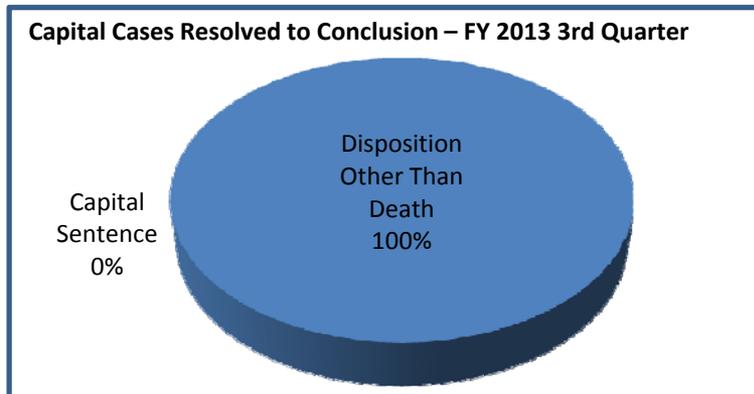
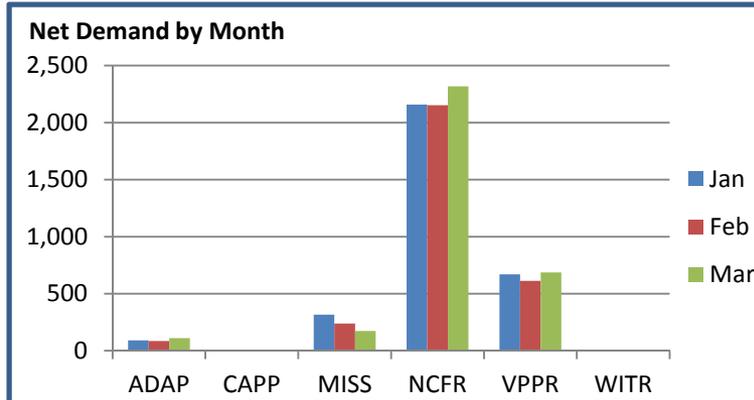
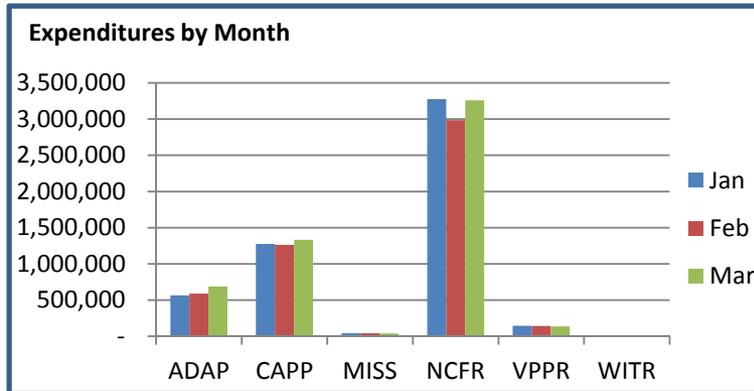
### Activities & Descriptions:

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

### Key Result Measures:

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

## Adult Criminal Representation Program



### Background Information:

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

### Analysis:

- Demand increased 2% in Non-Capital Felony in the last half of FY 2012. The first quarter of FY 2013 saw a 6.2% increase over the prior year's increase, with July (17%) and August (11%) much higher than the average of the preceding twelve months. However, the more recent quarters have leveled off such that the current FY 2013 forecast is actually down 2% as compared to FY 2012. Spending remains elevated because resolutions have slowed significantly and the cases from the earlier volume increases are still resolving.
- An increase in attorney resignations and difficulties in hiring in the staffed offices, have significantly increased the reliance on contract attorneys for non-capital felony representation. This has reduced efficiency and resulted in increased cost. This subject is discussed at greater length in the "Challenges" section to follow.

### Action Steps:

- PDS will continue to work with the Court and OMB to research and implement any other possible means of mitigating demand/financial impacts.
- PDS will continue to work with OMB and Employee Compensation to identify possible solutions to current recruiting/retention issues.

# Public Defense Services

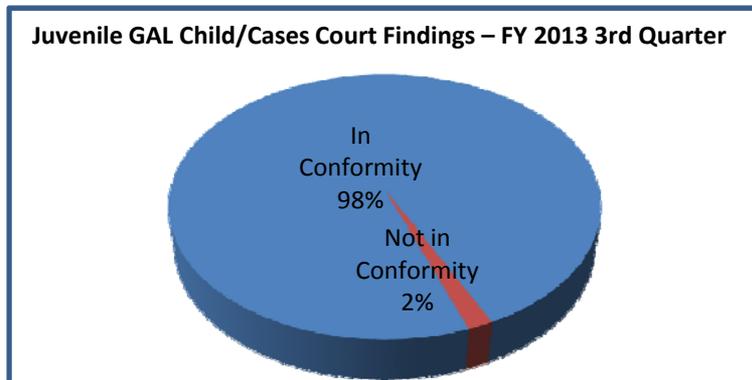
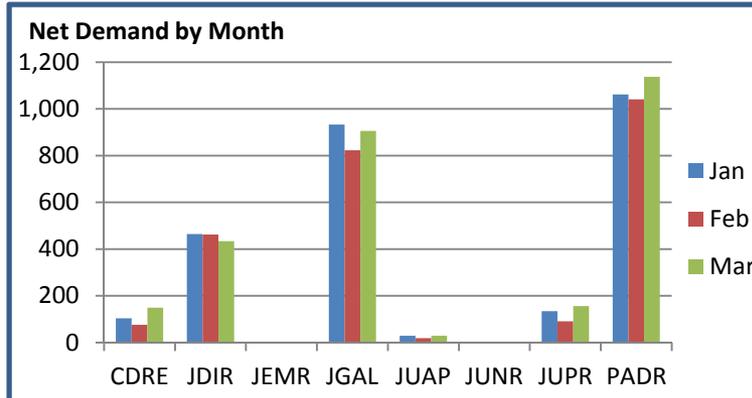
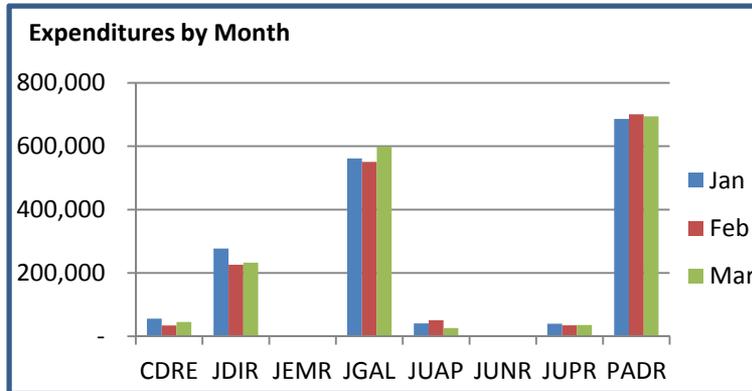
## Activities & Descriptions:

