

# Maricopa County: Moving Forward in a Time of Change



## FY2011 – 2015 Strategic Plan

(adopted June 7, 2010; amended October 4, 2010)



# Introduction

The 2011-15 Maricopa County Strategic Plan contains the County's mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what the County aspires to achieve over the next five years. The plan focuses on ensuring safe communities, providing citizens with access to an effective, integrated justice system, promoting and protecting the public health of the community, encouraging sustainable development, enhancing the County's fiscal strength, maintaining a quality workforce, and increasing citizen satisfaction and the public's trust.

Today, nearly 80% of County residents are satisfied with the job the County does. Yet, as the County continues to face the challenges brought on by the recent economic downturn, the demand for services will increase. To meet that growing demand, the County will continue to explore new and innovative ways of providing services, with the focus on achieving results for customers in everything we do.

The plan was compiled with input and advice from citizens, County department leadership and employees, as well as the other elected officials in Maricopa County. These goals and priorities will provide us with measurements and guidelines that will help us to manage and operate our organization in changing, challenging times. The mission remains the same: to provide the citizens of Maricopa County with the best and most effective services so they can enjoy living in a healthy and safe environment



# Why Strategic Planning?

## **Purpose of Strategic Planning**

The Board of Supervisors' Countywide Strategic Plan is meant to guide County government actions to address current and future needs in Maricopa County. It will set direction for County government regarding its roles and responsibilities, and Maricopa County government officials will use it to help guide decision-making. The strategic plan is not a detailed operational plan, nor does it contain specific budget recommendations. Instead, it presents a vision for Maricopa County's future, and, in particular, it outlines County government's role in achieving that future.

## **Why We are Updating the Strategic Plan**

The current strategic plan for Maricopa County government was adopted five years ago. In the intervening years, there have been considerable changes in Maricopa County that affect County government's roles and responsibilities. Our fiscal situation has changed substantially, demographics of the County population we serve are continuing to change, and the development trends in Maricopa County are much different than they were five years ago. The Maricopa County Board of Supervisors updated its strategic plan in consideration of this changing environment and to develop a clear idea of the County's strategic priorities for the coming years.



# Update Process

## Overview of the Process

The first phase of updating the Countywide Strategic Plan involved conducting an environmental assessment about current conditions and trends and issues on the horizon that will impact the County and its ability to continue to deliver efficient and effective services to its customers. This phase included soliciting input from the public through a variety of public meetings and a series of citizen surveys, and from County administrators, elected officials, and key community leaders throughout the County. The General Citizen Survey sent to the 20,000+ subscribers to eGov email distribution list generated more than 3,700 responses, a response rate of approximately 18%. The survey to 220 County Boards and Commissions members generated a 41% response rate. This phase was completed in March 2010.

A second phase included workshops and meetings among County leaders, including representatives from appointed departments, special districts, the judicial branch, and elected officials' offices, to discuss information received and determine specific strategic priorities, goals, and objectives for the next two to five years. The update to the Board's five-year strategic plan was adopted on June 7, 2010, and amended October 4, 2010.

## Implementation of the Strategic Plan

Upon adoption, the County will convene implementation committees comprising department leadership and staff, whose responsibilities will include: (a) developing key performance measures/indicators to track progress toward achieving the strategic priorities and goals, (b) working with cross-department teams to identify innovative and collaborative strategies to advance progress toward the goals, (c) monitoring the plan's implementation and progress toward achieving goals; and (d) reporting on progress.



# Maricopa 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 environment.

## Vision

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

## Values

1. Public Interest First
2. Open and Honest
3. Accountable
4. Measure Results
5. Relentless Improvement
6. Communicate and Collaborate
7. All People Realize Their Full Potential



# Environmental Assessment

The following documents were consulted as part of the environmental assessment process:

- *Maricopa County Five-Year Financial Forecast*, Maricopa County Office of Management and Budget
- *Citizens Financial Condition Report*, Maricopa County Internal Audit Department
- *Maricopa County Strategic Plan, 2010-2015: Identifying External Factors*, Elliott D. Pollack and Company
- *The Arizona We Want*, Center for the Future of Arizona
- *The Effects of Recession in Maricopa County: The Changing Faces of Citizens in Need, 2007-2009*, Maricopa County Human Services Department
- *Maricopa County Employee Satisfaction Survey 2009*, Maricopa County Research and Reporting Office
- *Maricopa County General Population Survey 2009*, Maricopa County Research and Reporting Office
- *Maricopa County Strategic Plan Update Citizen Feedback Survey*
- *Maricopa County Strategic Plan Update, Survey of Boards and Commission Members*
- *Strategic Issues Development*, Maricopa County Management Team Retreat
- Presentations by Elected Officials: Michael Jeanes, Clerk of the Superior Court in Maricopa County; Charles Hoskins, Maricopa County Treasurer; Helen Purcell, Maricopa County Recorder, Keith Russell, Maricopa County Assessor, Dr. Don Covey, Superintendent of Schools, Phil MacDonnell on behalf of County Attorney Andrew Thomas, and Loretta Barkell on behalf of Sheriff Joe Arpaio



# Key Issues

- Economy: Stagnant population and economic growth over the next three to five years will limit the County's resources and shift demands for County services.
- Crime Rates: Current economic conditions could cause a reversal in the trend of declining crime rates, which could reduce public safety.
- Justice System: Increasing delays in resolving many types of civil and family court cases could reduce access to justice.
- Health and Human Services: Population shifts and demographic changes in Maricopa County will change consumer spending, affecting revenues and increasing the number of new customers who have never before used County services. These changes will challenge the County to meet customers' expectations.
- Sustainable Development: Changing economic and environmental conditions require Maricopa County to ensure that services are provided in a sustainable fashion, and that the County is promoting sustainable practices among its employees and residents.
- Transportation Infrastructure: The increase in average commute times, due to increased usage demands and continual infrastructure aging, if left unaddressed, will cause increase air pollution, waste energy, and might compromise public safety.



# Key Issues (cont.)

- Public Trust and Satisfaction: Greater public interest and awareness of the County's diverse roles generate more demand for information, services, and involvement in decision making. If increasing demands for information or requests for services are not met, there could be a decline in the public trust and satisfaction with County services.
- Innovation: In the current and future economy, the County will be facing challenges for managing and maintaining the level and quality of services, which will require innovative and collaborative approaches to provide services that matter most to County residents.
- Quality Workforce: Over the next five years, the County will face significant challenges in managing and maintaining levels and quality of services, which will require recruiting, retaining, and maintaining a quality workforce.



# Strategic Priorities

- Ensure safe communities
- Provide all citizens with access to an effective, integrated justice system
- Promote and protect the public health of the community
- Provide opportunities for and educate residents so they can improve their own circumstances and quality of life
- Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands
- Contribute to an effective regional economy,
- Contribute to a safe and effective transportation system
- Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services
- Exercise sound financial management and build the County's fiscal strength
- Maintain a quality and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well



# Strategic Goals Summary

## ***Strategic Priority: Ensure safe communities***

Strategic Goal: By 2015, the violent crime rate per 100,000 inhabitants in Maricopa County will be 440 or lower, a 3.3% reduction from the 2008 rate.

Strategic Goal: By 2014, the property crime rate per 100,000 inhabitants in Maricopa County will be 4,170 or less, a 2.0% reduction from the 2008 rate.

Strategic Goal: By 2015, the rate of juvenile recidivism will be at or less than 15%.

## ***Strategic Priority: Provide all citizens with access to an effective, integrated justice system***

Strategic Goal: By 2012, 96% of family cases filed in Superior Court will be resolved within 12 months, and 99% within 24 months.

Strategic Goal: By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, and 99% within 24 months.

Strategic Goal: By 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, and 90% within 365 days.

Strategic Goal: By 2014, 85% of probate cases will meet case-monitoring compliance standards, and the remaining cases will be as close to case-monitoring standards as possible.



# Strategic Goals Summary

## ***Strategic Priority: Promote and protect the public health of the community***

Strategic Goal: By 2015, at least 80% of two-year-old children in Maricopa County will be up-to-date with all vaccines recommended by the Advisory Committee on Immunization Practices (ACIP).

Strategic Goal: By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.

Strategic Goal: By 2015, reduce childhood obesity rate to 15.5%, as measured by data from the Pediatric Nutrition Surveillance System (PedNSS).

## ***Strategic Priority: Promote opportunities for and educate residents so they can improve their own circumstances and quality of life***

Strategic Goal: By 2014, 80% of Maricopa County citizens who received services through Human Services Department will acknowledge that these services helped improve their capacity to be self-sufficient.

Strategic Goal: By 2015, improve the career, college, and life readiness of Maricopa County youth as evidenced by having 85% of Maricopa County residents with educational attainment of a least a high-school diploma or equivalency..



# Strategic Goals Summary

***Strategic Priority: Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands***

Strategic Goal: By 2013, actual energy use will be no more than 26 kilowatt hours per square foot in County buildings, a reduction of 7.5% from 2009 levels.

Strategic Goal: By 2015, the average fuel efficiency rating for County non-idling sedans will be 26 miles per gallon or greater, an improvement of 90% from the 2010 rating.

Strategic Goal: By 2015, 85% or more of citizens will indicate satisfaction with the amount of and access to open space and parks and recreation land in Maricopa County.

Strategic Goal: By 2015, all new buildings built by Maricopa County will achieve *Leadership in Energy and Environmental Design* (LEED) certification.

Strategic Goal: By 2015, Maricopa County government will reduce its carbon footprint by 10% from 2007 levels.

Strategic Goal: By 2015, the number of days when air quality conditions are unhealthy for sensitive groups will be reduced to 10 or fewer, a reduction of 9% from 2008.



# Strategic Goals Summary

## ***Strategic Priority: Contribute to an effective regional economy***

Strategic Goal: By 2015, the share of employment in base or export industries, as measured by the percentage of jobs in high-tech manufacturing in the Greater Phoenix metro area, will increase to 3.2% of total employment in Maricopa County.

Strategic Goal: By FY2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY2010 level.

Strategic Goal: By 2015, Maricopa County per capita personal income will be 97.5% or more of per capita personal income for the United States as a whole.

## ***Strategic Priority: Contribute to a safe and effective transportation system***

Strategic Goal: By 2015, Maricopa County will reduce the number of intersection fatalities in unincorporated County areas by 23% from 13 to 10, an improvement of 23% over 2007.

Strategic Goal: By 2013, 85% of Maricopa County paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.



# Strategic Goals Summary

***Strategic Priority: Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services***

Strategic Goal: By 2013, 80% or more of County residents will indicate satisfaction with County government performance, as measured by positive responses on the annual Citizen Satisfaction Survey.

