

Advantage

Fall 2014

Supervisor
Rogers Named
West Valley
Woman
of the
Year



Crossover Project
Taking Troubled Teens
to a Better Place

Flash Floods,
Flowing Washes
Flood Control Chief Engineer
Off to Fast Start

Wag N' Walk

Agency Partnership
Benefits Adoptable
Pets



MCDOT
Supervisor
Wins Exemplary
Leadership Award



MARICOPA COUNTY

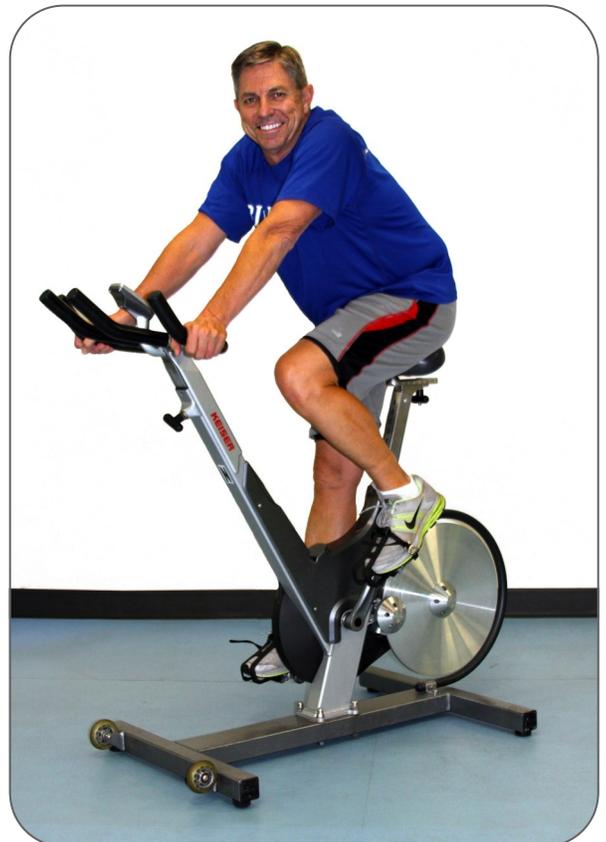
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*Tom Manos
County Manager,
Y member since 1983*

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Adult	\$24	\$12	Employee Only
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Family I	\$44	\$22	Employee + Children age 18 & under living in same household
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ADVANTAGE®

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Control and Parks
& Recreation Help
Adoptable Pets with
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Get the Facts



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- Income in retirement

Entering retirement

- Receiving income in retirement
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From the Publisher



Dear Advantage Reader:



I am writing this letter on Thanksgiving weekend and thinking about my many blessings. To live in America, the State of Arizona, and the valley is one of my greatest blessings. To work at Maricopa County for over 20 years is another. I was born in Maricopa County and I have lived here all of my life. My job allows me to give back to the community where I grew up, live and am raising my family. It is a great privilege to be a public servant.

This issue of Advantage has a lot of information and focuses on things we can all be thankful for. There is a story highlighting juvenile justice coordination that is being done within the Juvenile Courts, the Juvenile Probation Department, and the Arizona Department of Child Safety. Other criminal justice related stories include Correctional Health, the Sheriff's Office and ICJIS (Integrated Criminal Justice Information System) working together to exchange information to assist our criminal justice efforts. Correctional Health is also highlighted for their communicable disease program that is making our jails and our community healthier.

Other stories of interest include an in-depth interview with the new Flood Control District Director, Bill Wiley. In this edition, Director Wiley discusses his background and experience and his challenges and plans for the district. The Wag N' Walk program is a partnership with Parks and Recreation and Animal Care and Control to combine hiking in our beautiful parks with adoption of ador-

able dogs in the County shelter. What a wonderful idea! An article outlining Supervisor Hickman visiting Lake Pleasant with Congressman Gosar to promote boat safety, and Fitness Center improvements at the County Administrative Building are also highlighted.

Finally and most importantly, there are stories of accomplishment and achievements of County employees and leaders. Supervisor Rogers and Supervisor Hickman were both honored this past quarter. Supervisor Rogers was awarded the West Valley Woman of the Year for her contributions to the community. Supervisor Hickman was elected the President of the County Supervisors Association for the upcoming calendar year. Two County employees also received awards for their service. First, Benny Dominguez received national recognition being awarded the Award of Merit from the American Public Works Association for his 25 years of service as a civil servant and leader in MCDOT. Monica Perez received recognition by being named one of the prestigious Hispanic "40 under 40". Monica is currently the Deputy Chief of staff for Supervisor Rogers.

I am grateful for the ability to work with so many committed, innovative and caring people at Maricopa County. Thank you for all that you do for your department, the County and the community at large. Our employees create our image, provide our services and make this a great organization. Thanks again.

Sandi Wilson
Deputy County Manager
Maricopa County



"Gratitude is a sign of noble souls."

- Aesop



Arizona's Inter-Connected Journey

Crossover Project Takes Troubled Kids to a Better Place

Earlier this year, Arizona lawmakers and Gov. Jan Brewer engineered sweeping reforms in the state agencies that oversee child welfare. They created a new Department of Child Safety separate from the state Department of Economic Security. They infused more money for case workers and investigators. They entrusted new Director Charles Flanagan and a special task force to address a scandalously long backlog of uninvestigated cases of physical, emotional or sexual abuse or neglect. Locals cheered the changes and politicians patted themselves on the back.

But lost in the public frenzy and focus on the new organizational chart, bureaucratic changes and budget was a key question: What happens to all those kids?

It's a critical question to the future of Arizona. Child advocates say that kids are resilient, can overcome obstacles, and with the support of interested adults and their own character, will succeed in life.

But too many don't. Frequently, we see an inter-generational pattern of child abuse, delinquency and adult crime. According to one study from the National Institute of Justice, childhood abuse or neglect increases the chances of juvenile arrest by 59 percent and adult arrest by 28 percent.

Research tells us that juvenile offenders have dramatically higher rates of "Adverse Childhood Experiences," including abuse, neglect, substance abuse and mental illness in the home, death of a parent, divorce, incarceration of a parent or witnessing violence against a mother.

Donna McHenry, Maricopa County Crime Prevention Specialist, tracks these same trends locally. Although overall juvenile crime rates are down, mirroring national trends, dependency filings – and the number of children covered in those petitions – are up since 2010.

More worrisome: 62 percent of the juveniles who chronically reoffend have also been involved in the child welfare system. It is not surprising then that these youth also experience higher admissions and longer stays in secure detention compared to the general delinquency population. A recent review revealed that 69 percent of dually-involved youth under the age of 14 were admitted to detention 2.6 times and experienced an average length of stay of 28 days. So the trend holds true. Our abused and neglected kids often do not get the help and on-going support they need to prevent another generation of problems. McHenry has compared it to a "wildfire."

We call these kids "dually involved," "dually adjudicated" or "crossover" youth, having "jumped" from the child welfare system (CPS, foster care, group homes) to the delinquency system (probation or detention).

It's not a happy place to be.

"We need to educate ourselves to this population so we don't re-traumatize them," McHenry says. "We have to respond to the delinquency, but it's not enough to hold youth accountable. We have to use a multi-pronged approach to nudge them along, off the path that they're on."

For a long time, state and local systems have not coordinated efforts to treat this small but growing group of young people who are both victims and perpetrators. Finding the appropriate resources requires wading through a complicated, duplicative and confusing maze of court dates, judicial divisions, prosecutors, defense attorneys, case workers, probation officers, behavioral health specialists and counselors – not to mention police, teachers, school administrators and programs.

“If the systems don’t work together, the families go through multiple meetings, multiple court dates, multiple staffings, multiple case managers and plans, multiple judges for dependency court hearings and delinquency court hearings,” explained Sarah Murillo, West Division Juvenile Probation Director and one of the rising champions of the County’s Crossover Project.

