WHAT IS THE 100-DAY PLAN?
The 100-Day Plan is part action plan, part assessment tool designed to focus MCSO efforts around five key areas. Together, these five areas define the department’s scope in its mission to deliver high quality service to the people of Maricopa County:
   1. Law Enforcement, Crime Prevention and Detention
   2. Fiscal Responsibility
   3. Community Relations
   4. Compliance With Court Orders
   5. ONE MCSO

WHY IS THE 100-DAY PLAN NEEDED?
MCSO is a large, complex organization whose thousands of employees deliver vital services to over 4 million people. Knowing where to apply limited resources for highest impact requires a pinpointed strategic analysis to ensure MCSO remains true to its service commitment and uses best practices to meet and exceed standards. The 100-Day plan provides internal and external guidance regarding the course we are setting.

WHAT DO THE FIVE AREAS COVER?
1. Law Enforcement, Crime Prevention and Detention
   A. Crime Statistics
      • Create a baseline of crime statistics to be used to establish goals for reducing crime in specific categories and communities.
      • Allow directional and comparative analysis and tracking of crime reduction performance in geographical and criminal offense categories.
      • Use data to ensure proper allocation of human and financial resources.
   B. Drug Education and Enforcement
      • Directs MCSO’s involvement in attacking the opioid epidemic from both a law enforcement and prevention standpoint.
      • Establishes working partnerships among law enforcement agencies, medical professionals, pharma, and diversion/addiction support groups to find the best solutions to this problem.
   C. Focused Enforcement Efforts on Specific Crime Categories
      1) Fraud and Scams Victimizing the Elderly
         • Educate this population about the dangers.
         • Train and equip the Posses to assist in this area.
         • Coordinate with ongoing efforts of other agencies.
2) Crimes Against Children
   • Enhanced response and internal expertise to ensure these victims are never again neglected.
3) Target Fugitive Apprehension
   • Repeat offenders commit a large percentage of crimes. Many are wanted fugitives. Taking them off the street will make our communities safer.

D. Coordinate the Role of the Sheriff’s Posse
   • Improve recruitment and training.
   • Ensure that the Posse meets specified standards.
   • Allocate the Posse to more specific tasks in support of professional law enforcement.

E. Enhance Partnerships with Police and Support Agencies
   • Strong partnerships with law enforcement and their support agencies will better deliver services to the community.

F. Commit to Enhanced Monitoring of Daily Policing and Use of Force
   • Establish a path for community involvement in the use of force disciplinary process.
   • Address the issues of mistrust that have developed between minority communities and law enforcement around use of force.
   • Create a rapid response review process to assess use of force incidents and immediately apply training ahead of the formal administrative review.

G. Better Support the Work of Detention Officers
   **Over 100 Days**
   • Set an expectation that becoming a Detention Officer is a career choice, not a job choice.
   • Explore advanced training opportunities for Detention Officers allowing them to assist those in custody with the core issues that contributed to their incarceration: substance abuse, homelessness, mental illness, and lack of job training and/or education.
   • Reinstate Special Response Teams to assist Detention Officers in dealing with threats and disturbances.

   **Longer Term**
   • Apply the Direct Supervision Model in the new jail, visibly and physically placing Detention Officers as a support presence in the inmate population on an ongoing basis, not during security checks only.
   • Using the abovementioned initiatives, position Detention Officers as career professionals who use their skills and training to cut recidivism and lower crime rates.

2. Fiscal Responsibility
   A. Appoint a “SPEAR” Committee (Sheriff Penzone’s Executive Advisory Review) to analyze selected programs and services to gauge:
   • Whether they are essential to the core mission of MCSO.
   • Whether they are effective in achieving the mission.
   • Whether they are the best use of staffing and financial resources.
Tent City will be its first agenda item. SPEAR, using data gathered in its analysis, will present its recommendations to Sheriff Penzone as one element to be used in formulating his going forward course of action.
B. Conduct an equipment and property inventory to determine whether MCSO possesses the equipment necessary to provide law enforcement and detention services.
   • Connect equipment inventory to its role in achieving the mission.
   • Develop processes to apply in the near future to reallocate or to identify and purchase equipment necessary to achieve the mission.
   • Create accountability systems for use and possession of MCSO equipment.
C. Reorganize MCSO to ensure the most effective deployment of personnel across the department.
D. Enhance relationship with the Courts system and conduct a review of Court Services to determine the best use of personnel in meeting its needs.

3. Community Relations
   A. Conduct Town Halls in the Districts and in communities that contract for MCSO services to inform constituents of our programs and activities and to get feedback and suggestions on improving our performance.
   B. Create community-specific, citizen advisory committees focusing on MCSO interactions with the entire population we serve with special emphasis on Hispanic, African American and LGBTQ communities.
   C. Identify and invest in the best methods to stop criminal animal abuse and neglect.

4. Compliance With Court Orders
   A. Work with the Department of Justice, the Court-appointed Monitor, ACLU and the U.S. District Court to make sure we are moving toward full compliance.

5. ONE MCSO
   A. ONE MCSO unites sworn deputies, detention/custody and civilian staff as a single entity.
   B. ONE MCSO establishes an atmosphere of continuous improvement with a goal of meeting and exceeding the standards of a high performing law enforcement organization.
   C. In the first 100 Days, we are advancing the concept of ONE MCSO through:
      • Setting clear performance expectations in our leadership teams.
      • Visits to Districts and jails to meet our colleagues and tour our facilities.
      • Internal town halls to get feedback.
      • Deliver positive and transparent communication with internal stakeholders, the community, and the media.

**HOW WILL MCSO EXECUTE THE 100-DAY PLAN?**
Leadership has started the process of orienting its command staff and line leadership. Specific task lists are being developed for assignment.

**HOW DOES MCSO MEASURE SUCCESS?**
Metric targets will be developed to set near term, mid-term, long term and stretch objectives.
DOES MCSO EXPECT 100% SUCCESS?
Complete success is always our goal, but we understand the immensity of the task at hand. If the 100-Day Plan drives a strategic and productive assessment and analysis of the way we have done business, the way we are doing business, and the way we should be doing business, then it will have achieved what it was designed to do: focus a large and complex organization. We will make adjustments in the 100-Day Plan as needed.

HOW WILL THE PUBLIC KNOW IF THE PLAN IS PROGRESSING?
Sheriff Penzone commits to a mid-term report the week of February 22nd and a final report in early May.

For More Information, contact:

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