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

## Key Result Measures:

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

# Juvenile Representation Program



## Background Information:

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

## Analysis:

- Dependency demand (CDRE, JGAL, and PADR) has been increasing dramatically over the last five to ten years. Demand increased more than 35% in the two years from FY 2010 to FY 2012. Due to the lengthy duration of the bulk of these cases, the existing caseloads continue to be heavily impacted by the earlier increases.
- Pay structure for the contracts and staffing changes in the in-house offices over the last five years have largely mitigated the financial impact of the prior demand increases. As of the end of FY 2012, all opportunities for savings have been fully maximized.
- The current year demand is forecasting nearly 19% over the prior year, while output is only up 6%. With staffed offices functioning at caseload maximums, new demand is increasingly being assigned to contract attorneys for additional cost.
- Implementation and expansion of dependency “Cradles to Crayons” courts required staffing reallocations in two departments in FY 2012 to attempt to meet the requirement for dedicated staff. Even so, there is need for additional positions in the Office of the Public Advocate, dedicated to C2C cases.

## Action Steps:

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

## Public Defense Services

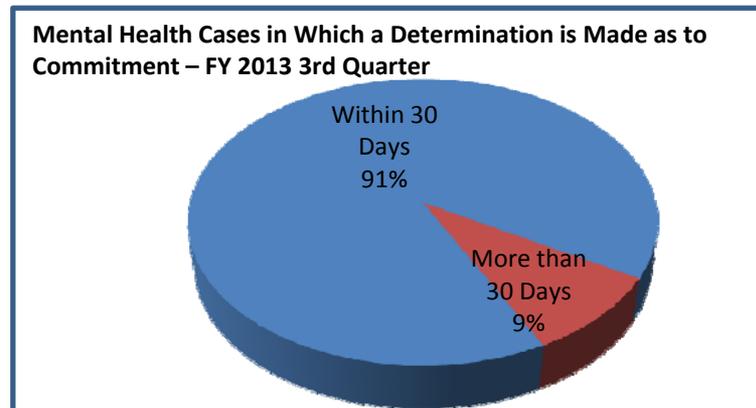
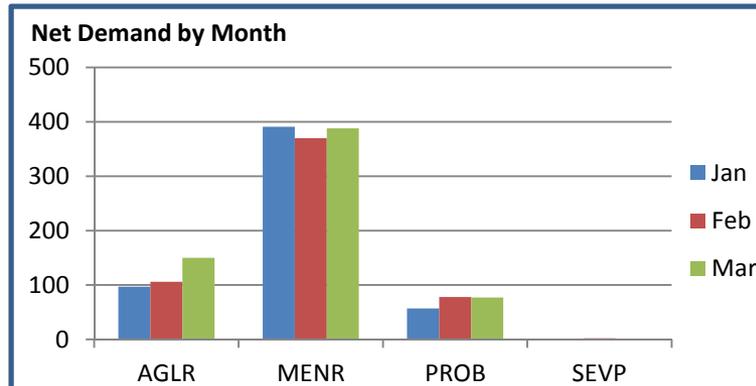
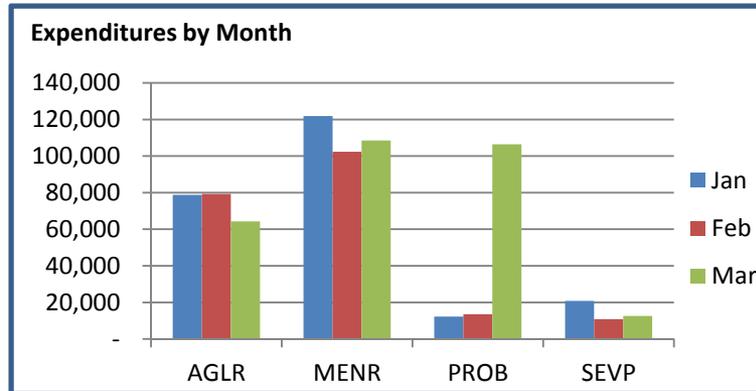
### Activities & Descriptions:

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

### Key Result Measures:

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

## Adult Civil Representation Program



### Background Information:

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

### Analysis:

- Significant demand increases in Adult Guardian ad Litem (45%) and Probate representation (23%) from FY 2011 to FY 2012, continue to be followed by increases for FY 2013. The total demand for the program is forecasted at 14.9% over the budgeted demand.
- Mental Health demand is 15.4% higher for FY 2013 than at this time last year. Even with some growth planned into the FY13 budget, the current forecast is almost 7% higher than the budgeted demand.
- While new Sexually Violent Person assignments have been down in number for FY 2013, the incarceration rate has lengthened, resulting in a greater number of open cases.
- Cases in some areas of this program remain open for many years, and they generate expenses for the duration.