Strategic Goal: By 2015, 80% or more of County residents will indicate trust in County government, as measured by positive responses on the annual Citizen Satisfaction Survey.

***Strategic Priority: Exercise sound financial management and build the County's fiscal strength***

Strategic Goal: By 2015, Maricopa County will be the low-cost leader among large urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and functions.

Strategic Goal: By FY2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY2010 level.

***Strategic Priority: Maintain a quality, diverse, and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well***

Strategic Goal: By 2015, the voluntary turnover rate of full-time employees will be maintained at or below 10%.

Strategic Goal: By 2015, the percent of employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.



## Strategic Priority: Ensure safe communities

### Strategic Goal: Reducing Violent Crimes

### Why is This Important?

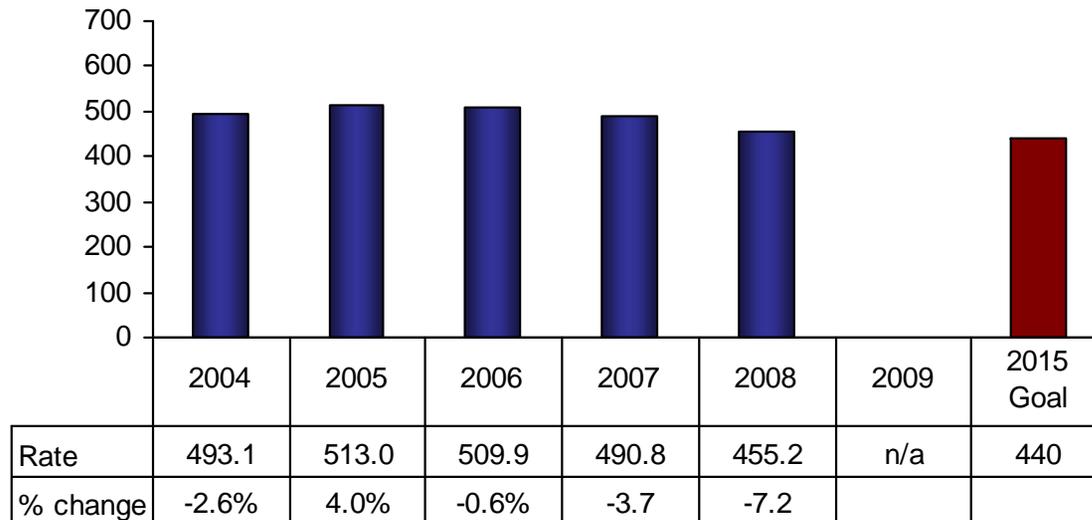
By 2015, the violent crime rate per 100,000 inhabitants in Maricopa County will be 440 or lower, a 3.3% reduction from the 2008 rate.

#### Key Issue: Crime Rates

Crime takes a toll on the health of our community through loss of life, fear for physical safety, disintegration of community cohesion, and incarceration. This goal is aimed at continuing the County's efforts to reduce violent crime rate in the community.

### Where We Are:

Violent Crime rate per 100,000 inhabitants



*n/a – not available*

Source: FBI Crime in the United States



## Strategic Priority: Ensure safe communities

Strategic Goal:  
Reducing Property Crimes

Why is This Important?

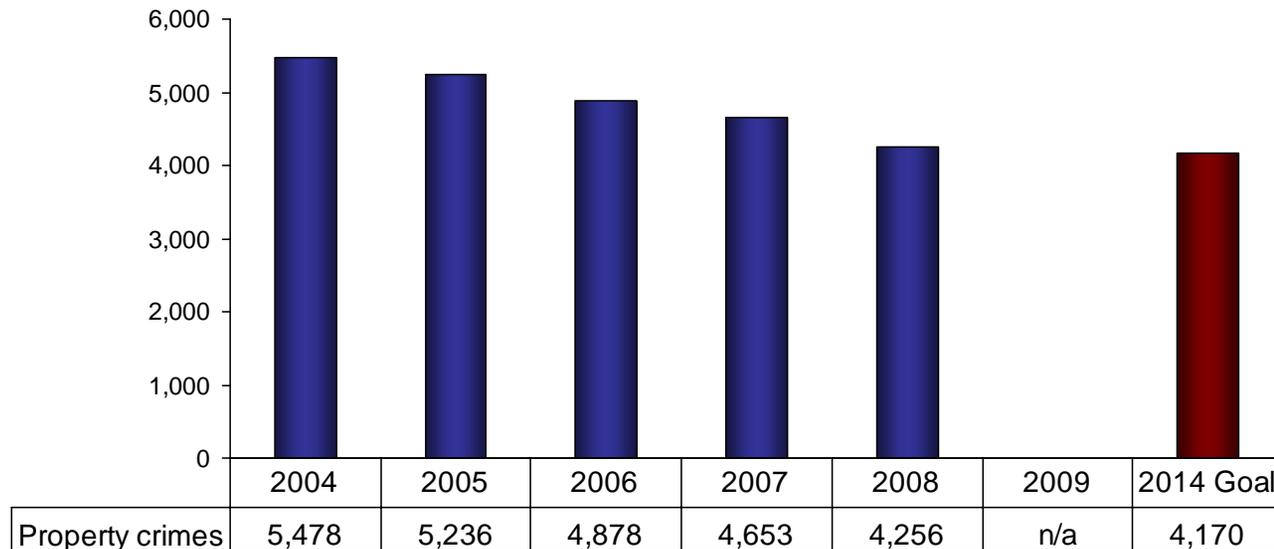
By 2014, the property crime rate per 100,000 inhabitants in Maricopa County will be 4,170 or less, a 2.0% reduction from the 2008 rate.

Key Issue: Crime Rates

Citizens consider their personal safety to be one of the most significant factors affecting their quality of life. This goal is aimed at continuing the County's efforts to reduce the property crime rate in the community.

Where We Are:

Property Crime Rate per 100,000 inhabitants



n/a = not available

Source: FBI Crime in the United States

**Maricopa County**



## Strategic Priority: Ensure safe communities

Strategic Goal:  
Reducing Juvenile Recidivism

Why is This Important?

By 2015, the rate of juvenile recidivism will be at or less than 15%.

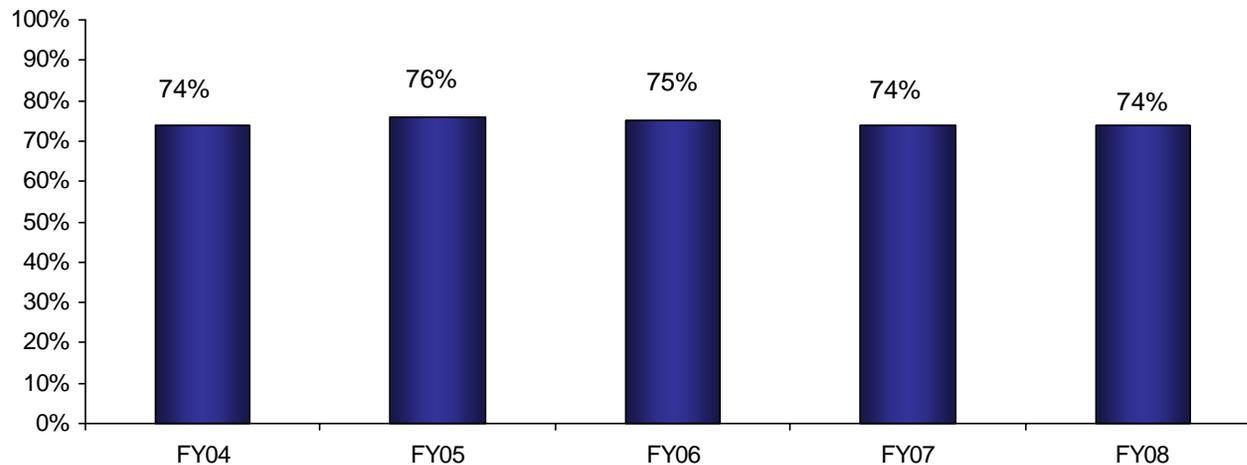
Key Issues: Crime Rates, Justice System

Reducing the involvement of juveniles with the criminal justice system is a major objective for Maricopa County. This goal is aimed at decreasing the number of juveniles who commit repeat offenses and come into contact with the justice system.

### Where We Are:

Note: data on the overall juvenile recidivism rate in Maricopa County is not yet available. The chart below represents juveniles who come into contact with the Juvenile Probation Department, and is a proxy for juvenile recidivism in the County.

**Percent of Juveniles with no new referrals to Juvenile Probation Department within one year of first referral**



Source: Maricopa County Juvenile Probation Department

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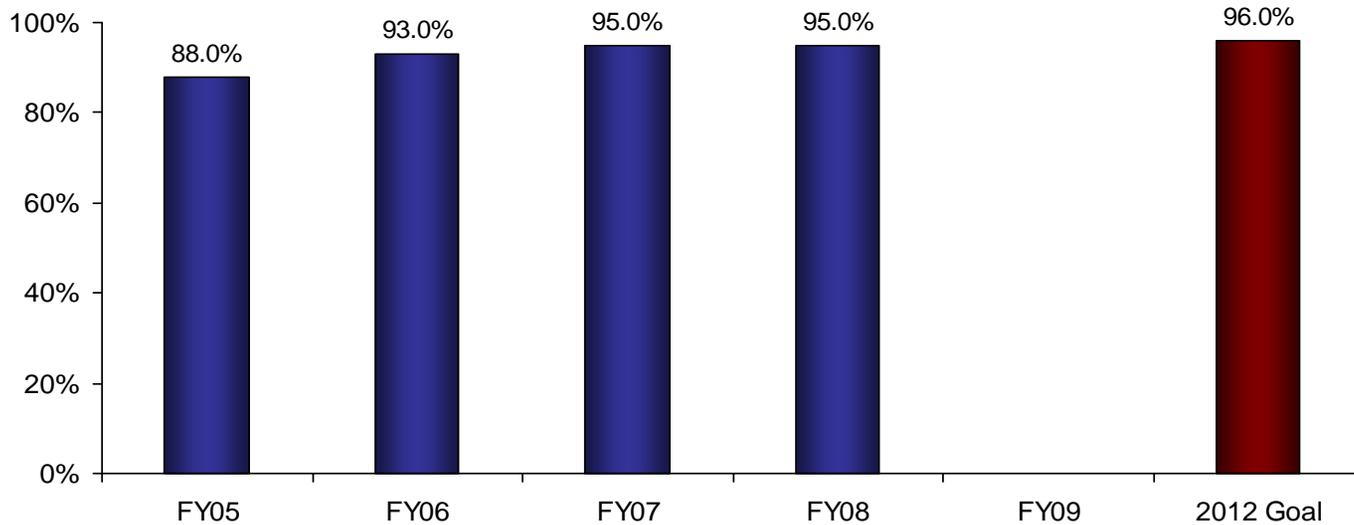


**Strategic Priority: Provide all citizens with access to an effective, integrated justice system**

Strategic Goal: Improving Timely Family Case Resolution	Why is This Important?
By 2012, 96% of family cases filed in Superior Court will be resolved within 12 months, and 99% within 24 months.	Key Issue: Justice System
	The judicial branch in Maricopa County is committed to the timely, fair, and impartial administration of justice. This goal is aimed at decreasing the time it takes to resolve family cases to ensure timely administration of justice.

