

## **RISK MANAGEMENT STRATEGIC BUSINESS PLAN**

---

### **COUNTY MISSION**

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

### **COUNTY VISION**

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

### **DEPARTMENT MISSION**

The Mission of RISK MANAGEMENT is to provide loss prevention and control programs and direction, insurance, environmental and claims management services to Maricopa County departments, districts and Trust members so they can reduce or eliminate losses..

### **DEPARTMENT VISION**

The Risk Management Department will be recognized as a leader and relied upon for a countywide risk management philosophy and culture.

### **DEPARTMENT VALUE STATEMENT**

### **DEPARTMENT ISSUES**

The County is facing a serious revenue short fall. Demand for County services remain stable, which means continuing risk. If risks are not addressed then the potential liability exposure to the County will result in increased costs further negatively affecting the County's budget.

Continuing negative socioeconomic factors (litigious society, insurance markets' instability) have increased the Cost of Risk (litigation expenses, insurance premium costs) to the County.

Retention and recruitment of skilled and experienced Risk Management professionals is key to providing our customers competent advice and services on risk issues.

The County injury incident rate, comparing the number of recordable workplace injuries to the number of hours worked, measures how safely employees are performing their jobs. If the County injury incident rate continues to increase, and is not properly addressed, department costs will increase and productivity will decrease.

### **STRATEGIC GOALS**

By 2015, the Cost of Risk will be at or less than 1%.

By 2015, the injury incident rate will not increase each year by more than 1% over the 3-

year-average.

By 2015, voluntary, non-retirement turnover will be 10% or less.

## **ADMINISTRATIVE SERVICES PROG PROGRAM STATEMENT**

### **BUDGETING ACTIVITY ACTIVITY STATEMENT**

The purpose of the Budgeting Activity is to produce an annual budget request and related consultative services to department leadership so they can make informed program and budgeting decisions while staying within their approved budget.

#### **ACTIVITY LEADER**

TBD

### **BUDGET CONSOLIDATION SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: Percentage of activities within budget at year-end

**Result Name:** Percentage of activities within budget at year-end

**Result Explanation:** Number of activities within budget at year-end

**Calculation Description:** Total number of activities that do not exceed their revised budget allotment / total number of activities.

**Result Denominator:** Number of activities budgeted

**Frequency:** Annually

**Aggregation Type:** Sum

OUTPUT: NA

**Output Name:** NA

**Output Explanation:** NONE

**Output Source:** NA

**Frequency:** Undefined

**Aggregation Type:** Sum

OUTPUT: Number of activities budgeted

**Output Name:** Number of activities budgeted

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Annually

**Aggregation Type:** Sum

DEMAND: NA

**Demand Name:** NA  
**Demand Explanation:** NONE  
**Demand Source:** NONE  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
Efficiency: TBD  
**Efficiency Name:** TBD  
**Efficiency Explanation:** NONE  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
**EXECUTIVE MANAGEMENT ACTIVITY**  
**ACTIVITY STATEMENT**  
NONE  
**ACTIVITY LEADER**  
TBD

**EXECUTIVE MANAGEMENT SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**

RESULT: NA  
**Result Name:** NA  
**Result Explanation:** NONE  
**Calculation Description:** NONE  
**Result Denominator:** NA  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
OUTPUT: NA  
**Output Name:** NA  
**Output Explanation:** NONE  
**Output Source:** NA  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
DEMAND: NA  
**Demand Name:** NA  
**Demand Explanation:** NONE  
**Demand Source:** NONE  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
Efficiency: NA  
**Efficiency Name:** NA  
**Efficiency Explanation:** NONE

**Frequency:** Undefined

**Aggregation Type:** Sum

## **FINANCIAL SERVICES ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Financial Services Activity is to provide general accounting reporting for the department management so they can meet their financial obligations and manage their financial operation in support of their mission.

