



**FOUNDATIONS:**



Governor Doug Ducey

**GOVERNMENT AT THE SPEED OF BUSINESS:**

- Decide Faster
- Respond Faster
- Resolve Faster
- Add More Services Online
- Save Tax Dollars

**OUR SHARED VISION**

<p><b>MISSION</b></p> <p>We will serve, protect, promote and defend the State of Arizona and its citizens in the pursuit of a better life.</p>	<p><b>LEADERSHIP</b></p> <p>True leaders change things to make them better.</p>	<p><b>CORE BELIEFS</b></p> <p>My responsibility is to ...</p>	<p><b>Identify Problems</b> → <b>Improve Processes</b></p> <p>↑ <b>DO MORE GOOD</b> ↓</p> <p><b>Understand Customer Needs</b> ← <b>Measure Results</b></p>	<p><b>CORE VALUES</b></p> <ul style="list-style-type: none"> <li>• Do the right thing</li> <li>• Commit to excellence</li> <li>• Care about one another</li> </ul>
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KEY GOALS	21st CENTURY EDUCATION <b>Ensuring World Class Education</b> GOAL COUNCIL CHAIR Kaitlin Harrier, Policy Advisor – Education	STRONG, INNOVATIVE ECONOMY <b>Driving Economic Opportunity</b> GOAL COUNCIL CHAIR Sandra Watson, Director – Commerce Authority Ben Blink, Policy Advisor	HEALTHY PEOPLE & COMMUNITIES <b>Championing Healthy Communities</b> GOAL COUNCIL CHAIR Wanda Wright, Director – Veteran’s Services Christina Corieri, Senior Policy Advisor	SUSTAINABLE RESOURCES & RECREATION <b>Conserving Natural Resources</b> GOAL COUNCIL CHAIR Misael Cabrera, Director – Environmental Quality Chuck Podolak, Policy Advisor	SAFE COMMUNITIES <b>Protecting Life and Property</b> GOAL COUNCIL CHAIR Gilbert Orrantia, Director – Homeland Security Megan Fitzgerald, Policy Advisor	EFFICIENT & ACCOUNTABLE GOVERNMENT <b>Accelerating Agency Performance</b> GOAL COUNCIL CHAIR Daniel Ruiz, Chief of Operations
<b>MISSION OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Quality early learning</li> <li>• 3rd grade reading</li> <li>• 8th grade math</li> <li>• High school completion</li> <li>• Youth enrolled in work or school</li> <li>• Postsecondary attainment</li> <li>• Post high school enrollment</li> </ul>	<ul style="list-style-type: none"> <li>• Median household income</li> <li>• Per capita personal income</li> <li>• Foreign trade</li> <li>• Non-farm jobs – rate</li> <li>• Non-farm jobs – number</li> <li>• Unemployment</li> <li>• Spending by overnight visitors</li> <li>• Tax climate</li> <li>• Economic freedom</li> </ul>	<ul style="list-style-type: none"> <li>• Mental health</li> <li>• Smoking</li> <li>• Deaths from drug and alcohol</li> <li>• Teen pregnancy</li> <li>• Infant mortality</li> <li>• Adult healthy weight</li> </ul>	<ul style="list-style-type: none"> <li>• Acres impacted by wildfires</li> <li>• Healthy wildlife population/habitat</li> <li>• Lake Mead level</li> <li>• Percent population drinking within federal limits</li> <li>• Percent population breathing air within federal limits</li> </ul>	<ul style="list-style-type: none"> <li>• Violent crime</li> <li>• Property crime</li> <li>• Border strike force seizures</li> <li>• Rate of out-of-home placements</li> <li>• Injured workers</li> <li>• Traffic fatalities</li> <li>• Wildfire property destruction mitigation</li> <li>• Acres burned in unwanted wildland fires</li> <li>• Recidivism</li> <li>• Juvenile recidivism</li> </ul>	<ul style="list-style-type: none"> <li>• Tax Reduction</li> <li>• Government savings</li> <li>• Credit rating</li> <li>• Transparency</li> <li>• State debt</li> <li>• Government operations</li> </ul>