**Where We Are:**

**Percent of Family Cases Filed in Superior Court Resolved within 12 Months**



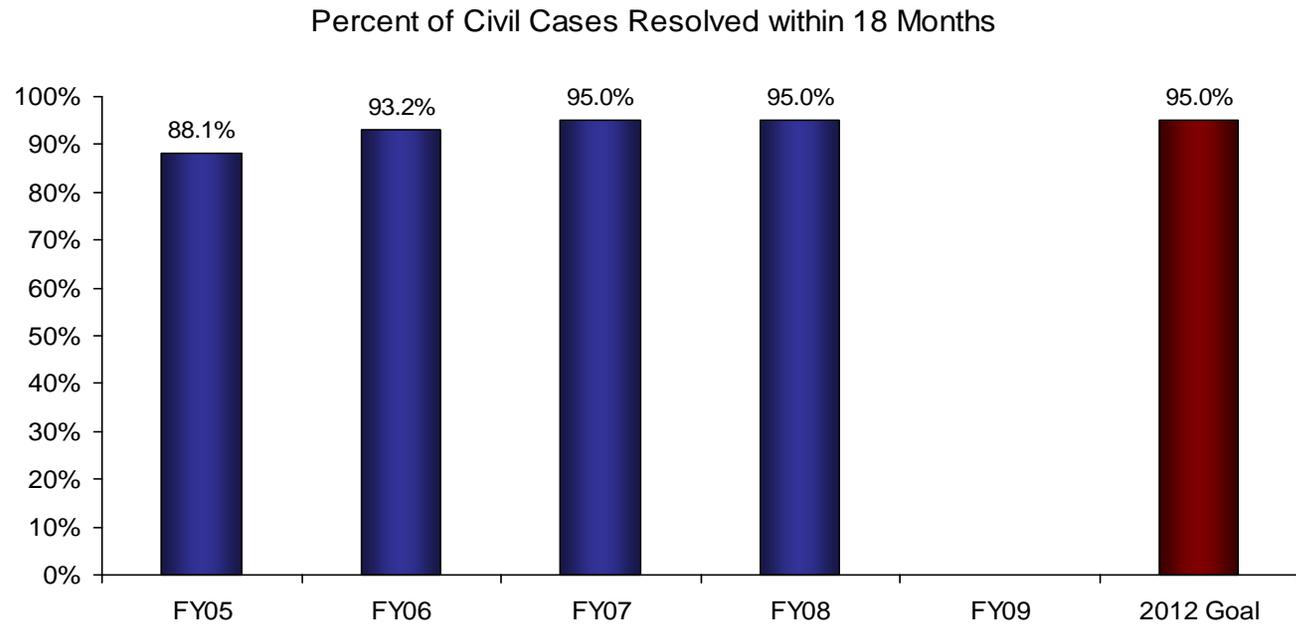
Source: Maricopa County Superior Court



**Strategic Priority: Provide all citizens with access to an effective, integrated justice system**

Strategic Goal: Improving Timely Civil Case Resolution	Why is This Important?
By 2012, 95% of civil cases filed in Superior Court will be resolved within 18 months, 99% within 24 months.	Key Issue: Justice System
	The judicial branch in Maricopa County is committed to the timely, fair, and impartial administration of justice. This goal is aimed at decreasing the time it takes to resolve civil cases to ensure timely administration of justice.

Where We Are:



Source: Maricopa County Superior Court

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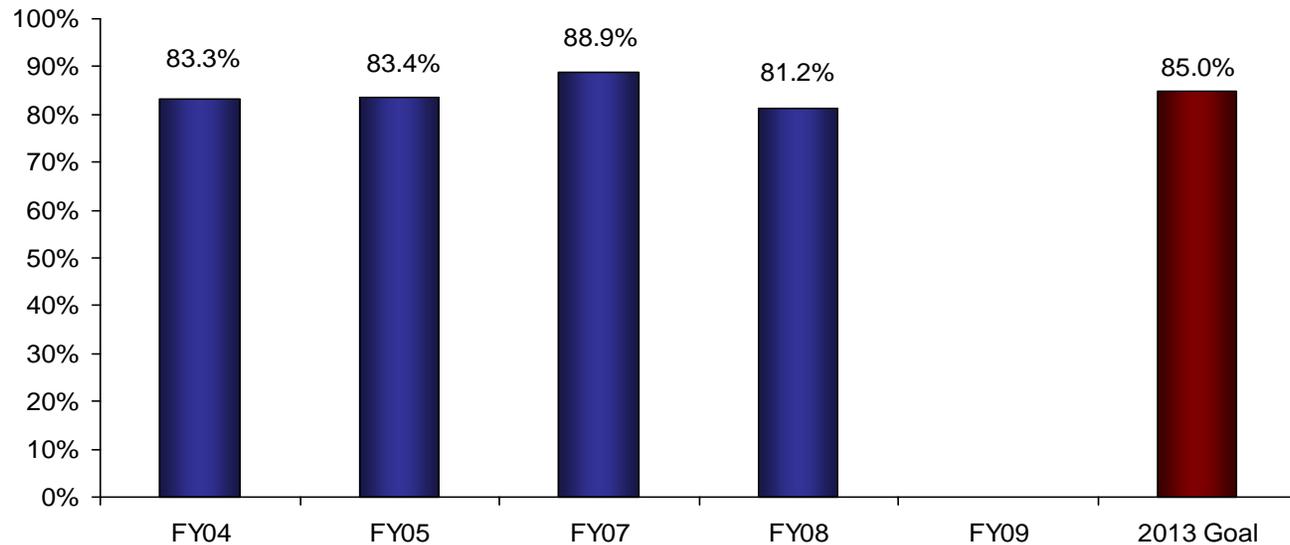


**Strategic Priority: Provide all citizens with access to an effective, integrated justice system**

Strategic Goal: Improving Timely Criminal Felony Case Resolution	Why is This Important?
By 2013, 85% of criminal felony cases filed in Superior Court will be resolved within 180 days, 90% within 365 days.	Key Issue: Justice System
	The judicial branch in Maricopa County is committed to the timely, fair, and impartial administration of justice. This goal is aimed at decreasing the time it takes to resolve criminal felony cases.

**Where We Are:**

Percent of criminal felony cases resolved within 180 days



Source: Maricopa County Superior Court

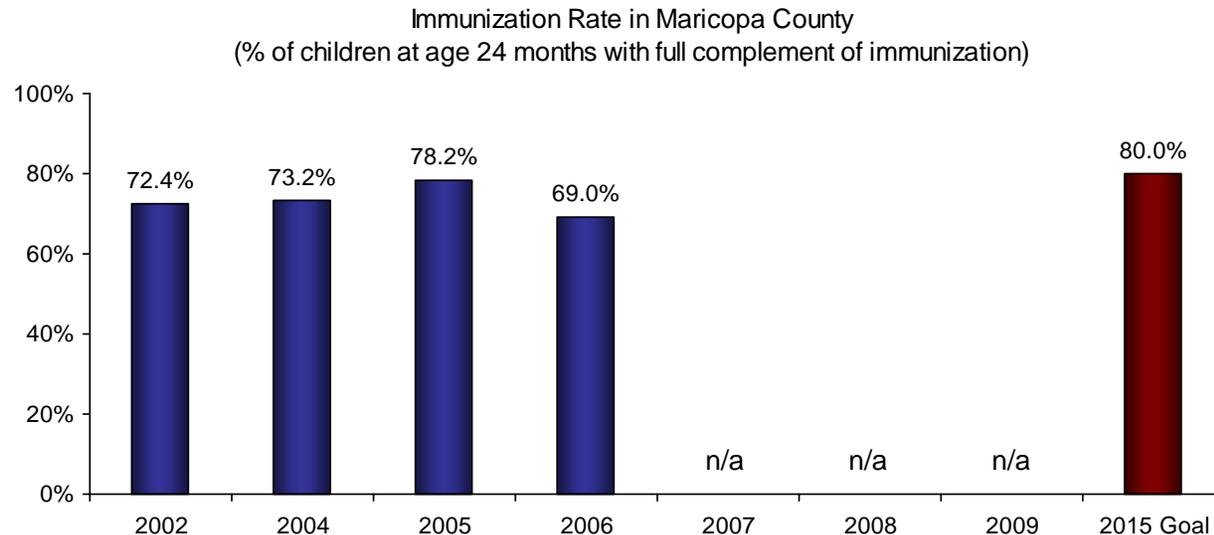


## Strategic Priority: Promote and protect the public health of the community

Strategic Goal: Increasing Childhood Immunizations	Why is This Important?
<p>By 2015, at least 80% of two-year-old children in Maricopa County will be up-to-date with all vaccines recommended by the Advisory Committee on Immunization Practices (ACIP).</p>	<p>Key Issue: Health and Human Services</p>
	<p>Immunization is considered to be one of the most important interventions available for preventing serious diseases among infants and children. This goal is aimed at improving the overall well-being of infants and children in Maricopa County by increasing the annual immunization rate.</p>

### Where We Are:

Note: Data for this goal are not yet available. The chart below represents data collected through the National Immunization Survey until 2006. This serves as a comparable proxy for the immunization rate in the County. Data for this goal will be tracked from a different source beginning in 2011.



n/a = not available

Source: National Immunization Survey

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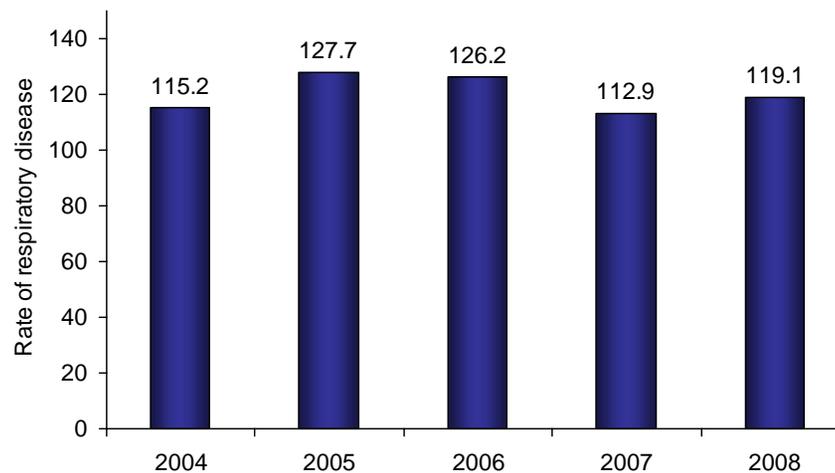
**Strategic Priority: Promote opportunities for and educate residents so they can improve their own circumstances and quality of life**

Strategic Goal: Respiratory Disease Rate	Why is This Important?
By 2015, the rate of hospital admissions due to respiratory disease will decrease by 20%.	<p>Key Issue: Health and Human Services</p> <p>For the past decade one of the leading causes of illness and deaths among adults in Maricopa County has been respiratory disease. This goal is aimed at reducing the number of adults who suffer from this disease each year.</p>

**Where We Are:**

Note: Data for this specific goal are not yet available. The chart below represents data collected through the Arizona Department of Health Services on the rate of death from chronic respiratory disease among adults in the County. This serves as a proxy for the significance and importance of tracking respiratory disease rates. Data for this goal related to hospital admissions will be tracked beginning in 2011.