### Action Steps:

- PDS will continue to work with the Court and OMB to research and identify possible means of mitigating the demand impacts.

## Public Defense Services

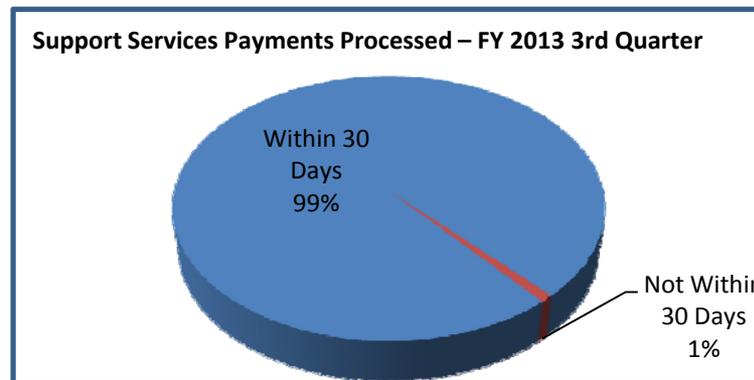
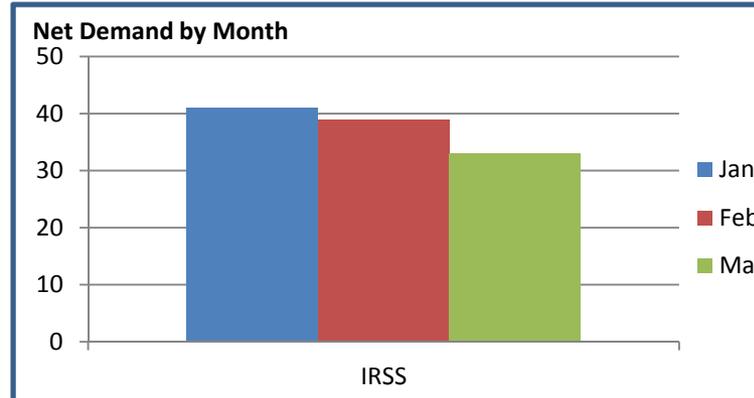
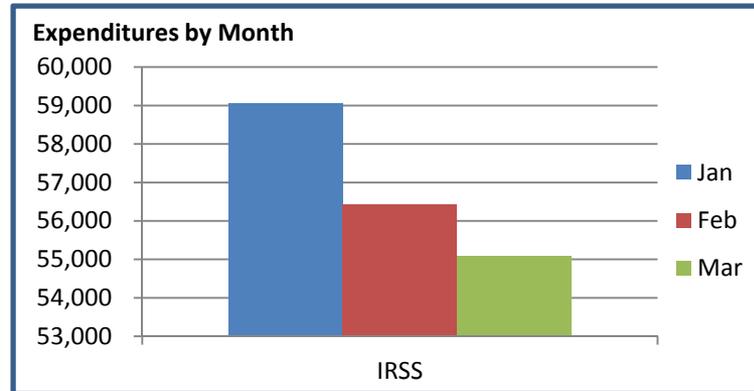
### Activities & Descriptions:

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

### Key Result Measures:

- Percent of Payments Processed Within 30 Days of Receipt.

## Support Services Program



### Background Information:

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

### Analysis:

- Expenses in this activity are extremely unpredictable in both volume and in cost. FY 2012 saw a 16% increase from the prior fiscal year, but FY 2013 expenses are showing a reduction.
- Public Defense has extremely limited control over this area, as the services are provided pursuant to court order.

### Action Steps:

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

## Public Defense Services

### Current Initiatives:

- Justware Case Management System is being developed with assistance from Office of Enterprise Technology.
- Findings from the dependency case review regarding Child Protective Services deficient disclosure are being evaluated at the Office of the Legal Defender .
- Transition is underway to upgrade to Westlaw Next, which is a far superior and more efficient means of conducting legal research.
- Video Conferencing equipment upgrade and expansion is underway utilizing used computers donated by the Sheriff's Office.

## Public Defense Services

### Accomplishments:

- More than seventy employees from PDS departments participated in the 2013 Arizona StandDown. The event served over 1,500 veterans, a number of which needed assistance from PDS attorneys regarding legal matters. Over 300 veterans were helped to resolve outstanding fines, fees, warrants, drivers' license issues and a myriad of other matters in Superior and Justice Court.
- A thorough review and analysis of attorney experience, turnover, and attrition data was provided to County management in support of a market salary review.
- Two temporary staff positions were added to the Office of the Legal Defender to research dependency cases to determine if deficient disclosure from Child Protective Services caused any harm to the clients (see "Challenges" third bullet point).
- Public Defender hosted a total of thirty different training events in the third quarter of FY 2013, three of which were legal skills trainings.
- Public Advocate presented to juveniles in Drug Court regarding sexual offenses so that they would be aware of the laws and the consequences.
- Public Advocate presented to employees of the Maricopa Youth Transitional Association regarding restoration of rights for those with criminal histories.

