

# Maricopa County: Moving Forward in a Time of Change

FY2011 – 2015 Strategic Plan  
Adopted June 7, 2010, *Proposed Revisions*



*Safe  
Communities*

*Access to  
Justice*

*Public  
Health*

*Fiscal  
Strength*

*Individual  
Opportunity*

*Quality  
Workforce*

*Sustainable  
Environment*

*Effective  
Economy*

*Quality  
Transportation*

*Citizen  
Satisfaction*

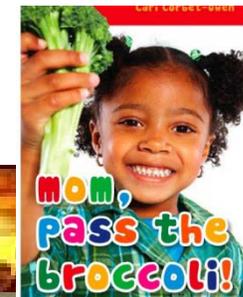
# ***Strategic Priorities***

# Public Health

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

**Adopted Strategic Goal:** By 2015, reduce the rate of childhood obesity in Maricopa County

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



**Maricopa County**

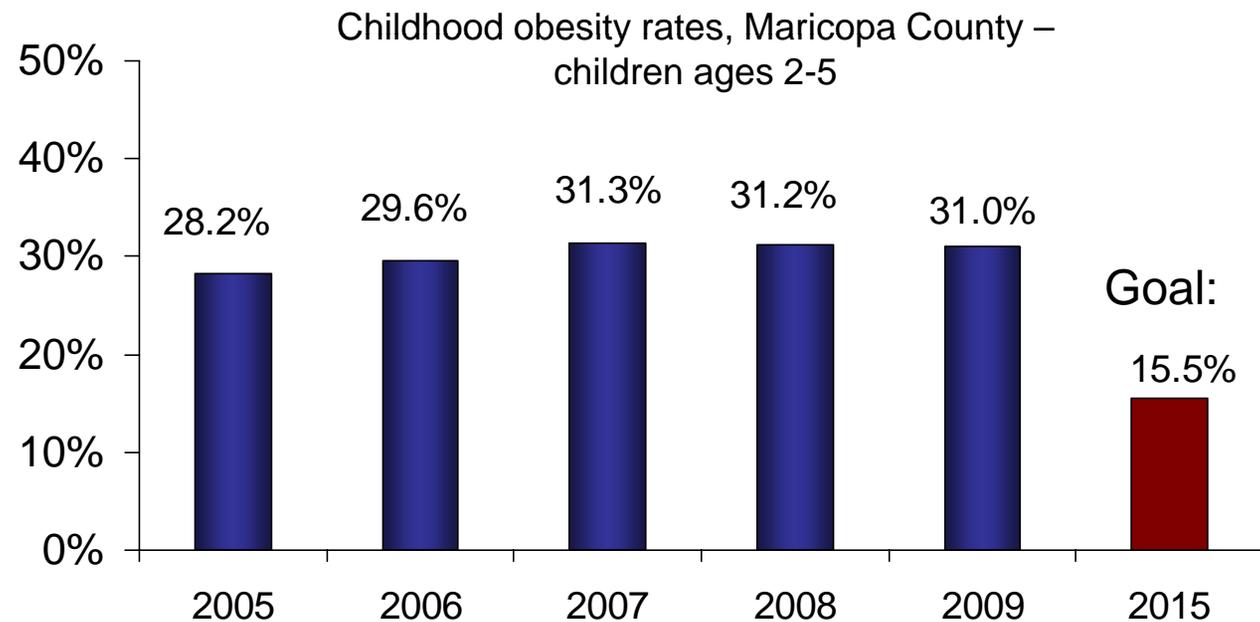


## Strategic Priority: Protect and promote the public health of the community

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

**Maricopa County**

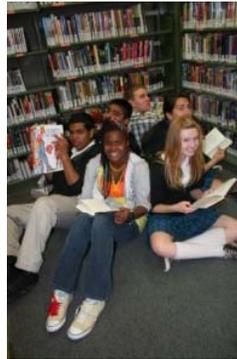


# Individual Opportunity

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

**Adopted Strategic Goal:** Improve quality of life outcomes for Maricopa County youth.

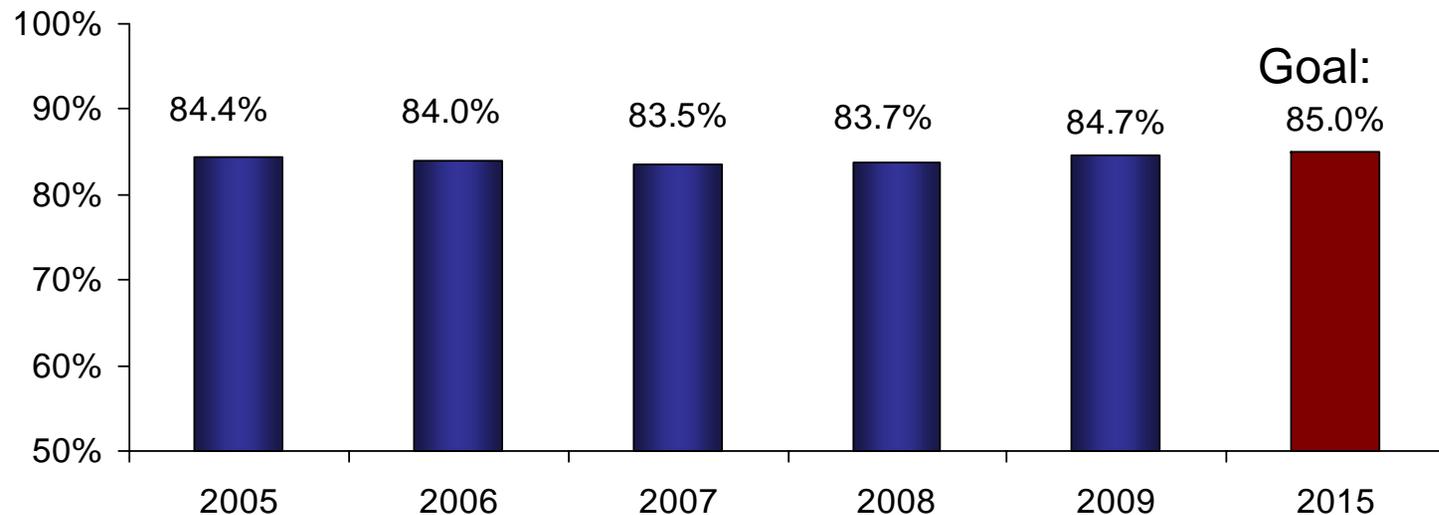
***Proposed Revision:*** By 2015, improve the career, college, and life readiness of Maricopa County youth as evidenced by having 85% of Maricopa County residents with educational attainment of at least a high-school diploma or equivalent.



## Strategic Priority: Individual Opportunity

Strategic Goal: Improve graduation rates	Why is This Important?
<p><i>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.</i></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

**Maricopa County**





# Sustainable Environment

**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*

Adopted Strategic Goal: By 2015, the average fuel efficiency rating for County non-idling, light-duty vehicles will be 20 miles per gallon or greater, an improvement of 46% from the 2010 rating.

**Proposal:** Delete goal. (Retain similar goal related to non-idling sedans.)

Adopted Strategic Goal: Reduce Maricopa County government's carbon footprint.

**Proposed Revision:** By 2015, Maricopa County will reduce its carbon footprint by 10% from 2007 levels.



**CLEAN AIR MAKE MORE**

**Maricopa County**



# Effective Economy

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

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

Adopted Strategic Goal: Improve results of Maricopa County's job creation and/or economic development efforts.

