# Pima County Sheriff’s Department Strategic Plan 2018-2021

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Message from Sheriff Napier

A well-defined strategic plan is a cornerstone to organizational development and achievement. For most of its history the Pima County Sheriff’s Department did not have a defined plan. Despite this, the department has functioned very well and provided excellent service to the people of our County. Yet, we lacked a long term focus and a sense of sustained direction.

“Would you tell me, please, which way I ought to go from here?”
“That depends a good deal on where you want to get to,” said the Cat.
“I don't much care where –” said Alice.
“Then it doesn't matter which way you go,” said the Cat.
“- so long as I get SOMEWHERE,” Alice added as an explanation.
“Oh, you're sure to do that,” said the Cat, “if you only walk long enough.”

— Lewis Carroll, Alice in Wonderland

We have not been entirely unlike Alice over our history. Our strategic plan defines where we want to go, how we intend to get there and ensures we simply do not walk long enough to simply arrive at some place in the future.

Using our Strategic Plan as a guide, we will make significant accomplishments to enhance public safety in Pima County and positively impact the operations of the department. Our new Mission, Vision and Values also serve to direct our efforts. A law enforcement agency should operate in accord with the best business management practices. This renewed sense of direction will assure that we do.

I commend the command staff for their excellent work in putting this together. Over the next three years, this plan will help us improve performance and provide even better service to both the County and our employees. The plan cannot sit on a shelf as an aspiration, it has to live and direct our work. Working together, we can make this plan come alive and ensure we arrive at that future we have defined.

Mark D. Napier, Sheriff of Pima County
New Vision: Overview of Department
Progress Under Sheriff Napier—Accomplishments 2017

- Fiscal management on track to realize budget surplus
- Granted additional $400,000 in GIITEM funds due to active engagement in State Level efforts
- Mission, Values, and Vision Statement 2017
- Fleet reappointment with new theme for the future
- Introduction of the Ford Explorer patrol platform
- Acquisition of a comfort canine to be employed in the MHST Unit to assist in dealing with citizens with mental health challenges
- Major progress in Digital Dictation System report preparation system
- Reframing patrol districts for full service with the addition of human and other resources
- Significant increase in proactive patrol and special deployments with drug seizures, arrests, and limited complaints
- Exploration of implementing comfort canines at the Detention Center to reduce stress/anxiety, a leading edge innovation unprecedented in the correctional domain thus far
- Development of the Office of Professional Standards and improved system of fielding complaints and internal investigations
- Department restructuring for increased efficiency and broader command responsibilities for leaner and more cost-effective management
- Improved efficiency in Off-Duty Employment Program
- Introduction of improved screening technology to intercept contraband at the Detention Center, improving safety for staff and inmates
- Moving forward with recruitment and training of new deputies
- Introducing part-time Corrections Officer program to relieve financial liabilities related to overtime
- Increased Department representation of the Sheriff in the community and at the state level to better position the Department as a leader in law enforcement and to rally support for internal efforts
- Negotiated financial reimbursement for PCSD support of the U.S. Forest Service in overlapping jurisdictional areas
- Robust Sheriff’s Auxiliary program continues to support Department operations
- Allied with other Border Sheriffs, the PCSD worked with U.S. Representative McSally to secure increased funding related to border issues
- Participation in worthwhile fundraising projects and community involvement to raise awareness and good will for law enforcement in Pima County
Introduction

The Pima County Sheriff’s Department recognizes the importance of future planning with an emphasis on maintaining operational function while extending the Department as a community resource. Nurturing operational flexibility that adjusts as we identify new needs and challenges remains central to this initiative.

Much of our ability to deliver on our Mission commitment hinges on our internal functionality. This requires close analysis of our processes and priorities to identify winning strategies and eliminate waste. Additionally, we must ensure transparency and accountability. All our internal improvement efforts must result in positive community outcomes. Therefore in all of our efforts we must correlate our operations to improvements in safety, emergency response, crime reduction, and lasting solutions.

This strategic plan is composed of five domains with measurable results on a three year timeline. These domains include fiscal responsibility, staff development, communication & community relations, agile workforce, and technological advancement. Within these areas we have established several goals which will serve to bring the strategic aims into reality. Ultimately, these innovations and the work necessary to realize them should trigger a cascade effect in which energized leadership provides support for professional growth in a workforce that delivers outstanding public safety service, setting the standard for law enforcement agencies across the nation.

We recognize that progress requires engaging every staff member in analyzing their functions and inspiring them with the best information, professional opportunities, and guidance possible. In addition, we view community engagement and partnerships as critical components of our success. In each of these strategic domains, we will look to see the benefit to our community from accountability for every dollar of funding to the apprehension and prosecution of those who would prey on our citizens. We pursue these aims as we do our daily tasks—with sensitivity to the needs of those we serve and with unwavering commitment to the principles of ethical policing.
MISSION STATEMENT
To work in partnership with our community and surrounding agencies to provide effective and professional public safety services with integrity, honor, and compassion.

VALUES STATEMENT
The Pima County Sheriff’s Department embraces these Core Values: Respect, Trust, Excellence, and Service.

Respect: As community servants, the Sheriff’s Department will treat the public and each other ethically and with dignity.

Trust: The Sheriff’s Department understands trust is earned from our community, through honest actions and open dialogue.

Excellence: Department members will provide the highest level of customer service, constantly seeking improvement which evolves with the needs of our community and our Department.

Service: Members of the Sheriff’s Department place the wellbeing of others above their own. Recognizing the importance of each Department member, we do our utmost to encourage and assist one another to develop as professionals.