The system hasn’t worked well enough for anyone. Multiple agencies create multiple plans, often with different priorities, occasionally in conflict. Time consuming, confusing, duplicative or at cross purposes. And in the meantime, families that are already in stress, are shuttled back and forth to meetings, with the parents missing work and kids missing school.

“How do we align our agencies and our system that the family only comes in once, to a one-stop shop,” Murillo sighs. “Can we come up with one plan, aligned with multiple agencies with more resources, with everybody on the same page with the same message?”

This is not a new story. In the fall of 1989, Sid Garner published “Failure by Fragmentation,” an essay lamenting California’s myriad of “well-intentioned but isolated youth programs” that allow teenagers to slide toward adult lives of illiteracy, joblessness, addiction and crime.

In her landmark 1988 book, *Within Our Reach*, author Lisbeth Schorr wrote: “Complex, intertwined problems are sliced into manageable but trivial parts” by social service agencies.

“People have been aware of these issues, including in Arizona, but reports and studies tended to stay on a shelf somewhere,” reports Beth Rosenberg, Director of Child Welfare and Juvenile Justice Policy at Children’s Action Alliance. “The dependency system is failing the kids. DES doesn’t fight for kids. The kids slip into detention when some of it is just adolescent behavior.”



Jennifer Cassaday, Juvenile Probation Officer

Things here in Arizona started to change about two years ago when Superior Court Judge Craig Blakey was part of a delegation attending an intensive, week-long conference on “Multi-System Integration” at the Center for Juvenile Justice Reform at Georgetown University. It wasn’t just a talk session, but a demanding certificate program that required participants to develop, take back and implement a “capstone project” that would create collaboration in their communities. In addition to Blakey, several highly-placed state and local public officials attended, as did Rosenberg.

Promising Program calls for collaboration

“Judge Blakey came to the conference and it opened his eyes that we’re not doing good for kids,” Rosenberg said. “To his credit, he decided to do something in Maricopa County, and not wait for a long series of plans and implementation. He wanted to jump-start the cross system collaboration to move the County forward.”

Blakey had been a judge in 2002, serving two-or-three year rotations in criminal, civil and family courts before coming to juvenile court in 2009. And there he has stayed ever since. But his early experiences in juvenile were not happy. He was

not initially impressed with the caliber of the litigants or their case preparations. “It depressed me somewhat,” he admits. But at the encouragement of (former) Presiding Judge Eddward Ballinger, he attended the Georgetown conference.

The conference gave him a new perspective and “I came back determined to do better.” Current Presiding Judge Colleen McNally allows him to hear both delinquency and dependency cases in his court, where he sees many of the crossovers. He worked with other stakeholders to follow up on the capstone project as well, conducting a statewide conference to increase awareness and create the template for change.

But he’s not alone. Blakey has found some valuable allies who are pushing their own large systems to join the effort they now call Arizona’s “Inter-Connected Journey.”

One key partner, Juvenile Probation Director Eric Meaux, arrived from Milwaukee County, where he served as Director of Delinquency and Court Services. He was well established there, serving as an elected alderman in Wauwatosa, a city of 46,000.



*Maricopa County Juvenile
Judge Craig Blakey:
“The judicial side has changed. I
require collaboration. But when
juvenile probation and child
welfare started talking, it was
extraordinary.”*



West Division Juvenile Probation Director Sarah Murillo: “These kids are both victims and perpetrators. The past trauma they have suffered might be an underlying factor in triggering their behaviors.”



Kenya Brumfield-Young, Crossover Project Coordinator: “We have to strengthen the families, the connections and in doing so, we strengthen the community.”

Marcus Reinkensmeyer, longtime Maricopa County Superior Court administrator, was part of the search team that brought Meaux to the Valley in 2012. “In talking to Judges (Norm) Davis and Ballinger at the time, we knew we had to get this one right. We were looking for someone who might not be looking for a job, but might be open to a new challenge,” Reinkensmeyer said.

Meaux’s name came up in a nationwide search. “He was using evidence-based practices. He was a collaborator, a consensus builder. He came out for an interview and did well,” according to Reinkensmeyer. “He was a good fit.”

“When I got here, I found a built-in sense of urgency, a ready group of leadership with Judge Blakey and others,” Meaux says. “But it hadn’t been formalized. Now we have a model, which information could be shared, and how to implement collaborative case planning.”

It’s still a work in progress. These are enormous and complicated systems to integrate and coordinate, all with their own internal legal, ethical and policy constraints. The complete project envisions detailed gap analysis and financial mapping of all funding sources. These ongoing efforts are designed to add structure, predictability and accountability to a system where resources are scarce and can’t be squandered.

“It is tough,” Meaux acknowledges, especially when it comes to dollars. “We all operate in silos, the state, the courts, County departments, the behavioral health system, the providers,” Meaux says. “It would be nice if folks would always walk away with a consensus, but we’re dealing with multiple agencies with their own internal policies and pressures.

“But we are working to get together, so we’re not cobbling together responses at a court hearing,” Meaux explains. “Ideally, the court should be the place to rubber stamp a prior agreement.” Not that Blakey is shy about imposing an agreement when there is no consensus. After all, he has the gavel.

In a move applauded by family advocates, Judge McNally recently adopted a rule requiring attorneys and guardians meet before all substantive court hearings, in compliance with state law.

The Challenge ahead

Blakey is upbeat. The momentum is real. The revamp at the new Department of Child Safety is encouraging, especially with the appointment of Charles Flanagan as

director and Chad Campbell as deputy director. Campbell attended the Georgetown conference with Blakey in 2012. And Flanagan was in an Arizona delegation at a recent leadership conference on the dually involved. Besides Blakey, Meaux and Flanagan, Arizona-based participants included Presiding Juvenile Court Judge McNally, Juvenile Judge James Beene, Deputy County Manager MaryEllen Sheppard, Superior Court Administrator Ray Billotte and McHenry.

“Charles Flanagan is an incredible supporter of all this. The Legislature gave us a real opportunity on this, maybe without being aware of it,” Blakey observed. With Judge McNally, Crossover Project Manager Kenya Brumfield-Young and other supportive leaders in place, Blakey thinks: “We are changing the architecture.”

Sheppard agrees. “We can’t look at these issues in a compartmentalized way. We’re working to tie things together and raising the issue to the highest levels of our County and the criminal justice system.”

In an effort to ingrain the Crossover Youth Practice Model deeper into the County work force, another group attended a Georgetown conference in early November. Participants included Dottie Woodraska, transitions administrator at the Maricopa Education Service Agency; Sarah Murillo, of juvenile probation; Diedre Calcoate, of the Department of Child Safety and Shelley Curran, court services administrator at Mercy Maricopa Integrated Care, the regional behavioral health administrator.

“Mercy Maricopa is an enthusiastic partner in this collaboration,” said Curran. “We have now identified the crossover youth who are eligible for services and court liaisons are working to help bring about consensus within the child-and-family-team process, ensuring that everyone is working for the best interest of the child. As part of this collaboration, we have the capability to analyze cross-systems data to make good program and policy decisions.”

“Juvenile probation, DCS and the RBHA working closely together toward common goals is key to the success of youth in the system,” Curran said, “and can also help to drive policy development and the building of system capacity.”

The issue of recidivism is important enough to Maricopa County that the Board of Supervisors included as a strategic goal to reduce the juvenile recidivism rate to below 15 percent by 2015.

