



STRATEGIC PLAN

FY 2019 – 2022

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



Maricopa County will support safe communities and neighborhoods by providing access to a timely, integrated, and cost-effective smart justice system.

Strategic Goals

1	Juvenile Probation Dept.	By the end of FY 2022, the overall rate of court-diverted juveniles successfully remaining re-offense free will be 85% or more.
2	Adult Probation Dept.	Maintain through the end of FY 2022, the number of adult probationers convicted of a new felony offense to 8% or lower.
3	Adult Probation Dept.	By the end of FY 2022, Maricopa County Adult Probation Department customers (neighborhoods, courts, offenders, and victims) will benefit from improved case processing by increasing collection of victim restitution payment to 65% or higher and by increasing community restitution work hours to 52% or higher.
4	Superior Court	By the end of FY 2022, increase the transparency of court operations and improve the public's perception of the Judicial Branch through the development and implementation of an external communications plan and a Citizen's Academy.
5	Superior Court	By the end of FY 2022, increase access to court services and reduce the costs of litigation by developing and implementing Online Dispute Resolution (ODR) programs in the Civil and Family Departments by utilizing ODR in 10% of the targeted case types.
6	Superior Court	By the end of FY 2022, improve management of criminal cases and reduce unnecessary incarceration by developing and implementing an automated text messaging system to reduce Pretrial Failure to Appear (FTA) and Probation Absconder warrants by 5%.

7	County Attorney's Office	<p>By the end of FY 2022, reduce overall Part 1 Crime by 5% through diversion, the use of probation to manage program compliance, and incarceration for repetitive offenders and violent criminals.</p> <p>(Part 1 Crime: homicide, rape, robbery, aggravated assault, burglary, larceny, auto theft, and arson)</p>
8	County Attorney's Office	<p>By the end of FY 2022, increase Non Drug Diversion participants by 50% with a recidivism rate of less than 30%.</p> <p>(AZ historical recidivism rate for DOC is 38.5%)</p>
9	Sheriff's Office	<p>By the end of FY 2022, reduce the Sheriff's Office vacancy rate by 25%. Improved staffing levels translates to improved public safety.</p>
10	Sheriff's Office	<p>By the end of FY 2022, 92% of Priority 1 emergency calls for service will be dispatched to field deputies within two minutes [based on number of deputies on patrol at any given time].</p>
11	Sheriff's Office	<p>By the end of FY 2022, the Sheriff's Office will consistently maintain safe jail facilities and contain inmate to inmate assaults while in custody to less than 1%.</p>



Maricopa County will provide best-in-class regional services, both mandated and of concern to citizens, while coordinating with municipalities, other local jurisdictions, and community-based entities to consolidate services and avoid duplication, when applicable.

Strategic Goals

1	Human Services Dept.	By the end of FY 2022, redirect 30% of current County emergency shelter funds to permanent housing solutions for people experiencing homelessness.
2	Human Services Dept.	By the end of FY 2022, the Human Services Department will successfully assist 90% of the seniors receiving in-home and community-based services, to remain in their home and avoid costly nursing-home placement within the Arizona Long-term Care System (ALTCS).
3	Env. Services Dept.	By the end of FY 2022, 75% of the incoming waste stream collected at the Maricopa County Transfer Stations will be recycled or beneficially used.
4	Air Quality Dept.	By the end of FY 2022, Air Quality will improve adherence to general permit requirements from 79% to 85% through active education and training initiatives and continued partnerships with the business community.
5	Elections Dept.	By the end of FY 2022, 85% of voters surveyed express satisfaction with their voting experience.



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

Strategic Goals

1	Office of Enterprise Technology	By the end of FY 2022, Maricopa County will work toward becoming an all-digital County by delivering online and mobile public access to County services, converting internal work processes to digital workflows and enabling a mobile workforce.
2	Human Resources Dept.	By the end of FY 2022, the first year turnover rate will be reduced to 10% and the overall length of the recruitment process or “time to fill” vacant positions will be reduced by 33%.
3	County Administration	By the end of FY 2022, the County’s Continuous Improvement Team will have engaged 95% of the County departments in the concepts, tools and benefits of lean management.
4	Facilities Mgt Dept.	By the end of FY 2022, improve the level of sustainability by reducing water and electricity consumption by 8% within County owned facilities.
5	Treasurer’s & Assessor’s Offices	By the end of FY 2022, in coordination with the Assessor’s Office, the Treasurer’s Office will increase the number of parcels enrolled to receive paperless statements to 8%.
6	Clerk of the Court	By the end of FY 2022, the Clerk of Superior Court will increase electronic filings by 27%.



Maricopa County will be 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.

Strategic Goals

1	Permitting Depts.	By the end of FY 2022, for those departments involved with permitting activities, increase the public's usage of web-based permitting tools by 25%. (Air Quality, Environmental Services, Flood Control District, Planning & Development)
2	Dept. of Transportation	By the end of FY 2022, the Department of Transportation will upgrade 50% of traffic signal controllers to support connected vehicle technology and expand the related communication infrastructure to improve transportation safety.
3	Planning & Development Dept.	By the end of FY 2022, the Planning and Development Department will analyze 100% of the 13 adopted area plans to determine applicability due to jurisdictional changes resulting from annexation, updated to include the most recent demographics and current conditions, and reviewed for conformance with the <i>Vision 2030</i> Maricopa County Comprehensive Plan.
4	Planning & Development Dept.	By the end of FY 2022, through the One Stop Shop, 80% of first reviews of permit plans and applications will be completed within 20 business days or less, and all subsequent reviews completed within 10 business days or less.
5	Recorder's Office	By the end of FY 2022, 90% of the total recordings will be processed electronically.



FISCAL
STRENGTH &
RESPONSIBILITY

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

Strategic Goals

1	Risk Mgt. Dept.	Through the end of FY 2022, maintain the total cost of Risk Management at less than 2% of County expenditures.
2	Finance Dept.	Maintain AAA Bond Rating through FY 2022.
3	Budget Office	Maintain through the end of FY 2022, a reserve balance equaling two months of the prior year's General Fund and Detention Fund budgeted operating expenditures.