**Proposed Revision:** 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.



---

**Maricopa County**



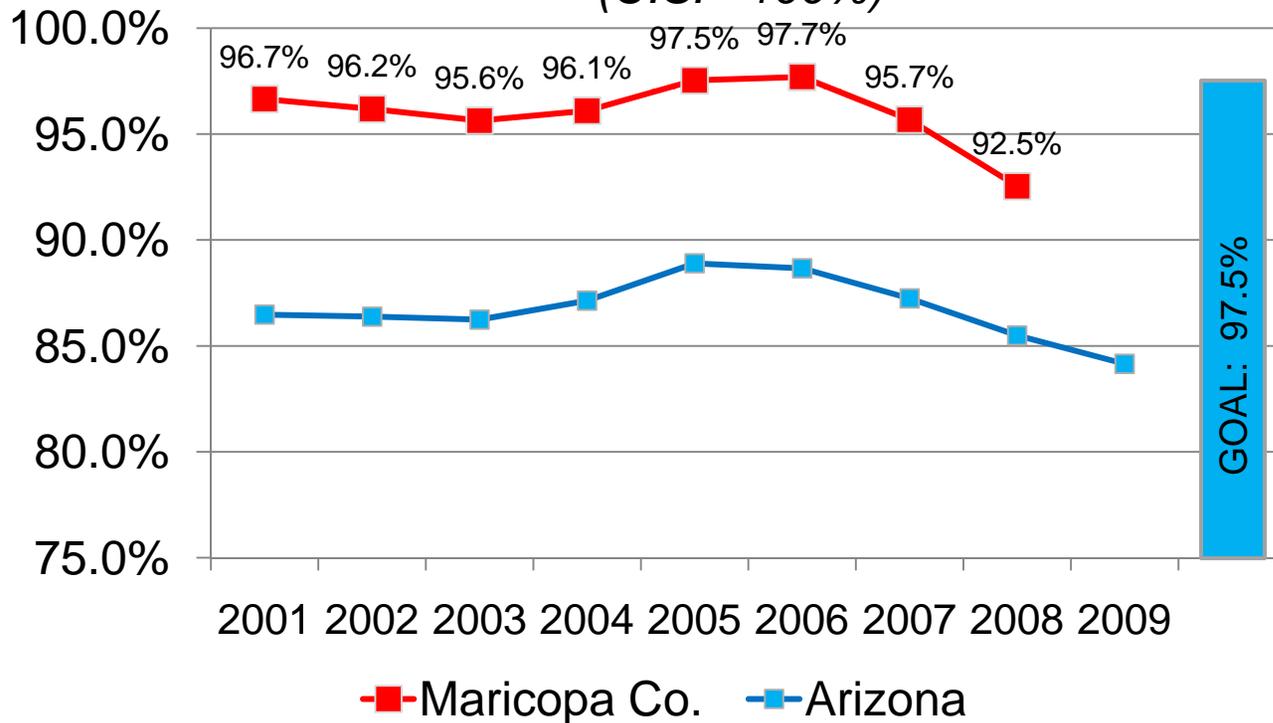
**Strategic Priority: Contribute to an effective regional economy**

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.

# Effective Economy

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

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

Adopted Strategic Goal: Improve results of Maricopa County's job creation and/or economic development efforts.