Rate of death from chronic respiratory disease among adults aged 45 or older (per 100,000 residents)



Source: Arizona Department of Health Services

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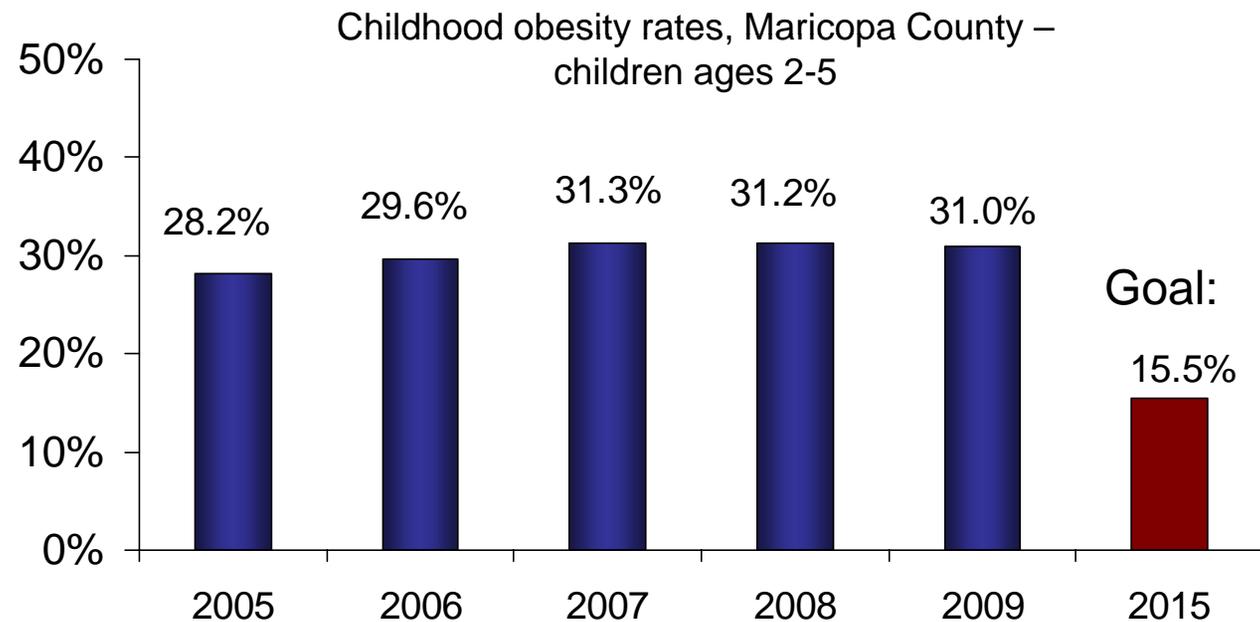


## Strategic Priority: Protect and promote the public health of the community

Strategic Goal: Reducing Childhood Obesity Rates	Why is This Important?
By 2015, reduce childhood obesity to 15.5%, as measured by data from the Pediatric Nutrition Surveillance System (PedNSS).	<p>Key Issue: Health and Human Services</p> <p>Obesity is a risk factor for many diseases and conditions, including heart disease and diabetes. This goal is aimed reducing obesity among children to prevent or control the devastating effects of these diseases in the community.</p>

### Where We Are:

Childhood obesity rates are tracked to age and gender according to growth charts developed by Centers for Disease Control and Prevention (CDC) in 2000. Overweight is defined as being within the 85-95 percentile, and obesity is 95 percentile or greater. By definition you might suppose that about 15% of kids should be in the 85 % or greater category. In 2009, the Maricopa County total was 31.0%. This strategic goal is aimed at reducing that rate by half by 2015.



Source: Pediatric Nutrition Surveillance System

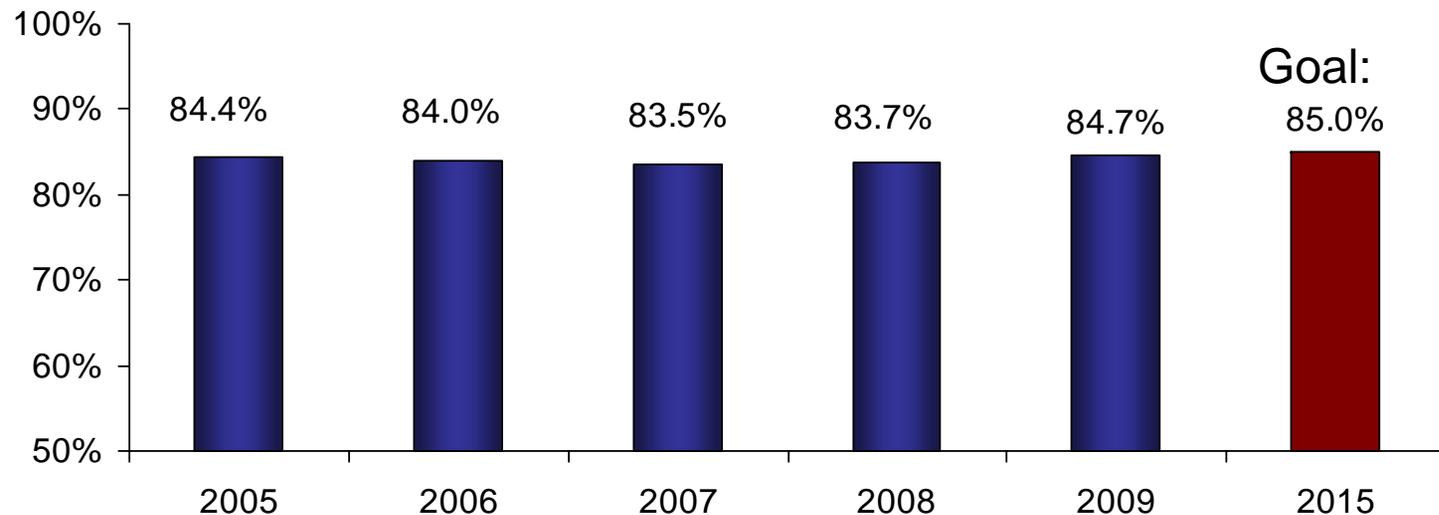
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## Strategic Priority: Individual Opportunity

Strategic Goal: Improve graduation rates	Why is This Important?
<p>By 2015, improve the career, college, and life readiness of Maricopa County youth as evidenced by having 85% of Maricopa County residents with educational attainment of at least a high-school diploma or equivalent.</p>	<p>Key Issues: Individual empower</p> <p>Improving the life readiness of youth so they can successfully participate in college and other post-secondary education will provide life-long opportunities and enhance their future success.</p>

**Educational Attainment of Population > Age 25**  
(% of population attaining high school diploma or equivalency)



Source: U.S. Census Bureau, American Community Survey

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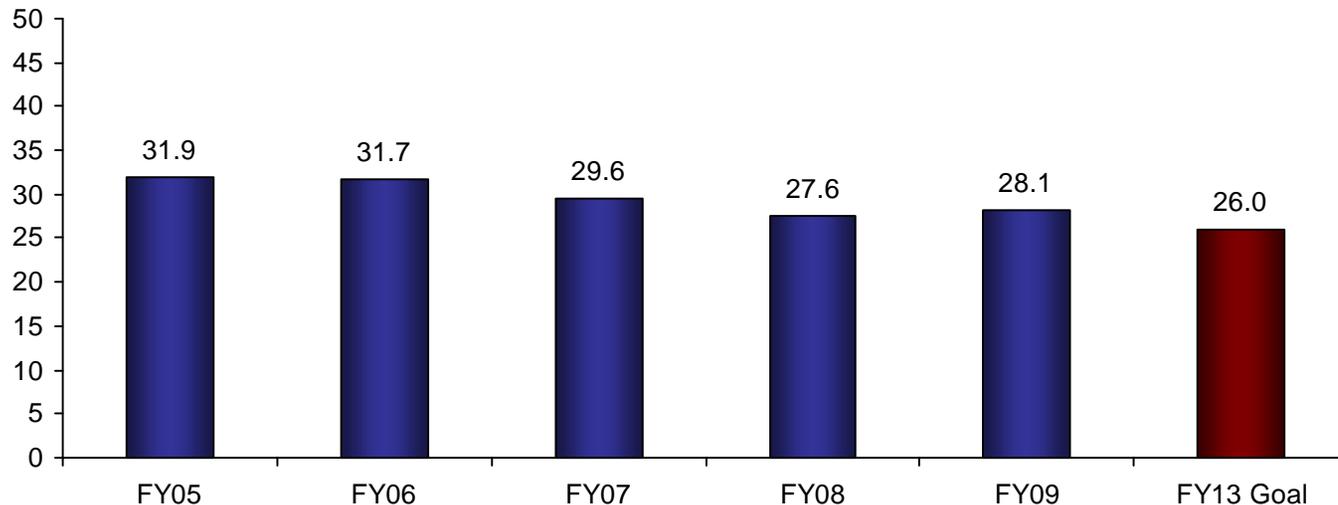


**Strategic Priority: Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands**

Strategic Goal: Reducing Energy Usage	Why is This Important?
By 2013, actual energy use will be 26 kilowatt hours per square foot in County buildings, a reduction of 7.5% from 2009 levels.	Key Issue(s): Sustainable Development, Fiscal Strength
	A 2008 Board policy established the Green Government goals for Maricopa County government operations to ensure that the County is promoting sustainable practices, including reducing the energy use in County buildings, which also will save the County money and lead to long-term economic growth.

