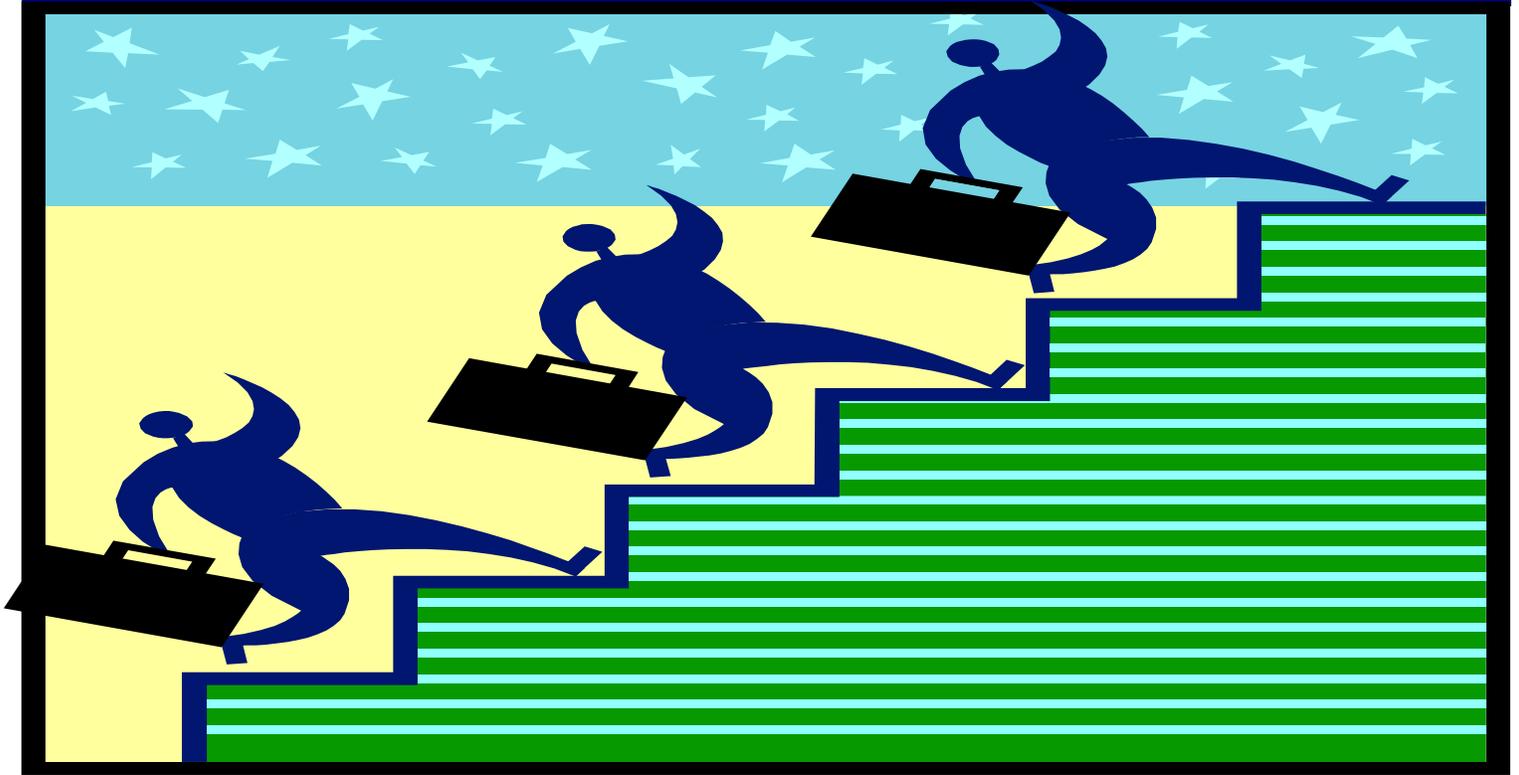


# Maricopa County Annual Report of Community Indicators



# 2004



Maricopa County



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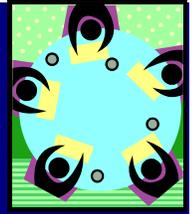
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# Executive Summary



By the mid-1990's, Maricopa County had achieved solid success in managing its budget and finances and began to realize the fruits of its efforts. In 1998 after a review of best practices in the field of performance measurement and performance-based budgeting, the Office of Management and Budget (OMB) began to develop a proposal for strategic budgeting, in which strategic planning, budgeting and performance measures would be aligned in a unified process known as “**Managing for Results**” – a fully integrated management system focused on achieving results for Maricopa County's citizens.

## Managing for Results System

Managing for Results (MfR) is a comprehensive and integrated management system that focuses on achieving results for the customer and makes it possible for departments to demonstrate accountability to taxpayers. This on-going and cyclical system is depicted at right.

In February 2001, the Maricopa County Board of Supervisors approved a new mission for the fourth largest county in the United States:

***To provide regional leadership and fiscally responsible, necessary public services to its residents so they can enjoy living in healthy and safe communities.***

The Board also approved a vision:

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



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Seven strategic objectives were also developed to guide the fastest growing large county into the 21<sup>st</sup> century:

- **Maricopa County will continue to improve its positive public image based on results achieved.**
- **Provide regional leadership in critical public policy areas in a fiscally responsible manner.**
- **Minimize the burden on the property taxpayer through rate reductions.**
- **Healthy community and solvent healthcare system.**
- **Safe community through a streamlined, integrated criminal justice system.**
- **Provide regional leadership for a regional transportation system.**
- **Land use will be planned, managed and funded responsibly; Luke AFB will be preserved.**

## Reporting Results

The development of the mission, vision and strategic objectives was a major step for Maricopa County's Managing for Results initiative. The process continued as all County departments developed their own mission, vision, strategic goals and performance measures. This process culminated in reporting the results to the citizens of Maricopa County. This information can be found at the County's website at [www.maricopa.gov/cio/mfr/](http://www.maricopa.gov/cio/mfr/). What this data does not do is present a picture of the quality of life in Maricopa County.

Maricopa County is accountable to its residents by communicating what it does or does not achieve. This report is intended to demonstrate the impact that Maricopa County's Managing for Results initiative has had on the community. While many of the indicators are not completely within the control of County government, decisions made by County leadership influence the measures and contribute to the quality of life in Maricopa County.

In 2001, Maricopa County was selected as one of the 40 leading counties to participate in the Government Performance Project. The Government Performance Project is a national project conducted by the Maxwell School of Citizenship and Public Affairs at Syracuse University in partnership with *Governing* magazine. The study collects, evaluates, and compares information about how well governmental jurisdictions are managed in five key areas: financial management, human resources, information technology, capital management, and managing for results. The comparative results of the study were published in a special issue of *Governing* in February 2002. Maricopa County was identified as one of the best-run counties in the country and was one of only two counties in the nation to receive the highest overall scores of "A-".

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The most recent information available is used throughout this report. In many instances, the latest data is from calendar year 2003; however, there are some cases where 2002 is the last time a particular measure was published. Much of the information found in this report is from the U.S. Census Bureau American Community Survey (ACS). The ACS provides estimates of demographic, social, economic and housing statistics based on data gathered in 36 comparison test counties across the United States. Maricopa County was not one of the 36 counties where interviews occurred in 2003.

To evaluate its performance, Maricopa County benchmarks itself against other similarly situated counties, all in the western United States. Similarities exist in the areas of population/demographics, growth/economic development, and size/geography. The nine counties are:

- Clark County, Nevada
- Harris County, Texas
- King County, Washington
- Los Angeles County, California
- Multnomah County, Oregon
- Orange County, California
- Salt Lake County, Utah
- San Diego County, California
- Santa Clara County, California

Certain items such as property taxes could not be benchmarked with these communities as statutes vary from state to state. In those cases, Maricopa County has used other Arizona counties as its benchmark.

If after reviewing the *Maricopa County Annual Report of Community Indicators* you have any questions or comments, please contact the Office of Management and Budget at 602.506.7280.



# Fiscal Strength



The ability of the County to meet the needs of its citizens is directly related to its ability to achieve and sustain fiscal stability. Effective and efficient use of resources is a cornerstone of building the foundation necessary to achieve the outcomes that citizens desire.

## Bond Rating

Bond ratings are an indicator of how the financial community views the fiscal stability of an organization. Organizations are judged on their current debt position and potential liabilities, as well as their financial management practices. High bond ratings allow for favorable interest rates should the County need to borrow funds.

Moody's and Fitch are two bond ratings agencies. Maricopa County's bond rating by Fitch increased in 2003. Fitch noted that the "upgrades are based on the imminent transfer of the County's healthcare delivery system to a separate voter-approved special health district with its own property tax levy". "The upgrades also reflect continued financial improvement despite slower growth in the County's predominant revenue source". This independent validation provides confidence about the County's financial health to investors and taxpayers alike. The ranking system of these agencies is illustrated above.

| <b>Bond Ratings</b><br>(High to Low) |               |
|--------------------------------------|---------------|
| <b>Moody's:</b>                      | <b>Fitch:</b> |
| Aaa                                  | AAA           |
| Aa1                                  | AA+           |
| Aa2                                  | AA            |
| Aa3                                  | AA-           |
| A1                                   | A+            |
| A2                                   | A             |
| A3                                   | A-            |
| Baa                                  | BBB           |
| C                                    |               |

According to Maricopa County's Internal Audit Financial Conditions Report, the Fitch IBCA credit rating is an opinion on the ability of an entity to meet its financial commitments. Maricopa County's rating of AA + is reflective of a "Very High Credit" quality. Per Fitch, a "Very high credit quality of 'AA' denotes a very low expectation of credit risk. They indicate very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events".

