

Strategic Plan

Fiscal Year 2015



Arizona Department of
Public Safety



State of Arizona
Janice Brewer – Governor

Department of Public Safety

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Colonel Robert C. Halliday

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ARIZONA DEPARTMENT OF PUBLIC SAFETY

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"Courteous Vigilance"

JANICE K. BREWER ROBERT C. HALLIDAY
Governor Director

September 9, 2014

Mr. John Arnold, Director
Office of Strategic Planning and Budgeting
1700 W. Washington, Suite 500
Phoenix, Arizona 85007

Dear Director Arnold:

The Department of Public Safety is required under Arizona Revised Statute §35-122 to submit an operational plan as part of our strategic planning and budgeting process. This includes our mission statement, goals, objectives and performance measurements.

The enclosed documents conform to all requirements of the Arizona Integrated Planning System (AZIPS) instructions for FY2015 issued by the Governor's Office of Strategic Planning and Budgeting, including an original and four copies for distribution.

In preparing the plan, a top-down orientation is reflected in the strategic issues developed by executive staff and a bottom-up orientation is evident through performance measurements provided by the commanders, managers, supervisors and employees of each budget unit.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "R. C. Halliday", with a long horizontal line extending to the right.

Robert C. Halliday, Colonel
Director

PS/ps

Enclosure

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WE ARE THE ARIZONA DPS. We are 2,000 people whose mission is to protect human life and property by enforcing state laws, deterring criminal activity, ensuring highway and public safety, and providing vital scientific, technical, and operational support to other criminal justice agencies.

Strategic Overview

Agency Vision

Our vision is to be a national model in providing ethical, effective, and customer-oriented state-level law enforcement services.



Agency Description

The Arizona Department of Public Safety enforces state law with primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft, and specific regulatory functions. Services include homeland security, criminal intelligence, scientific analysis, aviation support, emergency first care, criminal information system, training, and statewide communications. Operational and technical assistance is provided to local and state agencies and other components of the criminal justice community. The Department also promotes and enhances the quality of public safety through cooperative enforcement and community awareness programs.

Agency Motto

Courteous Vigilance is the Arizona Department of Public Safety’s motto and guiding principle, reflecting our pride in the Department. We provide quality, reliable, and respectful service to the citizens of Arizona while being vigilant in the enforcement of state laws.



Resource Assumptions

Resource Assumptions (agency level)			
	FY 2017 Estimate	FY 2018 Estimate	FY 2019 Estimate
Full-time-equivalent (FTE) positions	2,158.2	2,158.2	2,158.2
General Fund	\$107,373,483	\$110,594,687	\$113,912,528
Other Appropriated Funds	\$163,524,242	\$168,429,969	\$173,482,868
Non-Appropriated Funds	\$40,673,554	\$41,893,760	\$43,150,573
Federal Funds	\$21,750,613	\$22,403,131	\$23,075,225
Total Agency Funds	\$333,321,892	\$343,321,548	\$353,621,195

Agency Goals



Goal 1 — To promote public safety in Arizona.

Goal 2 — To deliver exemplary service.

Goal 3 — To embody the highest standards of integrity and professionalism.

Goal 4 — To advance technology solutions.



Agency Internal/External Assessment

Agency Strengths

- Scientific analysis excellence
- Dedicated professional people
- Progressive attitudes
- Strong work ethic
- Good agency reputation
- Cohesive management staff
- Trained employees
- Law enforcement partnerships
- Emergency preparedness expertise
- Responsive system of directives
- Teamwork and organizational synergy



Agency Opportunities

- Priority on public safety issues
- Service gaps on federal level
- Other agencies demand for services
- Increased opportunities for public information
- Public concern with crime
- Technological advances
- Public anxiety over homeland security
- Public awareness of agency services
- Executive, legislative, and public support for increased staffing



Agency Threats

- State budget limitations
- Unfunded or under funded mandates
- Obsolete communication systems
- Aging technology
- Urban freeway growth
- Domestic security
- Retention of skilled employees
- Changing societal work ethic
- Legislative support impacted by unfamiliarity with agency services
- Limited or non-existent infrastructure security



Agency Weaknesses

- Competitive salaries and benefits
- Understaffed patrol and investigative services
- Insufficient support and technical personnel
- Inability to acquire needed technology and equipment
- A fully-implemented, single, agency-wide records management system
- Aging facilities and infrastructure
- Competition for highest quality employees.