### **ACTIVITY LEADER**

TBD

## **FINANCIAL SERVICES SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: NA

**Result Name:** NA

**Result Explanation:** NONE

**Calculation Description:** NONE

**Result Denominator:** NA

**Frequency:** Undefined

**Aggregation Type:** Sum

OUTPUT: [Total Department Expenditures]

**Output Name:** [Total Department Expenditures]

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Annually

**Aggregation Type:** Sum

OUTPUT: NA

**Output Name:** NA

**Output Explanation:** NONE

**Output Source:** NA

**Frequency:** Undefined

**Aggregation Type:** Sum

DEMAND: NA

**Demand Name:** NA

**Demand Explanation:** NONE

**Demand Source:** NONE

**Frequency:** Undefined

**Aggregation Type:** Sum

Efficiency: Cost of Financial Services Activity as a Percent of Total Department Expenditures

**Efficiency Name:** Cost of Financial Services Activity as a Percent of Total Department Expenditures

**Efficiency Explanation:** [Total Activity expenditures]

**Frequency:** Annually

**Aggregation Type:** Sum

## **HUMAN RESOURCES ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Human Resources Activity is to provide human resources transactional and/or consultative support to department management so that they can hire, manage and retain a qualified and productive workforce.

### **ACTIVITY LEADER**

TBD

## **HUMAN RESOURCES SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: Percent of employees satisfied with the level of training received for the job

**Result Name:** Percent of employees satisfied with the level of training received for the job

**Result Explanation:** Number of employees satisfied with the level of training received for the job

**Calculation Description:** Percentage of employees more satisfied than dissatisfied with the level of training received for the job.

**Result Denominator:** Number of employees

**Frequency:** Annually

**Aggregation Type:** Sum

RESULT: Percent of paychecks/paycards issued using direct deposit

**Result Name:** Percent of paychecks/paycards issued using direct deposit

**Result Explanation:** Number of paychecks/paycards issued using direct deposit

**Calculation Description:** Number of paychecks issued using direct deposit divided by the total number of paychecks issued for the department.

**Result Denominator:** Number of paychecks/paycards issued

**Frequency:** Quarterly

**Aggregation Type:** Sum

RESULT: Retention rate of employees 6 months post hire by department

**Result Name:** Retention rate of employees 6 months post hire by department

**Result Explanation:** Number of employees hired and retained after 6 months by department

**Calculation Description:** The number of employees working for the County 6 months after hire/rehire divided by the number of new hires.

**Result Denominator:** Number of employees hired and retained or terminated after 6

months by department

**Frequency:** Quarterly

**Aggregation Type:** Sum

RESULT: Retention rate of employees one year post hire by department

**Result Name:** Retention rate of employees one year post hire by department

**Result Explanation:** Number of employees hired and retained after one year by department

**Calculation Description:** The number of employees working for the County one year after hire/rehire divided by the number of new hires.

**Result Denominator:** Number of employees hired and retained or terminated after one year by department

**Frequency:** Quarterly

**Aggregation Type:** Sum

RESULT: Trip Reduction Survey response rates for each department

**Result Name:** Trip Reduction Survey response rates for each department

**Result Explanation:** Number of Trip Reduction Survey responses

**Calculation Description:** Number of employees who respond to the Trip Reduction survey divided by the total number of employees in the department

**Result Denominator:** Number of Trip Reduction Survey requests

**Frequency:** Annually

**Aggregation Type:** Sum

OUTPUT: NA

**Output Name:** NA

**Output Explanation:** NONE

**Output Source:** NA

**Frequency:** Undefined

**Aggregation Type:** Sum

OUTPUT: Number of employee grievances by department

**Output Name:** Number of employee grievances by department

**Output Explanation:** NONE

**Output Source:** Employee Relations Tracking Log

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of employees

**Output Name:** Number of employees

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Annually

**Aggregation Type:** Sum

OUTPUT: Number of employees hired and retained or terminated after 6 months by department

**Output Name:** Number of employees hired and retained or terminated after 6 months by department

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of employees hired and retained or terminated after one year by department

**Output Name:** Number of employees hired and retained or terminated after one year by department

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of Ombudsman referrals by department

**Output Name:** Number of Ombudsman referrals by department

**Output Explanation:** NONE

**Output Source:** Ombudsman Tracking Log

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of paychecks/paycards issued