## Comparison of Bond Rating

| County          | Moody's Rating |
|-----------------|----------------|
| Harris          | Aa1            |
| King            | Aa1            |
| Multnomah       | Aa1            |
| Clark           | Aa2            |
| Orange          | Aa2            |
| San Diego       | Aa2            |
| Los Angeles     | Aa3            |
| <b>Maricopa</b> | <b>Aa3</b>     |
| Santa Clara     | Aa3            |

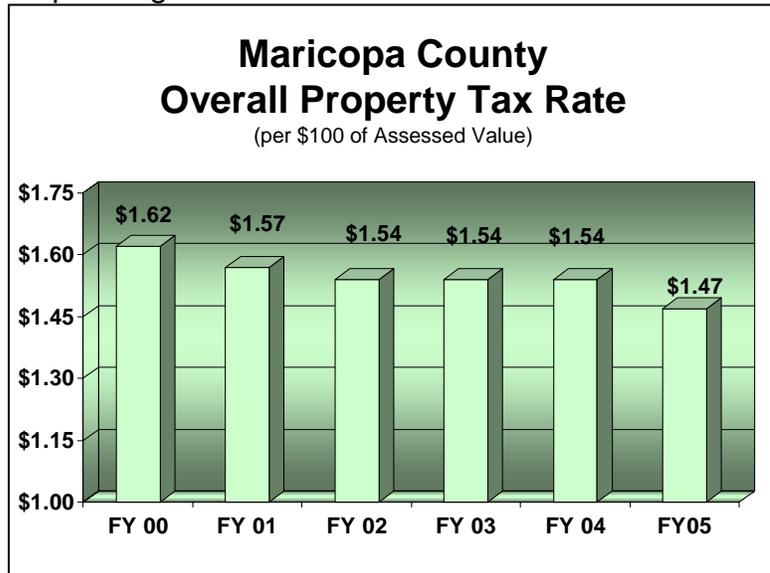
Maricopa County also received high bond rating marks from Moody's. The County's bonds are rated Aa3, which is considered high grade. Per the Internal Audit Financial Conditions Report, the Moody's rating is a result of "improvements to the County's financial condition, conservative fiscal strategies, elimination of non-service support for the County hospital and the County's low debt position". The chart to the left compares Maricopa County's bond rating with other similar counties in the U.S.

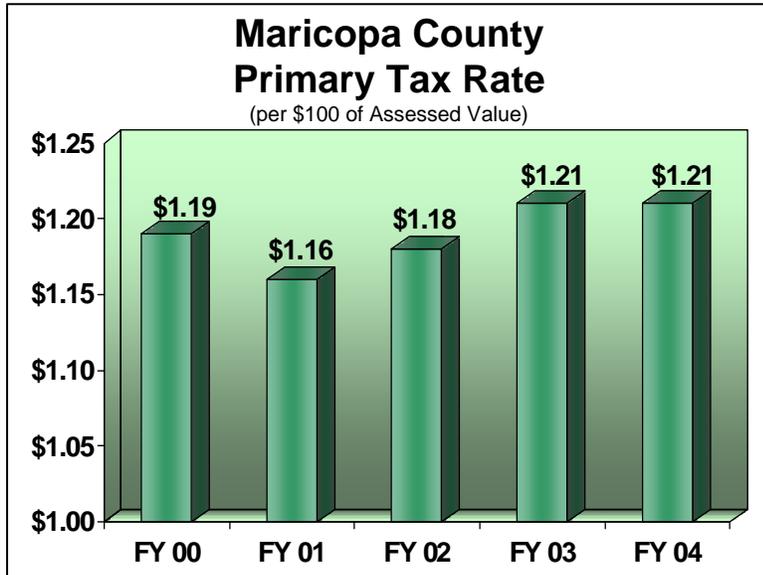
## Tax Rate

Maricopa County's Strategic Plan includes a Strategic Priority to "Minimize the burden on the property taxpayer through rate reductions". Many factors influence the County's ability to achieve this priority. Current and accurate property valuation, as well as prudent spending plans and responsible spending, are key in minimizing the overall tax burden of our citizens.

Maricopa County's property taxes are charged for each \$100 of assessed value of property. The Primary Tax supports the County General Fund, which pays for the general operations of the County. In FY04, Maricopa County's combined property tax rate also included amounts for Debt Service to fund the repayment of general obligation bonds, as well as taxes to provide operating revenue for the Flood Control District and the Library district.

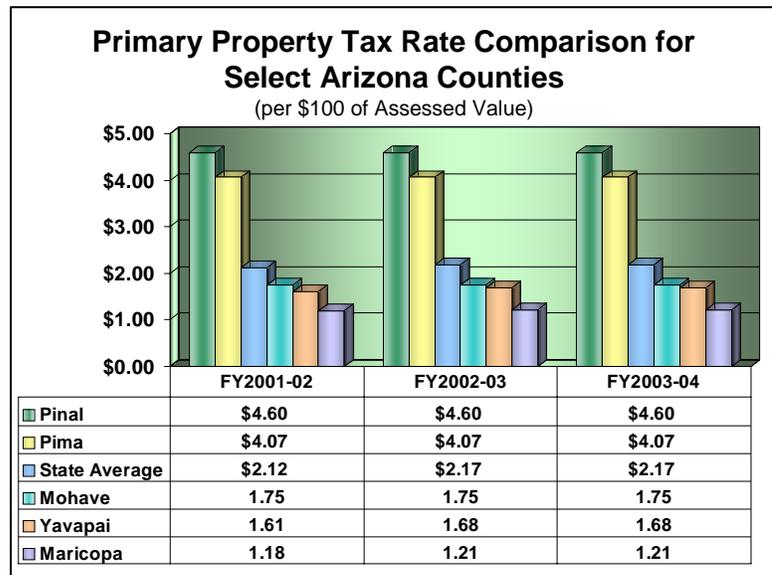
Maricopa County's overall Property Tax rate was held flat three years in a row. In FY04, Maricopa's combined property tax rate was the fourth smallest of all Arizona counties at \$1.5448, as compared to the high of Pima County at \$5.454. The chart to the right illustrates the steady decrease in the overall property tax rate. Maricopa County's rate dropped again for FY05 to \$1.47





The Primary Tax rate was also held flat from FY03 to FY04 at \$1.2108. The chart to the left demonstrates the relative steadiness of this rate, even though mandated service costs continue to increase year after year.

Maricopa County's Primary Tax rate is consistently below the state average. The chart at right provides a comparison to other Arizona counties over the past three fiscal years.



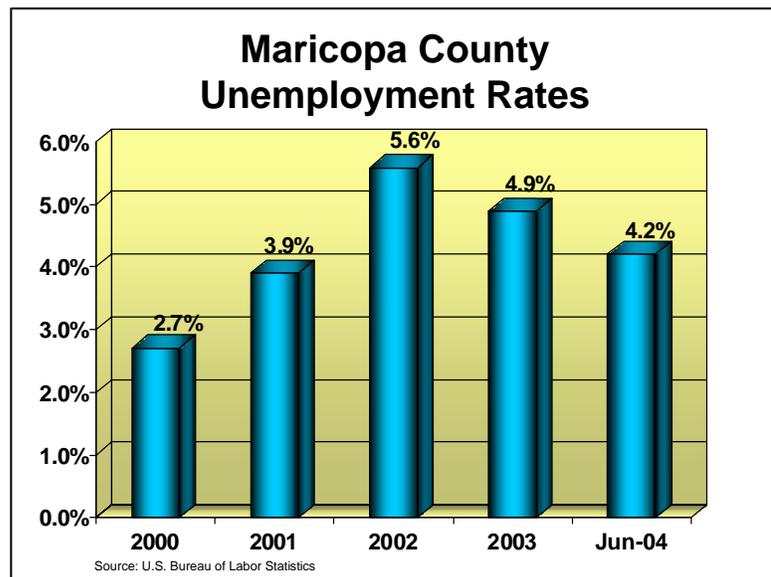
# Economic Development



During times of economic growth, consumer confidence increases as a result of improved salaries and stable employment. This translates into additional disposable income which promotes continued growth and prosperity.

## Unemployment Rate

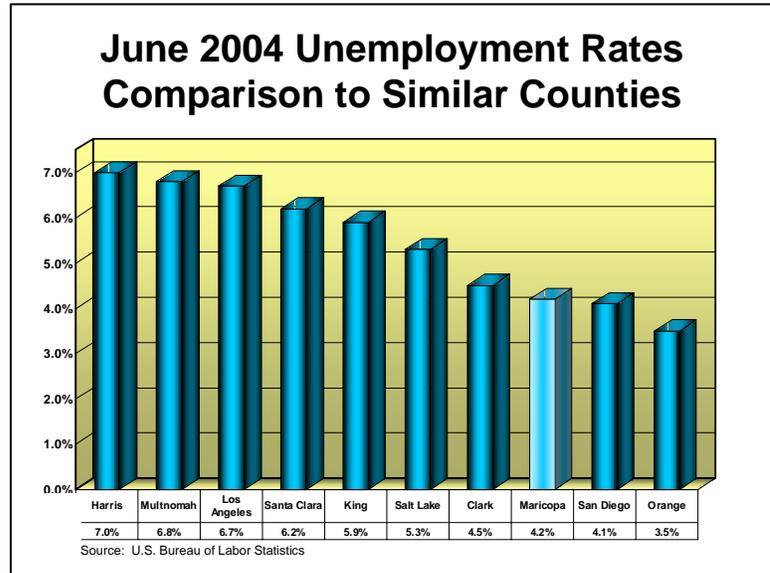
Low unemployment is a significant factor in economic stability. Adequate opportunities for employment result from the ability to attract and retain productive businesses that can employ the available workforce. The County has a role in drawing businesses to the community by promoting an environment that is supportive to business and industry. It can accomplish this by insuring resources, such as public transportation, are developed and accessible and by having favorable tax structures for both businesses and citizens.



Maricopa County is experiencing a recovery from the recession of 2001-2002. The unemployment rate decreased in 2003 and is continuing that trend through June 2004, where the rate was 4.2%. The graph above illustrates the trend since 2000.

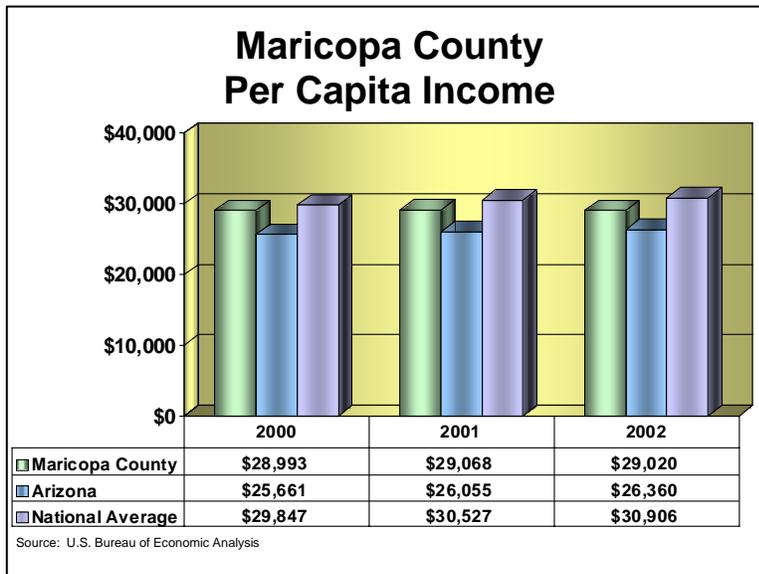
Maricopa County is fortunate to have rebounded so quickly from the recession. It had the second largest 12 month increase in employment as of June 2004 per the Bureau of Labor Statistics July 28, 2004 release, with an increase in employment of 41,200. It trailed Washington DC, where the increase was 82,000 for the same period.