VISION STATEMENT
To be a leader in public safety through innovation, continuous learning, and quality leadership we will pursue and employ the best trained, equipped, and committed professionals who demonstrate the highest standards of excellence. We will enforce laws, preserve the peace, prevent crime, and apprehend offenders while providing secure and humane detention of persons entrusted to our care. We will remain committed to enhancing the quality of life for all the people of Pima County.

MOTTO:
Service with Honor Since 1865
Organizational Structure

Sheriff
Mark D. Napier

Corrections Bureau
- Corrections Support Division
- Inmate Management Division
- Inmate Services Division
- Support Services Division

Operations Bureau
- Administration Division
- Criminal Investigations Division
- Patrol Division
- Specialized Response Division

Office of Professional Standards
Executive Summary

The Five Strategic Domains include Fiscal Responsibility, Staff Development, Communication/Community Relations, Agile Workforce, and Technological Advancement. These overall areas will provide the overarching framework for a series of focused goals which will be addressed over the next three years. Each goal is designed to be specific, measurable, attainable, results-oriented, and time specific (commonly referred to as the “SMART” approach to goal setting and management).

Fiscal Responsibility: The Fiscal Responsibility Domain will define an approach to ongoing budget controls while examining operational needs with respect to equipment, staffing & recruitment, and improved point-of-service functions in our Logistics Section. Many of these efforts will be interconnected with other domains, especially in addressing the demands of the “Agile Workforce” concept which includes designing a part-time Corrections Officer function and reviving a Reserve Deputy function. In addition, establishing an auditing and inspections platform will address the necessity of regulatory compliance, efficiency, and liability reduction.

Staff Development: The Staff Development Domain will identify cutting-edge training opportunities for our supervision and command teams that will enrich the understanding of sound police administration concepts and will further each member’s ability to bring the very best support and guidance to line staff. In addition, internal training efforts will be reviewed to improve efficacy and delivery of ongoing development utilizing digitized formats and other media to ensure all members are equipped with up-to-date and motivating professional tutelage.

Communication and Community Relations: The Communication and Community Relations Domain will focus on community engagement in policing activities, including the use of intelligence-gathering strategies precisely directed toward quality-of-life impact. This domain will also extend to the detention service area with examination of design options at jail intake and improved workflow systems to support re-entry that includes collaboration with community partners.

Advancing an Agile Workforce: The Agile Workforce Domain will focus on analysis of district boundaries and institute meaningful geographical changes meant to enhance service delivery (realized in quicker response and increase of district level resource availability). In addition, special functions will be addressed for improved efficiency including a unified Officer-Involved-Shooting (OIS) Team in Criminal Investigations, instituting a reserve deputy program as a force multiplier, and implementation of a part-time/intermittent corrections officer program to mitigate and control overtime costs related to detention center staffing. All of these efforts will be supported by a professional crime analysis program that will provide meaningful strategic support for both Patrol and CID.

Technological Advancement: The Technological Advancement Domain will address several areas of the mission with improved and current systems. Exploration of drone technology and its applicability in law enforcement situations will inform procurement decisions that will impact patrol support and other investigative and safety functions. Implementation of the National Incident Based Reporting System (NIBRS) crime classification method will bring Pima County crime tracking and statistics to the next level and improve analytical capacity in the future. RFID technology that will allow for precise inmate tracking will be explored to bring next generation safety modalities to the Detention function in our Corrections Bureau.
Fiscal Responsibility

The Fiscal Responsibility Domain is supported by the following goals:

Budget and fiscal management will be brought down to the section management level to maintain tighter controls on expenditures and financial outputs. By making formerly internal budgeting functions available to line level management, we will engender a closer connection to financial accountability while also soliciting input from managers as to recommended budget priorities. This added dynamic will not only enhance line management’s awareness of real budget parameters, but will also allow each Department section greater control to manage its own specific programs and initiatives. This will result in more accurate spending predictions through increased ability to monitor spending trends. It will also introduce controls aimed at managing financial strain throughout the budget year. This goal will be rolled out starting in January 2018 with the availability of section budget breakdowns, and continue with dynamic finance/budget orientation for managers running through September 2018. This will dovetail into the development of an input instrument for managers and section leaders to assist in identifying budget priorities for each section and in the larger budget picture, the Department as a whole. These priorities will be used as benchmark projects for fiscal year 2018-2019. This process of developing closer, section-level budget management will continue as the final adopted budget is provided to each section manager.

The Pima County Sheriff’s Department recognizes opportunity for sharpened financial awareness in our Logistics operations and therefore an audit of both assigned property/equipment and consumables will be undertaken by January 2019. This will serve to identify surplus overages and savings opportunities as we seek to streamline supplies and make a priority of necessary equipment and goods for efficient operations within all aspects of the Department.

The increased situational awareness afforded by the proposed audit will complement efforts to improve customer service in the Logistics Section. With greater awareness of inventory deployed to the field and a more realistic understanding of the equipment and supplies necessary for operational readiness and daily consumption, the Logistics Section staff will be positioned to quickly and efficiently respond to supply requests that will keep the Department in the appropriate readiness posture while limiting unnecessary and costly overages that do not benefit Department functions or fulfill community needs.

In addition, Corrections staff experts will undertake a redesign of spaces at the Mission Facility to improve space utilization and staff/inmate ratios. This will also free space for higher security housing at the Main Complex. By smartly locating inmates and focusing staff where needed, these functions will become less costly and enhance security in the detention function.

The Pima County Sheriff’s Department leadership embraces these financial goals which complement its overall strategic commitment to fiscal responsibility. As ongoing operations proceed, all Department leaders will continue their engagement with sharp financial strategies designed to eliminate excess and provide exemplary service to the community, focusing resources on essential and specialized functions that directly benefit the citizens of Pima County.
Staff Development

The Staff Development Domain is supported by the following goals:

The Sheriff’s Department’s highest priority has long been the development and deployment to the community of well-informed, tactically proficient law enforcement professionals. We recognize that providing these services requires sensitivity, a refined understanding of legal concepts, and the ability to apply tactical techniques to reduce risk to the citizens and efficiently deliver solutions to complex situations. In short, our commitment hinges upon the proposition that the community benefits from having the best trained, most professional deputies and corrections officers possible.