**Output Name:** Number of paychecks/paycards issued

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of Trip Reduction Survey requests

**Output Name:** Number of Trip Reduction Survey requests

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Annually

**Aggregation Type:** Sum

DEMAND: NA

**Demand Name:** NA

**Demand Explanation:** NONE

**Demand Source:** NONE

**Frequency:** Undefined

**Aggregation Type:** Sum

Efficiency: NA

**Efficiency Name:** NA

**Efficiency Explanation:** NONE

**Frequency:** Undefined

**Aggregation Type:** Sum

## **PROCUREMENT ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Procurement Activity is to provide materials management services and technical expertise to department staff so they can effectively and efficiently obtain the services and commodities they need to fulfill their mission.

### **ACTIVITY LEADER**

TBD

## **PROCUREMENT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: Percentage of procurement transactions that are direct paid through Finance

**Result Name:** Percentage of procurement transactions that are direct paid through Finance

**Result Explanation:** Number of procurement transactions that are direct paid through Finance

**Calculation Description:** The total number of Article 3-type purchases using direct pay divided by the total number of Article 3-type purchases

**Result Denominator:** Number of procurement transactions

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: NA

**Output Name:** NA

**Output Explanation:** NONE

**Output Source:** NA

**Frequency:** Undefined

**Aggregation Type:** Sum

OUTPUT: Number of procurement transactions

**Output Name:** Number of procurement transactions

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Quarterly

**Aggregation Type:** Sum

DEMAND: NA

**Demand Name:** NA

**Demand Explanation:** NONE

**Demand Source:** NONE

**Frequency:** Undefined

**Aggregation Type:** Sum

Efficiency: NA

**Efficiency Name:** NA

**Efficiency Explanation:** NONE

**Frequency:** Undefined

**Aggregation Type:** Sum

## **CLAIMS AND INSURANCE PROGRAM**

### **PROGRAM STATEMENT**

The purpose of the Claims and Insurance Program is to provide claims and insurance services to Maricopa County departments, districts, and trust members so they can reduce

or manage the cost of claims, expenses, and obtain insurance coverage at the best possible cost to the County.

## **AUTO LIABILITY ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Auto Liability Activity is to provide auto liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto liability insurance at the best possible cost to the County.

### **ACTIVITY LEADER**

Claims Mgr.

## **AL CONSULTATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **AL COVERAGE DECISIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **AL EXCESS NOTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **AL EXP APPRVLS & PMNTS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **AL FILE MNGT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **AL INSURANCE CERTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**AL INSURANCE PROCUREMENT SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**AL INSURANCE RENEWALS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**AL INVESTIGATIONS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**AL LITIGATION ACT PLANS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**AL MONETARY COLLECTIONS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**AL SETTLMNT NEGO SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**

RESULT: Percent of AL claims closed

**Result Name:** Percent of AL claims closed

**Result Explanation:** Number of AL claims closed in the quarter

**Calculation Description:** Divide the number of AL claims closed in the quarter by the number of AL claims opened in the quarter and pending at the beginning of the quarter

**Result Denominator:** Number of AL claims opened and pending

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of AL claims closed and pending

**Output Name:** Number of AL claims closed and pending

**Output Explanation:** All Auto Liability claims closed in the quarter and pending at the end of the quarter.

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of AL claims opened and pending

**Output Name:** Number of AL claims opened and pending

**Output Explanation:** Number of AL claims opened in the quarter and pending at the beginning of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

DEMAND: Number of AL claims opened and pending

**Demand Name:** Number of AL claims opened and pending

**Demand Explanation:** Number of AL claims opened in the quarter and pending at the beginning of the quarter.

**Demand Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per AL claim closed and pending

**Efficiency Name:** Cost per AL claim closed and pending

**Efficiency Explanation:** Average cost per AL claim closed in the quarter and pending at the end of the quarter.

**Frequency:** Quarterly

**Aggregation Type:** Sum

## **AUTO PROPERTY DAMAGE ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Auto Property Damage Activity is to provide auto property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain auto property damage insurance at the best possible cost to the County.

