Pima County Sheriff's Department Strategic Plan 2018-2021

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New Vision: Overview of Department progress under Sheriff Napier—Accomplishments

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- Mission, Values, and Vision Statement 2017
- Fleet reappointment with new theme for the future
- Introduction of the Ford Explorer patrol platform
- Major progress in Digital Dictation System report preparation system
- Reframing patrol districts for full service with the addition of human and other resources
- Development of the Office of Professional Standards and improved system of fielding complaints and internal investigations
- 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
- Fiscal management on track to realize budget surplus
- Granted additional $400,000 in GITEM funds due to active engagement in State Level efforts
- Acquisition of a comfort canine to be employed in the MHST Unit to assist in dealing with citizens with mental health challenges
- Exploration of implementing comfort canines at the Detention Center to reduce stress/anxiety, a leading edge innovation unprecedented in the correctional domain thus far
- 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
- Department restructuring for increased efficiency and broader command responsibilities for leaner and more cost-effective management
- Participation in worthwhile fundraising projects and community involvement to raise awareness and good will for law enforcement in Pima County (“No-Shave November”)
- Significant increase in proactive patrol and special deployments with drug seizures, arrests, and limited complaints
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 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. In 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, Values, and Vision

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

(consider insertion of a simplified organization chart here)*
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 that will 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 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 in order 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 April 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 January 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.
Communication and Community Relations

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 inform messaging through previously mentioned media meant to communicate security and prevention strategies directly to the public. 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 a comfort dog 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 effect of the animal’s presence will be ongoing. It is anticipated that the comfort dog 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 animal, handler and obtaining appropriate training and vehicles associated with the animal 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 inform 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 FEMA Type 3 events, the Patrol Division will be reinvigorating the Command Post Squad. This project will involve filling staff positions and training a Command Post Squad (CPS) and updating Department ICS forms and manuals to include CPS 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 Division 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.
**Technological Advancement**

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 detection 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 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.