In order to address the Department’s staff development needs, we will immediately begin seizing opportunities unique to command and leadership. The forward-looking agenda at the Sheriff’s Department depends on supervisors and managers who are adept at utilizing enlightened management techniques to create relevant policy, set ambitious and attainable expectations, and provide watchful oversight of department functions. Therefore the continuing education of command and supervisory staff remains a priority, and over the next three-year period, the Department will engage in collaborations with partners inside and outside of law enforcement, including experts from the University system, national and international experts, and recognized law enforcement leadership with proven strategies to offer.

Beginning immediately, the Training Section will evaluate the Department’s approach to Advanced Officer Training with an aim to redesign/reformat training practices. Proposed changes will reflect identified benefits brought from committing to optimum frequency of training iterations, class size, training methodologies and measures of success. The recommendations born from this evaluation will be completed no later than March 2018.

The Training Section will also be exploring technologies related to digital delivery of academic materials in formats and on a schedule that will potentially free-up time during formal training sessions that has traditionally been dedicated to classroom activities so that the focus can shift to increasing proficiency practice and dynamic scenario-based exercises. The software associated with such proposed training should allow access through several Department technologies and should interface with training records for maximum efficiency. This objective should be completed no later than December 2018, and upon adoption, be ready for implementation no later than December 2019.

We anticipate the completion of these Training Section goals to yield new insights that will inform adjustments to Advanced Officer Training evolutions. More frequent training with smaller class sizes should result in a reduction of remediation and a reduction in weapons qualification challenges. Implementation of this new approach to advanced training should be completed no later than December 2020.

An immediate and ongoing effort in the Criminal Investigations Division will focus on individual career development and exposure of investigative functions to field deputies who are temporarily assigned to CID to experience the roles and duties of detectives. The interface between patrol deputies and seasoned detectives will enhance awareness of the breadth of concerns within the criminal justice process and provide insights to field deputies about the nuances of investigations, documentation, and the critical steps that can be taken in the field to improve the solvability of cases in the long term. While this is not structured as a formal training cycle, it is an investment in the overall development of staff that translates directly into more successful outcomes of criminal investigations. By sharing knowledge and
revealing advanced protocols and concepts to patrol, CID benefits from a more thorough initial investigation and the community benefits from a more nuanced and sensitive approach to providing the investigative services they require.

Within CID, a volunteer mentorship program will be instituted designed to support the development and fulfillment of career goals of individual members pursuing career interests in criminal investigations. This goal will require the identification of seasoned mentors, the provision of mentoring training along with a mentor guide/standard operating procedure, and the exploration of topics and competencies worthy of the program. This goal seeks to engage the ample internal resources whose talents and experiences can greatly enhance the development of those detectives entering the CID function and seeking to identify for themselves a career path and desired skillset. By creating opportunities for subject matter experts and highly successful detectives to share their knowledge with developing detectives, individual goals can be met while more effective and confident members emerge from their mentoring experience. The CID Mentoring Program will be ready for implementation no later than December 2018.

In the Patrol Division, a program to examine, measure, and analyze patrol activity will be undertaken that will be integrated into Standard Operating Procedures by July 2018. This will be supported by software that will automate the collection of data, and supervision and management will engage in reinforcing and recognizing newly incentivized self-initiated patrol activity by July 2019. This goal is intended to more accurately collect and measure patrol activities and to encourage meaningful community engagement and enforcement practices.

In the Corrections Bureau, continuation of the process of accreditation by the National Institute for Jail Operations will see inspections and review by the NIJO team in January of 2018. As all processes are in place for qualification, it is anticipated that our facilities and operations will receive national accreditation in early 2018. This process reflects the Department’s commitment to leading edge strategies in all of our functions. It is our aim in the Corrections realm to provide the most professional, safe, and secure services for the community. This is accomplished when inmates are housed in humane conditions and when security features and staff training reflect the highest standards.

The Department maintains an ongoing commitment to staff development and envisions a great potential to bring service delivery of these specific programs to the next level. It is our aim to embrace professionalism, expertise, and sensitivity to the mission that makes the highest priority of the rights and safety of the community and delivers justice whenever possible. The community benefit embodied in these goals will be realized in every element of Department contact and will remain our focus over the strategic period.
The Communication and Community Relations Domain is supported by the following goals:

The Support Services Section will establish stronger community connections through the exploration of technology and media to include video, smart phone applications, and focused messaging through social media with a specific aim to combat property crime in Pima County. This effort will include a statistical analysis of property crimes from 2017 through December 2019. This data will be used to define prevention and awareness tips which we will provide to Pima County residents. This education piece will serve to engage the community directly in recognizing potential vulnerabilities, self-directed actions citizens can take to reduce their risks, and reporting opportunities that can lead to intervention and apprehension of criminals. This project is projected to launch in January 2020.

In recognition of the benefits realized from partnering with community experts to help us in our mission, Corrections staff will work to improve workflow areas at the Detention Center intake unit that will include the establishment of space for community partners who can assist with inmate processing issues and providing critical services related to inmate assessments in anticipation of reentry into the community. This workspace redesign will allow for this function and data entry and research that is necessary to complete these tasks. Redesign will also reflect optimum observation/supervision of arrestees in the lower level holding area, generally increasing efficiency in the intake unit.