**Where We Are:**

Energy Use (kWh) per sq. ft. in County buildings



Source: Maricopa County Facilities Management

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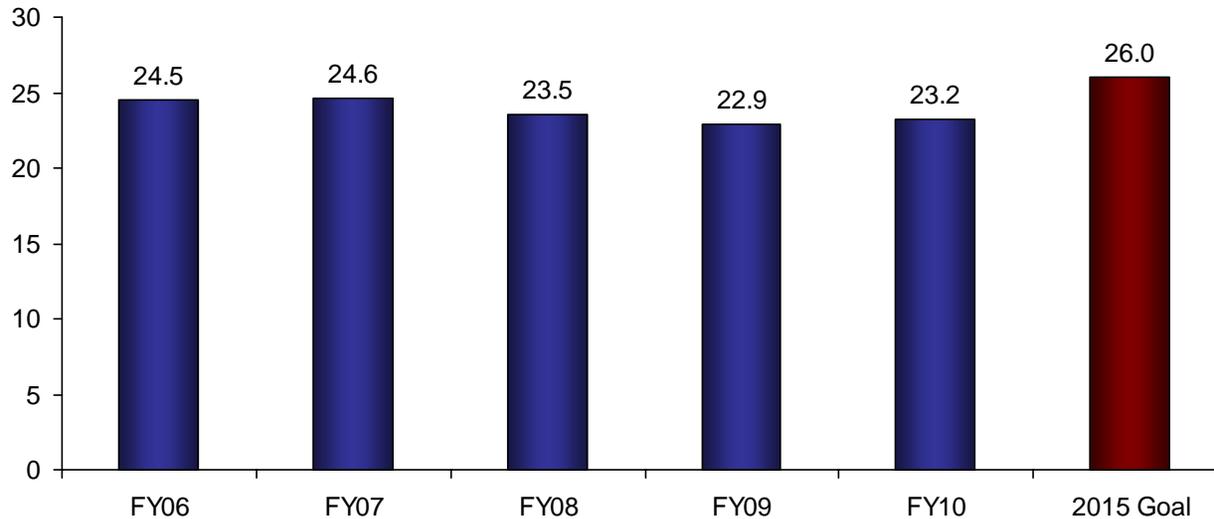


**Strategic Priority: Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands**

Strategic Goal: Increasing Fuel Efficiency in County Vehicles	Why is This Important?
By 2015, the average fuel efficiency rating for County non-idling sedans will be 26 miles per gallon or greater, and improvement of 90% from the 2010 rating.	Key Issue: Sustainable Development
	Ensure that services are provided in a sustainable fashion, and that the County is promoting sustainable practices among its employees and residents is a key priority of Maricopa County. This goal is aimed at improving the fuel efficiency of the County's fleet of vehicles.

**Where We Are:**

Average mile per gallon for county fleet of non-idling sedans



Source: Maricopa County Equipment Services

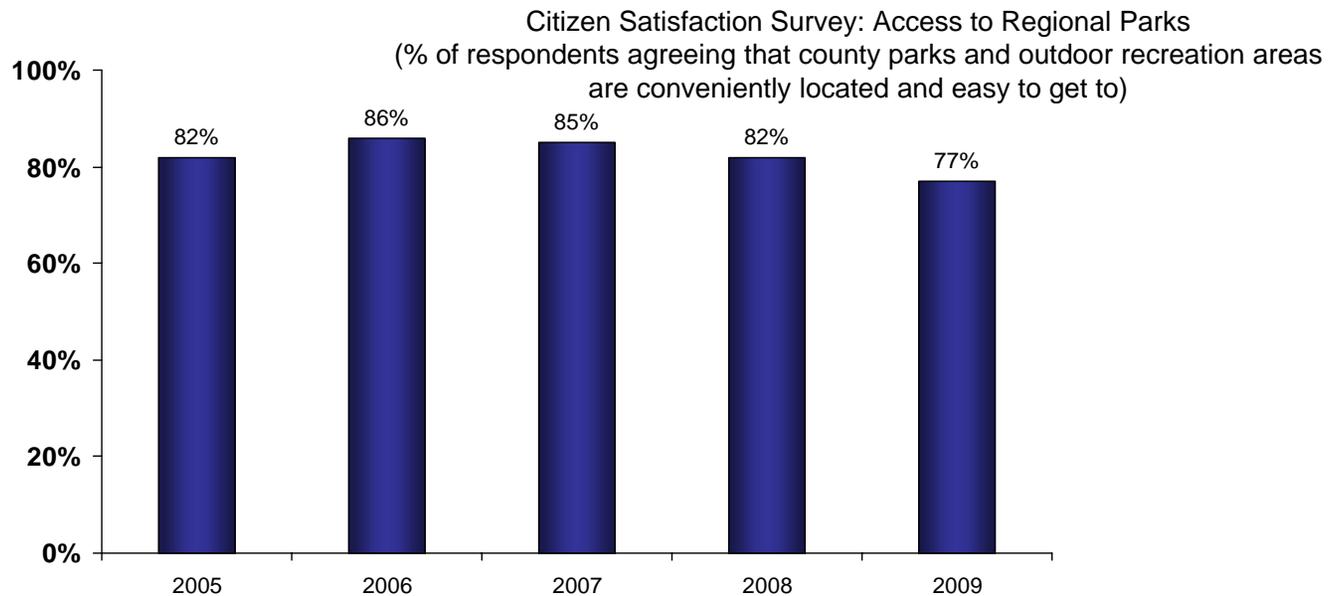


**Strategic Priority: Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands**

Strategic Goal: Satisfaction with Open Space and Recreation Lands	Why is This Important?
By 2015, 85% or more of citizens will indicate satisfaction with the amount of open space and parks and recreation land in Maricopa County.	Key Issue: Sustainable Development, Public Health
	Availability of open space, parks and recreational opportunities is key to the County resident's quality of life. This goal is aimed at ensuring that citizens are satisfied with amount and availability of open space and parks in the County.

**Where We Are:**

Note: Data for this specific goal are not yet available. The chart below represents data collected through Maricopa County annual Citizen Satisfaction Survey regarding parks *location*. This serves as a proxy for general satisfaction with parks and open space. Data for this goal related specifically to satisfaction with *amount* of open space and parks and recreation land will be tracked beginning in 2010.



Source: Maricopa County Citizen Satisfaction Survey

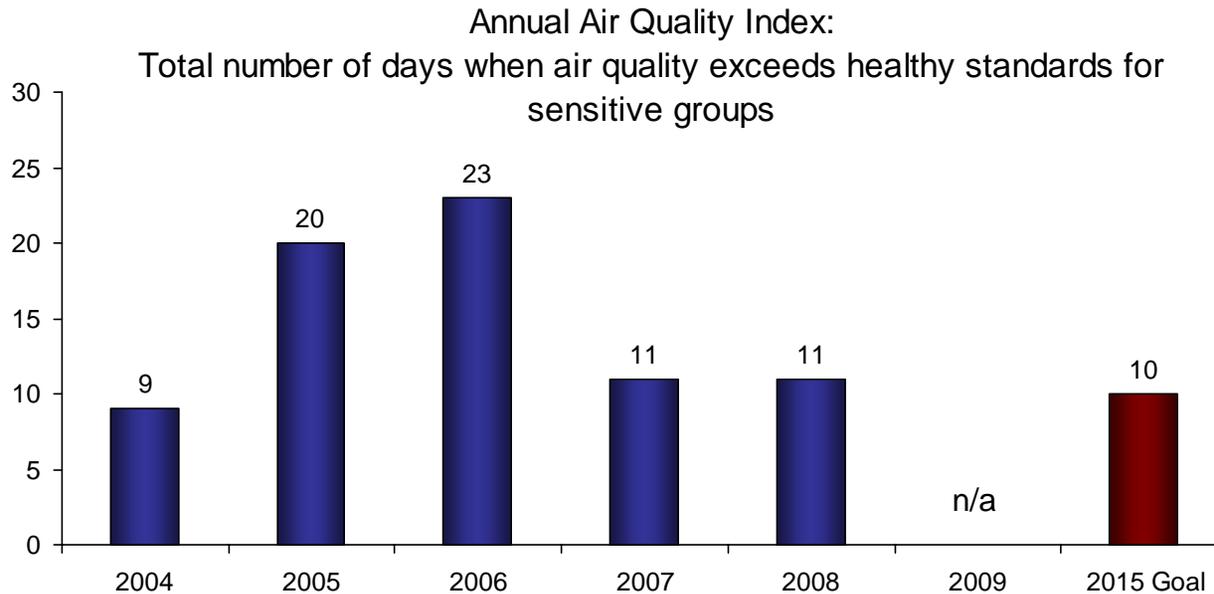
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**Strategic Priority: Reduce the environmental impact of County government and provide leadership to promote regional environmental sustainability, including the preservation of open, natural park and recreation lands**

Strategic Goal: Improve Air Quality	Why is This Important?
By 2015, the number of days when air quality conditions are unhealthy for sensitive groups will be reduced to 10 or fewer, a reduction of 9% from 2008.	Key Issue: Sustainable Development
	Air quality is an indicator of the environmental health of the community, which has a direct impact on public health and quality of life. This goal is aimed at improving the air quality in Maricopa County.