### Challenges:

- Severe salary compression issues are greatly affecting the attorney ranks. Five year attorneys, handling very serious cases, earn the same amount as hires with no experience. The resultant increase in turnover challenges the departments to maintain an effective workforce.
- Maintaining salary equity with existing staff is negatively impacting the successful recruitment of experienced external candidates. Coupled with the increasing turnover for existing staff, the offices are challenged to find, hire, and retain staff with the required knowledge and abilities.
- Increases in demand and reductions in resolutions, most dramatically in felony and dependency, challenge PDS to assign the new demand without increasing the reliance on the more-costly contract attorneys.

# Public Fiduciary

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

*Catherine R. Robbins*  
*Director*

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# Public Fiduciary

## Strategic Goals:

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

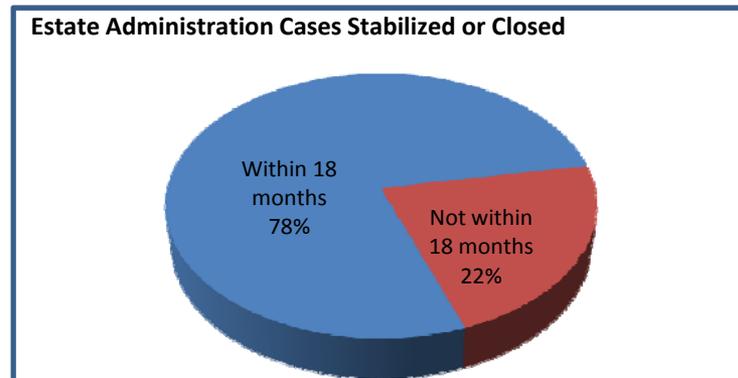
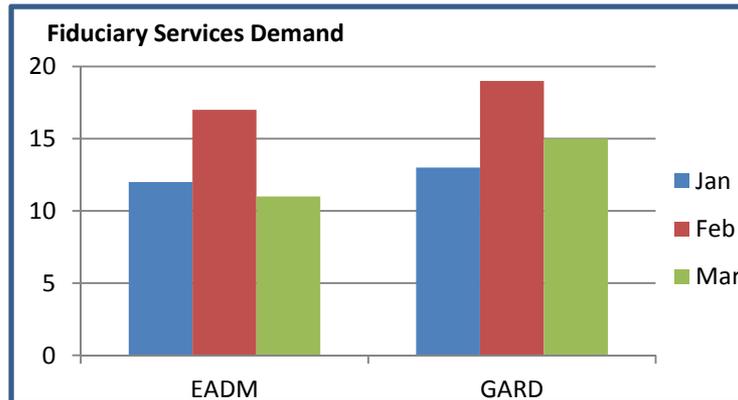
## Key Result Measures:

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

# Fiduciary Services Program

## FY 2013, 3rd Quarter Program Outputs:

•Number of Conservatorship and Probate referrals/cases completed, stabilized or closed:	81
•Number of Guardianship cases stabilized or closed:	80
•Number of Guardianship referrals and investigations completed:	60



## Background Information:

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

## Analysis:

- The Number of Guardianship Referrals and Investigations Requested is up 9% for the first three quarters of FY 2013, as compared to FY 2012 at this time. The number completed is up more than 54% over the same time in FY 2012. With a high proportion resulting in alternatives to PF Guardianship, the number of new wards actually assigned for guardianship administration is up by a smaller percent (11%). As a result, caseloads, while still high, are being reduced.
- The Number of Conservatorship and Probate referrals/cases completed, stabilized, or closed is up 33% over the same time period in FY 2012. Demand is up just slightly, so caseloads are being reduced, though they do remain high.

# Public Fiduciary

## Strategic Goals:

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

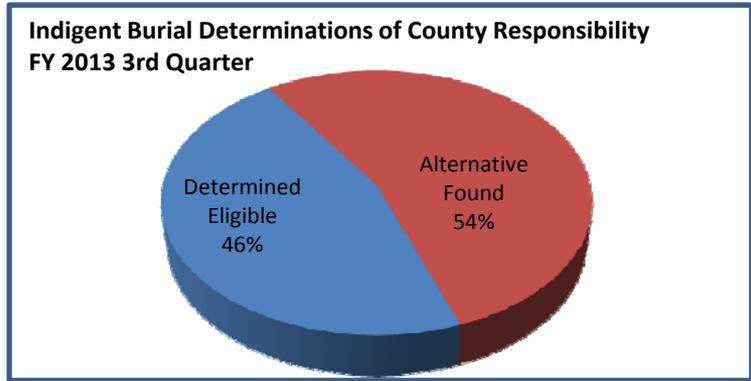
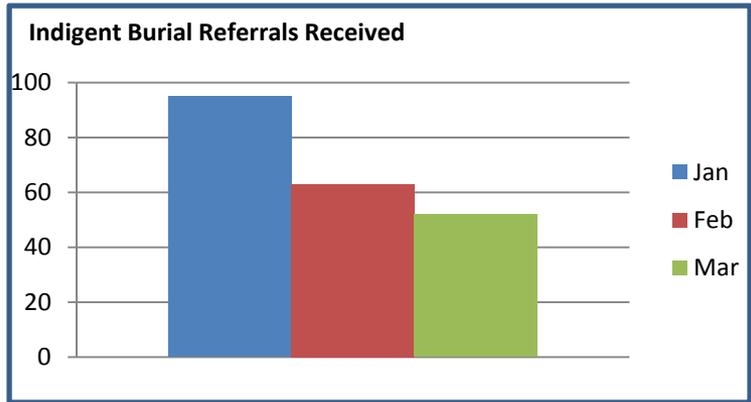
## Key Result Measures:

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

# Indigent Burial Services Program

**FY 2013, 3rd Quarter Program Outputs:**

•Number of referral determinations completed:	217
•Number of referral determinations completed within 5 business days:	213
•Number of referrals determined to be eligible for County funded burial services:	100



## Background Information:

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

## Analysis:

- The number of burial referral determinations completed within 5 business days was 98.2% for the third quarter of FY 2013.
- Demand for burial services for FY 2013 YTD is 3.2% lower than at the same time in the prior fiscal year.
- The percentage of burials completed YTD at County expense has increased slightly from FY 2012 (43.9%) to FY 2013 YTD (45.3%).