Planning Assumptions



Department of Public Safety
Super Bowl
2015



The State's highway system will continue to expand through the construction of new freeways, the widening of existing roadways, and the transfer of roadways to state control.

Crime related to smuggling of contraband, including humans, drugs, and weapons associated with transnational organized criminal syndicates will continue to significantly influence Arizona's enforcement priorities.

Homeland security will remain a law enforcement priority.

Arizona's growing population will increase demands for understaffed DPS patrol and criminal enforcement services.

Recruitment and retention of skilled, qualified employees will be impacted by changing demographics.

The state budget priorities will limit opportunities for new programs and restrict acquisition and upgrades to law enforcement equipment, technology, and facilities.

Increases in full-time positions and equipment acquisitions will lag behind demand.

A great portion of the agency efforts will be associated with problem solving.

With the State's population growth, new trends in traffic safety, criminal interdiction, traditional investigation, arrest, incarceration, and support functions will become more complex and increase in number.

Agency Strategic Issues Fiscal Year 2015

Issue 1—Achieve and maintain employee compensation at market parity in order to recruit and retain high quality personnel.

Description: While economic factors have contributed to hiring reductions, there is still significant competition for suitable law enforcement candidates and a challenge to retain top quality employees.

The agency's workforce in both law enforcement and support positions necessitates highly skilled employees meeting the most stringent standards. Salaries and benefits have to remain competitive with private industry, government, and other law enforcement agencies to attract qualified candidates and ensure the workforce reflects the citizens we serve.

The competition for recruits among law enforcement agencies is particularly fierce considering the improving private sector job market. Qualified applicants must be sought to meet public safety responsibilities on more than 6,000 miles of highways, initiate effective criminal investigations, disrupt organized crime, and pursue anti-smuggling cases. In addition, hiring qualified applicants is critical to addressing the loss of current officers to retirement and career changes.

As the gap between a DPS officer's pay and that at other Arizona law enforcement agencies widens, it impacts the ability to remain competitive and can cause the agency to lose trained, experienced officers to other organizations.

Changing demographics and employee compensation issues also impact retention of skilled employees in support services ranging from information technology, forensic science, engineering, and communications, to facilities design, craftsmen, mechanics, dispatchers, analysts, and administrative personnel.

Issue 2—Achieve and maintain adequate staffing to keep pace with service demands and emerging public safety issues.

Description: With Arizona's population growth, many DPS functions which serve the state are seriously understaffed. Patrol officers are needed to meet the Department's traffic safety and enforcement responsibilities on an expanding system of urban and rural freeways.

At the same time, challenges arising from immigration issues, smuggling, organized crime, auto theft, criminal activity, homeland security, and gangs are demanding more time and resources from uniformed officers as well as investigators. Sufficient numbers of detectives are essential to address issues involving violent crime, narcotics, white collar investigations, and local support resulting from statutory mandates, multi-jurisdictional enforcement activity, and federal resources being redirected.

A proportionate need exists for support positions necessary to keep Department operations functioning and minimize administrative tasks for sworn employees. Critical agency functions serving the public, such as the Sex Offender Notification Program, the Applicant Clearance Card Unit, the Concealed Weapons Permit Unit, and the DPS Crime Laboratory already have workloads exceeding staff capacity.

The DPS Crime Laboratory's forensic services alone impact every law enforcement and prosecutorial agency in the state. The rules of criminal procedure have specified periods for laboratory processing with penalties for non-compliance ranging from dismissed charges to release of criminals if scientific reports are not completed on time. Legislative mandates as well as demands from the public and the courts recognize the vast potential for forensic science to identify criminals and exonerate the wrongfully accused.

Other support functions such as licensing, records, emergency response, and statutorily mandated services have a high liability associated with work products intended to protect the public, and adequate staffing is critical to meet service demands.

