

Maricopa County Strategic Plan

FY 2023-2026



MISSION

The mission of Maricopa County is to provide regional leadership and fiscally responsible, necessary public services so residents may 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



SAFE COMMUNITIES

Supporting safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.

Goal 1

Reduce recidivism of justice-involved individuals by developing new and/or expanding a minimum of two (2) targeted intervention programs per year.

Supporting Department Goals/Objectives

1. By December 31, 2026, Correctional Health Services (CHS) will develop a community services resource guide to help persons leaving the jail system connect with services and reduce their likelihood of re-incarceration by 10%.
2. By June 30, 2026, Correctional Health Services (CHS) will develop and implement a data-driven behavioral health program that will reduce the risk of inmates participating in this program re-entering the jail system by 10%.
3. By June 30, 2026, the Human Services Department (HSD) will create two specific strategies to reduce re-entry into the jail system for populations that are over-represented in the justice system by 5%.
4. By June 30, 2024, the Office of Public Defense Services (OPDS) will track probation violations and new charges related to substance abuse in order to develop targeted intervention strategies or programs with other County departments by June 30, 2026.
5. Maricopa County Sheriff's Office will implement one new or expand one current inmate program that facilitates access to outside services for re-entry to society and make it available on inmate tablets in the jails by June 2023.

Goal 2

Strengthen and enhance overall public safety by implementing effective recruiting and retention strategies for critical positions within law enforcement and judicial services.

Supporting Department Goals/Objectives

1. By June 30, 2025, the Office of Public Defense Services (OPDS) will implement effective recruiting and retention strategies to reduce attorney turnover by 2% per year to meet a goal of reducing voluntary turnover to 10% or less.

2. By June 30, 2026, the Constables administration will implement AZPOST certified quarterly trainings for Deputies and Constables that support recruitment and retention to reduce voluntary turnover to 10%.
3. Maricopa County Sheriff's Office will implement effective recruiting and retention strategies to reduce overall vacancy rates by 10% each year to achieve a 40% reduction by June 2026.

Goal 3

Reduce the number of deaths and negative societal effects caused by the opioid crisis in our community.

Supporting Department Goals/Objectives

1. By June 30, 2026, Correctional Health Services (CHS) will implement long-term maintenance treatment for opioid use including partnering with community providers to avoid lapses in treatment upon release for 100% of inmates diagnosed with opioid use disorder.
2. By January 1, 2023, the Office of the Medical Examiner (OME) will standardize data collection and reporting for suspected drug-related deaths so that policymakers have reliable and consistent opioid death data.
3. By January 31, 2024, the Public Health Department (PHD) will develop a cross-sector strategic plan identifying the priorities and processes for addressing the opioid epidemic and subsequent negative societal effects.
4. By June 20, 2023, the Public Health Department (PHD) will implement an evidence-based harm reduction program. By December 31, 2026, this program is targeted to decrease the number of deaths from drug overdose by 10%.
5. By December 31, 2024, the Public Health Department (PHD) will use Opioid Settlement funds to increase availability of evidence-based substance use disorder treatment by 20% and decrease number of deaths from drug overdose by 10% by December 31, 2026.
6. To support our membership in the Maricopa County Opioid Response Taskforce addressing the opioid crisis, MCSO will provide inmates with tablet-based opioid counseling awareness materials and pre-recorded counseling services to be viewed by at least 25% of our inmate population by June 30, 2023.

Goal 4

Strengthen our overall community well-being by implementing and/or expanding a minimum of two (2) prevention services or strategies per year that support the safety and stability of individuals and families in order to reduce the risk of those becoming involved in the justice system.

Supporting Department Goals/Objectives

1. By June 30, 2023, Correctional Health Services (CHS) will develop a proposal for a County Release Center designed to connect those leaving jail with community resources and thereby reducing the likelihood of reincarceration.
2. By June 30, 2024, the Human Services Department (HSD) will use the family centered coaching model to provide comprehensive services to 50 individuals and families facing adversity.
3. By December 31, 2026, the Public Health Department (PHD) will ensure the delivery of ten trauma awareness school-based trainings in Maricopa County.
4. By December 31, 2022, Maricopa County Sheriff's Office (MCSO) Community Outreach will implement a disadvantaged youth program "TAKE F.L.I.G.H.T." (Freedom, Lessons, Interventions, Goals for Higher Thinking) and have at least five (5) youth groups participating by June 30, 2023.
5. By December 31, 2022, Maricopa County Sheriff's Office (MCSO) will establish and hire one Behavioral Health Co-Responder position and implement a program to train law enforcement personnel on how to better respond to behavioral health emergency calls for service by June 30, 2023.