## Action Steps:

- At some point during FY 2014, a procurement process will be required to select and contract with funeral home vendors.

## Public Fiduciary

### Current Initiatives:

- Research, in cooperation with the Office of Enterprise Technology, is ongoing to procure and implement a replacement accounting and case management system for the office.
- Efforts are ongoing to collect and analyze information documenting the need for a market salary adjustment for Guardian and Estate Administrators.

## Public Fiduciary

### Accomplishments:

- Banking Operations and Case Management System replacement research began in earnest with a thorough review of functional system requirements. Procurement efforts are ongoing.
- Caseload management restructuring was initiated to resolve improper case appointments to the public fiduciary.
- Management Team vacancies resulted in one internal staff promotion during the third quarter of FY 2013. A second promotion and a hire from another County department occurred in the last quarter of FY 2013.
- Community outreach and presentations were provided to Banner Health Care Systems, Maricopa County Bar - Probate Section, Magellan Behavioral Health Services, and the Office of the Medical Examiner.
- Staff schedules were modified to allow bi-monthly training for all staff in the office to promote uniformity and compliance with regulations, and to prepare pre-licensed staff for licensing exams.
- Internal Training for all staff was made available at no cost to the County on the "Prudent Investor Rule" and "Compliance Management." Eight staff members also attended an Arizona Fiduciary Association two-day conference in Tucson.

### Challenges:

- An outdated market range study, combined with the requirement to maintain salary equity with existing staff, is negatively impacting the successful recruitment of new guardian and estate administrators, particularly those with experience.
- The dwindling number of experienced professionals in the Office is challenged to provide sufficient oversight and training for the less experienced professional staff who comprise the majority of the workforce.
- The aging population and the economic recession are driving demand increases for Office resources and for the limited pool of external social services.
- Strained and limited social services programs, challenge the department to establish timely and appropriate services for the wards.
- Recent court rules requiring conservatorship inventories and accountings challenge the department's ability to maintain compliance, as the existing case management system is not capable of generating the newly required documents.
- The outdated and unreliable case management system used by the Office requires a considerable amount of manual effort to find and fix problems.

# Public Health

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

*Bob England, MD, MPH  
Director*

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# Public Health

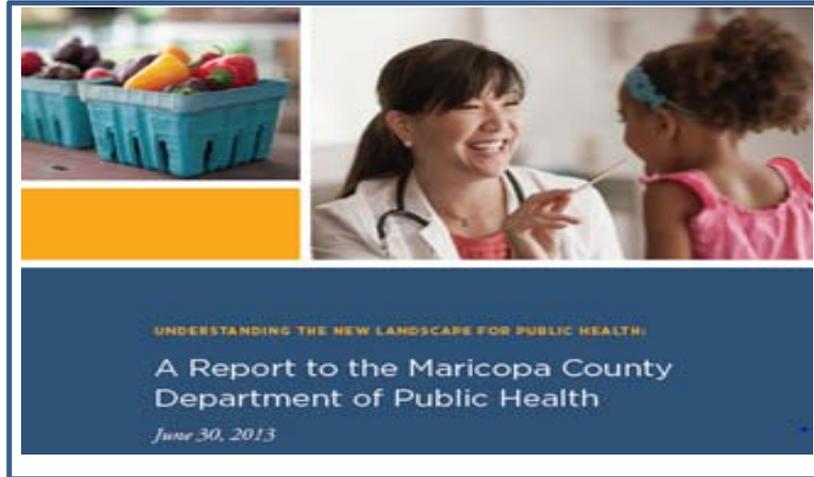
## Strategic Goals:

- By June, 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community.
- By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.
- By 2015, the rate of childhood obesity will be less than 15.5%.

# Numerous Activities to Position for Changes of the Affordable Care Act

## FY 2013, 2nd Quarter Program Outputs:

- Analysis of Public Health opportunities related to the ACA.
- Training and organizing to position MCDPH related to the ACA.
- Planning with external partners to play optimal role in healthcare changes.



## Background Information:

- Implementation of the Affordable Care Act (ACA) has occurred in stages, with some of the most important aspects in terms of public health occurring by January 2014.