Related to the necessity to enhance inmate reentry potential and reduce stress conditions present in our correctional facility, the Corrections Bureau will obtain comfort dogs to be utilized inside of the Pima County Adult Detention Center. This project will be driven by research into the most appropriate use of comfort animals in this unique setting and monitoring and surveying of inmates and staff to assess the effects of the animals’ presence will be ongoing. It is anticipated that the comfort dogs will aid in the reduction of tension and negative events inside the correctional facility, a benefit enjoyed in other venues such as courts, hospitals, and other facilities where people experience high tension situations. While this project is already underway with funding secured, the selection of the animals, handlers and obtaining appropriate training and vehicles associated with the animals will occur in upcoming months with the project fully implemented by March 2019.

Another element of Community Relations involves the Sheriff’s Department’s efforts to attract and recruit the very best candidates to serve in a variety of official capacities. In light of this important task, an aggressive Marketing and Recruitment plan and campaign will be developed beginning January 2018 and launching May 2018. These efforts will be focused on substantially increasing our pool of eligible candidates by attracting those qualified to the numerous positive features of our Department and the career field, in general.

To complement marketing and recruiting efforts the Department will also begin exploring a Department wide rebranding effort to better connect with next generation job force candidates. This will employ marketing specialists and utilize the marketing and recruitment plan and campaign and be implemented by November 2018.

All of these efforts serve the overall strategy of maximizing our engagement with the community through modalities that serve to inform and educate our citizens. In addition, we understand the urgent need to continually attract new and excellent people to our ranks and utilizing the best marketing strategies and programs to expose the opportunities available here and to reveal the interesting and fun career paths is critical. We are committed to these efforts and will be striving to find the most effective ways to connect with our constituency during this strategic period and beyond.
Agile Workforce

The Agile Workforce Domain is supported by the following goals:

The Agile Workforce concept depends on applying human resources in a manner that maximizes service delivery in the most efficient and cost-effective way possible. This effort begins with the Patrol District Boundary project which involves the evaluation of geographical service boundaries and the identification of adjustments that would shorten response times, improve officer safety, and make district level resources available faster. This project research will begin immediately with proposed changes identified by January 2019. Necessary technological supports and geo-based adjustments will be projected for completion January 2020. District boundary changes will dictate staffing adjustments within set levels.

In support of changing workforce demands and recognizing the need for shrewd fiscal choices, the next goal will be to revitalize the Reserve Deputy Program. This project will be managed by the Specialized Response Section and will outline the management of a Reserve Deputy workforce, specifying required qualifications and eligibility, minimum hours required, and district deployment to ease staffing strain and enhance service delivery. We recognize the benefits in reduced liability and experience available by extending this human capital to the community and see this program ready for January 2020 implementation, upon Board of Supervisors approval.

Similar to the staffing demands that suggest the benefits of a Reserve Deputy Program, we see great potential in the development of Part-Time Corrections Officer positions, already underway. Tapping this creative employment option makes available employment opportunities to those seeking the flexibility of part-time employment while extending Corrections Bureau staffing to ease shift coverage strain historically covered by overtime workers. Projections calculated at standard pay rates already indicate substantial taxpayer savings and measurable ease to human resource overextensions. Full implementation of this project is projected to be mid-2018.

With improved efficiency in mind, the Criminal Investigations Division will set about creating a unified Officer-Involved-Shooting investigative team. By combining members of the Robbery Assault Team and the Homicide Detail who have historically divided OIS investigative tasks based on incident outcome, investigations will show greater consistency, investigator development and skill-building will be enhanced, and the unified team will benefit from completing internally and externally provided training. This approach will enhance consistency and efficiency and deliver leading edge work product. The Unified OIS Team project will be completed by December 2019.

In support of all Department missions and in preparation of Federal Emergency Management Agency (FEMA) Type 3 events, the Patrol Division will be reinvigorating an Incident Management Team (IMT). This project will involve filling staff positions and training IMT members, as well as updating Department Incident Command System (ICS) forms and manuals to include IMT deployment criteria by December 2019.

In order to “work smarter” and apply appropriate intelligence supported strategies to law enforcement missions, fully functional Intelligence Analysts will be trained and deployed in the Patrol and Criminal Investigation Divisions to enhance problem solving through the identification of crime trends, strategic planning, and implementation of crime reduction and enhanced safety measures throughout the districts. This function will directly translate to community benefits in delivering more purposeful strategies with lasting solutions. The Intel Analyst project will be completed no later than January 2021.
The Sheriff’s Department recognizes the need to be forward thinking in our exploration and adoption of technologies that will enhance mission performance. In the next three years, there are several exciting areas of development that will position the Department on solid footing for combating crime into the future.

One of the ways in which law enforcement can work smarter is through advanced crime reporting and analysis mechanisms. The Sheriff’s Department is set to implement the National Incident Based Reporting System (NIBRS) which will expand the data recorded that characterizes crime activity as identified through reports and investigations. This project will involve several components including expansion of existing database capacities and interfaces with other departments within Pima County who utilize the same Spillman system (PCSD records and activity database) for recording crime information and investigative details. Project planning is already underway with personnel training projected to be completed by August 2018 and final compliance achieved by June 2019. This project will be complemented by substantial technological system changes in support of our Mobile Data automation network, set for completion by April 2018 and a major Spillman Linux upgrade to be completed by September 2018.

In Specialized Response, the development of an aerial drone program will be undertaken with projected implementation by December 2020. Current planning projects aerial drone applications in scouting functions in support of SWAT operations and in assisting search and rescue operations, with unlimited applications possible in the future.