REGIONAL SERVICES

Providing best-in-class services, both mandated and of concern to residents, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.

Goal 1

Reduce homelessness and promote affordable housing.

Supporting Department Goals/Objectives

1. By June 30, 2024, the Human Services Department will partner with developers, non-profit organizations, and other jurisdictions to create and preserve 100 affordable housing units for individuals and families to address and prevent homelessness.
2. By June 30, 2023, the Industrial Development Authority will coordinate with the Human Services Campus (HSC) to strategically deploy \$7.5M to improve facilities and services benefitting the homeless population.
3. By September 30, 2023, the Housing Authority of Maricopa County (HAMC), through partnerships with other County departments and entities, will develop a 10-year comprehensive housing plan that includes expanding access to affordable housing, rental assistance, home ownership programs, preserving and rehabilitating existing affordable housing stock as well as new developments, and identify the requisite funding sources.
4. By June 30, 2026, HAMC and their partners will set-aside between 5% and 20% of the units in all new developments for homeless individuals and families.
5. By June 30, 2026, HAMC and their development partners will develop 150 affordable units for seniors to age in place.
6. By June 30, 2026, HAMC and their development partners will develop 1,500 affordable units for families.

Goal 2

Reduce ozone-causing emissions by implementing sustainable strategies involving renewable energy, the use of zero-emissions vehicles, and leveraging technology.

Supporting Department Goals/Objectives

1. By December 2023, Maricopa County will complete an electric vehicle infrastructure plan for the appointed departments and adopt recommendations and a timeline for converting a portion of the county fleet to electric vehicles.
 - a. By December 2026, Maricopa County's appointed departments will fully implement the electric vehicle and charging station targets for years 2024, 2025, and 2026 as identified in the electric vehicle infrastructure plan.
2. By 2025, the Air Quality Department (AQD) will work with local, state, and federal entities to expand opportunities to earn Emission Reduction Credits including finalizing Rules 204 and 205 which allow mobile source emission reduction credits for use as emission offsets.
3. By June 2023, the Air Quality Department (AQD) will develop a countywide, comprehensive data analysis and visualization tool that assists local jurisdictions, government agencies, and the business and development community with identifying locations for electric vehicle (EV) charging stations.
4. By December 2023, the Facilities Management Department (FMD) will adopt standards for the incorporation of solar photovoltaic technology in the construction or renovation of County facilities.
5. By 2026, the Facilities Management Department (FMD) will complete energy audits for 15 County facilities to identify opportunities to reduce energy and water usage.

Goal 3

Through a coordinated regional approach, develop and produce land use, transportation, and recreation plans that account for future growth and development and reflect the community's values and priorities.

Supporting Department Goals/Objectives

1. By June 2026, Maricopa County will adopt an updated Comprehensive Plan that outlines the Board of Supervisors' vision for the County's future growth and provides a roadmap for development that will support a robust economy, maintain a high quality of life for residents, and safeguard taxpayer dollars.
2. By January 2024, the Public Health Department will collect and provide Community Health Needs Assessment data on the health-related priorities by region, age, racial and ethnic identity, and other specific communities to inform the 20-year plan.
3. By 2025, Maricopa County Department of Transportation (MCDOT) will complete the Transportation System Plan 2045 that establishes the framework for meeting the future transportation needs of the County's residents.
4. By June 30, 2024, the Library District will gather data, review trends, work to identify potential overlap of services, and determine how to best partner with other departments to collectively meet the needs and challenges presented by future growth and development.
5. By June 30, 2024, the Parks and Recreation Department will complete Parks Vision 2030, a comprehensive plan for park growth and development through 2030.



GOVERNMENT OPERATIONS

Deploying an effective and efficient infrastructure to implement streamlined policies and procedures to improve delivery of services and promote a healthy workplace and fully engaged workforce.