### **ACTIVITY LEADER**

Claims Mgr.

## **APD CONSULTATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **APD COVERAGE DECISIONS SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**APD EXP APPRVLS & PMNTS SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**APD FILE MNGT SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**APD INSURACNE CERTIFICATIONS SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**APD INVESTIGATIONS SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**APD MONETARY COLLECTIONS SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**APD SETTLMNT NEGO SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**

RESULT: Percent of APD claims closed

**Result Name:** Percent of APD claims closed

**Result Explanation:** Number of APD claims closed in the quarter

**Calculation Description:** Divide the number of APD claims closed in the quarter by the number of APD claims opened in the quarter and pending at the beginning of the quarter

**Result Denominator:** Number of APD claims opened and pending

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of APD claims closed and pending

**Output Name:** Number of APD claims closed and pending

**Output Explanation:** Number of APD claims closed in the quarter and pending at the end of the quarter.

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of APD claims opened and pending

**Output Name:** Number of APD claims opened and pending

**Output Explanation:** Number of APD claims opened in the quarter and pending at the beginning of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

DEMAND: Number of APD claims opened and pending

**Demand Name:** Number of APD claims opened and pending

**Demand Explanation:** Number of APD claims opened in the quarter and pending at the beginning of the quarter.

**Demand Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per APD claim closed and pending

**Efficiency Name:** Cost per APD claim closed and pending

**Efficiency Explanation:** The average cost per claim closed in the quarter and pending at the end of the quarter.

**Frequency:** Quarterly

**Aggregation Type:** Sum

## **GENERAL LIABILITY ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the General Liability Activity is to provide general liability claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain general liability insurance at the best possible cost to the County.

### **ACTIVITY LEADER**

Claims Mgr.

## **GL CONSULTATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL COVERAGE DECISIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL EXP APPRVLS & PMNTS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL FILE MNGT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL INSURANCE CERTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL INSURANCE PROCUREMENT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL INSURANCE RENEWALS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL INVESTIGATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**GL LITIGATION ACT PLANS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False  
**ServiceMandate:**  
**GL MONETARY COLLECTIONS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**GL SETTLMNT NEGO SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**GLEXCESS NOTIFICATIONS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**

RESULT: Percent of GL claims closed

**Result Name:** Percent of GL claims closed

**Result Explanation:** Number of GL claims closed in the quarter

**Calculation Description:** Divide the number of GL claims closed in the quarter by the number of GL claims opened in the quarter and pending at the beginning of the quarter

**Result Denominator:** Number of GL claims opened and pending

**Frequency:** Quarterly

**Aggregation Type:** Sum

RESULT: Percent of County expenditures spent on Risk Management (Cost of Risk)

**Result Name:** Percent of County expenditures spent on Risk Management (Cost of Risk)

**Result Explanation:** NONE

**Calculation Description:** Divide Risk Management's expenditures at the end of the fiscal year by the County's expenditures at the end of the fiscal year.

**Result Denominator:** Total County expenditures

**Frequency:** Annually

**Aggregation Type:** Sum

OUTPUT: Number of GL claims closed and pending

**Output Name:** Number of GL claims closed and pending

**Output Explanation:** Number of GL claims closed in the quarter and pending at the end of the quarter.

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of GL claims opened and pending

**Output Name:** Number of GL claims opened and pending

**Output Explanation:** Number of GL claims opened in the quarter and pending at the

beginning of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Total County expenditures

**Output Name:** Total County expenditures

**Output Explanation:** NONE

**Output Source:** TBD

**Frequency:** Annually

**Aggregation Type:** Sum

DEMAND: Number of GL claims opened and pending

**Demand Name:** Number of GL claims opened and pending

**Demand Explanation:** Number of GL claims opened in the quarter and pending at the beginning of the quarter.

**Demand Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per GL claim closed and pending

**Efficiency Name:** Cost per GL claim closed and pending

**Efficiency Explanation:** Average cost per GL claim closed in the quarter and pending at the end of the quarter

**Frequency:** Quarterly

**Aggregation Type:** Sum

## **MEDICAL MALPRACTICE ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Medical Malpractice Activity is to provide medical malpractice claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain medical malpractice insurance at the best possible cost to the County.