In the Criminal Investigations Division, developing an Evidence Collection Team with projected completion by December 2019, aims to bring to bear the best in forensic science technology and expertise in a deployment-ready orientation that will save time and overtime expenditures by ensuring expert crime scene processing that will free detectives to focus on other elements of investigations. Also in CID, crime scene photography and other photographic material currently stored in the Department’s DIMS system, will be made more accessible through substantial upgrades with support training to improve the utility of the system and reduce the time and resources previously required to process photographic evidence. These elements of streamlined processes will be supported by re-tasking human resources and expertise and implementing technological upgrades that will be meaningful and cost-effective.
Technological advances will be deployed in meaningful ways across the Corrections Bureau, as well, in the form of several strategic goal projects. Specifically, technological and software driven options will be explored to better manage critical task performance and documentation related to inmate management and facility safety. This element which projects the ability to scan in safety checks and other functions rather than the slower process of typing in entries, will be completed by December 2018.

Also within the Corrections realm, exploration of Radio-frequency identification (RFID) technology that can be used to track inmate locations will commence. This will substantially improve the ability to accurately track inmate locations which enhances safety, security, and accountability within the detention facility. Research, infrastructure and technology vendor interactions, and implementation is projected to take between 13 and 29 months to complete, well within the three-year strategic period.

Another enhancement proposed for the Corrections Bureau is the implementation of automated key control systems. Implementation of this technology introduces enhanced accountability for key sets wherein location and assigned personnel are clearly documented. Going through a similar research and acquisition process as with RFID technology, the projected completion for this element is between 8 and 19 months, also within the scope of the three-year strategic period.

Continuing with the theme of advancing capacity and efficiency within the Corrections function, introducing effective and facility-compatible portable/cordless phones for use within inmate housing units is a critical goal. This technological advancement will position corrections officers to more readily fulfill the expectations associated with direct inmate management without the restrictions associated with manning a desk phone that rings frequently with intra-facility communications. While this technology is perhaps the simplest among those proposed, it is nevertheless a “high impact” technology with potential to greatly improve mobility and efficiency of officers within the detention facility and is projected to be completed by August 2018.

While these represent formalized project goals within the Technological Advancement Domain, the Sheriff’s Department is committed to the exploration and adoption of advanced technologies whenever possible and when they can be balanced against fiscal goals and overall mission parameters. There is no doubt new innovations will come to light in the coming months and years and we will enthusiastically continue to evaluate when these technologies can make the community safer and our operations more efficient.
The Process: “Creating the Plan”

As with all strategic planning, the development of concrete goals and an implementation plan for those goals involves creativity, imagination, and courage. This plan represents progress points in each Department division as identified by those who lead them. Each commander, challenged to identify areas for focus in the next three years, has risen to the task in researching their particular areas of responsibility to identify best practices, technological trends, and human resource deployment strategies to define a direction for progress into the coming years. There is an energy to this process born from collaboration, shared principles, and individual expertise and excitement related to pushing into new territory and shepherding people and programs on a path of meaningful improvement to be enjoyed now and into the future.

We are ever mindful of our commitment to the community and the need to lead the Sheriff’s Department forward . . .

We are ever mindful of our commitment to the community and the need to lead the Sheriff’s Department forward in a way that reflects firm adherence to public safety principles balanced by guardianship of the rights of our citizens, on whose support we depend. It is with this sensibility that we move forward in pursuit of excellence and constant improvement and with openness and respect for the people we serve.
A. Administration Division
   a. Goal 1: (IST) Implementation of National Incident Based Reporting System (NIBRS)
      i. Objective a: Create a project framework
         1. Identify sponsors, stakeholders, project team leaders and structures
         2. Create collaboration space for all project documents for tracking and monitoring
         3. Team leaders will be selected by March 2018, work delivered by end April 2018
         4. Result—framework will be in place and all human resources selected. All project information will be accessible on project portal
         5. NCS-X grant has been awarded to PCSD and accepted/completion by January 31, 2018
         6. Completed (date) ________________
      ii. Objective b: Develop project plan for NIBRS implementation
         1. Using Project Management (PM) techniques, leadership will construct project blueprint, define training needs for team, and procure server/storage hardware and NIBRS reporting capability add-ons for Spillman
         2. Project updates available on project portal, Mobile Data Automation Network equipment will be delivered with support equipment, Spillman Learning Management System will be activated, and PCSD staff will be creating PCSD specific IBR training modules.
         3. March 2018-June 30, 2018. All affected divisions of PCSD will be involved in this phase.
         4. Result—Project plan will be in place and in review by PCSD staff; product specifications will be identified and ordered for arrival before April 30, 2018.
         5. All items of this phase will be completed by June 30, 2018.
         6. Completed (date) ________________
      iii. Objective c: Mobile Data Automation Network installation, testing, delivery and training for all deputies
         1. PCSD IT will install 32 internal wireless access points and 14 external wireless access points across facilities. Power over Ethernet (PoE) will be installed at substations and hangar
         2. High speed wireless access will be available within parking lot area of headquarters, substations, and hangar. Training material will be in place on project portal and Department portal. Deputies will be accessing Spillman and other PCSD resources via wireless network
         3. Installation will run April 7, 2018 through June 30, 2018.
         4. Result—Deputies will be able to perform necessary data entry via MDC
         5. All items of this phase will be completed by June 30, 2018.
         6. Completed (date) ________________
iv. Spillman server/storage environment installation, testing Linux and latest Spillman and IBR modules and forms
   1. Transition from UNIX to Linux platform, implementation and testing for NIBRS module and field reporting forms. Set up and testing for field input by end-users (deputies). IST will begin process of developing PCSD-specific training in Spillman RMS.
   2. PCSD and Spillman representatives will work to ensure environment is functional and to standard for hand off to PCSD IST staff
   3. This phase will run from February 2018 until September 30, 2018.
   4. Result—This project will prepare the environment for PCSD to begin inputting data into the new system
   5. All items of this phase will be completed by September 30, 2018.
   6. Completed (date) ____________________________