Goal 1

Institute a countywide technology governance structure that leverages shared solutions and optimizes technology investments.

Supporting Department Goals/Objectives

1. By March 1, 2023, the Office of Enterprise Technology (OET) will collaborate with County departments and Elected offices to define the scope of governance and the structure of a governance committee. Subsequently, by June 1, 2024, the governance committee will define specific operating principles and process to enable Countywide information technology governance, implement principles and process as defined, and initiate governance approach. The proposed governance structure will be reviewed with County Management and the BOS and a policy to codify the governance approach will be considered.

Goal 2

Build and earn trust by developing an integrated online portal that provides residents with a single point of access to their relevant County data and access to County services.

Supporting Department Goals/Objectives

1. By March 1, 2023, the County will create an executive steering team to determine the scope of functionality for a resident portal. By October 1, 2024, a prototype portal will be developed and tested.

Goal 3

Develop and implement a real-time, online dashboard reflecting key County performance metrics and overall progress on County strategic initiatives.

Supporting Department Goals/Objectives

1. By October 1, 2023, the Office of Enterprise Technology (OET), in partnership with Performance and Strategic Initiatives, will work with County departments and Elected offices to define the scope and functionality of a dashboard tool. Through collaboration, the metrics will be identified, and by October 1, 2024, a prototype dashboard will be developed and tested.
2. By June 2026, up-to-date turnaround times for 90% of One Stop Shop permits will be available through an online Permit Dashboard.



GROWTH & ECONOMIC DEVELOPMENT

Being innovative in leveraging its resources, adaptive in its regulatory policies and practices, and proactive in its public relations to attract, promote, and support the growth of business enterprises to produce a vibrant and balanced regional economy.

Goal 1

Optimize service delivery to the public by having 97% of all permits, licenses, and clearances available online.

Supporting Department Goals/Objectives

1. By June 2025, Maricopa County will launch a consolidated online permitting platform with a customer portal for all “One Stop Shop” permit types.
2. By June 30, 2024, all library registration processes (Library cards and programming registration) will be available and accountable online.
3. By June 30, 2024, the Parks and Recreation Department will expand online application and sales process to improve service delivery for all passes, reservations, and permits.

Goal 2

To ensure a sufficient, qualified, and well-trained workforce is in place to deliver high quality services by the County, create or expand at least two (2) strategies per year that reduce voluntary turnover within the first three (3) years of employment.

Supporting Department Goals/Objectives

1. By June 30, 2024, the Human Resources Department (HRD) will evaluate, enhance, and add benefit offerings to employees.
2. By June 30, 2024, the Human Resources Department (HRD) will develop two additional programs focused on employee retention, e.g., career planning programs and scheduling/remote options.



FISCAL STRENGTH & RESPONSIBILITY

Continuing to efficiently manage County resources and engage in effective fiscal planning with integrity and transparency to promote financial stability and economic prosperity for residents.

Goal 1

Maintain a structurally balanced operating budget and develop a sustainable funding strategy for public safety.

Supporting Department Goals/Objectives

1. By March 31, 2023, the Office of Budget and Finance will identify possible options to replace the Jail Excise Tax expiring in 2027.
2. By December 31, 2023, the Office of Budget and Finance will obtain executive leadership support and develop a timeline and action plan for option(s) to replace the Jail Excise Tax expiring in 2027.

Goal 2

Maintain a reserve balance equaling two (2) months of the prior year's General Fund and Detention Fund budgeted operating expenditures through the end of FY2026.

Supporting Department Goals/Objectives

1. Annually, the budget recommendation prepared by the Office of Budget and Finance will include reserves for the General and Detention fund equal to two months of the prior year's operating budget.

Goal 3

Reduce liability and prevent loss countywide by developing and implementing an effective Enterprise Risk Management structure.

Supporting Department Goals/Objectives

1. By June 30, 2026, the Risk Management Department (RMD) will develop a top-down, enterprise view of all the significant risks that impact the strategic objectives of the organization.
2. The Office of Internal Audit will provide knowledge and assistance to support Enterprise Risk Management program development, training, and deployment by June 30, 2026, in a manner that preserves Internal Audit independence.