Agency Strategic Issues Fiscal Year 2015

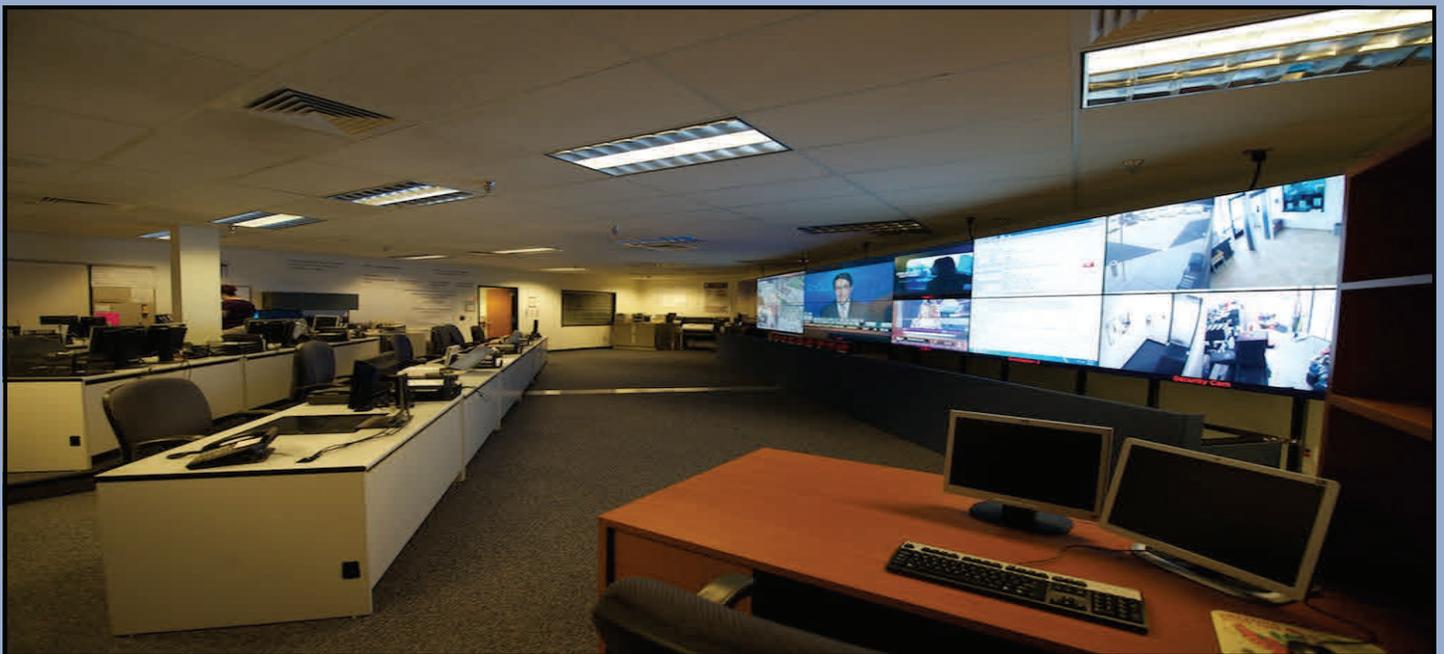
Issue 3—Achieve and maintain essential communication and information systems by taking advantage of current technology.

Description: The agency currently relies on increasingly outdated information systems for both internal functions and external links with criminal justice agencies. Changing technology and interoperability requirements have made DPS communications systems obsolete.

Many of the DPS information systems consist of mainframe-based technology. The most essential of these systems must be supplemented or replaced to be compatible with new technology using database management, browsers, internet, intranet, and extranet solutions for performing processes. The need for components that can eventually be part of a comprehensive records management program is critical to meeting mandates, legal requirements, and public information expectations. Application of newer technologies will increase efficiency internally as well as allow the agency to better serve the state's criminal justice efforts.

The Department also operates the Arizona Criminal Justice Information System (ACJIS) which links crime information centers in Arizona to other states and the national system operated by the Federal Bureau of Investigation. In recent years, the FBI implemented technological upgrades to enhance the exchange of criminal information and improve criminal record processing. DPS must continue replacing outdated technology used on the state network to enable Arizona agencies to take advantage of the federal enhancements which extend modern crime fighting tools to officers in the field.