v. NCS-X and Spillman collaboration to ensure FBI NIBRS standards are met (Data Collection Guidelines)
   1. Configuration and customization of RMS for NIBRS reporting modules to ensure test units are in compliance
   2. NIBRS Compliance Assessments will be completed and validated. Spillman recommendations and PCSD IST staff work toward implementation. Ensure all NIBRS modules, forms and reporting capabilities are operational and compliant
   3. Thorough and intense testing completed during this phase.
   4. Result—Close monitoring for trouble-shooting and problem identification to design training modules within Spillman LMS for staff.
   5. All items of this phase will be completed by September 30, 2018
   6. Completed (date) ____________________________

vi. NIBRS training team will define training components for deputies and other staff. NIBRS Training and Implementation Plan will be provided for review and approval. Appropriate personnel and vendors/consultants will train.
   1. Training component for deputies and support staff
   2. Spillman access and “train the trainer” program for line-staff training supplementation and coaching
   3. Training held every 2 weeks (minimum) for all staff coverage
   4. Result—all staff will demonstrate proficiency level based on their user functions
   5. All staff will be proficient by October 31, 2018
   6. Completed (date) ____________________________

vii. NIBRS project team collaboration with AZ DPS on submission of NIBRS compliant data; upon testing and verification, department will obtain certification to submit NIBRS information as a NIBRS-compliant and reporting agency
   1. Collaboration with state UCR program with AZDPS. Testing and submission of NIBRS data to state and federal authorities; department will obtain certification by the FBI
2. 100% compliance is required to obtain compliance.
3. PCSD IST collaborates with AZDPS with goal at 4 months (prior to declared project end date)
4. Result—PCSD certification by AZDPS and FBI
5. Compliance will be achieved by June 30, 2019
6. Completed (date) ________________________

b. Goal 2: (Finance) Improve understanding of department’s budgeting process and encourage commanders and managers to provide input on achievable financial goals
   i. Provide budget related information to department
      1. Load pertinent information, data, and dates to P drive
      2. Complete by January 31, 2018
   ii. Create training opportunities for commanders and managers
      1. Provide group/individual sessions as needed
      2. Number of attendees will be tracked
      3. Start training in September 2018
   iii. Develop input forms to be completed by commanders and managers
      1. Type of form, format, and quantity to be designed
      2. Track the number of responses
      3. Complete by June 30, 2018
   iv. Operational needs are identified and prioritized
      1. Review and prioritize the input forms submitted with Administrative Division Commander
      2. Track the amount of funding obtained and recommend alternative financing sources if declined by the County
      3. To be completed during each budgeting process starting with FY 18/19
   v. Reporting of final budget adoption by Board of Supervisors
      1. Provide report to commanders and managers on the adopted budget for each year
      2. Distribute adopted budget by unit to appropriate individuals
      3. Report distributed by July 31st of each year

c. Goal 3: (Personnel) Marketing and Recruitment plan to increase number of viable applicants by 300-500%
   i. Marketing and Recruitment Plan
      1. Develop a marketing/recruitment plan coordinating with marketing specialist focused on millennials by meeting the hierarchical needs most important to that population within 2 months (January 2018)
      2. Implemented within 2 months (January 2018)
      3. Utilizing concepts accessible through available research, plan creation is achievable within 2 month time frame
      4. Result—given recruitment challenges experienced by LE agencies nationwide, employing marketing strategies customized for specific target population aims to increase eligible applicant pool 3 to 5 times over the next three years (November 2020).
      5. Plan in place by January 2018
ii. Marketing/Recruitment Campaign
   1. Coordinate with Department Marketing Specialist to implement Marketing/Recruitment Campaign focused on millennials (needs-based strategies) within 6 months (May 2018)
   2. Plan will be coordinated with Marketing Specialist for implementation within 6 months (May 2018)
   3. Concept-driven marketing strategies will be ready for rollout within 6 months (May 2018)
   4. Result—The Marketing/Recruitment campaign will increase eligible applicants 3 to 5 fold over three years, to the exclusion of competitors
   5. The Marketing/Recruitment Campaign will be launched within 6 months (May 2018)

iii. Rebranding
   1. Rebrand the Department through more effective marketing tools focused on millennials by connecting with their hierarchical needs within one year (November 2018)
   2. Rebranding will occur by coordinating with the Marketing Specialist and utilizing the Marketing/Recruitment platform to implement within one year (November 2018)
   3. Leveraging the recruitment plan and campaign, the Department can identify tools necessary to maximize effectiveness in drawing more eligible applicants to hiring processes (November 2018)
   4. Result—Marketing tools/rebranding efforts will assist in increasing the number of viable applicants by 3 to five times within 3 years (November 2020)
   5. Rebranding the Department with proper Marketing/Recruitment tools will occur within one year (November 2018)

d. Goal 4: Training: Advanced Officer Training Overhaul
   i. AOT Overhaul
      1. Analyze AOT format/schedule and delivery to identify opportunities for increased practical training time made available through transferring appropriate classroom instruction to digital format (March 30 2018)
      2. Identify appropriate software and implementation technology for virtual delivery (December 31, 2018)
      3. Format digitized training material for distribution utilizing internet/online platform (December 31, 2019)
      4. Implement (rollout) restructured AOT with digital component and increased practical experience time (December 31, 2020)