Maricopa County had the third largest percentage increase in employment during that same period, behind the Las Vegas and Washington, DC metropolitan areas. As noted in the chart to the right, Maricopa County's unemployment rate is very favorable as compared to the other benchmark jurisdictions. Only San Diego and Orange Counties have rates lower than Maricopa.



## Per Capita Income

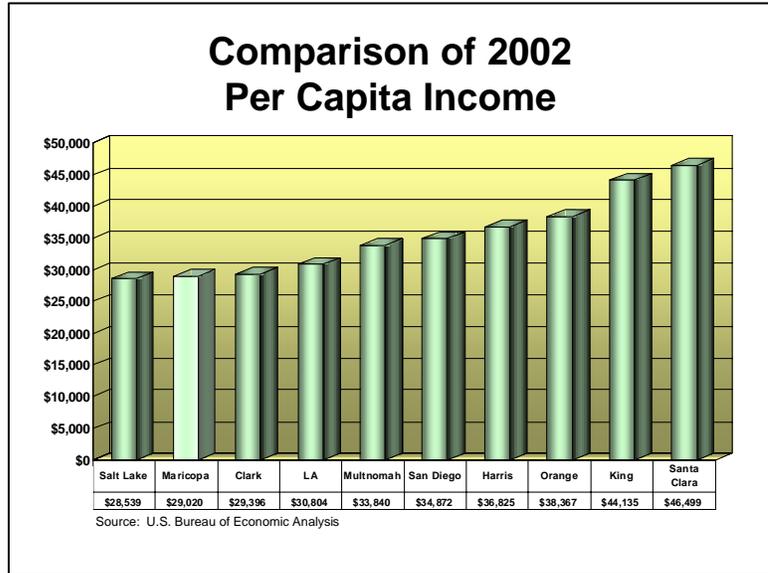
Individuals' participation in economic growth is dependent upon their income levels and their ability to purchase the goods and services they need and want. This ability is directly influenced by the employment opportunities available to them.



Per capita income is total personal income, which includes net earnings, dividends, interest, rent and personal receipts received, divided by the total population. The most recent information available on per capita income is from calendar year 2002. At that time, Maricopa County's per capita income was \$29,020, which was 110% of Arizona's average and 94% of the national average of \$30,906, according to the Bureau of

Economic Analysis' *BEARFACTS* Report. The chart above illustrates the most recent three years available.

Maricopa County's per capita income is low as compared to the benchmarking counties. Only Salt Lake is less at \$28,539 in 2002. The graph at right reflects Maricopa County's position as compared to the other counties.



## The Ratio of Average Home Price to Average Income

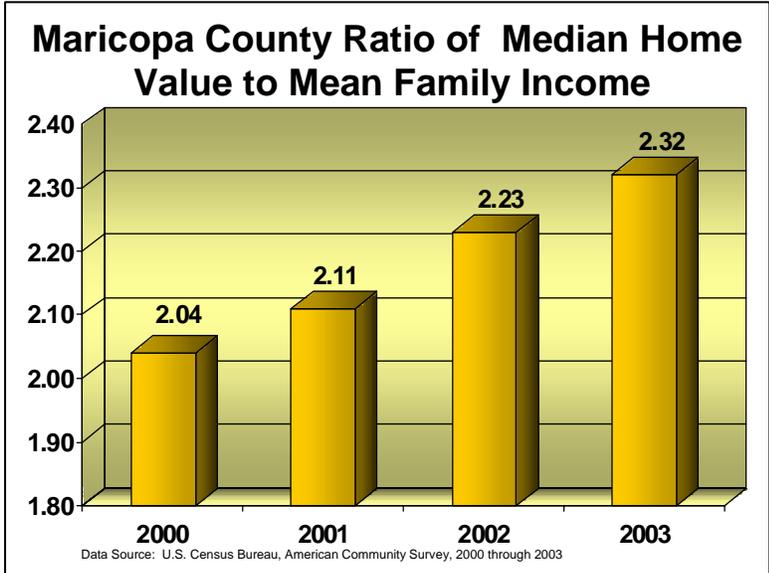
Affordable housing opportunities spur expansion of communities, which adds growth to the local economy. Housing costs are influenced by a number of factors, some of which the County controls, such as planning, zoning, building permits and associated fees.

### Maricopa County Home Value to Family Income

| Maricopa County                               | 2000      | 2001      | 2002      | 2003      |
|---|-----------|-----------|-----------|-----------|
| Median Home Value                             | \$132,730 | \$138,918 | \$149,807 | \$156,623 |
| Mean Family Income                            | \$ 65,097 | \$ 65,730 | \$ 67,137 | \$ 67,624 |
| Ratio Median Home Value to Mean Family Income | 2.04      | 2.11      | 2.23      | 2.32      |

Data Source: U.S. Census Bureau, American Community Survey, 2000 through 2003

The median value of a home in Maricopa County continues to increase. In 2003, it was \$156,623, a 4.5% increase above 2002. The average family income, while increasing, is not growing at the same rate. The growth from 2002 to 2003 was less than 1%. Thus, the amount of a family's income required to secure housing is increasing. This is demonstrated in ratios reflected in the table at left and the graph at the top of the next page.

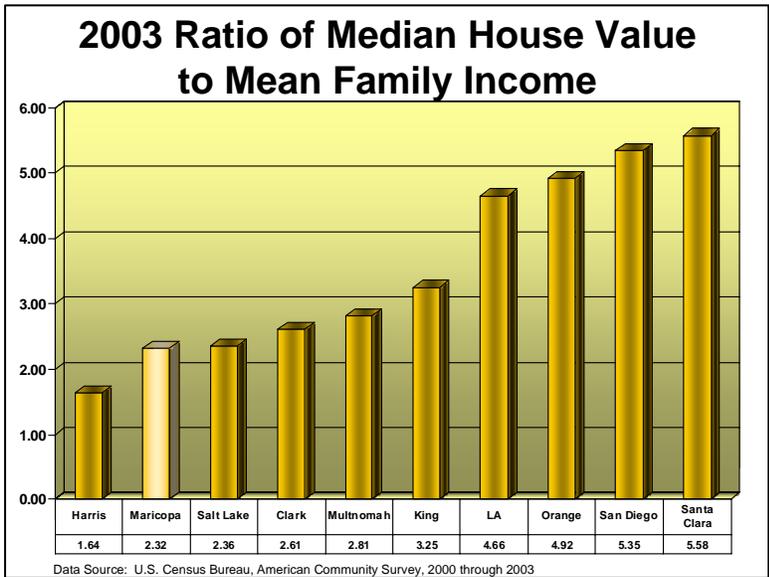


While Maricopa County's ratio continues to increase, it is still very favorable as compared to other benchmark communities. Only Harris County, Texas has a smaller ratio when comparing the median home value to the average family income, as illustrated to the right and below

### Comparison Median Home Value to Mean Family Income in 2003

| County          | 2003 Median Home Value | 2003 Mean Family Income | Ratio Median Home Value to Mean Family Income |
|-----------------|------------------------|-------------------------|---|
| Harris          | \$ 111,677             | \$ 68,145               | 1.64  |
| <b>Maricopa</b> | <b>\$ 156,623</b>      | <b>\$ 67,624</b>        | <b>2.32</b>                                   |
| Salt Lake       | \$ 167,739             | \$ 71,213               | 2.36  |
| Clark           | \$ 168,145             | \$ 64,513               | 2.61  |
| Multnomah       | \$ 182,075             | \$ 64,727               | 2.81  |
| King            | \$ 288,517             | \$ 88,655               | 3.25  |
| LA              | \$ 323,066             | \$ 69,397               | 4.66  |
| Orange          | \$ 418,712             | \$ 85,143               | 4.92  |
| San Diego       | \$ 385,798             | \$ 72,063               | 5.35  |
| Santa Clara     | \$ 587,034             | \$ 105,115              | 5.58  |

Data Source: U.S. Census Bureau, American Community Survey, 2000 through 2003





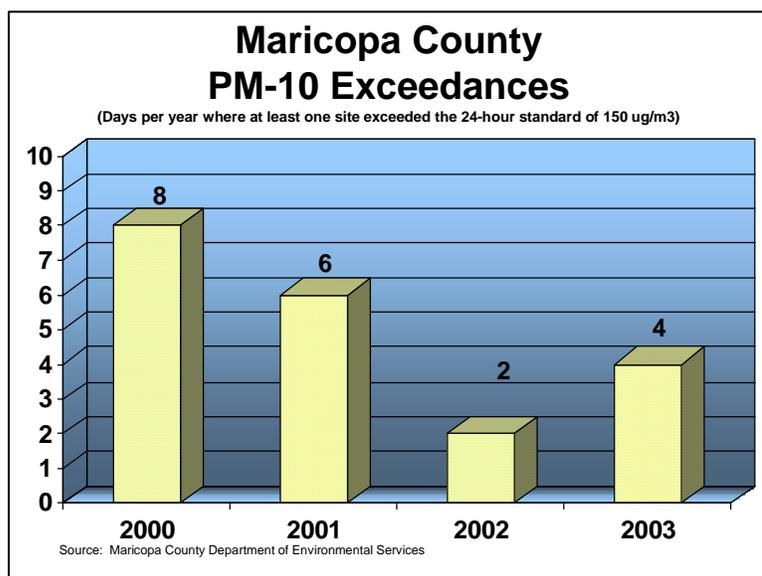
Many factors influence the decision on where people choose to live. In Maricopa County, issues dealing with air quality and water availability are becoming increasingly important and may affect choices to locate and stay in the County.

## PM-10 Exceedances

Particulate matter is the term for solid or liquid particles found in the air. While some particles are large and dark enough to be seen, such as soot or smoke, others can only be seen through an electron microscope. Research has found that PM-10 has the ability to reach the lower regions of the respiratory tract. PM-10 affects the respiratory system in people and animals. Particulates that have high acid levels can cause damage to man-made materials and reduce visibility, according to the Maricopa County Environmental Services Department 2003 Network Report.

Maricopa County has been found to have serious non-attainment of air quality standards related to PM-10 as required by the 1990 Clean Air Act. As a result of that finding, the County's Environmental Services Department is increasing its enforcement efforts to achieve compliance.