At A Glance Juvenile Probation Department

- 686 staff
- Supervise 2400 youth on probation
- FY 2014 referrals: 18,272, an historic low
- Department of Juvenile Corrections committed: 240
- FY 2014 detention admissions: 4,873
- Average daily population: 190
- Average length of stay: 14 Days
- Combined detention fund and general fund: \$52.9 million

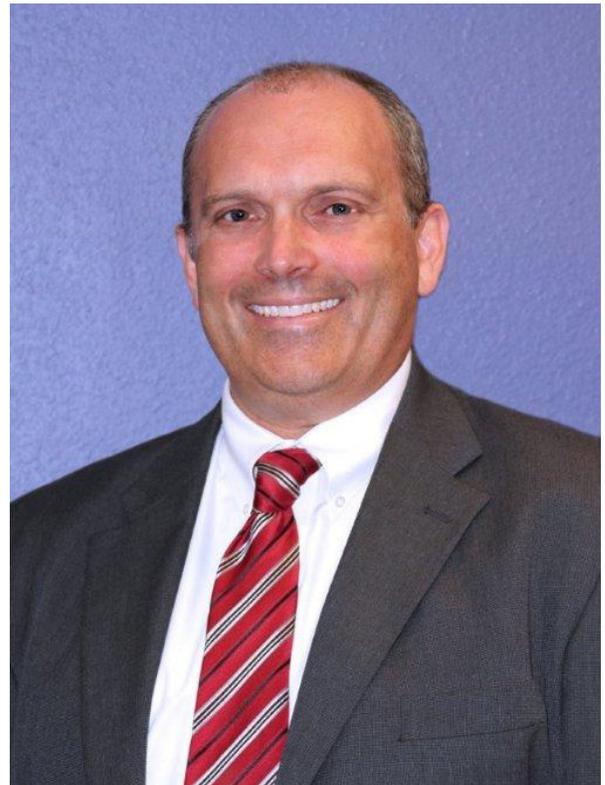
Source: MCJPD

Did you know?

According to the National Institute of Justice, 13 percent of all violence can be traced to earlier child maltreatment.



Juvenile Probation Officer Jennifer Cassaday (standing) discusses “Crossover” youth case plan with West Division Director Sarah Murillo.



**Chief Juvenile Probation Officer
Eric Meaux:** *“We know this is
the right thing to do.”*

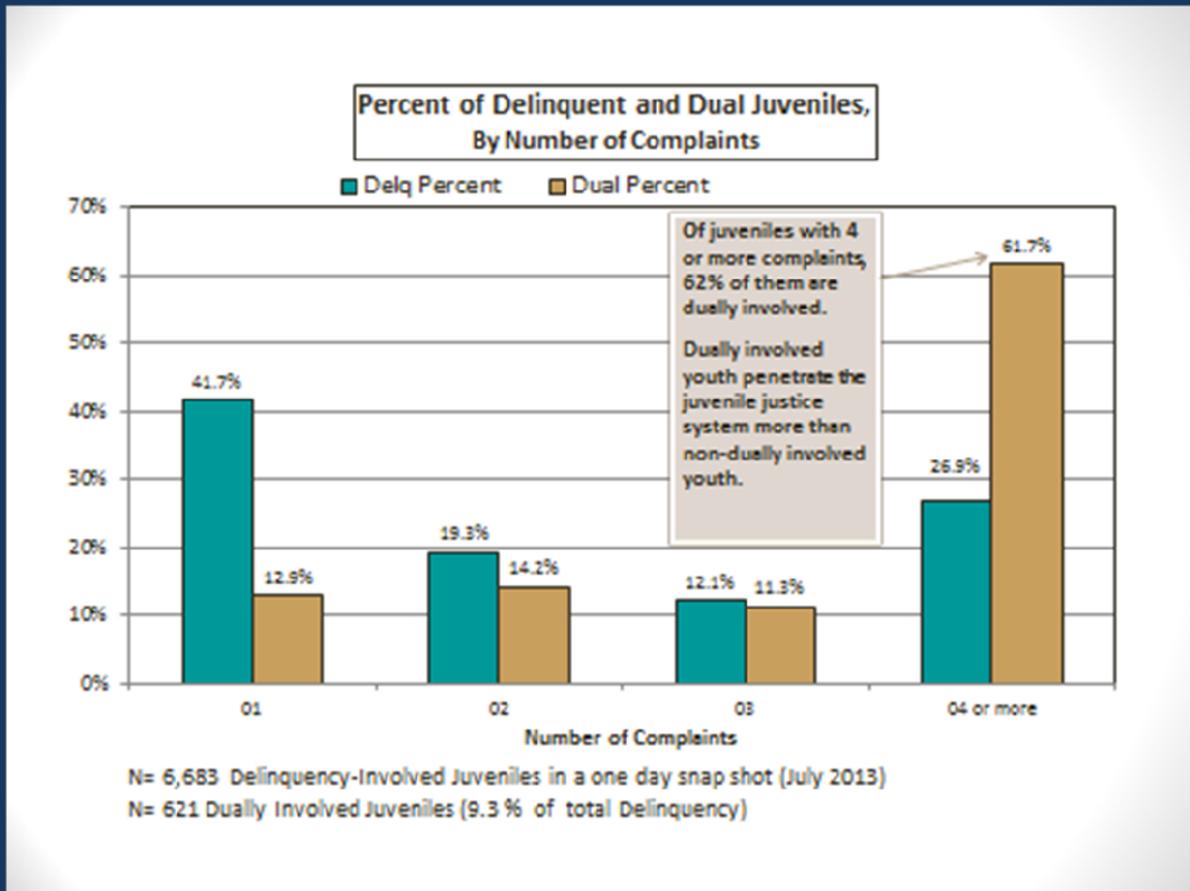
Rosenberg, the child advocate who specializes in juvenile crime issues, is sympathetic, supportive but realistic about the task ahead.

“We’re more confident of the leadership in place. We have good, caring people at the helm,” Rosenberg said. “But they have a thousand things on their plate and not all the people in the system do a good job. We need more resources in prevention and a safety net for the families. We need more beds that are not detention beds. Kids grow up better in families.”

She’ll get no argument on that from Kenya Brumfield-Young, the court’s Crossover Project coordinator. She has been with the program for a year, but before that she

was a juvenile advocate, director of a residential treatment home, a behavior modification specialist and a grassroots advocate. She is on the adjunct faculty at the Arizona State University School of Criminal Justice Studies. She concedes that not everyone has “bought into” the concept, especially at the start.

“But there is a different culture here in Maricopa County,” she explained, echoing Blakey’s mantra. “The mindset of ‘detain and under-serve’ is not where things are going here. We are a service agency. We serve families and the community. At the end of the day, it’s the community that benefits or suffers.”





Flash Floods, Flowing Washes

Fast Start for County's New Flood Control Chief Engineer

Only 13 days prior to the beginning of what would be one of the County's most memorable monsoons, William "Bill" Wiley was appointed as the Chief Engineer and General Manager of the Flood Control District of Maricopa County. As the former Director of Maricopa County Air Quality, would he be able to handle the new challenge?

In fact, Wiley holds a Bachelor of Science in Physical Geography and a Master of Science in Civil Engineering from Arizona State University, with graduate studies in Hydrology from the University of Arizona. His leadership experience is as equally impressive as his education. Wiley's appointments include Chief Hydrologist and then Deputy Director of the Arizona Department of Environmental Quality, Director of Environment for TRW Vehicle Safety

Systems and Senior Manager for Sustainability and Technology Innovation at APS. Overall, Bill has over 30 years of experience equally divided between the public and private sectors with over 20 of those in senior management.

So what are Bill's thoughts and goals for the Flood Control District, especially after such an active monsoon? We sat down with him to ask him these very questions.

Immediately following the resignation of the prior Flood Control chief engineer, you were selected to assume the position of Chief Engineer and General Manager of the Flood Control District of Maricopa County. Why do you think you were asked to fill the position?

I think there were two major reasons why I was appointed. The first is that I had talked to Joy [Deputy County Manager Joy Rich] and I had expressed that I had accomplished what I wanted to accomplish at Air Quality and that I might be looking for something in the next year and a half, within the County. So part of it was availability. The second reason is my background. I am an engineer and a hydrologist. I was a hydrologist for the first 15 years of my career and I served as the chief hydrologist for ADEQ. In fact, my first job was a hydrologist in Utah with the Bureau of Land Management. While there I worked on dams and erosion control structures so from my first professional job I was building experience for this new role.