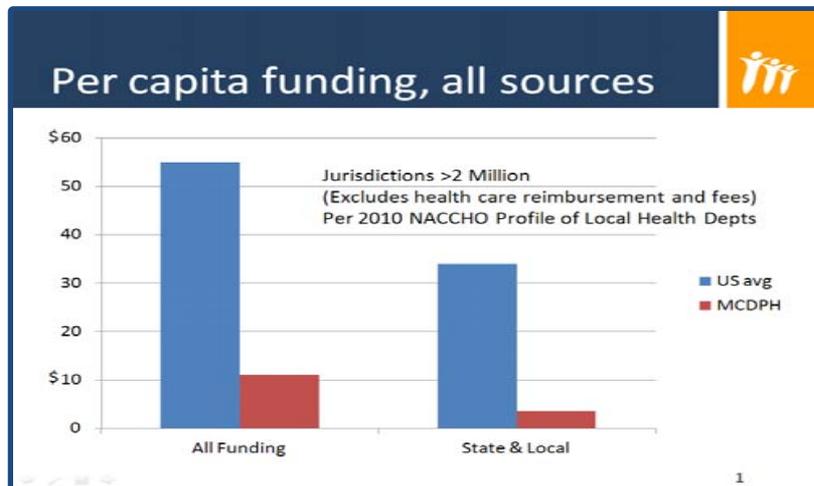
## Analysis:

- Opportunities for prevention created by the creation of Accountable Care Organizations (ACOs), the expansion of Medicaid in Arizona (AHCCCS), first dollar coverage for preventive care within non-grandfathered insurance plans, and other changes, represent the greatest opportunity for real public health improvements in our lifetime. But MCDPH must move quickly to take maximal advantage of these.

## Action Steps:

All parts of the Department have been involved this quarter to:

- Produce and evaluate hundreds of pages of analysis re: MCDPH and the ACA;
- Post this analysis on CoverAZ.org ;
- Convene five ACA training webinars
- Convene four-hour ACA planning retreat with partner agencies;
- Prepare to focus on Return on Investment (ROI) calculations;
- Convene Community Health Improvement Plan meetings with partners;
- Obtain a grant to move forward on Public Health Accreditation;
- Meet with multiple ACOs to plan for MCDPH participation;
- Participate in navigation of system, with external partners and internal training.



## Public Health

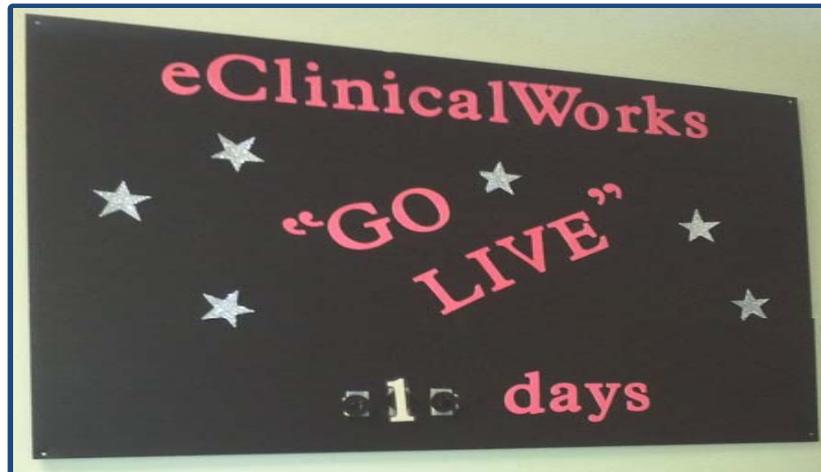
### Strategic Goals:

- By June, 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community.
- By June, 2018, obtain accreditation from the Public Health Accreditation Board.

## Division of Clinical Services – Electronic Health Records

### FY 2013, 4th Quarter Program Outputs:

- Provided services to more than 6,000 county residents.
- Performed nearly 40,000 laboratory tests in-house.
- Filled more than 5,000 patient prescriptions.



### Background Information:

- Health care costs and quality assurance have taken center stage in health care reform. Research indicates that implementation of an electronic health record (e-HR) can improve the provision of cost-effective quality care and can improve the health of the community.
- Paper charts pose several challenges which are addressed and/or eliminated when utilizing an EHR. The benefits of an EHR include legibility of patient notes, accessibility of charts (eliminating "lost" charts), and allowing multiple users of the same chart simultaneously.

### Analysis:

- The EHR will help to ensure high quality patient care and improved customer service, in a more cost efficient manner. There is less error when reconciling patient lab and x-ray reports as the results are returned automatically into the patient's record. Drug to drug interactions and allergies are checked and space is no longer required for storage of patient charts and x-rays.

### Action Steps:

- The new EHR went live on April 3, 2013. The next steps are to complete the interface with the new laboratory information system, to complete installation of self-service kiosks for registration, and to activate the patient portal, which will allow patients to retrieve test results and patient records electronically.

## Public Health

### Current Initiatives:

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

## Public Health

### Accomplishments:

- The Public Health Foundation selected Maricopa County for first place in the nation in the “I’m Your Community Guide” contest, for our use of the Community Guide in our Community Health Improvement Plan.
- The website FindHelpPhx.org, developed by the SNACK program to assist families in finding resources and to disseminate information during an emergency, received an award for innovation from the National Association of Counties (NACo).
- Adrienne Decker Delgado of the SNACK program was selected as Social Worker of the Year for Arizona.
- Siman Qaasim, Manager of the Office of Health Promotion & Education was selected from more than 300 applicants by the Phoenix Business Journal for the 2013 class of “40 under 40.”
- Laura Weber of the Office of Nutrition & Physical Activity (ONPA) received the Emerging Leader Award from the Arizona Academy of Nutrition & Dietetics.
- Christine Hicks of ONPA received the Turning Thoughts into Action Award from Arizona in Action, for her ongoing support of community nutrition activities.
- The Littleton School District recognized Andrea Zechmann and ONPA for our ongoing partnership and assistance.
- Zoraida Etrick, Coordinator for Safe Kids Maricopa County (SKMC), was invited to a meeting of “outstanding coordinators” to help strategize for the Safe Kids Worldwide Coalition, and asked to extend her membership on the Coalition Advisory Board.
- Bob England, Director of MCDPH, was reelected to the Board of the National Association of County & City Health Officials (NACCHO), and elected to the Executive Committee of the Board.
- Toby Urvater, Administrator for Community Health Action, was elected Chair of the NACCHO Big Cities Coalition Communities of Practice.
- ONPA was selected to train child care centers on improving nutrition and physical activity.