They are increasing the number of inspections as well as improving the quality of inspections as they relate to earthmoving and vacant lots. PM-10 levels are monitored at 15 sites throughout the county. The chart above illustrates the days per year that at least one monitor exceeded the 24-hour standard of 150 micrograms per cubic meter (ug/m3).



## Ozone Exceedances

Ozone is a colorless gas that can be found in the air we breathe. Ozone exists naturally in the Earth's upper atmosphere, known as the stratosphere, where it shields the Earth from the sun's ultraviolet rays. However, ozone is also found close to the Earth's surface. This ground-level ozone is a harmful air pollutant. Ozone is primarily a summertime air pollution problem in Phoenix (May through September). Ground-level ozone is formed by a chemical reaction between volatile organic compounds (VOCs) and oxides of nitrogen in the presence of sunlight.

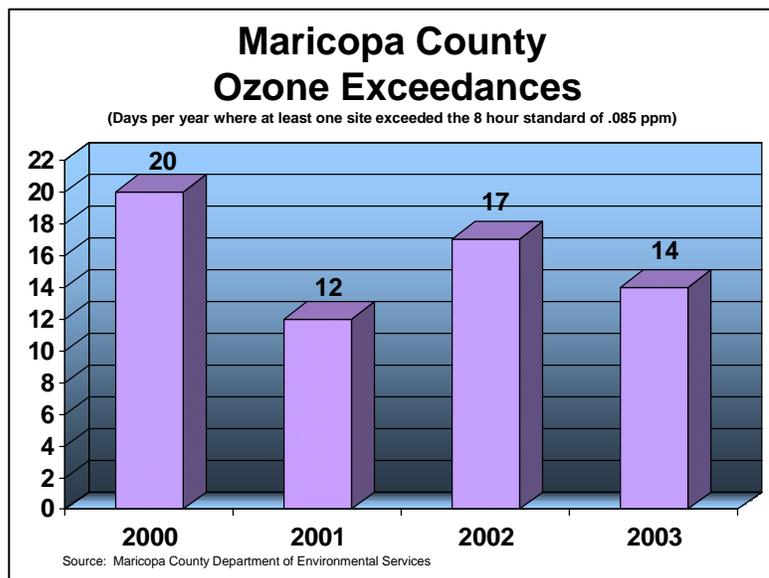
Sources of VOCs and oxides of nitrogen include:

- automobiles, trucks, and buses
- large industry and combustion sources such as utilities
- small industry such as gasoline dispensing facilities and print shops
- consumer products such as paints and cleaners
- off-road engines such as aircraft, locomotives, construction equipment, and lawn and garden equipment
- Ozone concentrations can reach unhealthy levels when the weather is hot and sunny with relatively light winds.

Ozone is to your lungs what the sun is to your skin. Repeated exposure to unhealthy levels of ground-level ozone will stiffen lung tissue much like repeated sunburn will lead to leathery, wrinkled skin.

- Ozone is a severe irritant that can cause choking, coughing and stinging eyes.
- Ozone damages lung tissue, aggravates respiratory disease and makes people more susceptible to respiratory infections.
- While anyone who is active or works outdoors is affected by unhealthy ozone levels, children and the elderly are especially vulnerable to its harmful effects.

Ozone levels are tracked throughout the County at 18 sites. The graph at right highlights the number of days at least one of the sites exceeded the 8-hour standard of .085 parts per million (ppm).



## Water Availability

There has been much discussion and planning at the State level regarding the on-going drought and long-term water availability in Arizona. In the spring of 2003, Governor Napolitano ordered the creation of a drought plan to address the issues faced by the State. The plan contains three sets of guidelines for: state government, local government and utilities, and individuals. The guidelines call for planning, increased awareness and conservation at all levels.

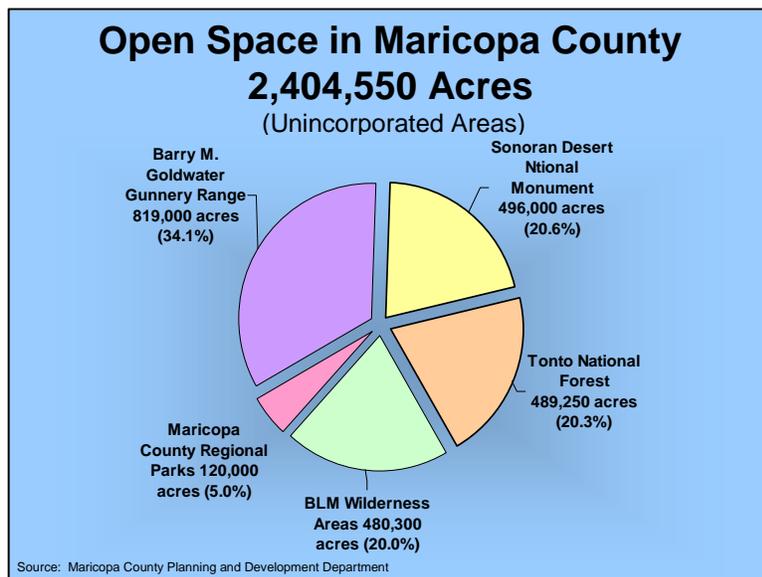
The County is not directly charged with addressing the issue of water availability. However, the issue impacts its citizens, and as such, the County has a role in insuring a plan is in place to address the concerns. The County's participation in a solution will contribute to the long-term viability of the community.

Statistics on water availability could not be located. We hope that in future reports statistics will be available which allow for the monitoring of the progress of the drought plan and water availability.

## Open Space

While growth is desirable, it is necessary to balance development with the preservation of open space to provide recreational and leisure environments.

Maricopa County is comprised of incorporated and unincorporated areas, each of which is responsible for zoning. For the unincorporated areas, Maricopa County's Planning and Development Department is responsible for the planning and zoning of property. Developers submit plans which include the amount of space they will dedicate as open space. In addition to the dedicated space in sub-divisions, Maricopa County's



unincorporated areas have 2,404,550 acres of open space. This includes parks, wilderness areas and national forests. The graph to the left illustrates the areas preserved as open space. This represents 48.3% of the 7,781 square miles of unincorporated area in Maricopa County. It should be noted that this measure is solely for the unincorporated areas. Please note that cities and towns in Maricopa County have additional areas that are preserved as open space.

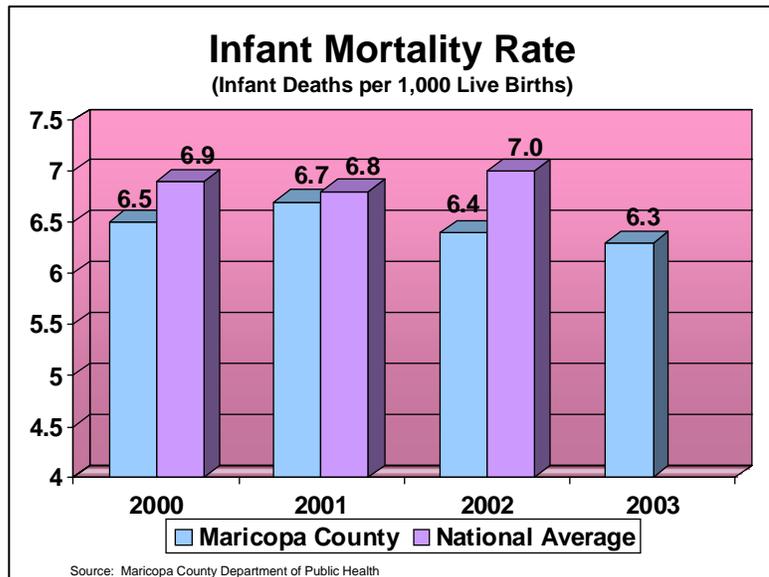


The benefits of a healthy community are varied and numerous. It results in a productive workforce. Additionally, if people are in good health, there is less drain on the limited resources in the healthcare system, allowing critical issues to be addressed.

## Infant Mortality Rate

Changes to the infant mortality rate can be an indication of an issue developing in the community. Being aware of such a change will allow the health care system, at both the public and private levels, to develop the appropriate response to address the problem.

Maricopa County's Infant Mortality rate has been consistently less than the national average. The chart at right illustrates the trend of deaths per 1,000 live births since 2000.

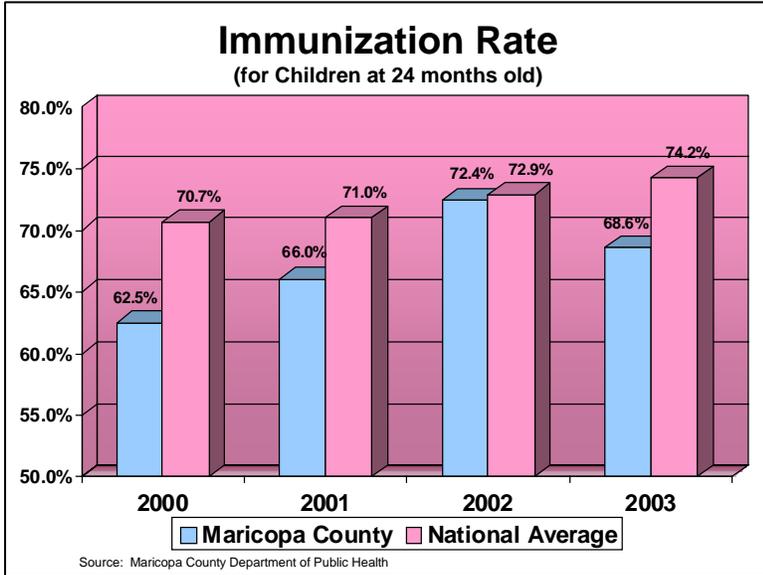


## Immunization Rate For Children From 0 to 24 Months of Age

Many childhood diseases can be prevented and on-going good health can be achieved by insuring that children receive the proper immunizations. The effects of receiving the immunizations are felt throughout a community, from the school system, to the work environment, as well as home life.