Prior to being at the Flood Control District you were the Director with the Department of Air Quality. What are some of the similarities and differences that you have noticed between the two agencies?

Both are controversial agencies and both are regulatory agencies to some extent. The employees are also very technical at both agencies. Air Quality probably had more regulatory activity than Flood Control but they both issue permits, do inspections and handle follow-up actions based on those inspections. That being said, Flood Control has a completely different twist in that it builds and maintains structures. Air Quality doesn't do that. So, the whole capital funding side and the fact that we have structures is different from Air Quality.

In recent media articles there have been references made to the Flood Control District "going in a different direction." Can you explain what this new direction is?

I think there is a desire for the Flood Control District to work with its stakeholders and to have open communication with them. I also believe there are opportunities to work together to find solutions for some of our more pressing issues. We were able to do this effectively at Air Quality on our PM-10 and No Burn Campaigns. It's very clear that we will never have enough resources to meet all our flood control needs, but together we can always do more. To a great extent, much of the solution to the Air Quality dust problem was the fact that the stakeholders stepped up and said, "Hey, we can help do this." I believe we can do this here through a little more openness and communication and by looking at ways where we can engage our stakeholders in helping solve these problems.

Does the recently completed Citizen's Task Force have anything to do with the District's new direction?

Actually the task force was started before I assumed this position. I think it was started because there was a desire to improve what was going on here. I was brought in at the middle of it and appreciated the items that were identified and understood why they were important to the stakeholders. So, although I can't directly answer this question, I do appreciate what the stakeholders



Bill Wiley, Chief Engineer and General Manager of the Flood Control District meets with staff

were interested in. Since that time we have been able to successfully address most of those items, including several this month, so I'm pleased to be able to say that yes, we have listened and responded.

You joined Flood Control right around the start of the 2014 monsoon. How was your first monsoon with the District?

Crazy. Absolutely crazy! It's been incredibly busy since the very beginning. Everything from the task force, to the Attorney General Office investigation, to the four huge rainfall events and all of the other things that were going on at the same time - it's been learning through a "flood" hose. I had to learn, respond and react at the same time but it's been a great experience. One of the things that I really appreciate is the talented and professional staff and how well we were able to respond so well to the crises. They are amazing.

Being a native Arizonan, have you ever witnessed a monsoon like the one we had this year?

I don't remember any summer where we had individual storms that were so large and destructive. I remember large rain events but those big rain events that flooded out the Salt and the Gila Rivers were generally in the winter. Although I'll defer to the meteorologists, I don't recall having four 100-1,000-year storms occurring within a two-month period, in any Arizona summer.

In wake of all of the flooding that occurred in Maricopa County during the 2014 monsoon, what plans does Flood Control have to help cities that may need additional flood control structures?

We have responsibility for the whole County, as well as the cities within Maricopa County to some extent. Given the recent flooding, we worked with County Manager Tom Manos to send a letter to each of the cities asking them to prioritize their flood control needs. This effort is ongoing and includes everything from structures, to floodplain studies and delineations, to even small flooding projects in neighborhoods. We would like them to identify their priorities, which will help us as we put



together a plan for the whole County. The Flood Control District will compile this list, with a list of flood control needs for the unincorporated County. We will be compiling these and will then work with the Board of Directors to develop a plan.

Another media article compared Flood Control employees to Maytag repairmen who sit around and wait for something to happen, would you say that's an accurate statement?

Clearly not. I think that was demonstrated by the fact that we had put together emergency response plans during the time when it wasn't raining and they worked very well. We plan for a "rainy day." When the events happened we were able to activate our response plans very quickly and effectively. A lot of what we do is building structures, maintaining those structures, planning for flooding events and letting people know where flooding may occur. This work occurs all the time, whether it's raining or not. The payoff however is when the rain events do happen. If we hadn't done the preparatory work things would have been a lot worse during these past events.

What do you think are the three biggest misconceptions about the Flood Control District?

Well until this summer there was a perception that it doesn't flood here, so why do we need a district? I think that misconception has probably gone away but I think that was a common perception. Again, the reason we do these activities is to prepare for when it does happen.

A bigger concern is the lack of understanding of the role of the District. It was originally established in 1959 to reduce flooding risks within the County and it is still our primary role to reduce risk of flooding to people and property. That's really critical. But we have a huge impact on economic development and economic vitality. Had we not had some of the large structures, and even the small ones in place, the amount of damage that would have occurred would have been so much greater.

Even though we had storms that were huge and created local flooding problems, many areas of the valley didn't have the devastation because of our structures. An example is the Cave Buttes Dam and how it protects all of downtown Phoenix. Without its flood protection, most of the development in central Phoenix would never have been built. We

have a primary role of reducing risk to people and property from flooding but we're really important to the economic vitality of our community.

You've been with the District for approximately four months now. What challenges lay ahead of this agency?

Our biggest challenge is financial, and we have an immediate challenge which has been augmented by recent events. There is huge demand for projects to help our communities. We need to respond to these many requests recognizing our limited resources. So that's a real tangible, immediate challenge and there's a need for us to innovate and find new ways to solve problems. Another challenge is our aging workforce. Nearly half of the District's staff is eligible for retirement in the next five years. We have to find a way to retain valuable knowledge and build for the future.

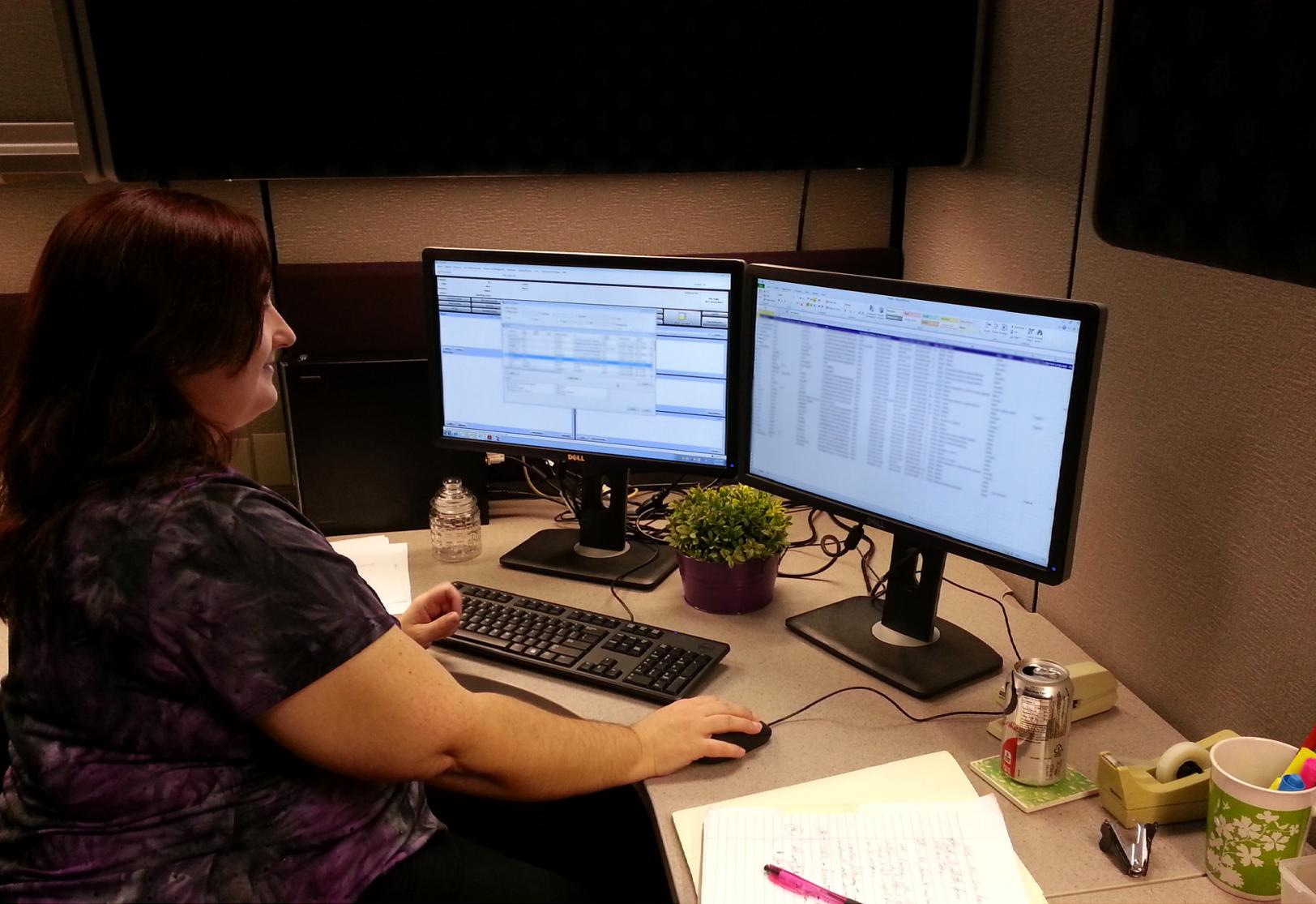
What is a major goal that you would like to achieve while with the Flood Control District?