### **ACTIVITY LEADER**

Claims Mgr.

## **MM CONSULTATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **MM COVERAGE DECISIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **MM EXCESS NOTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MM FILE MANAGEMENT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MM INSURANCE CERTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MM INSURANCE PROCUREMENT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MM INSURANCE RENEWALS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MM INVESTIGATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MM LITIGATION ACT PLANS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MM MONETARY COLLECTIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**  
**MM SETTLMNT NEGO SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**MMEXPAPPRVLS & PMNTS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: Percent of MM claims closed

**Result Name:** Percent of MM claims closed

**Result Explanation:** Number of MM claims closed in the quarter

**Calculation Description:** Divide the number of MM claims closed in the quarter by the number of MM claims opened in the quarter and pending at the beginning of the quarter

**Result Denominator:** Number of MM claims opened and pending

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of MM claims closed and pending

**Output Name:** Number of MM claims closed and pending

**Output Explanation:** Number of MM claims closed in the quarter and pending at the end of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of MM claims opened and pending

**Output Name:** Number of MM claims opened and pending

**Output Explanation:** Number of MM claims opened in the quarter and pending at the beginning of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

DEMAND: Number of MM claims opened and pending

**Demand Name:** Number of MM claims opened and pending

**Demand Explanation:** Number of MM claims opened in the quarter and pending at the beginning of the quarter

**Demand Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per MM claim closed and pending

**Efficiency Name:** Cost per MM claim closed and pending

**Efficiency Explanation:** Average cost per MM claim closed in the quarter and pending at the end of the quarter

**Frequency:** Quarterly

**Aggregation Type:** Sum

## **PROPERTY DAMAGE ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Property Damage Activity is to provide property damage claims and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain property damage insurance at the best possible cost to the County.

### **ACTIVITY LEADER**

Claims Mgr.

## **PD CONSULTATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **PD COVERAGE DECISIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **PD EXCESS NOTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **PD EXP APPRVLS & PMNTS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **PD FILE MANAGEMENT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **PD INSURANCE CERTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False  
**ServiceMandate:**  
**PD INSURANCE PROCUREMENT SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**PD INSURANCE RENEWALS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**PD INVESTIGATIONS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**PD MONETARY COLLECTIONS SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**  
**PD SETTLMNT NEGO SERVICE**  
**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**

RESULT: Percent of PD claims closed

**Result Name:** Percent of PD claims closed

**Result Explanation:** Number of PD claims closed in the quarter

**Calculation Description:** Divide the number of PD claims closed in the quarter by the number of PD claims opened in the quarter and pending at the beginning of the quarter

**Result Denominator:** Number of PD claims opened and pending

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of PD claims closed and pending

**Output Name:** Number of PD claims closed and pending

**Output Explanation:** Number of PD claims closed in the quarter and pending at the end of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of PD claims opened and pending

**Output Name:** Number of PD claims opened and pending

**Output Explanation:** Number of PD claims opened in the quarter and pending at the beginning of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

DEMAND: Number of PD claims opened and pending

**Demand Name:** Number of PD claims opened and pending

**Demand Explanation:** Number of PD claims opened in the quarter and pending at the beginning of the quarter

**Demand Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per PD claim closed and pending

**Efficiency Name:** Cost per PD claim closed and pending

**Efficiency Explanation:** Average cost per PD claim closed in the quarter and pending at the end of the quarter

**Frequency:** Quarterly

**Aggregation Type:** Sum

## **UNEMPLOYMENT ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Unemployment Activity is to provide unemployment claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses.

### **ACTIVITY LEADER**

Claims Mgr.