Changing requirements, federal regulations, and issues of coverage and interoperability are also making the DPS communications systems obsolete. The September 11th terrorist attacks dramatically reinforced the critical need for a statewide interoperable public safety radio system which allows multiple law enforcement agencies and other emergency first responders to communicate directly with each other. Also crucial is the need for a statewide digital microwave system to provide coverage to all areas of the state.



Agency Strategic Issues Fiscal Year 2015

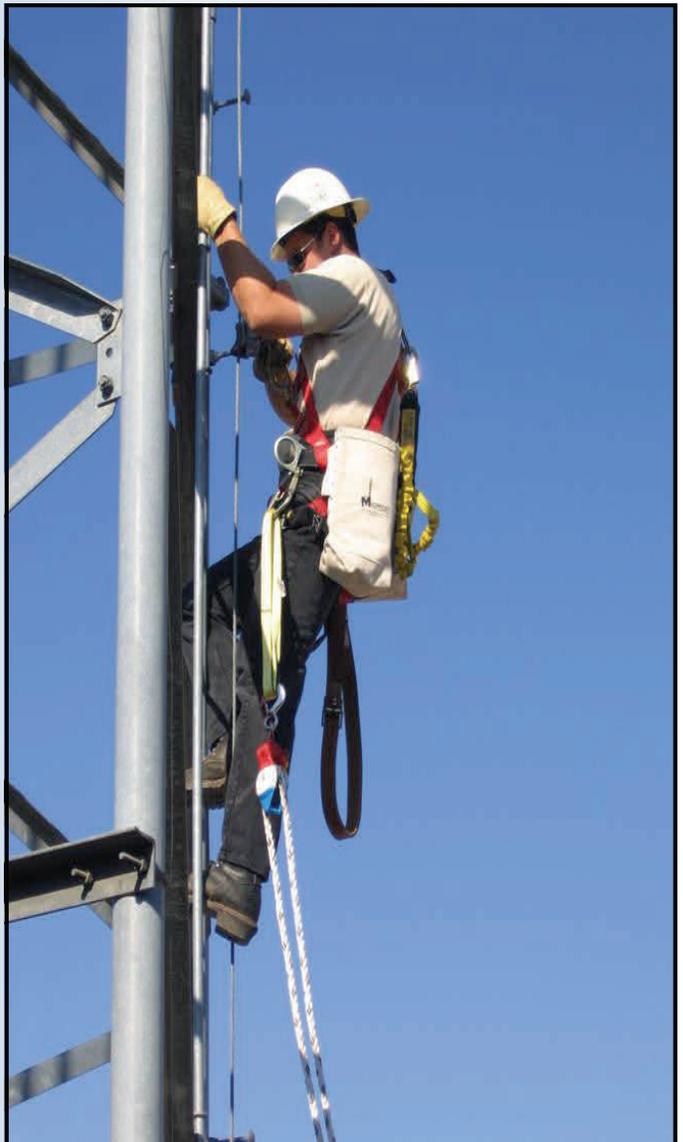
Issue 4—Achieve and maintain vehicles, equipment, and facilities to adequately support law enforcement services.

Description: The Department’s mission is heavily dependent on vehicles, capital equipment, and facilities.

Vehicles used for patrol and enforcement operations must be maintained for occupant safety and eventually replaced when obsolete. The vehicle maintenance and replacement program allows the department to take advantage of improvements in fuel economy, service capability, and reliability.