**Proposed Revision:** 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.



---

**Maricopa County**



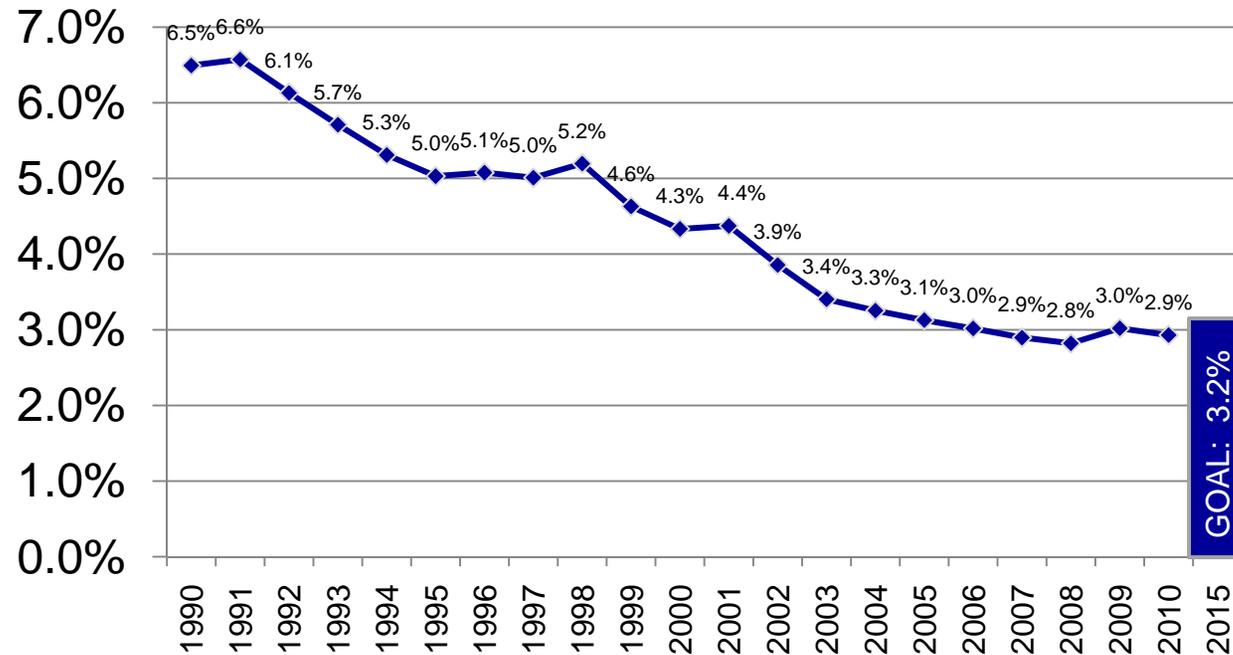
## Strategic Priority: Contribute to an effective regional economy

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*



**Maricopa County**



# Quality Transportation

***Proposed New Strategic Priority: Contribute to a safe and effective transportation system (separated from Efficient Economy Priority, adopted goals remain the same)***

Adopted 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.

Adopted 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.



# Fiscal Strength

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

Adopted Strategic Goal: To be acknowledged as the low-cost leader in delivering county services, as measured by comparative benchmark performance of large urban counties.

**Proposed Revisions:** By 2015, Maricopa County will be the low-cost leader among urban benchmark counties as demonstrated by having the lowest cost on 100% of a basket of commonly provided services and function. (Also, moved from previously adopted Citizen Satisfaction Priority)

Services/function:

- Total expenditures per capita (Financial Conditions Report)
- \$/1000 Board of Supervisors' constituents
- \$/property assessment
- \$/property tax bill
- \$/lane mile paved
- \$/child immunization (Public Health)
- \$/child enrolled in Head Start (Human Services)
- \$/dog shelter day



**Maricopa County**



# 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.

# Next Phase: Implementation



TEAMWORK

Large ambitious goals usually require that people work together.

**Maricopa County**



# Goal Implementation Teams

- **To date, we have over 40 volunteers!**
  - **Strategic Priorities**
    - Safe Communities
    - Access to Justice System
    - Public Health
    - Individual Opportunity
    - Sustainable Environment
    - Effective Economy
    - Quality Transportation
    - Citizen Satisfaction and Trust
    - Fiscal Strength
    - Quality Workforce
-

# Implementation Team Meetings

- Initial meetings will be scheduled during October to select a leader and identify next implementation steps.
  - OMB Facilitators will be available to consult with teams
  - Teams will be responsible for achieving and reporting on implementation results
-

# Strategic Goal Flow-down

- County Strategic Plan Goals will be connected to related Department Strategic Information :
    - To show the relationship between County Goals and Department Plans
    - To enable drilling down from County Strategic Goals to related Department Goals and/or Activity results
-

# Maricopa County: Moving Forward in a Time of Change

FY2011 – 2015 Strategic Plan  
Adopted June 7, 2010, *Proposed Revisions*