Similar to the challenge that I took on at Air Quality, I wanted to turn that agency into a well-respected and service-oriented department. I'm committed to doing the same thing here at the Flood Control District. I believe that it already is one of the best flood control districts in the country but I think we can be better. That's my commitment. Beyond that, I want the Flood Control District to be seen as a vital partner in this County's future. Again, I think that recent events have shown how important we are when it rains but we now need to be more engaged in the discussion as the County continues to grow.

What are you most looking forward to as the new Chief Engineer and General Manager of the Flood Control District of Maricopa County?

In the near-term, maintaining and building a highly motivated and well-respected staff that is focused on customer service. Secondly, looking for partnering opportunities to creatively solve flooding issues. Long-term, one of the things I look forward to doing is augmenting our role from being a flood control district to a flood control and water conservation district. Notwithstanding current events, we are an arid state and water is scarce and precious.





Data and Evidence Sharing The Spirit of our Time

*Above: Rebecca Quince from
Correctional Health demonstrates
ability to export patient data to Excel.
(Actual patient data not shown)*

Sharing is something we all learned in kindergarten – how to share our toys, our snacks, our hugs, and our germs. We all probably bought into the spirit of sharing around this age, realizing that with sharing, more good things are available to us and to our friends. This is true too of sharing information. Think about how much we benefit from reading online reviews or a good tip from a friend on that great new restaurant or which washing machine to buy.

Governments are learning these same lessons. In Maricopa County, our 50-plus departments are breaking out of silos to share data and information and rely on evidence for best decision-making practices. They do this while keeping information confidential and conscientiously handling legally protected data. The results include better performance, increased efficiencies, more accurate planning, better communities, budget savings, and greater outcomes for citizens.

Instead of implementing programs, policies, and practices as a matter of convenience or anecdote, the County’s criminal justice agencies and departments broadly employ evidence-based practices. In its simplest form, this means that nothing happens without evidence that it has worked in a previous setting. As one judge called it, “stuff that works.” For example, Adult Probation has ingrained evidence-based programming throughout their culture and applied these practices to effectuate better outcomes and reduce recidivism for all of their probationers, including mental health populations and women who have experienced trauma.

Yet evidence is hungry for data.

Earlier this year, the Sheriff’s Office, Correctional Health Services, the Integrated Criminal Justice Information System department (“ICJIS”), and Justice System Planning and Information worked toward converging their disparate data to tell a story about the home-



less, mentally ill frequent jail users in our County criminal justice system. This shared data shined a new light on our understanding of the interplay between homelessness and mental health in our jails, allowing better understanding for County-level policymakers. These innovative, common-sense strategies are becoming more common among County leaders.

Sharing isn't just internal. The ICJIS team is a leader in facilitating smooth transfers of criminal history data among County, state, and federal authorities resulting in enhanced and more efficient public safety. ICJIS developed the Justice Web Interface (JWI), a portal to hundreds of data sources used to gather criminal history information. JWI gathers data from all fifty states, U.S. territories, and other federal and local databases and quickly combines that information into a readable, secure packet for criminal justice partners. JWI is used by over 2,400 Sheriff, Adult Probation, Superior Court and County Attorney users in Maricopa County, and is currently licensed to over a dozen outside entities at state and federal levels.

County successes with data sharing go far beyond the criminal justice system – recently, the Flood Control District demonstrated the usefulness of data and mapping to assist citizens with severe weather. Within the past few years, numerous County agencies and departments collaborated to develop an enterprise level GIS database to share geographical information. As well, Correctional Health Services partners with the Health Information Network of Arizona (HINAZ), the largest statewide health information organization in Arizona, to confirm medication information to improve coordination of care for incoming jail detainees.

Widening our view a bit further, the County can count itself among local and national governments that are more frequently opening their data to better communicate with their citizens, to increase transparency in governing, and to foster public engagement with the government it funds.

The federal initiative “data.gov” is a foundational example of this movement toward open data, providing a site where citizens and researchers alike can access over 150,000 datasets. Such data are used by citizens to innovatively solve problems in their communities, sometimes without relying on government. For example, open medical and diagnostic data have been used to feed patient forums for better treatment advocacy. Mobile transparency tools have been developed too, like an application for farmers to receive real-time market information. Farmers can adjust their crop strategies accordingly, resulting in greater efficiencies.

Open data can also be used to promote economic growth for businesses and communities in the finance, education, and energy fields. Trulia relies on government data to provide real estate and community data to the public, allowing smarter purchases and investments.

How does this happen? Shared missions make this possible. Stronger data infrastructure and availability will result in greater data sharing, especially as open data becomes a norm. While local governments have carefully balanced security and privacy concerns related to protected data such as criminal histories, they have also stretched to make public information more readily available to the public to better

their communities. Maricopa County is no exception to this.

We can also expect to see greater transparency in government and openness to data sharing as the Millennial / DotNet generation grow into their careers and become our policy-makers and decision-makers. For this generation, technology sharing has always been an integral part of their lives.

The County's successes in data sharing and greater use of evidence in decision-making are part of a greater movement. "Movement" may be a strong word, but the opening of governments and society to information has recently been labeled a zeitgeist – a thought or feeling characteristic of a period in time. Data sharing is truly the spirit of our time.



*Article by Melissa Kovacs
Research Director
Justice System Planning
and Information*



Wag N' Walk

**Animal Care & Control
and Parks & Recreation
Departments Partner to
Help Adoptable Dogs**

Maricopa County's Animal Care & Control and Parks & Recreation departments are partnering to bring attention to adoptable animals and County parks. In 2013, the agencies launched their Wag & Walk Adoption Hike program at Usery Mountain Regional Park in Mesa. The Wag & Walk program is designed to provide hikers with the opportunity to meet potential canine hiking companions, while enjoying one of the County's most beautiful parks. Due to the popularity of the hikes, this year's Wag & Walk program kicked off in October (a month earlier than 2013).

The one-mile trek takes participants (human and canine) on a wide, barrier-free path along Usery Mountain's Merkle Trail. The 3,648-acre park offers visitors stunning views with a large variety of native plants and wildlife. Animal Care & Control volunteers attend the hikes with adoptable dogs from the agency's East Valley Animal Care Center in Mesa.

Each dog attends the walk with their adoption paperwork in case anyone is interested in adopting them at the park. While every dog may not be adopted at the hike, they still benefit from their time away from the shelter. The hikes not only provide socialization and exercise for the dogs, they also give invaluable insight to MCACC volunteers and staff about each animal. How did the dog do on the car ride to the park? Did the dog enjoy meeting new people? Is he good on a leash? Did she enjoy the hike, or did she prefer to spend her time being pet and cuddled?