## **UC LITIGATION ACT PLANS OVRST SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **UN CONSULTATIONS OVERSIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **UN CONTRACT ADMINISTRATION SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**UN COVERAGE DECISIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**UN EXP APPRVLS & PMNTS OVR SIT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**UN FILE MNGT OVERSIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**UN INSURANCE CERTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**UN INVESTIGATIONS OVERSIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**UN MONETARY COLLECTIONS OVR SIT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: Percent of potential liability saved

**Result Name:** Percent of potential liability saved

**Result Explanation:** Number of potential liability saved at the end of the quarter

**Calculation Description:** NONE

**Result Denominator:** Amountof potential liability

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Amount of potential liability

**Output Name:** Amount of potential liability

**Output Explanation:** Amount of potential liability

**Output Source:** TALX

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of non-protestable claims

**Output Name:** Number of non-protestable claims

**Output Explanation:** Number of non-protestable claims at the end of the quarter

**Output Source:** TALX

**Frequency:** Quarterly

**Aggregation Type:** Sum

DEMAND: Number of unemployment claims

**Demand Name:** Number of unemployment claims

**Demand Explanation:** Number of unemployment claims

**Demand Source:** TALX

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per non-protestable claim

**Efficiency Name:** Cost per non-protestable claim

**Efficiency Explanation:** Cost per non-protestable claim

**Frequency:** Quarterly

**Aggregation Type:** Sum

## **WORKERS' COMPENSATION ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Workers Compensation Activity is to provide workers compensation claims oversight and insurance services to Maricopa County departments, districts and trust members so they can reduce or manage the cost of claims, expenses, and obtain workers compensation insurance at the best possible cost to the County.

### **ACTIVITY LEADER**

Claims Mgr.

## **WC CONSULTATIONS OVR SIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **WC CONTRACT ADMINISTRATION SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **WC COVERAGE DECISIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC EXCESS NOTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC EXP APPRVLS & PMNTS OVRSGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC FILE MNGT OVSIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC INSURANCE CERTIFICATIONS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC INSURANCE PROCUREMENT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC INSURANCE RENEWALS SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC INVESTIGATIONS OVSIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**  
**WC LIT ACT PLANS OVSIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC MONETARY COLLECTIONS OVSIG SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**WC SETTLMNT NEGO OVSIGHT SERVICE**

**Service Description:**

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: Percent of WC claims closed

**Result Name:** Percent of WC claims closed

**Result Explanation:** Number of WC claims closed in the quarter

**Calculation Description:** Divide the number of WC claims closed in the quarter by the number of WC claims opened in the quarter and pending at the beginning of the quarter

**Result Denominator:** Number of WC claims opened and pending

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of WC claims closed and pending

**Output Name:** Number of WC claims closed and pending

**Output Explanation:** Number of WC claims closed and pending

**Output Source:** Pinnacle Risk Management

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: Number of WC claims opened and pending

**Output Name:** Number of WC claims opened and pending

**Output Explanation:** Number of WC claims opened in the quarter and pending at the beginning of the quarter

**Output Source:** Risk Master

**Frequency:** Quarterly

**Aggregation Type:** Sum

DEMAND: Number of claims opened and pending

**Demand Name:** Number of claims opened and pending

**Demand Explanation:** Number of WC claims opened in the quarter and pending at the beginning of the quarter

**Demand Source:** Pinnacle Risk Management

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per claim closed Cost per WC claim closed and pending Case

**Efficiency Name:** Cost per claim closed Cost per WC claim closed and pending Case

**Efficiency Explanation:** Average cost per WC claim closed in the quarter and pending at the beginning of the quarter

**Frequency:** Quarterly

**Aggregation Type:** Sum

## **ENVIRONMENTAL MANAGEMENT PROG PROGRAM STATEMENT**

The purpose of the Environmental Management Program is to provide environmental technical services to Maricopa County departments, districts, and trust members so they can minimize or eliminate liabilities.