By age 2, children should have the following immunizations:

- 4+ doses DTP
- 3+ doses poliovirus
- 1+ doses MCV
- 3+ doses Hib
- 3+ doses HepB

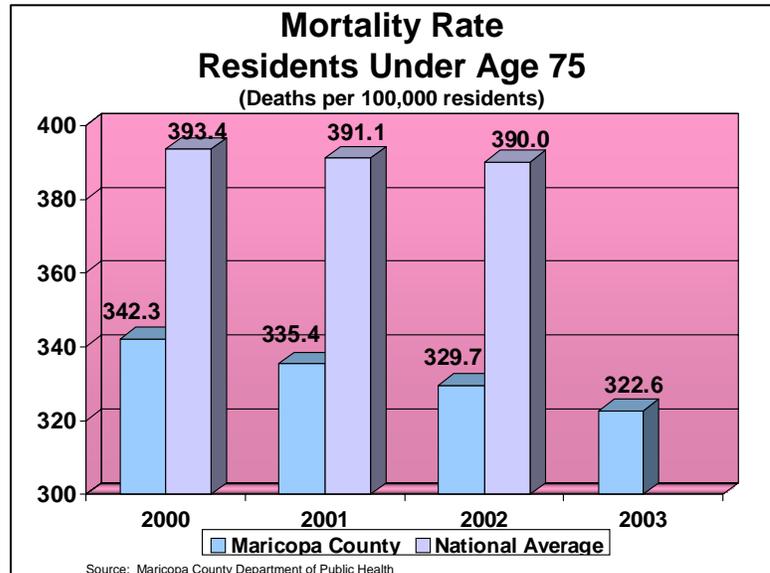


Maricopa County's record of immunizing its children is less than the national average. The graph at left reflects the past four years of Maricopa County's performance as compared to the national average.

## Rate of Deaths Before Age 75

Similar to the tracking of the infant mortality rate, tracking the rate of deaths before age 75 can point to concerns in the healthcare delivery system or environment. Understanding that there are problems is the first step in developing a solution.

Maricopa County's death rate for individuals under age 75 has been consistently less than the national average. The chart at right illustrates the trend of deaths per 100,000 residents since 2000.



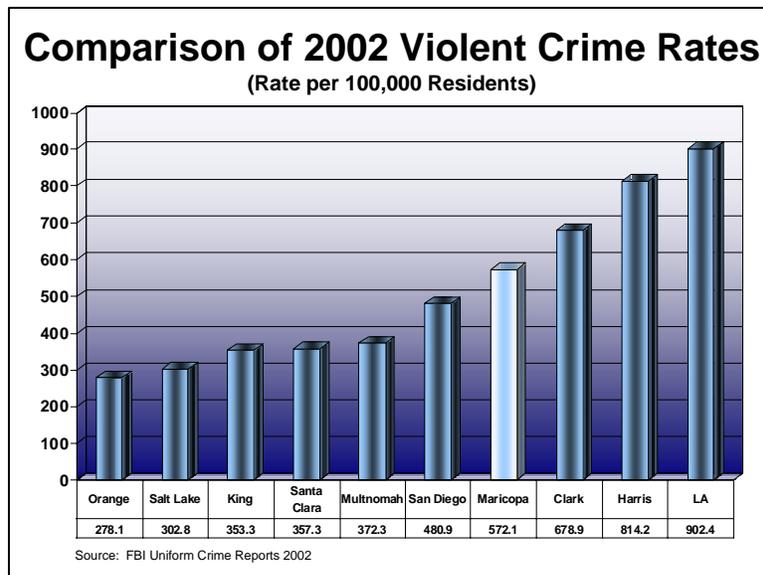
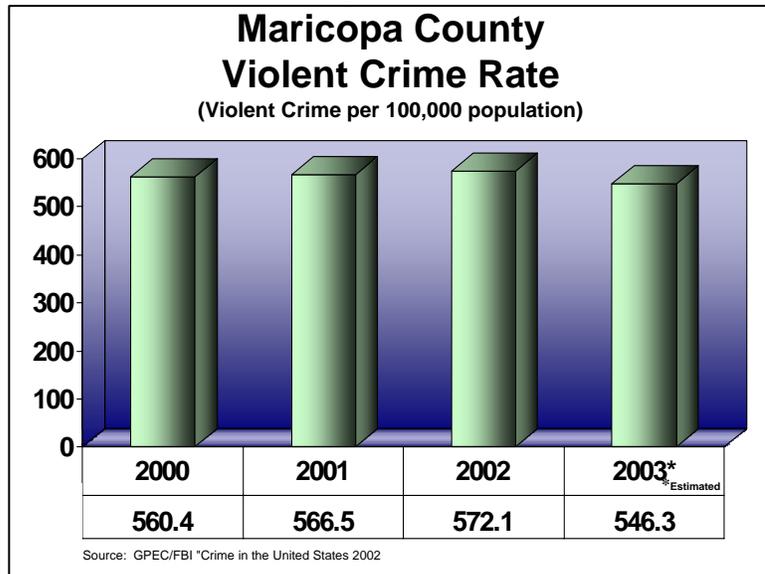
# Public Safety



Citizens consider their safety as one of the most significant factors affecting their quality of life and where they choose to live and work.

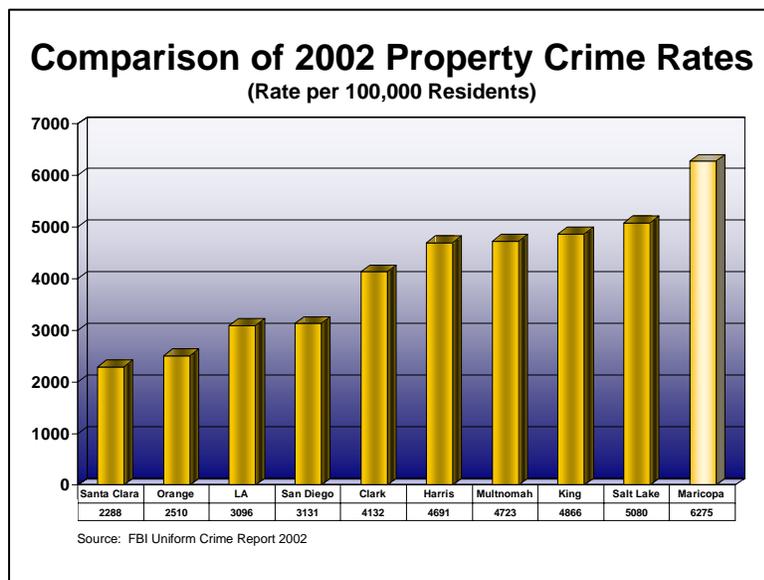
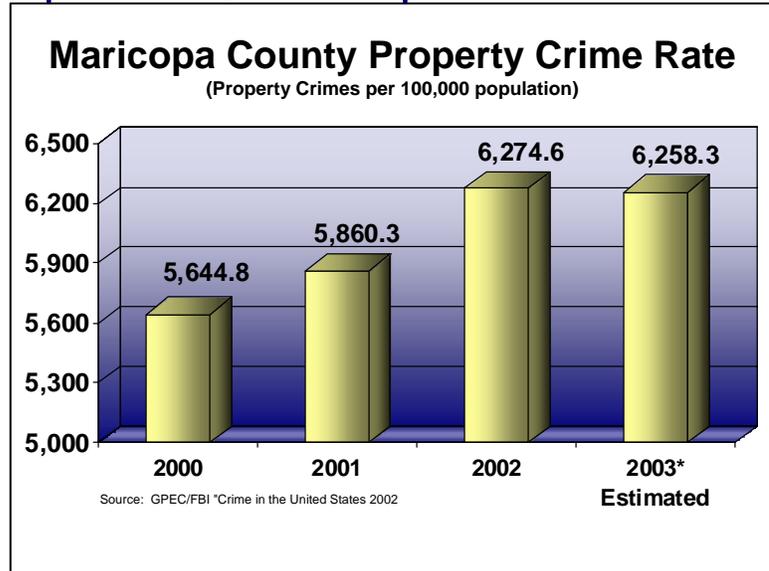
## Violent Crime Rate Per 100,000 Population

Annually, the FBI publishes crime statistics for communities across the United States. The 2003 statistics for the entire Maricopa County metropolitan area are not yet available. However, based on the preliminary data, the violent crime rate would be decreasing from 2002. Violent crimes include murder, rape, robbery and assault. The graphs to the right and below show the trend over the past 4 years as well as how Maricopa County compared to others in 2002.



## Property Crime Rates per 100,000 Population

In contrast to the trend of violent crimes, property crimes have increased at an alarming rate in Maricopa County. This category of crimes includes burglary, larceny, arson and auto theft. As with the violent crime statistics, 2003 data is not yet completed. However, the initial data reflects a rate close to the 2002 rates. The charts to the right and below illustrate the trend and comparison to other counties.



The County continues to work with other local governments to develop strategies to address the high property crime rate, which includes auto theft, where Maricopa County leads the nation with a rate of 1,320 auto thefts per 100,000 population. In FY2004-05, the Maricopa County Sheriff's Office received funding for 42 additional patrol positions. This new staff should have a positive impact on the property crime rate.

## Emergency Response Rate

Response times measure the speed which emergency personnel are able to respond when called. People want assurance that they will receive the help they need, when they need it. A timely response to emergencies contributes to the citizens' sense of safety and security in their community.

Currently, no central area collects emergency response time information for all jurisdictions and agencies in the County. The Maricopa County Sheriff tracks a metric which measures the percentage of Priority 1 calls responded to within acceptable standards. In FY03, the Sheriff's office reported that they achieved the standard of 5 minutes on 26% of the calls. For FY04, the 5-minute standard was achieved on 32% of the calls. With the addition of 42 patrol positions, this rate should improve in the coming years.