B. Patrol Division
   a. Goal 1: Patrol Activity Program: Define, measure and increase patrol activity for deputies assigned to the Patrol Division
      i. Objective 1: Define what types of activity should be quantified. This document should be incorporated in the Patrol Division SOPs. (April 1, 2018)
ii. Objective 2: Develop a consistent, repeatable and automated method for measuring activities (identified by Objective 1) (July 1, 2018)

iii. Objective 3: Develop a program to reinforce, recognize and incentivize onsite activity (January 1, 2019)

b. Incident Management Team: Fully staff and train an Incident Management Team (IMT) capable of managing FEMA Type 3 events
   i. Objective 1: Confirm IMT structure and identify personnel to fill each position, including alternates. (April 1, 2018)
   ii. Objective 2: Identify training needs for IMT personnel. Prioritize training needs and send identified personnel to training opportunities (ongoing effort to maintain operational readiness), core function training (January 1, 2019)
   iii. Objective 3: Review and update department ICS forms and manuals; ensure IMT personnel are supplied with manuals and familiar with related forms (January 1, 2019)
   iv. Objective 4: Create and implement an annual exercise plan for IMT personnel. Conduct first annual exercise (July 1, 2020)

c. Patrol District Boundary Evaluation: Evaluate district boundaries, identify and implement changes and redistribute patrol staffing
   i. Objective 1: Evaluate current district boundaries considering geography, population, crime trends, traffic patterns and other public safety concerns (July 1, 2018)
   ii. Objective 2: Identify necessary changes to district boundaries. Changes should be made to increase efficiency, reduce response time and improve officer safety (January 1, 2019)
   iii. Objective 3: Work with all stakeholders including IST, Communications and District staff to implement changes to district boundaries. Boundary changes must be recognized by Spillman users, dispatchers and commissioned staff. (January 1, 2020)
   iv. Adjust Patrol Division staffing, if necessary, to maximize efficiency based on new district boundaries. Staffing levels should not exceed 239 deputies, 32 sergeants, and 14 PSSS (January 1, 2020)

d. Creation of Intel Analyst Positions: Create and fill Intelligence Analyst positions to support Directed patrol units in Foothills, San Xavier, and Rincon Districts. Foothills will be responsible for Tucson Mountain and Rincon will be responsible for Green Valley
   i. Objective 1: Develop Standard Operating Procedures for Intel Analysts (January 1, 2021)
   ii. Objective 2: Hire, train, and deploy Intel Analysts in FH, SX, and RIN Districts (January 1, 2021)

C. Criminal Investigations Division
   a. Goal 1: Create unified Officer Involved Shooting (OIS) Team
      i. Combine detectives from Robbery Assault Team and Homicide Unit to form one OIS team
      ii. Investigations will become streamlined and consistent with enhanced standards shared across all investigations
iii. Process will consist of both internal and external training evolutions to provide team with necessary exposure to concepts and standards regarding these situations
iv. Result will see all members trained to the same standard and assigned to the newly unified team with appropriate adjustments for call responsibilities, etc.
v. Completed by December 2019

b. Goal 2: Create an Evidence Collection Team
i. Identify ten PCSD personnel who will be solely responsible for processing crime scenes and collecting/preserving appropriate evidence
ii. Potential to decrease stand-by and overtime expenses by 50%. Consistent and expeditious collection of evidence improves efficiency and competency
iii. Process will consist of identification of personnel and providing/identifying appropriate training in this area
iv. Result will see complete selection and training of assigned personnel
v. Completed by December 2019

c. Goal 3: Improve DIMS system and security in the archiving of digital images
i. Install DIMS stations in districts/CID, update DIMS to organize and archive PR/historical department photographs
ii. Members/civilians can upload digital images at district/CID (eliminating transfer and wait time related to current centralized processing)
iii. Process will include training module to orient department members and civilian support staff in direct use of the system
iv. Result will see completion of digital training during 2018 AOT cycle and civilian training 2018. Scan dated PR/historical negatives and upload to DIMS
v. Completed by December 2019

D. Specialized Response
a. Goal 1: Revitalize Reserve Deputy Program
i. Have a Pima County Reserve Deputy Program up and running by January 2020 (to include Board of Supervisors approval)
ii. Create policy that outlines specifics of a Reserve Deputy Program
iii. Determine the number of hours reserve deputies must contribute and deploy reserve deputies deployed to all areas of the department where staffing needs can be met
iv. Result—the addition of Reserves to the workforce will assist staffing and overall goals of the Pima County Sheriff’s Department
v. Completed by January 2020

b. Goal 2: Develop an Aerial Drone Program
i. Create an Aerial Drone Unit as part of the current Air Unit by December 2020
ii. Use aerial drone in conjunction with SAR missions, SWAT missions, and patrol functions
iii. Result—aerial drones will provide a variety of information to ground operations to include “scouting” function for SWAT warrants, assistance in Search and Rescue searches and patrol assistance
iv. Completed by December 2020
E. Support Services
   a. Goal 1: Conduct an audit of issued and consumable asset inventories to reduce budgetary related costs
      i. Update the QTEL system with audit findings of consumable and issued equipment
      ii. Analyze inventory and costs of consumables and issued equipment
      iii. Identify and centralize surplus inventory
      iv. Reduce surplus consumables and related budgetary expenses
      v. Completion by January 2019
   b. Goal 2: Improve the Logistics Section’s customer service
      i. Cross-train all employees to eliminate specific job roles and improve overall efficiency
      ii. Evaluate staff proficiency in the various roles within Logistics
      iii. Redefine expectations of acceptable customer service relating to each role within the Section
      iv. Improve/reduce wait times for department members and overall customer satisfaction
      v. Completed by January 2019
   c. Goal 3: Support PCSD mission of extending community partnerships (Community Services)
      i. Marketing, department video, phone application, increase in social media
      ii. Comparison of property crime statistics from calendar year 2017 through December 2019
      iii. Establish education material for citizens related to PCSD services and how to protect themselves from property crime
      iv. Reduction of property crime in PCSD jurisdiction
      v. Completed by January 2020