The feedback from volunteers and photos from the hikes are posted on MCACC's Facebook page for potential adopters to see. The agency has found that the positive narratives and candid shots help adopters visualize how a particular dog may fit into their lives. Several dogs have gone home as a direct result of their time at the Wag & Walk Adoption Hike.

Wag & Walk hikes are scheduled for the first Saturday of each month through April. Participants



are asked to meet at the park's Merkle Trailhead by 9:00 a.m. Hikers are reminded to bring water, sun protection and sturdy footwear. The public is invited to bring their friendly leashed dogs, but all canine participants must be at least six months of age and current on their vaccinations. Dog owners are asked to bring water, bowl and bags to pick up after their pet. There is a \$6 per vehicle park entry fee. Utery Mountain Regional Park is located at 3939 N. Utery Pass Road in Mesa.

For more information about Utery Mountain Regional Park, call the Parks and Recreation Department at (602) 506-2930 or visit www.maricopa.gov/parks. For more information about Animal Care & Control, call (602) 506-7387 or visit www.maricopa.gov/pets.



Help Local Kids Get More Out of School While Lowering Your Tax Bill

Arizona taxpayers can help fund a classroom trip to a planetarium, a high school band's uniforms or any number of other local school programs instead of paying that same amount in income taxes thanks to a state education tax credit program.

Through Arizona's public school tax credit program, people can donate \$200 (for individuals) or \$400 (for a married couple) to a school's extracurricular programs and then subtract that amount from their tax bill.

The Maricopa County Education Service Agency is working to not only get the word out about school tax credits, but also to help people know what schools have not received significant tax credit funding.

In 2013, 11 of Maricopa County's 58 school districts accounted for 80 percent of the total collected tax credit money. That means that "the majority of districts are missing out," said MCESA Director of Learning and Communication Laurie King.

"We want to be clear," King said. "Our goal is not to target current givers and divert money away from schools. Our goal is to target non-givers and inform them about where their donation is needed most."

The tax credit allows people to donate money to schools' extra-curricular or character education programs instead of paying that amount in their income tax bill to the state. Taxpayers can designate both what school and what specific program they want their donation to go to, whether it's to a sports team, media club, music program, educational field trip or other extra-curricular or character education program.

"All children deserve the benefits that tax credit money brings," King continued. "It is very clear that athletics, clubs, et cetera, pro-

vide youth with valuable experiences that keep them connected, engaged with their schools and communities."

In 2013, Maricopa County schools received more than \$34.7 million from 170,233 donors, though most of that total went to only 11 schools. Across the state, schools received almost \$50 million in tax credit money. Of that state total, 28 percent went to athletics or sports, and 19 percent went to field trips, according to information from the Arizona Department of Revenue. The remainder was divided up in support of a variety of activities, including orchestra, choir, character education, tutoring, chess club, academic competitions, extended kindergarten enrichment, driver education programs and other clubs.

Unlike a tax deduction, which lowers a taxpayer's taxable income, a tax credit provides a dollar-for-dollar reduction in the actual amount a person owes in income tax.

Everyone is welcome to donate, but only those with a final tax bill of more than \$200 for individuals or \$400 for couples filing jointly will see that total amount deducted from their bill. Individuals with a taxable income, before tax deductions, of about \$15,000 or more are eligible to have a \$200 credit deducted from their tax bill. Couples filing jointly with a taxable income, before deductions, of about \$27,500 or more are eligible to have a total of \$400 taken off of their tax bill. While these numbers are good estimates, be sure to consult with a tax professional when figuring out your eligibility.

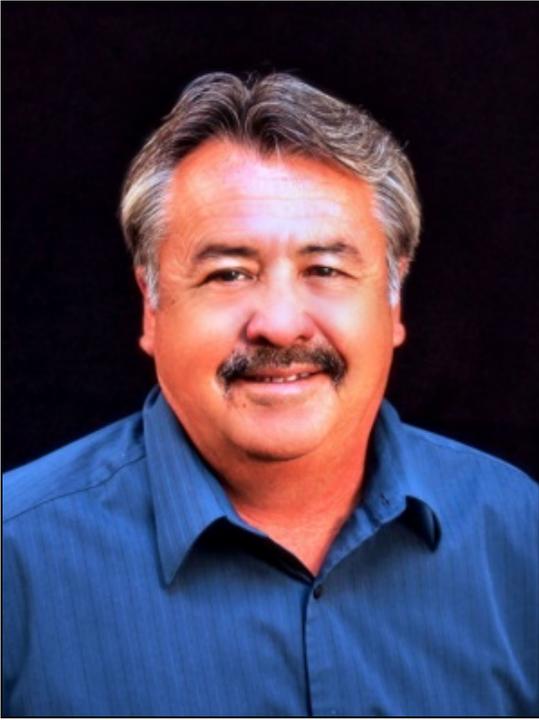
Donations must be made by Dec. 31, 2014 to be eligible for a tax credit from the tax bill due in 2015.

People can visit the tax credit portal on MCESA's website by clicking on "Tax Credit" at education.maricopa.gov. Donations must be made by Dec. 31 and a receipt will be made to use on the taxpayer's tax return in April.



GIVE YOURSELF CREDIT for supporting Maricopa County students in building a strong foundation.





Exemplary Leadership, Public Service

**MCDOT Road Maintenance
Superintendent Wins State Award**

***Benjamin "Benny" Dominguez
APWA Award of Merit***

Benjamin "Benny" Dominguez was only seven years old when he discovered he had a passion for road maintenance. But Benny never thought his early childhood fascination would lead to a lifetime dedicated to improving and maintaining County roads as Road Maintenance Superintendent for the Maricopa County Department of Transportation (MCDOT).

"I grew up on a rural County road," Benny said. "I remember watching a huge grader go back and forth along the dirt road leading up to our home. I thought it was such a cool thing and I knew I wanted to do something like that and operate one of those big machines one day."

By the time Benny turned 18, he was already working for Maricopa County as a laborer. After two years with the County, he decided to take an opportunity to work

alongside his father for a local construction company. But his passion for the County's roads never waned. After ten years working with his family, he returned to the County and has never looked back.

"I loved working with our County crews and take great pride in improving Maricopa County roads," said Benny. "I felt a genuine sense of accomplishment and it motivated me to come to work every day and perform to the best of my ability."

This past August, nearly half a lifetime later, Benny was chosen for the 2014 American Public Works Association Award of Merit for his extraordinary record of public service. The Award of Merit recognizes an employee of a federal, state, county or municipal agency involved in public works at the operational level that performs in an exceptionally efficient or innovative manner.

Benny's unwavering dedication and perseverance is one of the primary reasons he was nominated for the APWA Award of Merit. He says this honor symbolized the realization of his dream as a young boy.

His tremendous work ethic, something he attributes to his grandfather and father, enabled him to climb the ranks, working his way up the management ladder from Laborer to Road Maintenance Superintendent. In his 25 years of service to Maricopa County, Benny has set a precedent as a civil servant and effective leader.

What distinguishes Benny is his ability to empower his staff by inspiring them to strive for excellence in their every endeavor. "Benny epitomizes leadership through example," said John Hauskins, former MCDOT Director. "He is attentive, encouraging and remarkably humble."

When Benny is not improving the safety and mobility of Maricopa County's roads he is spending time with his four children and eleven grandchildren, all of whom live in Arizona. "My family plays a big role in my commitment to the County," Benny said. "I want my grandchildren to enjoy our beautiful County Roads as much as I do."

"Recipients of the Award of Merit, such as Benny, are examples of the good that Maricopa County government does, which positively affects our lives every day," said Hauskins. "By honoring these outstanding public servants, we give our County's unsung heroes the long overdue thanks and recognition they deserve."



Maricopa County Employees Urged to Try MCLD Library Services

The Maricopa County Library District (MCLD) provides all kinds of library services for County employees. Best of all, most of these services are free.

A valid library card is needed to access many library resources and it is easy to obtain.