## Percent of Cases Resolved Within Established Time Standards

The Court has established the following standards regarding case resolution as noted below:

|                              |   |
|------------------------------|---|
| <u>Criminal:</u>             | 99% of criminal cases resolved within 180 days      |
| <u>Civil:</u>                | 95% of civil cases resolved within 18 months        |
| <u>Family:</u>               | 99% of cases (pre-decree) resolved within 12 months |
| <u>Juvenile Dependency:</u>  | 95% of cases (pre-finding) resolved within 90 days  |
| <u>Juvenile Delinquency:</u> | 95% of cases resolved within 90 days                |

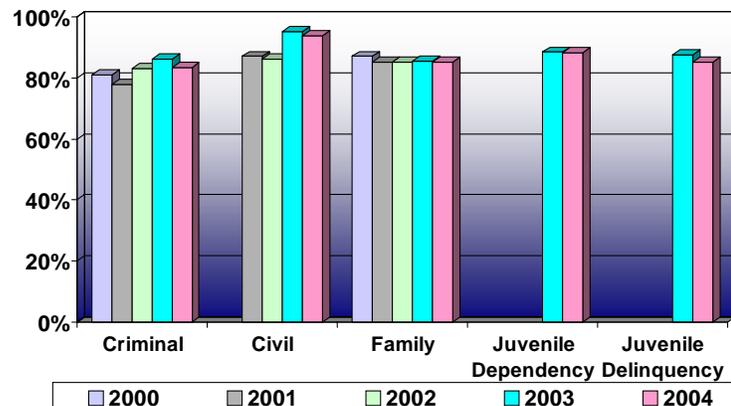
### Maricopa County Percent of Cases Processed within Timeframes by Case Type

| Case Type            | FY 2000 | FY 2001 | FY 2002 | FY 2003 | FY 2004 |
|----------------------|---------|---------|---------|---------|---------|
| Criminal             | 81.00%  | 78.00%  | 83.00%  | 86.00%  | 83.30%  |
| Civil                | NA      | 87.00%  | 86.00%  | 95.00%  | 93.90%  |
| Family               | 87.00%  | 85.00%  | 85.00%  | 85.50%  | 85.20%  |
| Juvenile Dependency  | NA      | NA      | NA      | 88.40%  | 88.10%  |
| Juvenile Delinquency | NA      | NA      | NA      | 87.50%  | 85.20%  |

Source: Maricopa County Superior Court

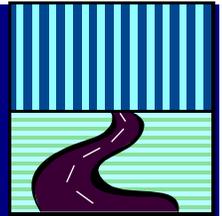
The Courts have established high expectations with case processing time frames. Therefore, there is very little margin for error. The chart to the left and the one below depict the Court's performance over the past five years.

### Maricopa County Percent of Court Cases Processed Within Timeframes



Source: Maricopa County Superior Court

# Transportation

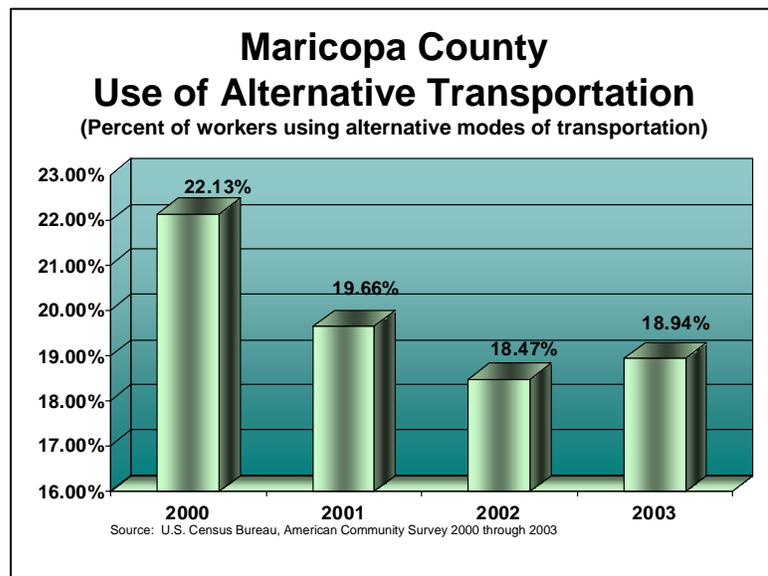


The ability for citizens, their families and friends, their employers/business associates, and others, such as tourists and businesses, to access and move about in Maricopa County is a major contributor to the livability of the area. The County has direct responsibility for some of the local transportation system, such as the roadways in unincorporated areas. It also is a key player in regional transportation planning which affects all who live and work in Maricopa County.

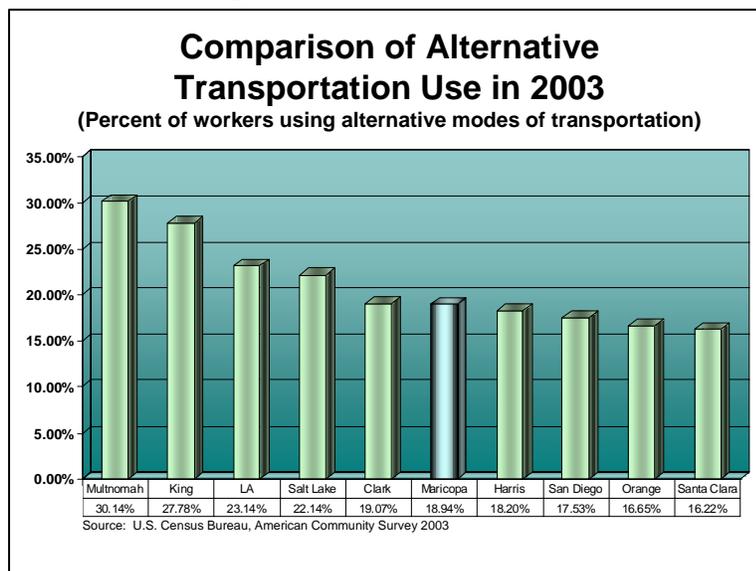
## Percent of Workers Using Alternative Modes of Travel

The availability and use of alternative modes of travel can impact a variety of measures, such as commute time, congestion and accident statistics. It also influences other quality of life measures such as ozone levels.

Use of alternative modes of travel in Maricopa County had been decreasing as illustrated in the chart above.



However, there is a slight increase in 2003 as noted in the graph above. It will be interesting to track this measure in future years as gas prices continue to rise.

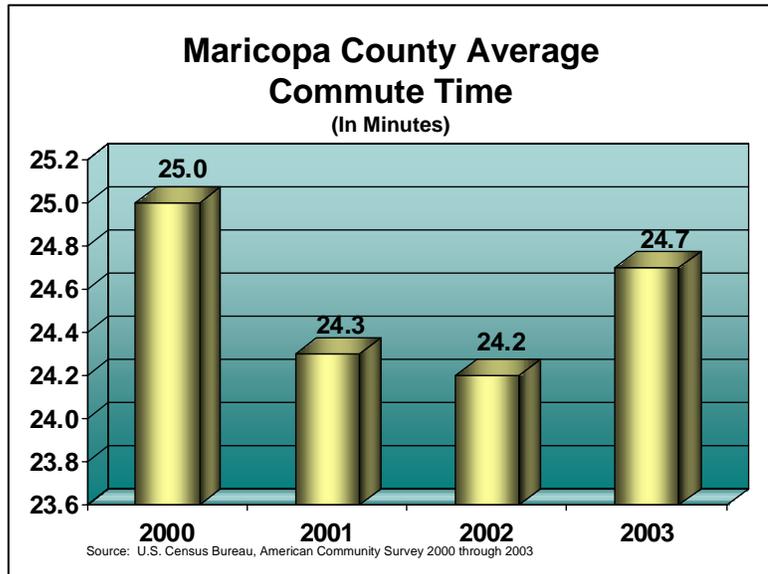


As compared to other counties, Maricopa County is about average with respect to the percent of its workforce that uses alternative transportation as noted in the graph to the left.

## Average Commute Times

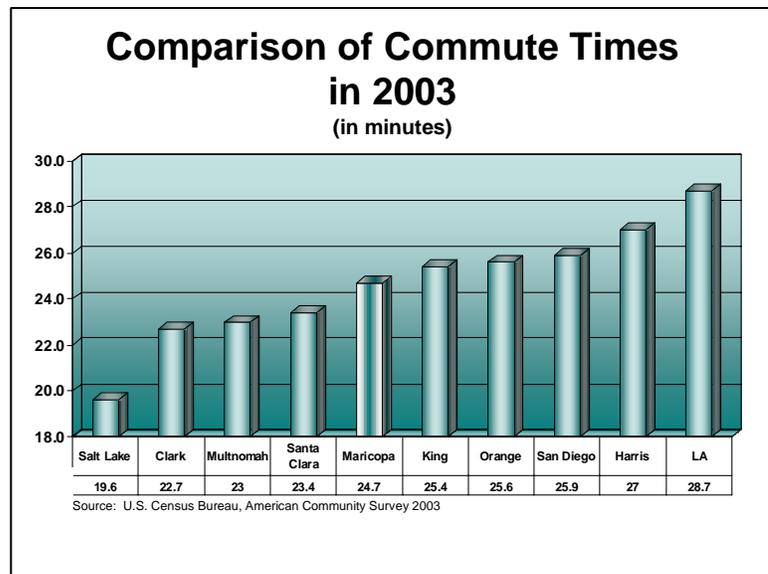
As Maricopa County's population grows, so does the commute time. The development of areas in all directions of the County also can contribute to the rise in this measure. In 2003, the time increased as depicted in the chart at the right.

Maricopa County's commute times rank in the middle of the benchmark counties, with Los Angeles being the most time consuming at 28.7 minutes. The chart to the right illustrates the various commute times.



## Percent of Major Intersections With Traffic Congestion

In 2000, the total percent of congested principal arterial intersections was 18.18% according to the Maricopa Association of Government (MAG) Regional Transportation Plan. More recent statistics for all of Maricopa County were not available.



On the November 2, 2004 ballot, Maricopa County citizens will be presented with Proposition 400. This initiative, to be decided by the voters, calls for a 20 year extension of the half-cent transportation sales tax in Maricopa County which is due to expire in 2005. This tax was first approved in 1985 to fund freeway construction. It is estimated that the tax would result in \$9 billion of funding between 2005 and 2025 for the regional transportation plan crafted by the Maricopa Association of Governments. The plan calls for new and upgraded freeways, new arterial streets, additional buses and bus routes, as well as a continuation of the light rail project, all of which will help alleviate traffic issues due to ongoing population growth

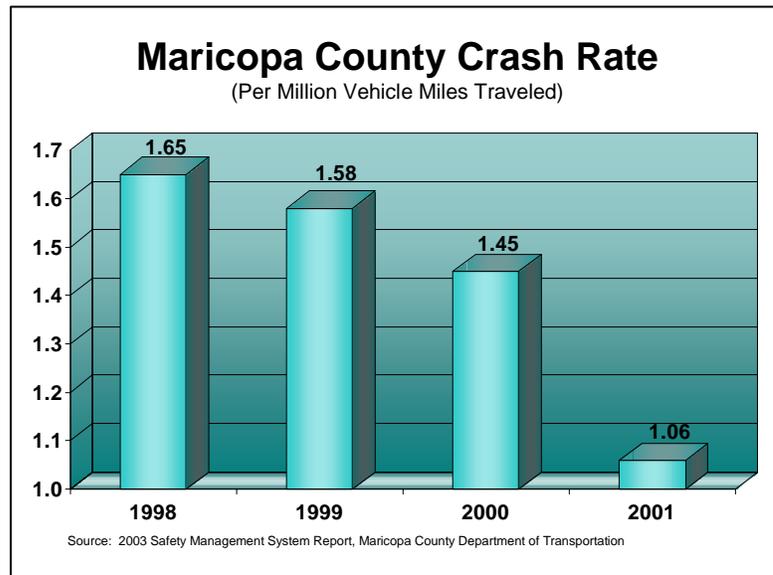
## Accident Rate Per Intersection/Roadway

Crash rates provide an indicator of problem locations and are utilized to increase the safety of the County's roadways. The overall County crash rate measures the number of crashes per million vehicle miles traveled (VMT) per mile of County owned roadway, per year.