## **ENVIRONMENTAL MANAGEMENT SVCS ACTIVITY ACTIVITY STATEMENT**

The purpose of the Environmental Management Services Activity is to provide environmental management services for Maricopa County departments, districts and trust members so they can identify and mitigate potential liabilities

### **ACTIVITY LEADER**

Environmental cons

## **CONTRACT REVIEW AND MANAGEMENT SERVICE**

**Service Description:** Contract review and management

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **ENVIRONMENTAL CONSULTATIONS SERVICE**

**Service Description:** Environmental consultations

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **ENVIRONMENTAL INSPECTIONS SERVICE**

**Service Description:** Environmental inspections

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

## **ENVIRONMENTAL MONETARY RECOVER SERVICE**

**Service Description:** Environmental monetary recoveries

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**ENVIRONMENTAL REMEDIATIONS SERVICE**

**Service Description:** Environmental remediations

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** Environmental Protection Act (EPA) Resource Conservation and Recovery Act (RCRA) Subtitle D-40CFR257&258

**ENVIRONMENTAL TRAINING SERVICE**

**Service Description:** Environmental training

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** Environmental Protection Agency-Training

**PROPERTY SURVEYS SERVICE**

**Service Description:** Property surveys

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

RESULT: Percent reduction/increase in possible environmental liability exposures

**Result Name:** Percent reduction/increase in possible environmental liability exposures

**Result Explanation:** Reduction/increase in possible environmental liability exposures

**Calculation Description:** The reduction/increase in environmental exposures for the fiscal year divided by the dollar value of possible County liability exposures (Output/Demand - auto calculates)

**Result Denominator:** Dollar value of possible County liability exposures

**Frequency:** Annually

**Aggregation Type:** Avg

OUTPUT: Dollar value of possible County liability exposures

**Output Name:** Dollar value of possible County liability exposures

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Annually

**Aggregation Type:** Avg

OUTPUT: Number of environmental projects closed.

**Output Name:** Number of environmental projects closed.

**Output Explanation:** NONE

**Output Source:** NONE

**Frequency:** Annually

**Aggregation Type:** Sum

DEMAND: Number of environmental projects open and pending.

**Demand Name:** Number of environmental projects open and pending.

**Demand Explanation:** NONE

**Demand Source:** NONE

**Frequency:** Annually  
**Aggregation Type:** Sum  
Efficiency: Cost per environmental project closed  
**Efficiency Name:** Cost per environmental project closed  
**Efficiency Explanation:** Average cost per environmental project closed  
**Frequency:** Annually  
**Aggregation Type:** Sum  
**GENERAL GOVERNMENT  
PROGRAM STATEMENT**

**CENTRAL SERVICE COST ALLOC ACTIVITY  
ACTIVITY STATEMENT**

NA

**ACTIVITY LEADER**

TBD

**CENTRAL SERVICE COST ALLOC SERVICE**

**Service Description:**  
**Service Customer:**  
**Service Comment:**  
**Service Mandated:** False  
**ServiceMandate:**

RESULT: NA  
**Result Name:** NA  
**Result Explanation:** NONE  
**Calculation Description:** NONE  
**Result Denominator:** NA  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
OUTPUT: NA  
**Output Name:** NA  
**Output Explanation:** NONE  
**Output Source:** NA  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
DEMAND: NA  
**Demand Name:** NA  
**Demand Explanation:** NONE  
**Demand Source:** NONE  
**Frequency:** Undefined  
**Aggregation Type:** Sum  
Efficiency: NA

**Efficiency Name:** NA

**Efficiency Explanation:** NONE

**Frequency:** Undefined

**Aggregation Type:** Sum

## **SAFETY MANAGEMENT PROGRAM**

### **PROGRAM STATEMENT**

The purpose of the Safety Management Program is to provide safety management services to Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses.

## **SAFETY MANAGEMENT SERVICES ACTIVITY**

### **ACTIVITY STATEMENT**

The purpose of the Safety Management Services Activity is to provide consultation, technical, and training services to the Maricopa County departments, districts and trust members so they can ensure standards compliance and control and/or prevent losses

### **ACTIVITY LEADER**

Safety Manager

## **ACCIDENT INVESTIGATIONS SERVICE**

**Service Description:** Accident investigations

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 29 CFR 1926.20(b)(1)