F. Corrections Support
   a. Goal 1: Reconfigure workflow area in the intake unit to accommodate Community Partners
      i. Relocation of the officers’ workstation to the upper staff area to accommodate Community Partners. Equip cubicles will have data drops to allow computer installation and ample space for interviews and work.
      ii. Workstation for arrestee processing will be relocated to upper staff area, redesign to include Morpho work stations, photograph workstations and computers configured to improve efficiency while maintaining security on lower level. Data drops, counter space for workstations and physical site changes will be made to accommodate new configuration
      iii. Design for area reconfiguration will be completed January 2018 with move completion by March 2018
      iv. Community partners will have an area where interviews and assessments of arrestees can take place.
      v. Completed by June 2018
   b. Goal 2: National Institute for Jail Operations (NIJO) Accreditation
i. Continuation of AARMS processes to facilitate 75% compliance, schedule NIJO team for inspections and review
ii. Evaluation team scheduled inspection
iii. Paper process will allow for NIJO team inspections in January 2018
iv. Attain a passing score from NIJO to receive National Accreditation

c. Goal 3: Develop Part-Time Corrections Officer positions
   i. Develop proposal for part-time corrections officer
   ii. Submit proposal to Human Resources for review and approval
   iii. Human Resources creates the position and individuals are hired to fill positions
   iv. Staff is hired and implemented in shift placements that reduce overtime expenditures
   v. Completed by July 2018

G. Inmate Management
   a. Goal 1: Improve use of Mission Facility, redesign space for staffing and efficiency improvements
      i. Improve staffing ratio by shifting inmate population
      ii. Increase inmate numbers at the mission facility while eliminating posts and freeing space at the main jail complex
      iii. Proposed changes including the transfer of female inmates from 1J and 1P at the main jail complex to the Mission Facility
      iv. Construction and modifications and assignment of pre-trial status female detainees at the Mission facility
      v. Completed by February 2018
   b. Goal 2: Utilize technology to ensure mission critical tasks are completed by corrections officers
      i. Utilize technology to ensure security rounds are being conducted by corrections officers in an appropriate time frame
      ii. Utilize technology to assist supervisors oversight of security rounds by staff and reducing the documentation process for officers
      iii. Obtain technology for each inmate housing unit that enables supervisors to easily evaluate whether corrections officers are successfully conducting rounds as prescribed and to ease the process of logging rounds
      iv. Spillman technology leveraged to allow officers to scan rounds as they occur and automate the documentation of these tasks
      v. Completed by December 2018
   c. Goal 3: Obtain comfort dog(s) for use inside PCADC for inmates and staff in order to reduce tension and negativity
      i. The Corrections Bureau will obtain comfort dog(s) to utilize inside the detention complex
      ii. Statistics will be compiled in order to ascertain the benefits realized
      iii. Officers and inmates will be surveyed to determine the impact of the comfort dog
      iv. Data regarding fights, violation write-ups, suicide attempts, and negative events will be compiled and compared to determine real benefits
v. It is anticipated the comfort dog will reduce tension and negative events inside the corrections facility

vi. Initial process is underway and approved, including funding. Additional steps include identifying a handler and an appropriate vehicle for transportation, dog selection and training to commence within a few months

vii. Completed by March 2019

H. Inmate Services

a. Goal 1: Utilization of RFID (Radio-frequency identification) technology to track inmate locations

i. Project research: vendors, infrastructure needs, IST collaboration, demonstrations, reports from other facilities using similar tech, identify funding source, and engage Procurement

ii. Equipment must have capacity to track 2000+ inmates; provide inmate location reports on demand; must be contained in non-restrictive, corrections-grade wearable wrist band; consumables (wrist band) cannot be cost-prohibitive and able to be applied quickly and simply; must contain tamper alerts (e-mail notification)

iii. Results anticipated: The use of RFID wristbands to track inmate locations will allow for accurate, real-time accountability for all inmates in custody

iv. Time frame:
   1. Research: 6 - 12 months
   2. Vendor demonstrations: 1 – 3 months
   3. On-site/telephonic product review: 1 – 3 months
   4. IFB preparation/release/award: 4 – 8 months
   5. Total estimated time frame: 13 – 29 months

b. Goal 2: Implementation of an automated key control system

i. Project research: vendors, infrastructure needs, demonstrations, reports from other facilities using similar tech, identify funding source, and engage Procurement

ii. Units will be fully automated; able to support large keys and key sets; must be able to securely maintain sufficient key sets needed for facility size; must be programmable and customized for exclusive use; must track in/out times and personnel responsible; must have manual override capability in the event of power loss; e-mail alerts for overdue sets

iii. Results anticipated: Utilizing automated key control system would disperse control from Central Control to units; also, shift key counts could be eliminated, saving escort officers hours of work daily while providing automated accountability for all keys used in the facility

iv. Time frame:
   1. Research: 3 – 6 months
   2. Vendor demonstrations: 1 – 3 months
   3. On-site/telephonic product review: 1 – 3 months
   4. Deployment: 1 – 3 months
   5. Total estimated time frame: 8 – 19 months
c. Goal 3: Utilization of cordless phones in single-man inmate housing units
   i. Identify cordless phone that will function with current/anticipated phone system within facility; research necessary infrastructure needs; test identified cordless phones on internal network; determine appropriate mhz needed to work in large open areas; determine cost and funding source
   ii. Cordless phone product must be durable; must work in the facilities housing units; must work/be compatible with current phone system
   iii. Results anticipated: The use of a cordless phone in single-man housing units will give officers the flexibility and mobility to continue their job duties without substantial interruption experienced in current, stationary phone situations; officers will be able to focus on priority tasks and will not be forced to compromise in order to man the desk phone
   iv. Time frame:
      1. Research: 3 – 6 months
      2. Cordless phone purchase: 1 – 2 months
      3. Deployment: 1 week
      4. Total estimated time frame: 4 – 8 months