As noted in the charts below, the overall crash rate is declining even as the number of vehicle miles increases.

| Factors  | 1998      | 1999      | 2000      | 2001      |
|--|-----------|-----------|-----------|-----------|
| Miles of County Owned Roads that have Traffic Counts | 1,592     | 1,729     | 1,719     | 1,690     |
| Total County Road Miles                              | 2,822     | 2,768     | 2,719     | 2,680     |
| VMT/Day  | 2,885,592 | 3,453,031 | 25,58,490 | 3,818,639 |
| VMT/Mile/Day   | 1,812     | 1,997     | 2,070     | 2,260     |
| Crashes  | 3085      | 3188      | 2985      | 2341      |
| % of the Network Counted                             | 55.2%     | 62.4%     | 63.4%     | 63.1%     |
| Crash Rate   | 1.65      | 1.58      | 1.45      | 1.06      |

Source: 2003 Safety Management System Report, Maricopa County Department of Transportation



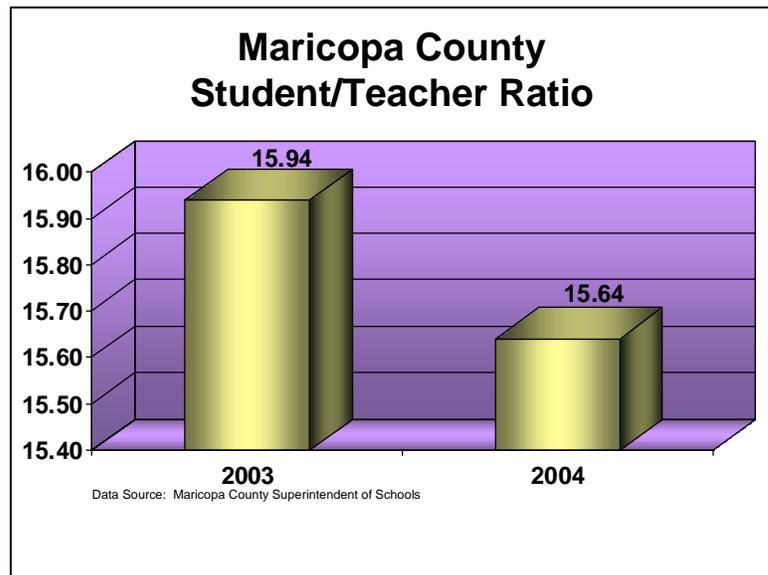
# Education & Recreation



A quality education system is conducive to the development of an informed and productive population. Communities where citizens have areas to relax and enjoy the environment improve their overall livability.

## Student/Teacher Ratio

The ratio of students to teacher has decreased slightly over the past two years as reflected in the chart to the right. A lower student teacher ratio allows for more attention per student. The information provided is only for public schools in Maricopa County. It does not reflect information from private or charter schools in the county.



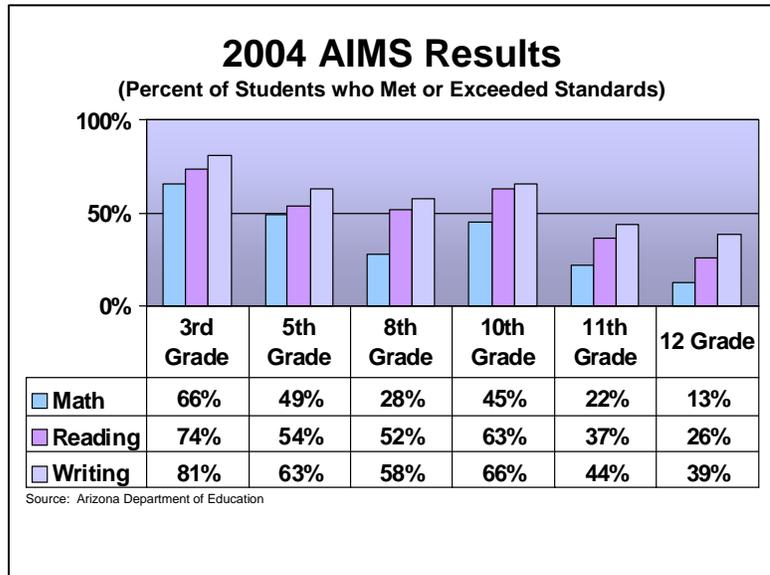
## AIMS Scores

Arizona's Instrument to Measure Standards (AIMS), a Standards-Based test, provides educators and the public with valuable information regarding the progress of Arizona's students toward mastering Arizona's reading, writing and mathematics standards. AIMS tests are administered each year to students in grades 3,5,8,10,11 and 12 in Arizona's schools.

Each grade level has specific criteria for each discipline defining the four levels of achievement:

- Exceeds Standards
- Meets Standards
- Approaches Standards
- Falls Far Below the Standards

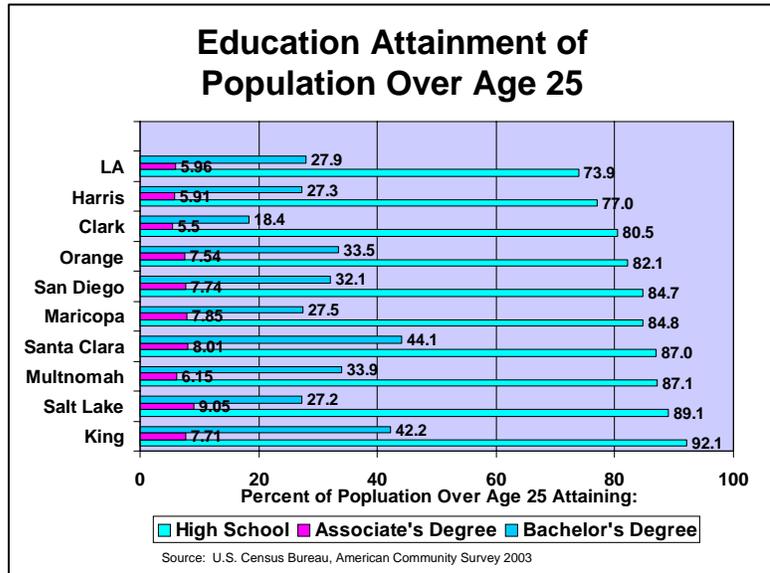
Meeting or exceeding standards will be a graduation requirement beginning with the class of 2006. Students will have five opportunities between Grades 10-12 to achieve this standard. Tests are initially administered in the spring of sophomore year. Students who do not at least meet the standards are required to retake the test in their junior year. They are given 2 opportunities during that year to meet the standards. Those who do not meet the standard in 11<sup>th</sup> grade will need to retake the tests during their senior year. Again, there will be two opportunities to pass the test. Each time the test is administered in 11<sup>th</sup> and 12<sup>th</sup> grade, the pool of students taking the test gets smaller. The likelihood of success appears to diminish after each test administration since those that remain are in the “Falls Far Behind” and “Approaches Standards” categories. The chart at the above depicts the results of the most recent tests, administered in 2004.



## Percent of People 25 Years and Over Who Have Completed High School/Earned a Bachelor's Degree

An educated and informed population provides valuable contributions to a community. They are responsible citizens who are productive and participate in bettering their surroundings, resulting in an improved quality of life.

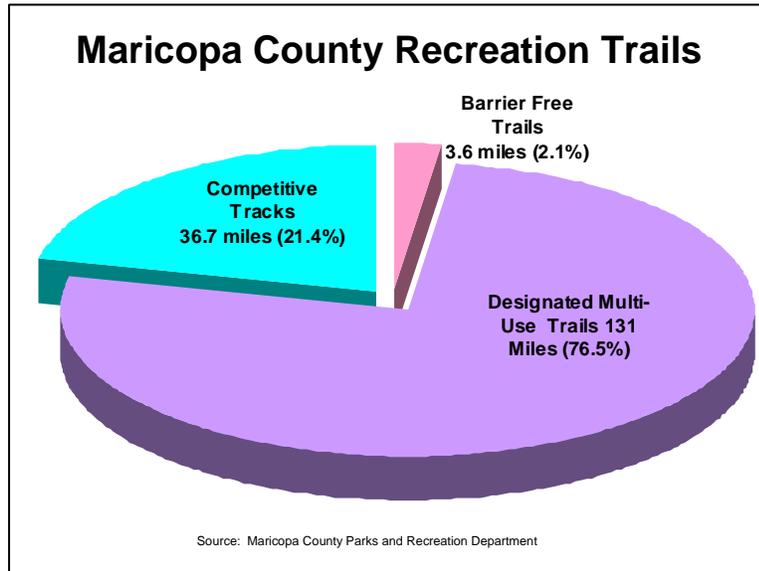
The percent of Maricopa County residents over twenty-five that have completed high school, including equivalency, is 84.8% per the most recent available data from 2003. Maricopa County has the 5<sup>th</sup>



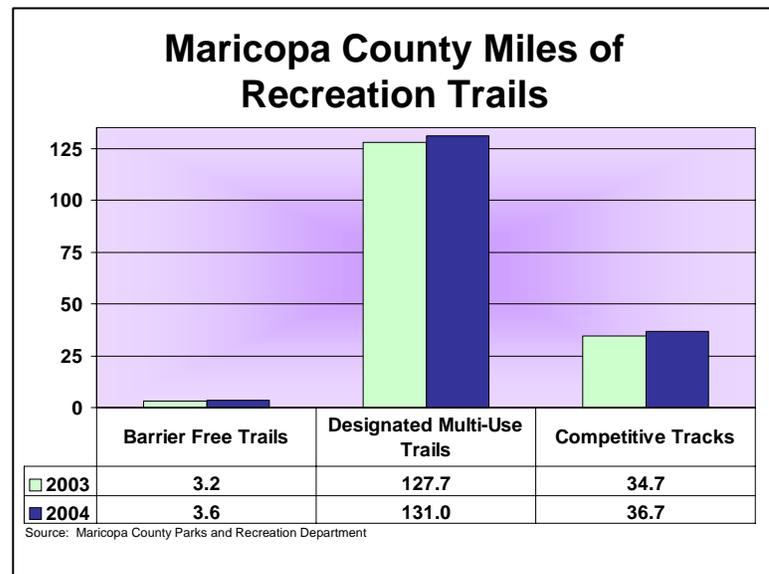
highest completion percentage as compared to the benchmark counties. The percent of residents with an Associate's Degree is the third highest of the benchmark counties at 7.85%. The percent of Maricopa County residents who have completed a Bachelor's Degree is 27.5%, or 7<sup>th</sup> in relation to the other nine counties. The chart to the right contains the benchmark data for both measures.