### Accomplishments:

- MCDPH delivered one oral and 7 poster presentations, more than any other health department, at the annual meeting of NACCHO, including on our work related to the Affordable Care Act, our Dietetic Training Program through WIC, our success in creating tobacco free college campuses, our Healthy Worksite program, our success with Express STD Testing, our STD media campaign, our Parent Ambassador program, and our Community Health Improvement Plan.
- The pre-implementation phase of the evaluation of the ASU tobacco-free campus policy has been completed.
- Policy-related research has been completed regarding cities’ general plans, transportation, and food procurement.
- The Office of Public Health Policy (OPHP) assisted in drafting a “complete streets policy” for the City of Phoenix.
- Four Health Impact Assessment (HIA) trainings have educated 75 multidisciplinary individuals, including local health officers statewide, in the conduct of HIAs.
- The Stakeholder Engagement Plan for the HIA related to the South Phoenix light rail extension has been completed.
- The Healthy Arizona Worksites program has trained 56 businesses in evidence-based initiatives.
- The Office of Tobacco & Chronic Disease Prevention (OTCDP) promoted smoke-free property information to the Arizona Multi-Housing Association annual trade show.
- OTCDP created for the Arizona Attorney General’s Office a new Tobacco Retailer Training Program for retailers caught selling tobacco to minors.
- ONPA is helping to expand Maricopa County’s healthy vending program to the Durango campus.
- ONPA and OTCDP are working with the Boys’ & Girls’ Club on healthy vending and tobacco prevention.
- OTCDP developed a 30-minute smoking cessation webinar for Maricopa County employees.
- Public Health 101 web-based training was completed.

## Public Health

### Current Initiatives:

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

## Public Health

### Accomplishments:

- Twenty staff from OPI, OPHP, ONPA, the Office of Family Health (OFH), and the Office of Epidemiology (Epi), along with staff from the Arizona Department of Health Services, completed 40 hours of classroom training in Return on Investment (ROI) calculation. Along with two staff to be devoted full-time to ROI work, this preparation will allow us to answer critical questions regarding the economic consequences of various policy decisions and program options, both for us and partners.
- A new website has been created for the Parent Ambassador program so that parents, schools, and communities can learn why it is important, how to get involved, and how to connect to other resources.
- The Parent Ambassador Curriculum and support materials are being translated into Spanish.
- The Parent Ambassador program is training bilingual interns with the Greater Valley Area Health Education Center (GVAHEC) to facilitate future trainings.
- OPHP, the Office of Community Empowerment (OCE), and the Office of Performance Improvement (OPI) continue to work with many community partners on the Health Improvement Partnership of Maricopa County (HIP-MC). Some 90 partners participated in the June meeting.
- SKMC assisted with two “Mock Crash” youth education events with the Phoenix Police and Fire Departments, MIHS, and the Maricopa County Office of the Medical Examiner.
- SKMC and Phoenix Children’s Hospital recycled more than 600 car seats for re-use of components.
- SKMC held its first Safe Kids Day event at Desert Ridge Marketplace.
- OCE held the first annual May Forum in Laveen for the Preventive Health Collaborative, with some 60 attendees from a variety of partner organizations.

### Challenges:

- Details of the Affordable Care Act and of opportunities for Public Health within health system change remain complex and daunting. Key to effective participation and ultimate increases in our sustainability is extensive interaction with the multifaceted health care system. While we are involved with discussions with newly forming Accountable Care Organizations, with partner agencies related to navigation of insurance options and other issues, we simply do not have the staff time to take advantage of all the opportunities we have so far discovered. Time is of the essence in accessing some of these opportunities.
- Chronic underfunding of both our opportunities in policy and systems change work, and our proven direct service interventions, continue to cost our community dearly and bode poorly for future economic consequences.
- Despite an effective quit rate at 6 months of 95%, filling our tobacco cessation classes for County employees remains a challenge. We have promoted this class through the Wellness Works Newsletter, Advantage Magazine, the TV monitors in the County’s office buildings, the intranet, posters in downtown office buildings, and emails to those targeted Department PIO’s whose departments have higher tobacco use rates. We recently developed a recruitment webinar, and hope to promote the classes during next year’s biometric testing. We suspect that some supervisors and departments may resist providing staff a full hour block of time during the lunch break in order to attend.
- Development of appropriate employee training regarding what is acceptable policy education vs. what is prohibited lobbying activity has been challenging. There are subtle distinctions between Federal, State and County definitions that require the training be designed to address most conservative restrictions for each particular question.