<b>LEAD MEASURES</b>	<ul style="list-style-type: none"> <li>• Chronic absenteeism</li> <li>• Increasing the number of A &amp; B schools</li> <li>• Improvement of C, D, and F schools</li> <li>• High-quality school leadership</li> <li>• Teacher retention</li> <li>• Teacher pay</li> <li>• Students enrolled in college &amp; career preparedness programs</li> <li>• Postsecondary degrees, certifications &amp; credentials for low-income students</li> <li>• Education investment</li> </ul>	<ul style="list-style-type: none"> <li>• New company formations</li> <li>• Overnight visitors</li> <li>• Labor force participation</li> <li>• Private sector capital investment</li> <li>• Population Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Teens in pregnancy prevention program</li> <li>• Physicians using prescription drug monitoring database</li> <li>• Number of home visits provided</li> <li>• Underserved food areas</li> <li>• Delivery of mental health services</li> </ul>	<ul style="list-style-type: none"> <li>• Forest acres treated</li> <li>• Active management actions taken to maintain and improve wildlife populations</li> <li>• Probability Lake Mead will fall below 1,025 ft.</li> <li>• Public water systems delivering water above federal limits</li> <li>• Days exceeding federal limits for ozone and dust</li> </ul>	<ul style="list-style-type: none"> <li>• Foster care permanency</li> <li>• Removal rate of children from unsafe homes</li> <li>• Workplace safety</li> <li>• Wildfire awareness in at risk communities</li> <li>• Fire risk to people and places</li> <li>• Successful community supervision completion</li> <li>• Youth successful community supervision completion</li> <li>• Traffic stops</li> <li>• DUI arrests</li> <li>• Wrong-way driving occurrences</li> <li>• Child seats installed/inspected</li> </ul>	<ul style="list-style-type: none"> <li>• State employees</li> <li>• Regrettable attrition</li> <li>• IT performance</li> <li>• Administrative rules eliminated</li> <li>• Government spending</li> <li>• Services online</li> <li>• Speed of service</li> </ul>
<b>KEY FUNCTIONS</b>	<ul style="list-style-type: none"> <li>• Setting &amp; implementing best practices in policy that foster critical thinking, communication &amp; collaboration</li> <li>• Creating meaningful standards, assessments, and accountability systems</li> <li>• Recruiting and retaining quality educational professionals</li> <li>• Closing the achievement gap for low-income and minority students</li> <li>• Providing access and choice to high-quality early learning</li> <li>• Promoting rigorous pathways to postsecondary education based on student interests</li> <li>• Strengthening the alignment of education outcomes to workforce needs</li> </ul>	<ul style="list-style-type: none"> <li>• Setting economic policy</li> <li>• Making it easier to do business and embracing “start-up state” positioning</li> <li>• Developing, retaining, and attracting skilled workers</li> <li>• Expanding, retaining, and attracting businesses</li> <li>• Raising Arizona’s positive profile nationally and internationally</li> <li>• Maintain and expand Arizona’s critical public assets and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Setting health policy</li> <li>• Promoting active and healthy people</li> <li>• Conserving resources for multiple benefits</li> <li>• Ensuring appropriate access to healthcare services</li> <li>• Ensuring healthy homes and workplaces</li> </ul>	<ul style="list-style-type: none"> <li>• Setting natural resource policy</li> <li>• Promoting balanced land uses</li> <li>• Ensuring sufficient water yield</li> <li>• Ensuring water quality</li> <li>• Improving air quality</li> </ul>	<ul style="list-style-type: none"> <li>• Setting safety policy</li> <li>• Enforcing laws</li> <li>• Deterring criminal activity</li> <li>• Protecting children and families</li> <li>• Providing law enforcement and fire services</li> <li>• Managing Corrections</li> <li>• Mitigating risk through prevention and education</li> <li>• Promoting safe workplaces</li> <li>• Coordinating emergency readiness</li> <li>• Ensuring safe travel</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and reviewing performance</li> <li>• Improving processes</li> <li>• Attracting, developing, and retaining talent</li> <li>• Delivering world-class procurement</li> <li>• Driving innovative IT solutions</li> <li>• Optimizing physical assets</li> <li>• Managing risk</li> <li>• Balancing the budget</li> <li>• Streamlining regulatory environment</li> </ul>