**Where We Are:**



*n/a = not available*

*Source: U.S. Environmental Protection Agency*



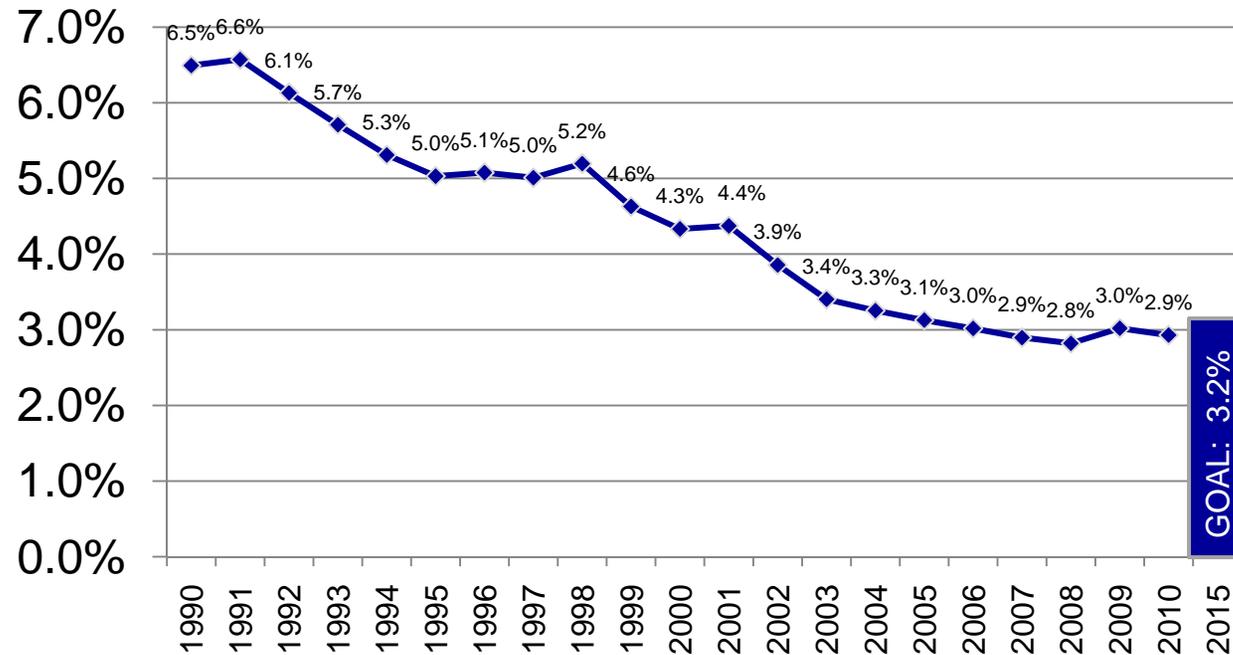
## Strategic Priority: Contribute to an effective regional economy

Strategic Goal: Improve economic development results	Why is This Important?
By 2015, the share of employment in base or export industries, as measured by the percentage of jobs in high-tech manufacturing in the Greater Phoenix metro area, will increase to 3.2% of total employment in Maricopa County.	<p>Key Issue: Economy</p> <p>Economic conditions underlie many other issues facing County residents, as well as the ability of County government to direct resources to critical public services.</p>

### Where We Are:

A key to economic strength and prosperity is to have base industries (those that derive their income from exporting goods and services outside the region) make up a healthy share of the local economy. Base industries bring income into the region and are essential to economic growth. The decline in local employment in base industries must be stopped and reversed.

*Percent of Greater Phoenix Employment in High-Tech Manufacturing*



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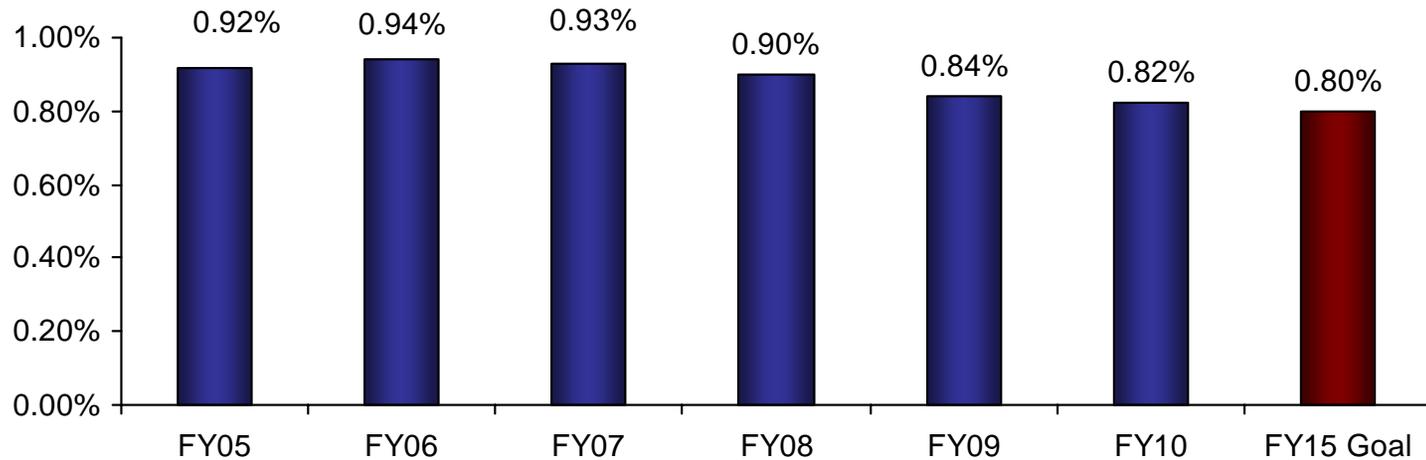


**Strategic Priority: Exercise sound financial management and build the County's fiscal strength**

Strategic Goal: Reducing Citizens' Tax Burden	Why is This Important?
<p>By FY2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8, a reduction of 2.4% from the FY2010 level%.</p>	<p>Key Issue: Economy</p> <p>Prudent spending plans and responsible spending are key to minimizing the overall tax burden of our citizens. This goal is aimed at reducing the County's burden on taxpayers by keeping their total tax contribution to a minimum.</p>

Where We Are:

**Total Tax Revenues as Percentage of Personal Income**



*Total revenue from County primary property taxes and Jail Excise, plus State-shared Transaction Privilege (sales) taxes, Vehicle License Taxes, and Highway User Revenues.*

*Source: Maricopa County Office of Management and Budget*



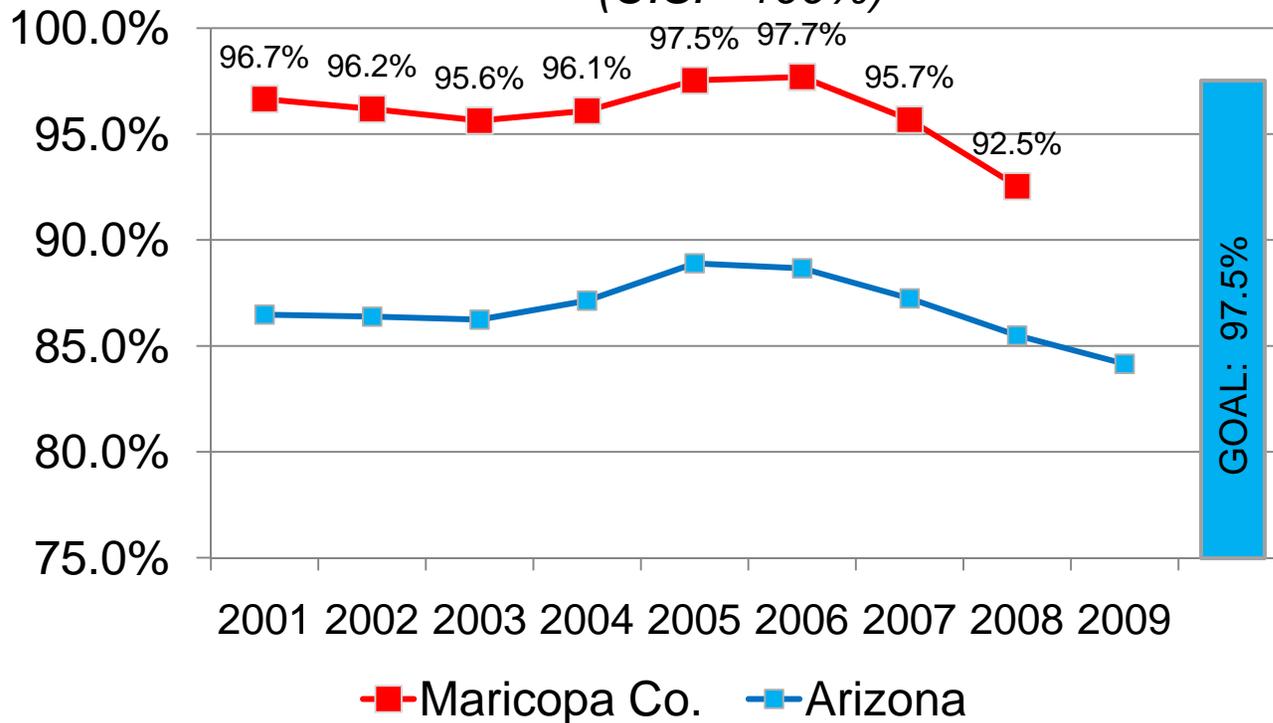
**Strategic Priority: Contribute to an effective regional economy**

Strategic Goal: Improve economic development results	Why is This Important?
By 2015, Maricopa County per capita personal income will be 97.5% or more of the per capita personal income for the United States as a whole.	Key Issue: Economy Economic conditions underlie many other issues facing County residents, as well as the ability of County government to direct resources to critical public services.

**Where We Are:**

Per capita personal income is a key indicator of the economic well-being of County residents. This graph displays the historical trend of Maricopa County per capita personal income as a percent of per capita personal income for the United States as a whole. Maricopa County's per capita personal income has declined in recent years relative to the rest of the United States. This goal is to restore the percentage to its previous peak, which would serve as a base for further improvement.

*Per Capita Income as Percent of U.S.  
(U.S. =100%)*



**Maricopa County**



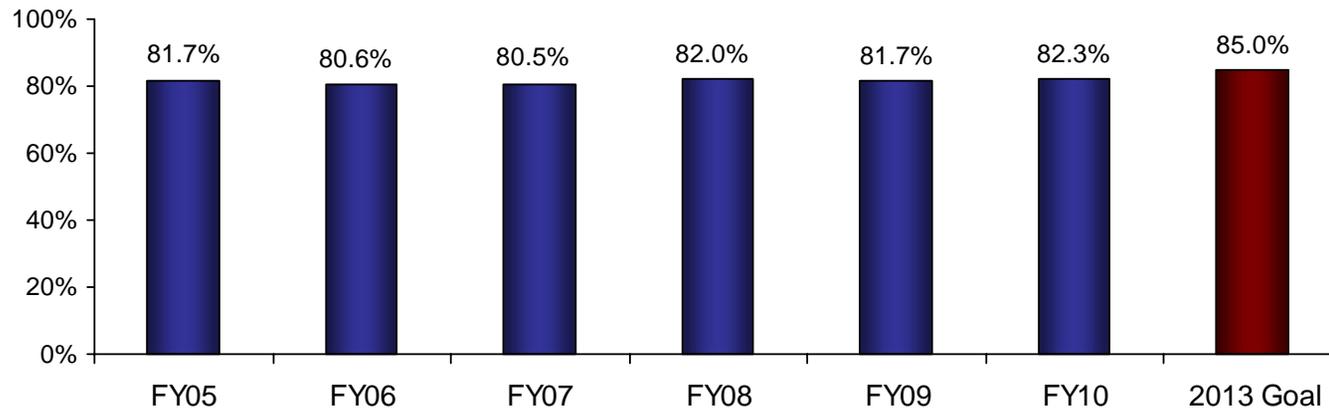
Source: Elliott D. Pollack and Co.

