

MARICOPA COUNTY MANAGING FOR RESULTS

❖ Strategic Planning ❖



Accomplishments from the
2001-2005 Strategic Plan

Setting Future Direction through
the 2005-2010 Strategic Plan

Employee Perspectives



Maricopa County Board of Supervisors



Fulton Brock
District 1



Don Stapley
District 2



Andrew Kunasek
District 3



Max Wilson
District 4



Mary Rose Wilcox
District 5

A Message from the County Manager

August 2005

As we begin a new fiscal year in Maricopa County, it is a timely opportunity for us to look back on our accomplishments, look forward to the challenges ahead, and acknowledge the critical role County employees have in making this happen.

In June, the Board of Supervisors approved a new strategic plan for Maricopa County. The plan contains the County's mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what we aspire for the County to achieve over the next 3-5 years.

This new plan replaces the prior County plan that was established in 2001. Looking back over the past four years, the County made great strides in addressing the priorities of that plan, including: constructing two new adult detention facilities and two new juvenile detention facilities, developing the regional human services campus, providing \$5 million in funding to support the T-Gen project, reducing the overall property tax rate from \$1.57 per \$100 of assessed value in FY 2001 to \$1.47 in FY 2005, purchasing Spur Cross, spending \$255 million in capital improvement projects for roads and bridges in the County, creating the special health district, creating a regional trails master plan, and much, much more.

Building on those accomplishments, our plan for the future focuses on ensuring safe communities, promoting public health, providing regional leadership, encouraging sustainable development, enhancing our fiscal strength, maintaining a quality workforce, and increasing citizen satisfaction. Today, more than 80% of county residents are satisfied with the job the County does. Yet, as the population of the County continues to expand, so too will the demand for services. To meet that growing demand, we'll need to continue to expand and explore new and innovative ways of providing services.

In interacting with residents, employees are the face of Maricopa County, and the work they do directly contributes to the achievement of our goals. Take a look at the following pages to learn how some of Maricopa County's employees see their work contributing to the County's new strategic priorities.

I would like to thank all of Maricopa County's employees for the hard work they do every day to help make Maricopa County a great place to live.



David R. Smith

David R. Smith
County Manager

Summary of Key Accomplishments from the 2001-2005 Maricopa County Strategic Plan

Maricopa County Mission Statement:

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

Maricopa County Vision Statement:

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

Maricopa County Strategic Priorities & Accomplishments:

Provide regional leadership in critical public policy areas in a fiscally responsible manner.

- Developed the regional human services campus to provide social services for the homeless community
- Provided \$5 million in funding to support the T-Gen project
- Provided significant increases in funding and support for regional libraries

Minimize the burden on the property taxpayer through rate reductions.

- Overall Maricopa County tax rate reduced from \$1.57 per \$100 of assessed value in Fiscal Year 2001 to \$1.47 in Fiscal Year 2005

Healthy community and solvent healthcare system.

- Created the special health care district to provide greater fiscal stability and continued care in areas of critical need for the County
- Established the West Nile virus prevention program
- Created a separate Air Quality Department to improve the County's compliance with Federal air pollution standards

Safe community through a streamlined, integrated criminal justice system.

- Constructed two new adult detention facilities and two new juvenile detention facilities
- Established a juvenile residential treatment center
- Completed planning and have begun building five new regional court centers to expand access to the Court system in localized areas throughout the County
- Built the new Forensic Science Center
- Opened the Sheriff's Training Academy

Provide regional leadership for a regional transportation system.

- Supported Proposition 400 to extend the transportation tax in support of enhancements to the region's transportation network
- Spent \$255 million in capital improvement projects to build roads and bridges within the County

Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.

- Purchased Spur Cross to preserve open space
- Created a Regional Trails Master Plan
- Added 2200 acres to White Tanks Park
- Luke AFB was not listed for closure through BRAC

Maricopa County will continue to improve its positive public image based on results achieved.

- Citizen satisfaction with Maricopa County increased
- Maricopa County was rated "best in the United States" by the Government Performance Project in 2002 for the effectiveness of its core government management activities
- Opened the new Clerk of the Court Customer Service Center
- Paid off all general obligation bonded debt in 2004



MARICOPA COUNTY 2005-2010 Strategic Plan

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.

Vision

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

Strategic Priorities

- Ensure safe communities and a streamlined, integrated justice system.
- Promote and protect the public health of the community.
- Provide regional leadership in critical public policy areas.
- Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment.
- Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden.
- Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well.
- Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County.



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*Maricopa County Employees
Achieving the Mission*

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"By establishing community-based law enforcement, I help enhance the safety of our citizens and reduce neighborhood crimes."

Julie White
Deputy Sheriff



"My work ensures that frontline supervisors are provided guidance, support, and training in the operations of our new, state-of-the-art detention facilities."

Lt. Evangelina Nunez
Sheriff's Department



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"As a community nutrition worker, I promote and protect the health of my clients by providing them with nutrition education and referrals to other resources in the community."

Ursula Settles
Public Health

"Through outreach and education on reducing air pollution, my work helps to make Maricopa County a healthy place to live."

Holly Ward
Air Quality



"As a Health Educator, my job allows me to promote healthy behaviors in the community by relaying positive health messages and improving quality of life."

Zoraida Ettrick
Public Health



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"To meet the needs of our growing population, I work to develop transportation plans that have a regional impact throughout the valley."

Cheryl Toy
Department of Transportation



"In designing roads, we build more than a structure....we envision a future. How we envision it is a statement of our leadership and an expression of public policy."

Samir Hatab, P.E.
Department of Transportation



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"My work in planning and project management helps to ensure the protection and safety of Maricopa County residents from flooding while also addressing environmental concerns."

Theresa Pinto
Flood Control



"I prepare reports, conduct research, and assist planners with processing conditional permits and administrative amendments, which contributes to the County's goal to carefully plan and manage land use."

Grettel Vargas
Planning & Development



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"By budgeting for results, I'm helping the County achieve measurable outcomes for our citizens."

Wendy Johnson
Office of Management & Budget



"I help the county achieve fiscal responsibility by using activity-based costing to show how tax dollars are being spent."

Dexter Thomas
Office of Management & Budget



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"Through my training and staff communication efforts, I'm ensuring that every employee has access to the resources they need to best perform their job serving the residents of Maricopa County."

Lawrence Vasquez
Human Resources,
Flood Control

"I help the County maintain a quality workforce by making sure all the paperwork and other personnel changes are accurately entered into PeopleSoft."

Emily Serrano
Human Resources



"My work in recruitment helps select the best and brightest people to be our most important resource, our employees."

Karl Long
Human Resources



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"The Call Center promotes high-quality service by giving top priority in attitude, helpfulness, and correct information. I'm proud to provide this service to the taxpayer."

Roselyn Thompson
Star Call Center



"When answering customer calls, I treat each person with respect and dignity as though they are a family member or a friend."

Tricia Pacheco
Star Call Center

Best in the U.S.



Obtain more information about Managing for Results and Maricopa County's Strategic Plan by contacting Tom Brandt, Managing for Results Coordinator, at 602-506-2204, or by visiting the following web sites: ebc.maricopa.gov/mfr or www.maricopa.gov/mfr.

Back cover photo and photos of County employees by Barbra Hart