## **CDL DRUG AND ALCOHOL TESTING SERVICE**

**Service Description:** CDL drug and alcohol testing

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 49 CFR Part 40, 382

## **CDL EXAMINATIONS/EVALUATIONS SERVICE**

**Service Description:** CDL examinations/evaluations

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 49 CFR Part 383, 391

## **DOT VEHICLE INSPECTIONS SERVICE**

**Service Description:** DOT vehicle inspections

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 49 CFR Part 396, 29 CFR 20(b)(3)

## **EMERGENCY RESPONSES SERVICE**

**Service Description:** Emergency responses

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 29 CFR 1926.65, 29 CFR 1910.38, 29 CFR 1901.120

**OSHA COMPLIANCE INSPECTIONS SERVICE**

**Service Description:** OSHA compliance inspections

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 29 CFR 1926.20(b)(2)

**REPORTS AND RECORDS SERVICE**

**Service Description:** Reports and records

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 29 CFR 1904

**SAFETY CONSULTATIONS SERVICE**

**Service Description:** Safety consultations

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 29 CFR 1926.20(b)(2), CFR 1910.155(c)(27)

**SAFETY CONTRACT SERVICES SERVICE**

**Service Description:** Safety contract services

**Service Customer:**

**Service Comment:**

**Service Mandated:** False

**ServiceMandate:**

**SAFETY INSPECTIONS SERVICE**

**Service Description:** Safety inspections

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 29 CFR 1926.20(b)(2), CFR 1910.155(c)(27)

**SAFETY TRAINING SESSIONS SERVICE**

**Service Description:** Safety training sessions

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 29 CFR 1926.21(b)(2), 29 CFR 1926.21(b)(3), 29 CFR 1926.21(b)(4), 29 CFR 1926.21(b)(5), 29 CFR 1926.21(b)(6)(i), 29 CFR 1910.9(b), 1910.178(l)(4)

**VEHICLE/OPERATOR PERMITS SERVICE**

**Service Description:** Vehicle/Operator permits

**Service Customer:**

**Service Comment:**

**Service Mandated:** True

**ServiceMandate:** 1926.20(b)(4), CFR 1910.178(l)(1)(i), CFR 1910(l)(1)(ii), CFR 1910.178 (i)(6)

RESULT: Percent of County employees not injured

**Result Name:** Percent of County employees not injured

**Result Explanation:** number of County employees not injured

**Calculation Description:** Number of County employees not injured in the month divided by the number of County employees including hospital at the end of the month (Output/Demand - auto calculates)

**Result Denominator:** Number of County employees not injured

**Frequency:** Quarterly

**Aggregation Type:** Sum

RESULT: Percent reduction/increase of County injury incident rate compared to a 3 year average rate

**Result Name:** Percent reduction/increase of County injury incident rate compared to a 3 year average rate

**Result Explanation:** Reduction/increase of County injury incident rate compared to a 3 year average rate

**Calculation Description:** Compare injury incident rate for the fiscal year to a 3-year average rate. Injury incident rate = number of injuries x 200,000 / hours of exposure

**Result Denominator:** 3 year average of County injury incident rate

**Frequency:** Annually

**Aggregation Type:** Avg

OUTPUT: Number of County employees

**Output Name:** number of County employees

**Output Explanation:** number of County employees

**Output Source:** NONE

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: number of County employees not injured

**Output Name:** number of County employees not injured

**Output Explanation:** number of County employees not injured

**Output Source:** Pinnacle Riskmaster

**Frequency:** Quarterly

**Aggregation Type:** Sum

OUTPUT: 3 year average of County injury incident rate

**Output Name:** 3 year average of County injury incident rate

**Output Explanation:** 3 year average of County injury incident rate

**Output Source:** NONE

**Frequency:** Annually

**Aggregation Type:** Avg

DEMAND: number of County employees

**Demand Name:** number of County employees

**Demand Explanation:** number of County employees

**Demand Source:** Human Resources and MCSHCD Human Resources

**Frequency:** Quarterly

**Aggregation Type:** Sum

Efficiency: Cost per County employee not injured

**Efficiency Name:** Cost per County employee not injured

**Efficiency Explanation:** Cost per County employee not injured

**Frequency:** Quarterly

**Aggregation Type:** Sum