Here is a sample of the types of services that MCLD libraries provide:

- Books, audio books and DVDs.
- Downloadable or streamed audio books, eBooks, movies and television shows, and music (online).
- 300 online courses ranging from topics in accounting and finance, language and arts, writing and publishing, technology training, and much more.
- Scores of databases including genealogy, world history, career transition and more (online).
- In-library programs for children, teens and adults.
- Access to 300 popular magazine titles (online).
- Internet access and WiFi.

County Recorder Kiosks (remote services) at several library locations including: Fountain Hills Branch, Good-year Branch, Queen Creek Branch, Sun City Branch, White Tank Branch, North Valley Regional, and Northwest Valley Regional. (A library card is NOT needed to access services provided through the recording kiosks.)

To obtain a free library card, employees are urged to visit <http://mclldaz.org/employeesignup> and complete and submit the form for a new library card or to renew an existing account. Accounts processed using this form will be assigned to MCLD's "Digital Library" for full access to the Library District's digital Download Center.

Employees who are interested in checking out physical items such as print books, DVDs, music CDs and the like should stop in to one of MCLD's 17 library branches for assistance. For a list of library branch locations visit <http://mclldaz.org/custom/addresses.aspx>. To learn more about the library's full complement of resources and services including events and programs visit www.mclldaz.org.







Promoting Boat Safety

Supervisor Hickman and Congressman Gosar Tour Lake Pleasant Regional Park

The Maricopa County Sheriff's Office Lake Patrol and Maricopa County Parks and Recreation Department hosted a tour of Lake Pleasant Regional Park for Maricopa County District 4 Supervisor Clint Hickman and U.S. Congressman Paul Gosar, District 4.

The group left from Scorpion Bay Marina in the Park and visited various locations on the lake including: Waddell Dam, Pleasant Har-

bor Marina, the Desert Outdoor Center for Environmental Education, the 10 Lane and 4 Lane Boat Launch Areas, Agua Fria Conservation Area and Humbug Bay.

The party discussed lake safety and law enforcement issues, the invasive quagga mussels, park management issues and trends, challenges and opportunities with federal government agency partners.





**West Valley
Woman of Year**

District 5 Supervisor Rogers Honored

Maricopa County Supervisor Marie Lopez Rogers was recently honored as the West Valley's Woman of the Year for her longtime service and commitment to the West Valley. She was honored by the West Valley Women organization in ceremonies Tuesday, October 7th at the Arizona Broadway Theatre in Peoria.

In comments at the ceremony Supervisor Rogers said, "Many people have asked me, "What's next for you"? Well, it's rather simple – continue on my mission to identify, engage and mentor young women who seek to better our communities and become the new leaders we need. Too often, as established leaders, we forget to bring the next generation of women with us."

"Let's make this our mission, ladies – to support one another, celebrate our successes and ensure that women's voices are heard from the board room to the halls of Congress. Together, we can create a wave of change that will have a lasting impact on Arizona and our future."

From humble roots, Supervisor Rogers picked cotton in the fields of Avondale and Litchfield Park, the daughter of migrant farm workers who taught her the value of hard work and the importance of community. She has served as a city council member, then the first Latina mayor of Avondale and has led the city with economic development initiatives to bring quality jobs, safe neighborhoods and strong schools. Avondale has been named among "Best Places to Live" by CNN Money.

She has also served as the first Latina president of the National League of Cities, on the League of Arizona Cities and Towns executive committee, where she received a Distinguished Service Award, and as president of the Arizona Women in Municipal Government. As mayor, Ms. Rogers served as chair of the Maricopa Association of Governments and the MAG economic development committee.



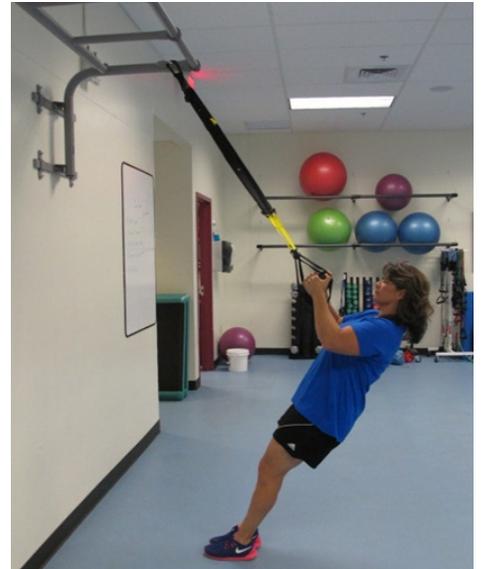
Fitness Center/Group Exercise Studio Improvements

Padded flooring, improved ventilation, a pull-up bar, and the addition of a TRX training station are some of the recent upgrades in the fitness center and group studio at 301 W. Jefferson St.

[The TRX \(Total Body Resistance Exercise\) station](#) (pictured on right) is a suspension training system that uses your own body weight instead of relying on machines or dumbbells. It helps develop strength, balance, flexibility, and core stability simultaneously. TRX is a great workout for anyone at any fitness level: weekend warriors, endurance athletes, power lifters, and fitness novices. While it's easy to use, you will need to be trained by Fitness Coordinator, Jan Hertzfeld, prior to using the TRX station. Contact hertzfeldj@mail.maricopa.gov.

These upgrades were made possible because the County supports a work environment that promotes a healthy lifestyle that will decrease the risk of disease and enhance quality of life. The County also recognizes that regular physical activity is one of the most important things you can do for your health. In addition to offering discounted memberships through the YMCA, and the FREE membership to the fitness center at the Administration Building, the County also provides these onsite fitness centers:

- Air Quality/Environmental Services
- Department of Transportation
- Flood Control
- Public Health Administration Building



All of the County fitness centers are FREE for County employees, and are accessed by swiping your badge. To use any of the facilities, complete and return a [Fitness Center Application](#) to gain badge access.

[Group exercise classes](#) are also offered at some of the County's fitness centers. All of these classes are multi-level; classes range from an invigorating boot camp to gentle/restorative yoga and most everything in between.

With the holidays approaching, physical activity is one of the best things you can do to decrease your stress and increase your stamina. Take advantage of your free fitness center opportunity and check out a facility close to you today!



Correctional Health Services Infection Control Program

Resourceful and Innovative Management of Communicable Diseases

Maricopa County Correctional Health Services (CHS) Infection Control Program has accomplished many objectives to reduce the potential for communicable disease transmission within the Maricopa County Jail Facilities and the Community.

The potential for communicable disease transmission in a correctional setting is extremely high. CHS Infection Control Coordinator: Vincent Gales, RN, BSN, CCHP passionately 'spearheads' the Infection Control Program. His ability to network and to collaborate with County public health departments, Arizona Department of Health Services (Arizona Department of Health Services) and other agencies that focus on infectious disease has been invaluable in developing and implementing cost-effective infection control programs, services and processes throughout CHS.

He is supported by Infection Control Staff, Evelyn Shopteese, LPN, CCHP and Infirmiry Provider: Victor G. Gan, MD, CCHP. This group, under the leadership guidance of CHS Medical Director, Dr. Jeffrey Alvarez and Director of Nursing, Kay Wingate, works tirelessly in the management of communicable diseases (outbreaks, quarantines, contact investigations, reporting and protocols).

Vincent has served on State and Community Panels as an expert to educate and to train on Infectious Diseases. Moreover, he recently shared honors with other infectious disease professionals by participating in a cost effectiveness study that was published in the Sexually Transmitted Disease Journal. The article's title is: "*Cost-Effectiveness of Screening Men in Maricopa County Jails for Chlamydia and Gonorrhea to Avert Infections in Women.*" An excerpt of the study is below:

Over the past 5 years, the CHS Infection Control Team has: (1) developed effective systems for the identification, prevention, and control of communicable diseases, (2) collected data in a systematized manner, and (3) ensured follow-up and coordination of health care after release from jail to support continuity of care. The team also significantly increased its network of grant funded sources to expand disease prevention efforts via implementing extensive screening initiatives, immunization programs and clinics.