**Strategic Priority: Contribute to an effective regional economy, including a safe and efficient transportation system**

<p>Strategic Goal: Increasing Safety and Quality of Driving on County Roads</p>	<p>Why is This Important?</p>
<p>By 2013, 85% of Maricopa County paved roadway system mileage will have a pavement condition rating of "very good or better," an improvement of 3.3% over 2010.</p>	<p>Key Issue: Transportation Infrastructure, Public Safety</p> <p>Pavement conditions on County roads are critical to both riding comfort and roadway safety. This goal is aimed at improving the safety and quality of drivers experience on County roads and highways.</p>

Where We Are:

Percent of roadway mileage with pavement conditions rated as "very good or better"



Source: Maricopa County Public Works Department

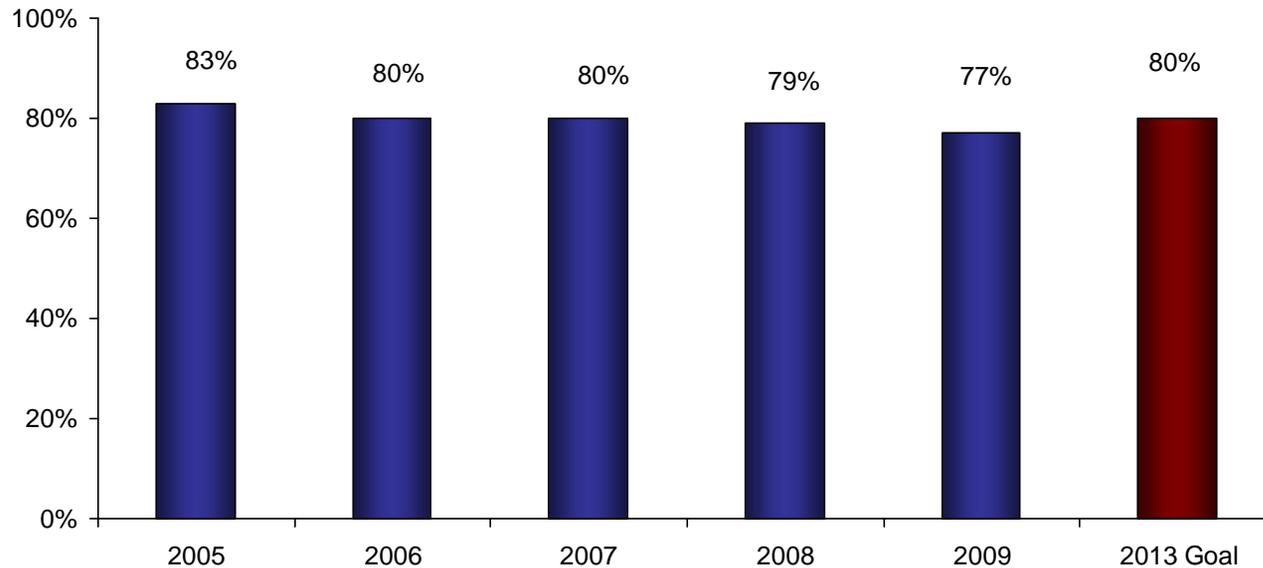


**Strategic Priority: Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services**

Strategic Goal: Increasing Citizen Satisfaction with Government	Why is This Important?
<p>By 2013, 80% of County residents will indicate satisfaction with County government, as measured by positive responses on the annual Citizen Satisfaction Survey.</p>	<p>Key Issue: Public Trust and Satisfaction</p>
	<p>Understanding how the County's performance is viewed by its customers is paramount to improving the quality of service delivery. This goal is aimed at improving overall citizen satisfaction with County government.</p>

**Where We Are:**

**Citizen Satisfaction Survey: Overall Satisfaction**  
(% rating satisfied or very satisfied with Maricopa County Government)



Source: Maricopa County Citizen Satisfaction Survey

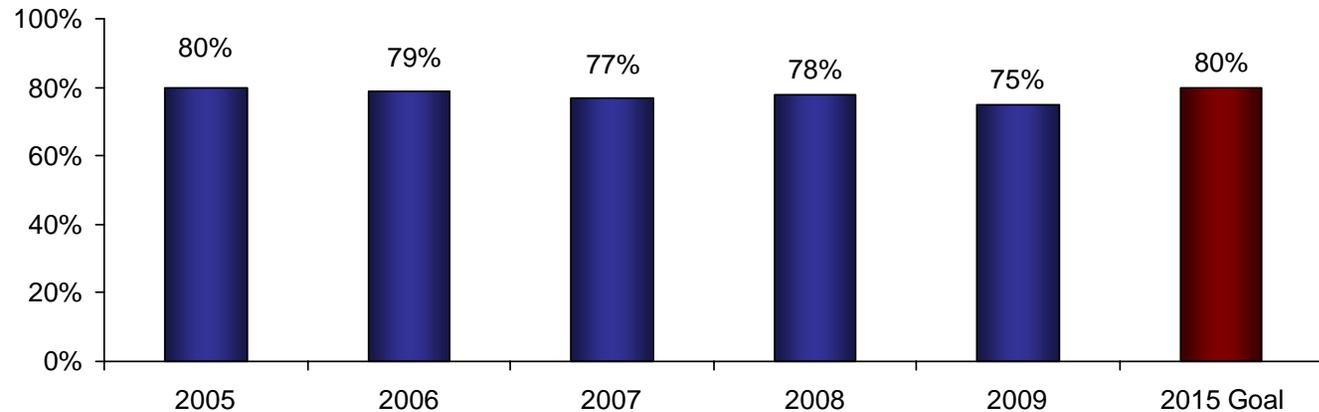


**Strategic Priority: Increase citizen satisfaction and trust in County government with efficient, effective, and accountable public services**

Strategic Goal: Increasing Citizen Trust in Government	Why is This Important?
<p>By 2015, 80% of County residents will indicate trust in County government, as measured by positive responses on the annual Citizen Satisfaction Survey.</p>	<p><b>Key Issue: Public Trust and Satisfaction</b></p> <p>Public trust and confidence in County government are central to County values, and to achieving the desired outcomes of the strategic plan. This goal is aimed at renewing efforts to ensure that citizens trust that County government is acting in the public interest, is open and honest, and accountable for results.</p>

**Where We Are:**

**Citizen Satisfaction Rating: Overall Trust**  
(% indicating a great deal or some level of trust in County government)



Source: Maricopa County Citizen Satisfaction Survey



# Low-Cost Leader: Example: County Boards/Commissions

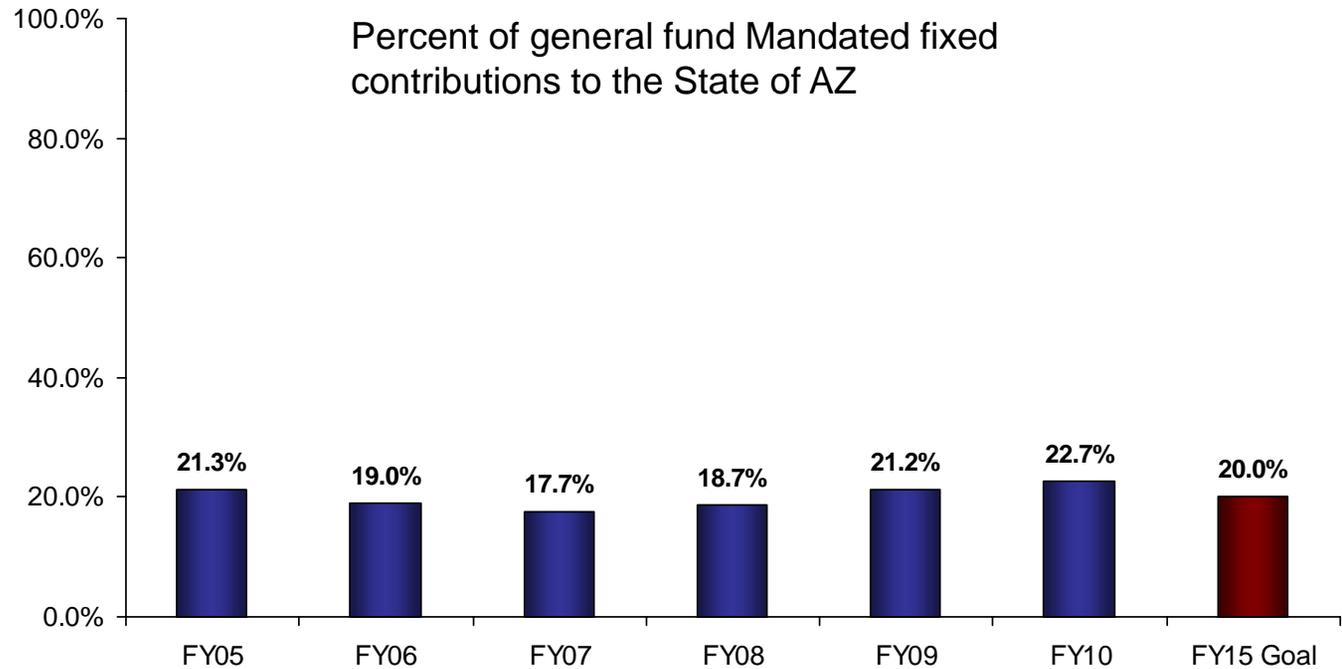
County	State	Population*	Members	Budget	FTEs	Budget Per Member	Budget Per 1,000 Population
Los Angeles	California	9,848,011	5	\$126,027,000	326.00	\$25,205,400	\$ 12,797
Santa Clara	California	1,784,642	5	12,915,061	36.50	2,583,012	7,237
King	Washington	1,916,441	9	13,719,094	111.10	1,524,344	7,159
Multnomah	Oregon	726,855	5	4,386,398	27.80	877,280	6,035
Salt Lake	Utah	1,034,989	9	3,378,091	36.50	375,343	3,264
Pima	Arizona	1,020,200	5	3,131,648	40.00	626,330	3,070
Orange	California	3,026,786	5	7,792,169	63.00	1,558,434	2,574
San Diego	California	3,053,793	5	7,674,629	56.00	1,534,926	2,513
<b>Maricopa</b>	<b>Arizona</b>	<b>4,023,132</b>	<b>5</b>	<b>\$ 2,392,833</b>	<b>25.50</b>	<b>478,567</b>	<b>595</b>
<i>Percent of Averages</i>				<i>11.9%</i>	<i>31.8%</i>	<i>14.0%</i>	<i>8.7%</i>
<b>Averages</b>				<b>\$ 20,157,436</b>	<b>80.27</b>	<b>\$ 3,422,961</b>	<b>\$ 6,863</b>

\*As of July 1, 2009 per US Census Bureau.

**Strategic Priority: Exercise sound financial management and build the County's fiscal strength**

Strategic Goal: Reducing Mandated Fixed Contributions	Why is This Important?
By FY2015, mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund operating revenues, a reduction of 11.9% from the FY2010 level.	Key Issue: Economy
	This goal aims to reduce the amount fixed contributions paid to the state.