# Research & Reporting

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

*Ken Andersen*  
*Director*

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# Research & Reporting

## Strategic Goals:

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

## Key Result Measures:

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

# Research & Reporting Program

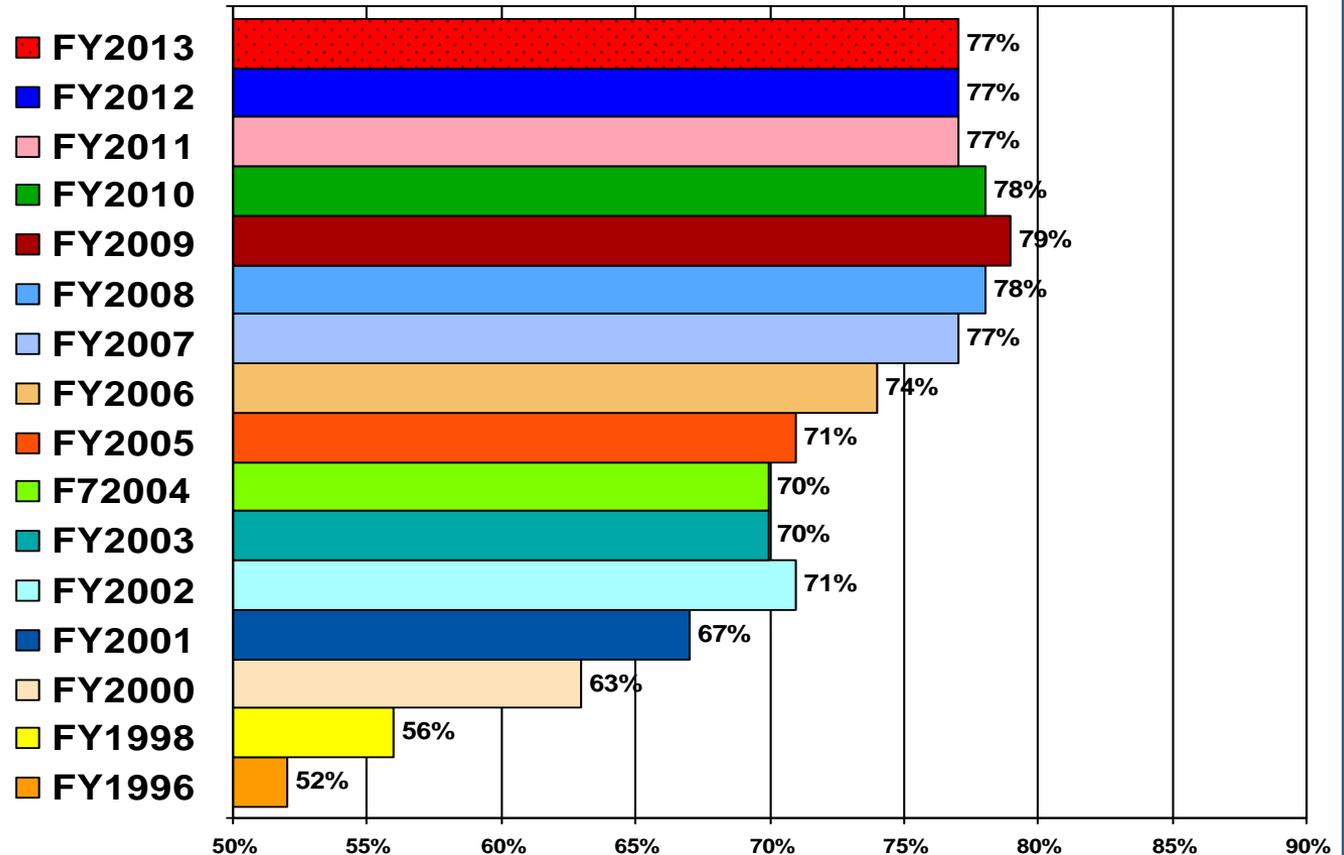
## FY 2013, 4th Quarter Program Outputs:

- Number of county-department-contracted survey projects completed: 3
- Number of county-sponsored survey projects completed: 20
- Number of outside-agency survey projects completed: 0

## Action Steps:

- Research & Reporting has completed the FY 2013 Maricopa County Employee Satisfaction Survey with a 99% response rate.

## All Appointed Departments Overall Satisfaction Percentages



## Research & Reporting

### Current Initiatives:

- As always, Research & Reporting is working to make sure the Employee Satisfaction Survey results are being made available to employees and that employees are being involved in identifying issues and developing action plans.
- We are also still continuing to work on refining all processes to be more efficient. In doing this, we are documenting procedures and ensuring that all staff are cross-trained in all facets of the departmental procedures .
- Research & Reporting is preparing for the General Public County Satisfaction Survey which begins in August. We are working with County departments to streamline and revise the entire County Satisfaction Survey. Citizens found the last survey to be lengthy and redundant. The updated survey will include new questions geared specifically towards each department.

## Research & Reporting Program

### Accomplishments:

- Research & Reporting has completed Employee Satisfaction Surveys with 18 departments. As always we are striving to obtain a 100% response rate with every department.
- Research & Reporting has concluded the Human Service Department's Customer Satisfaction Survey with a response rate of 94%, which is an improvement from the 2012 response rate of 93%.
- Research & Reporting has finalized the 2013 Central Services Customer Satisfaction Survey with a 100% response rate.
- Research & Reporting has also finished the Spring portion of the biannual Facilities Management Customer Satisfaction Survey with a response rate of 95%.

### Challenges:

- A challenge that Research & Reporting faced with the Employee Satisfaction Survey was in regard to scheduling the large number of departments we still needed to complete prior to the end of May and the start of Summer Break.
- This quarter, another challenge we had to confront with the Employee Satisfaction Survey is employee response rates. While we strive to achieve the highest participation rates possible, several departments proved difficult for us in obtaining the 98% response rate we set for all departments.
- The Employee Satisfaction Survey continues to present Research and Reporting, the County, and departments with challenges related to maintaining an effective and efficient workforce in spite of the economic downturn.

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**Maricopa County**  
**Office of the Deputy County Manager**  
**Sandi Wilson**

*FY 2013 Fourth Quarter*

# **Organization Report**



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August 2013