Victor Gan, MD (Provider)
12 years at CHS



Evelyn Shopteese, LPN, CCHP
14 years at CHS

Accomplishments during this period included the implementation and expansion of programs: Opt-Out Human Immunodeficiency (HIV) Screening Program, Twinrix Vaccination, and Seasonal Influenza initiatives and programs. In addition to developing policies and procedures that reduced the risk of infections and re-establishing supply levels to reduce waste, the team collaborated with Maricopa County Public Health and ADHS to identify and to treat asymptomatic sexually transmitted infections. These measures resulted in average cost savings of \$35,000 dollars per year.



Vincent Gales, RN, BSN, CCHP
6 years at CHS

Most noteworthy of the team's ability to be resourceful and innovative was during the National Shortage of Tubersol® and Aplisol® from September 2013 to February 2014. During this period, there were 8,700 bookings, on average, per month. The potential for outbreaks increased tremendously due to the inability to screen in accordance with standard protocols. Vince's expertise and leadership guidance for implementing measures, pending the resolution of the shortage, sustained the program's integrity and reduced the increased probability for outbreaks within the Maricopa County Jail Facilities. As noted by CHS Director of Nursing, Kay Wingate, "Considering the high volume of patients, it was remarkable how TB was contained given the number of bookings daily."

Vince's expertise in TB screening, prevention, surveillance and management, in conjunction with consultation from Dr. Victor Gan and Maricopa County Public Health Tuberculosis (TB) Control and Prevention Programs, resulted in one case of active TB, without incident of additional breakouts. Part of the interim solution included 'old fashion' best practice approaches like: deferring routine screening of em-

ployees and patients until sufficient tuberculin became available, prioritizing TST according to the highest public health impact and sending patients with a positive screening to the CHS Infirmary to rule out active TB. Patients were considered cleared for Arizona Department of Corrections (ADC) transfer if the patient responses to TB screening questions were negative and they were not in the Infirmary to rule out active TB. This clearance protocol helped to ensure that transfer to ADC was not delayed. Vince also coordinated with the CHS contracted pharmacy to ensure that enough Tubersol® and Aplisol® supply was in stock to manage any contact investigations related to an active case. Unlike most correctional facilities, the CHS Infection Control staff instituted proactive measures to handle the shortage without adding extraneous costs. Most importantly, they adhered to their beliefs in *best practice approaches* without compromise to patient care outcomes.

Who knows what's next for the Maricopa County Infection Control Team? Although we may not have the answer, we do know that this team has demonstrated the ability to be resourceful and innovative in the management of communicable diseases in the Maricopa County Jail Facilities. The team has been supportive in providing patient education and peer guidance. Most noteworthy is the team's ability to help reduce the burden on tax payers by networking and collaborating with county and state agencies. Based on their efforts, grant funds were obtained for the development and enhancement of screening programs that increase patient care initiatives for infectious diseases. The team is commended for their innovation and dedication in the management of infectious diseases in the Maricopa County Jail Facilities.



Excerpt:

Cost-Effectiveness of Screening Men in Maricopa County Jails for Chlamydia and Gonorrhea to Avert Infections in Women

Study authored by:
Chaitra Gopalappa, PhD, Ya-Lin A. Huang,
PhD, Thomas L. Gift, PhD,
Kwame Owusu-Edusei, PhD, Melanie Taylor,
MD, MPH, and Vincent Gales, RN, BSN
Sexually Transmitted Diseases & Volume 40,
Number 10, October 2013
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Diseases Association

“Objective: Identify and treat all patients 35 and under who are asymptomatic, but tested positive for Gonorrhea and/or Chlamydia. Make a positive or significant impact on the identification and treatment of sexually transmitted infections and decrease transmission rates. Educate patients in the prevention and spread of sexually transmitted infections within the community.

Results: Compared with symptom-based testing and treating strategy screening male arrestees of all ages and only those 35 years or younger yielded the following results: averted approximately 556 and 491 cases of infection in women at a cost of approximately US \$1240 and \$860 per case averted, respectively, if screened during physical examination (between days 8 and 14 from entry to jail), and averted approximately 1100 and 995 cases of infections averted at a cost of US \$1030 and \$710 per infection averted, respectively, if screened early, within 2 to 3 days from entry to jail.

Conclusions: Screening of male inmates incurs a modest cost per infection averted in women compared with symptom-based testing. Screening in correctional settings can be used by public health programs to reduce disease burden, sequelae, and associated costs.”



Supervisor Clint Hickman Installed as President of County Supervisors Association

Pledging to support Arizona's urban and rural counties, Maricopa County Supervisor Clint Hickman took office this month as the incoming president of the County Supervisors Association (CSA).

Hickman becomes the CSA's chief representative for the upcoming Arizona legislative session and with federal and state officials. The CSA Board of Directors has approved several legislative priorities and plans to focus most of their attention at preventing any cost shifts from the state to the counties and securing a greater share of the Highway User Revenue Fund for local governments.

"Your priorities are my priorities," Hickman told officials from the state's 15 counties. "We are not

just urban counties or rural counties. We are Arizona counties and we need to work together to forge a strong partnership with state lawmakers."

Hickman, a Goodyear Republican and owner of a prominent West Valley business, Hickman Family Farms, was appointed to the Maricopa County Board of Supervisors in 2013 to replace District 4 Max Wilson, who resigned for health reasons. Earlier this month, Hickman was elected to complete the remainder of the term vacated by Wilson. Hickman will serve a one-year term as CSA president.

CSA is a non-partisan research and advocacy organization representing all 61 Arizona County supervisors.



County Employee Monica Perez Named Hispanic “40 Under 40”

West Phoenix resident Monica Perez, an aide to Maricopa County Supervisor Marie Lopez Rogers, has been named as one of 40 Hispanic Leaders under 40 in Arizona. Perez, a native of Tucson and raised in Douglas, was honored for her commitment to community service and leadership. She has worked in Washington D.C. and Las Vegas for SEIU, the Service Employees International Union, and Planned Parenthood, focusing on Latino programs and voter engagement.



Ms. Perez considers her parents, Ramon and Luz Perez, of Douglas, and longtime activist and leader Alfredo Gutierrez as role models and mentors. “Most people don’t understand or appreciate all that efforts and progress that previous generations have made and continue to make to our society. I hope to emulate them in my own commitment.” For example, her mother teaches English, a language she learned herself watching *Sesame Street* with her daughters.

Perez, 36, is new to Maricopa County, having joined Supervisor Rogers soon after her appointment to the Board in early June.

“Monica is a compassionate leader who works tirelessly for her community,” commented Supervisor Rogers. “She rarely seeks recognition, rather choosing to get things done. She treats everyone with respect. We are fortunate to have her with Maricopa County.”

Ms. Perez is part of the eighth class of 40 diverse leaders recognized annually by Univision Radio - Phoenix and Valle del Sol, honored for their efforts of service to the community. Previous winners include Adam Lopez Falk, a board member of the Alhambra Elementary School District, Dulce Matuz, a leader in the Dream Act Coalition, and Jhoana Molina, of the Maricopa County Department of Public Health. She was honored at a luncheon on October 3rd at the Arizona Biltmore Resort.



National Procurement Institute
**Achievement of
Excellence Award**
Office of Procurement
Services

American Public Works Assn.
**Project of the
Year Lower El
Mirage Wash
Basin**
Maricopa County
Flood Control

American Public Works Assn.
**Project of the
Year Historical
Restoration
Security Building
Facilities Management**

*Supporting our community, in the spirit of giving,
begins with each one of us.*



THE **Power** OF **Generosity**

Together, WE make a difference.

*I prefer to be remembered for what I have done for others,
not what others have done for me.*

~ Thomas Jefferson

Thank You For Your Pledge!

<http://ebcportal.maricopa.gov/cc>