## Total Miles of Recreation Trails Per Population

The availability of recreation opportunities contributes to the quality of life of the citizens. Maricopa County continues to expand its trail system. The Parks and Recreation Department has developed a Trails master plan, which would circle the County upon completion. The accompanying charts illustrate the type of trails currently in place and the increase in the miles of trails over the past two fiscal years.



The information is specifically about trails owned and maintained by Maricopa County through its Parks and Recreation Department. Other jurisdictions located in Maricopa County also have trails, but are not included in the statistics.



# Citizen Satisfaction



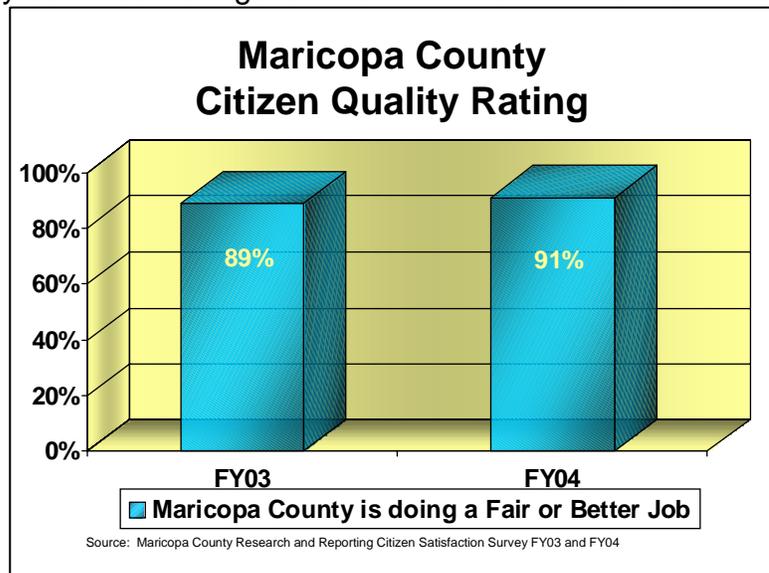
A key component in Maricopa County's Managing for Results initiative is evaluating results. Understanding how our performance is viewed by our customers is paramount to process improvement. County leadership's decision-making abilities are enhanced by having this feedback available. Using this information, results-oriented resource allocation is possible. The retooling of processes to better meet the needs of the citizens is also a potential outcome of having this data.

Maricopa County has long understood the importance of gathering this information. Since 2000, the County has conducted an annual Citizen Satisfaction Survey to get feedback from its customers on how it is performing

## Quality Rating of Services Delivered

Citizens want and deserve quality services from government for their tax dollars. The Citizen Satisfaction Survey is the tool used by the County to assess how its customers perceive the quality of service delivered by County departments. By gathering and analyzing this data, the County is able to improve the quality of service delivery.

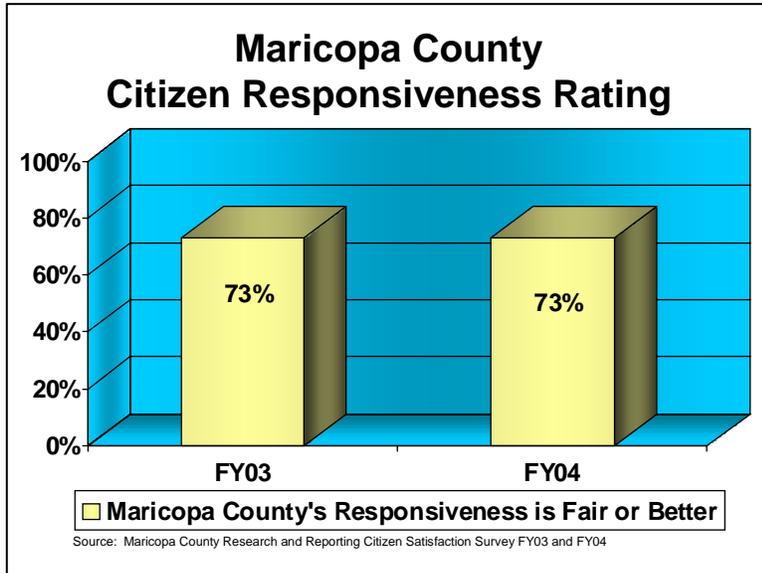
The Citizen Satisfaction Survey asks, "In general, how would you rate the job that Maricopa County is doing? Would you say it is excellent, good, fair, poor or very poor?" An overwhelming majority of individuals surveyed in both FY03 and FY04 believe Maricopa County is doing a fair or better job.



## Responsiveness to Citizens

The County recognizes the importance of delivering services in a timely manner. To be effective, services should be available when they are needed or requested. The ability to meet this demand is a key component of service delivery.

As part of the annual Citizen Satisfaction Survey, the County measures the citizens' perception of the County's responsiveness to its needs through the following question:

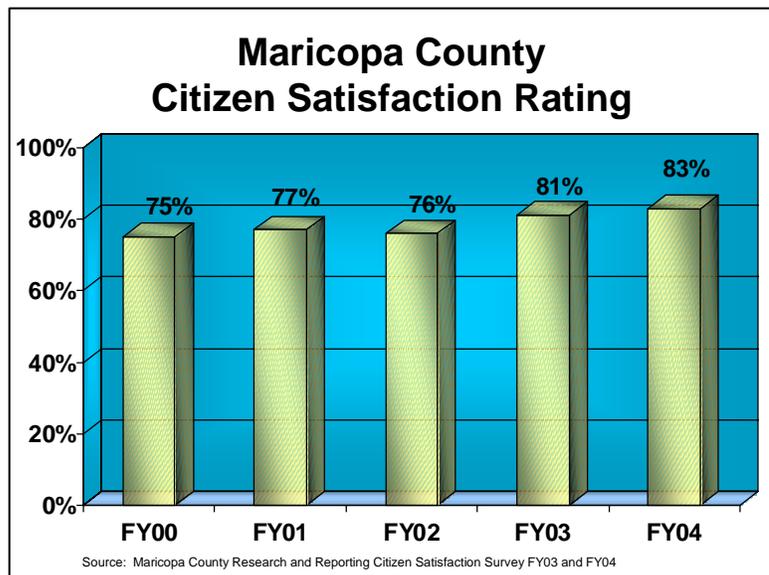


“What about the responsiveness of County government, would you say it is excellent, good, fair, poor or very poor?” For each of the past two fiscal years, 73% of the citizens have indicated the County has done a fair or better job.

## Percent of Satisfied Citizens

Insuring that its customers are satisfied is a major focus for Maricopa County. A number of surveys are conducted each year to judge how customers feel about the services they receive from Maricopa County. The County utilizes the results of the survey to enhance its services to meet the needs of its customers.

The County’s annual Citizen Satisfaction Survey asks “How satisfied are you with Maricopa County government?” The satisfaction rating has increased each of the past two fiscal years.



# Summary of Community Indicators



| Community Indicator                          | 2002        | 2003        | 2004        | Progress |
|--|-------------|-------------|-------------|----------|
| Moody's Bond Rating                          | Aa3         | Aa3         | Unavailable | ☹        |
| Fitch Bond Rating                            | AA          | AA+         | Unavailable | ☺        |
| Overall Property Tax Rate                    | \$1.54      | \$1.54      | \$1.54      | ☹        |
| Primary Tax Rate                             | \$1.18      | \$1.21      | \$1.21      | ☹        |
| Unemployment Rate                            | 5.6%        | 4.9%        | 4.2%        | ☺        |
| Per Capita Income                            | \$29,020    | Unavailable | Unavailable | ☹        |
| Median Home Value                            | \$149,807   | \$156,623   | Unavailable | ☺        |
| Mean Family Income                           | \$67,137    | \$67,624    | Unavailable | ☺        |
| Home Value to Income Ratio                   | 2.23        | 2.32        | Unavailable | ☹        |
| PM-10 Exceedances-Days                       | 2           | 4           | Unavailable | ☹        |
| Ozone Exceedances-Days                       | 17          | 14          | Unavailable | ☺        |
| Open Space- Acres                            | 2,404,550   | 2,404,550   | 2,404,550   | ☹        |
| Infant Mortality Rate                        | 6.4         | 6.3         | Unavailable | ☺        |
| Immunization Rate                            | 72.4%       | 68.6%       | Unavailable | ☹        |
| Mortality Rate before age 75                 | 329.7       | 322.6       | Unavailable | ☺        |
| Violent Crime Rate                           | 572.1       | 546.3       | Unavailable | ☺        |
| Property Crime Rate                          | 6274.6      | 6258.3      | Unavailable | ☺        |
| Case Processing Rate: Criminal               | 83%         | 86%         | 83.3%       | ☹        |
| Case Processing Rate: Civil                  | 86%         | 95%         | 93.9%       | ☹        |
| Case Processing Rate: Family                 | 85%         | 85.5%       | 85.2%       | ☹        |
| Case Processing Rate: Juvenile Dependency    | Unavailable | 88.4%       | 88.1%       | ☹        |
| Case Processing Rate: Juvenile Delinquency   | Unavailable | 87.5%       | 85.2%       | ☹        |
| % Use of Alternate Transportation            | 18.47%      | 18.94%      | Unavailable | ☺        |
| Commute Time - Minutes                       | 24.2        | 24.7        | Unavailable | ☹        |
| Student/Teacher Ratio                        | Unavailable | 15.94:1     | 15.64:1     | ☺        |
| % Population >25 High School Graduate        | 83.5%       | 84.8%       | Unavailable | ☺        |
| % Population >25 Bachelors Degree            | 26.3%       | 27.5%       | Unavailable | ☺        |
| Miles of Trails                              | Unavailable | 165.6       | 171.3       | ☺        |
| Citizen Satisfaction with Quality of Service | 88%         | 89%         | 91%         | ☺        |
| Citizen Satisfaction with Responsiveness     | 73%         | 73%         | 73%         | ☹        |
| Citizen Satisfaction with Maricopa County    | 76%         | 81%         | 83%         | ☺        |



## Maricopa County

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