**Where We Are:**



Source: Maricopa County Office of Management and Budget

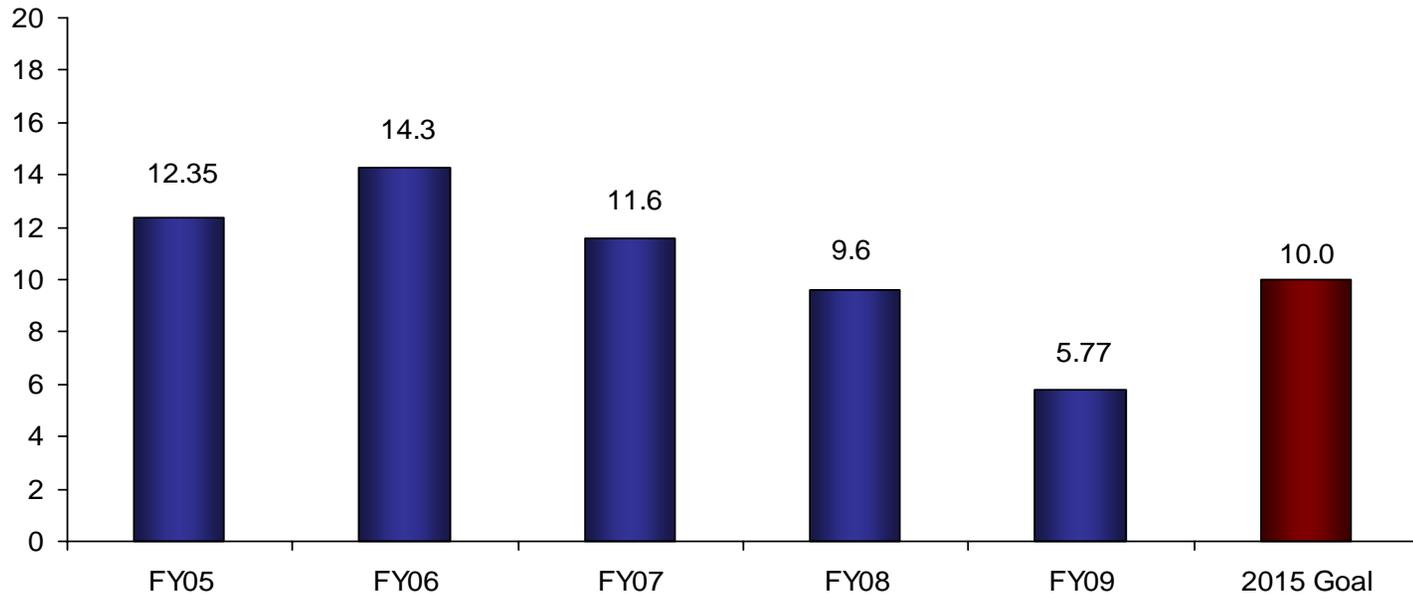


**Strategic Priority: Maintain a quality and innovative workforce and equip County employees with tools and technology they need to do their jobs safely and well**

Strategic Goal: Reducing County Employee Turnover Rate	Why is This Important?
By 2015, the voluntary turnover rate of full-time employees will be maintained at or below 10%.	<p>Key Issue: Quality Workforce</p> <p>Maricopa County recognizes the important role its employees have in the success of its operation and to the provision of quality services to citizens. This goal is aimed at reducing turnover rate of employees.</p>

**Where We Are:**

Annual Rate of Turnover (Voluntary) of Maricopa County employees



Source: Maricopa County Office of Management and Budget

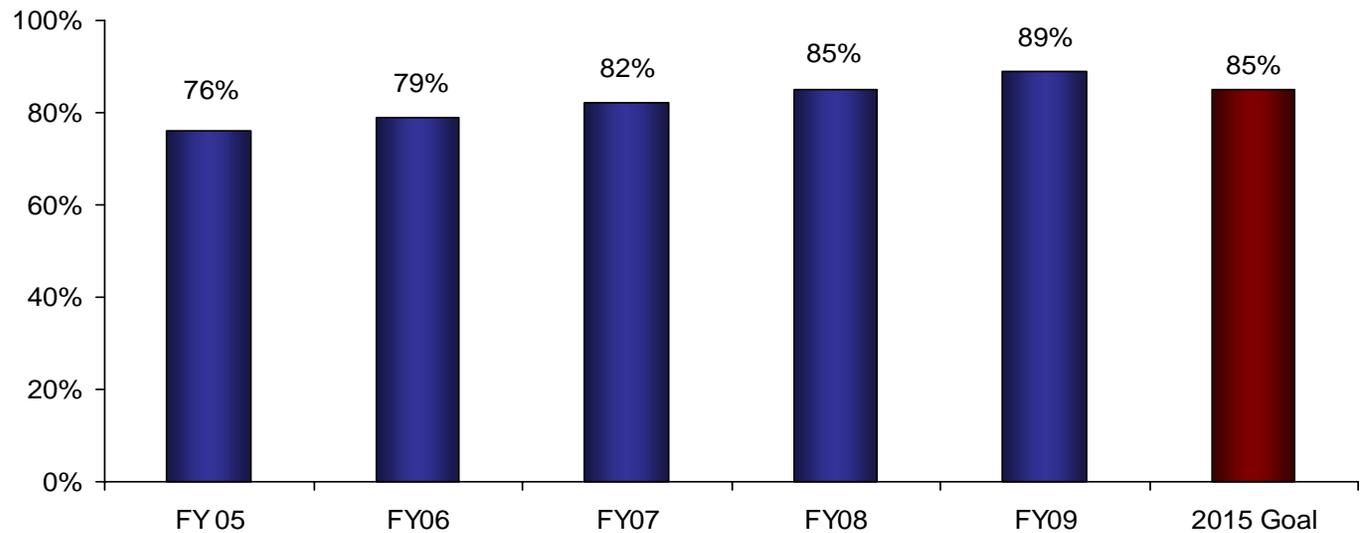


**Strategic Priority: Maintain a quality and innovate workforce and equip County employees with tools and technology they need to do their jobs safely and well**

Strategic Goal: Increasing County Employee Satisfaction	Why is This Important?
By 2015, the percent of employees indicating they are satisfied with their jobs at Maricopa County will be 85% or greater.	<p>Key Issue: Quality Workforce, Innovation</p> <p>Job satisfaction is critical to a productive and effective workforce. This goal is aimed at continuing to increase the level of satisfaction among County employees.</p>

**Where We Are:**

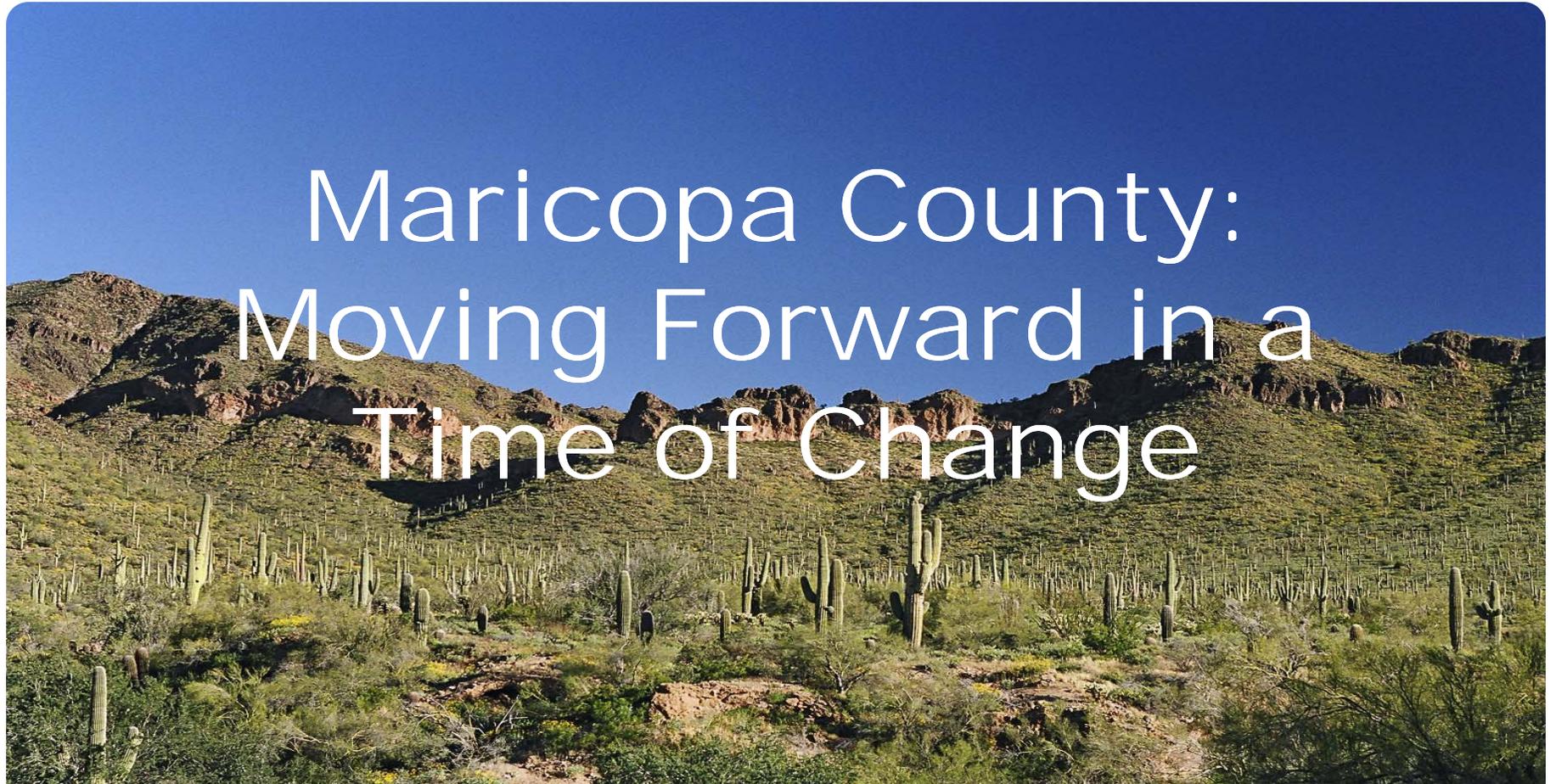
Maricopa County Employee Satisfaction with Job  
(% of respondents indicating satisfaction)



Source: Maricopa County Employee Satisfaction Survey



# Maricopa County: Moving Forward in a Time of Change



## FY2011 – 2015 Strategic Plan

(adopted June 7, 2010; amended October 4, 2010)

