



**Moving Forward in a Time of Change:
Maricopa County Strategic Plan 2011–2015**

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

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

- Public Interest First
- Open and Honest
- Accountable
- Measure Results
- Relentless Improvement
- Communicate and Collaborate
- All People Realize Their Full Potential

Strategic Priorities and Goals

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 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 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 at least a high-school diploma or equivalency.

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 at least 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 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 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 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.