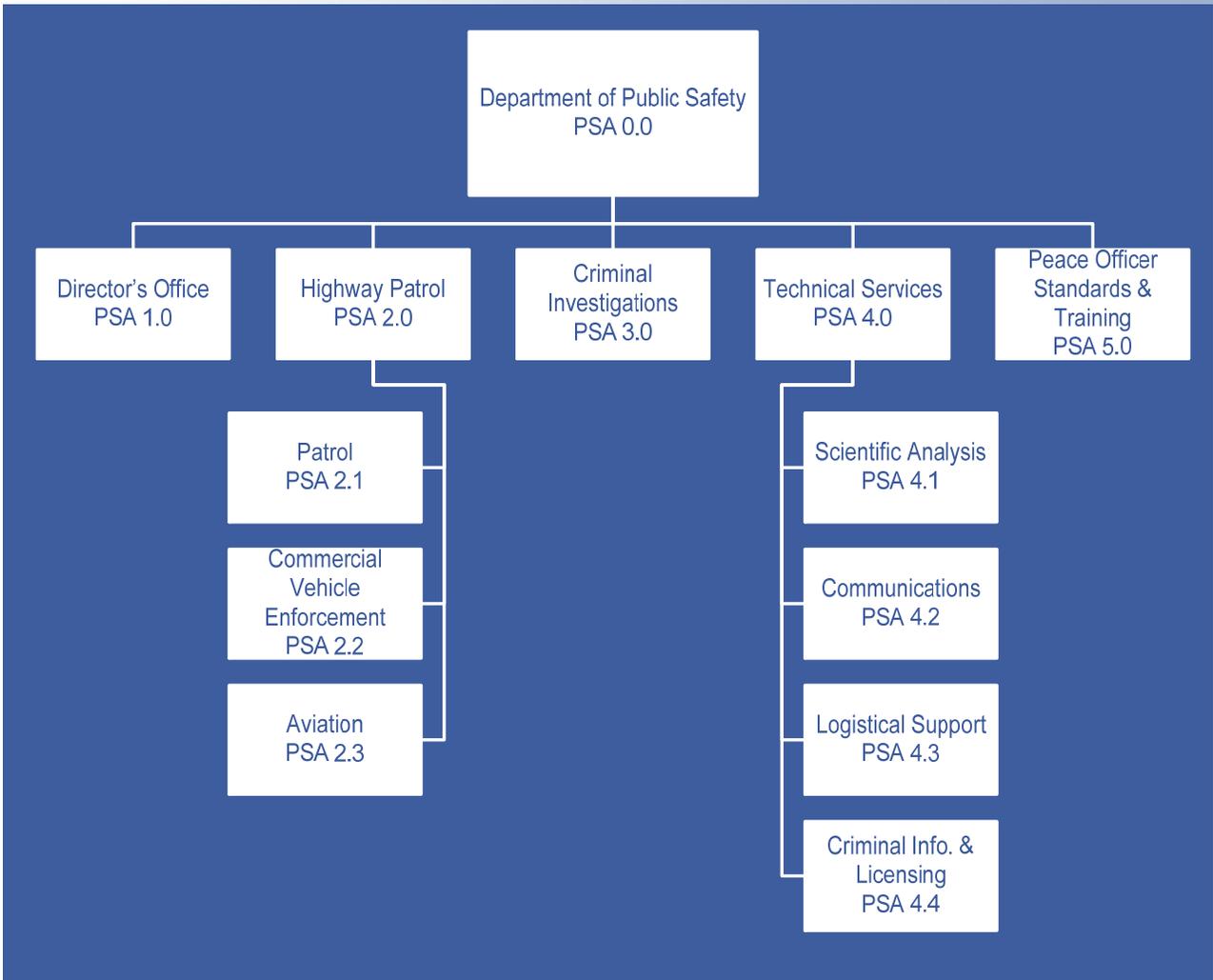
Mandated services to the criminal justice system such as scientific analysis and air rescue operations require highly specialized equipment with reliable capability. Equipment applications which affect the department’s ability to deliver public services are particularly susceptible to changing technology.

The Department’s statewide operations require facilities ranging from public service locations, to remote housing, area offices, service yards, fuel storage, and evidence facilities. Facility investments are needed to meet statutory mandates and upgrade existing locations to meet changing standards. The Department aggressively pursues opportunities to help reduce utility costs, comply with environmental requirements, meet federal workplace standards, and address security needs in its efforts to maintain adequate facilities.



Fredonia Area Office

Agency Budget Program Chart



Strategic Plan as part of the Arizona Master List of State Government Programs FY 2015

The Department of Public Safety Operational Plan contains all performance measurements for carrying out the agency's strategic concepts. All Operational Plan data is formatted and submitted to the Governor's Office of Strategic Planning and Budgeting for inclusion in the Master List of State Government Programs using the Arizona Integrated Planning System. Data for the operational plan is maintained by policy in the Department of Public Safety's Research and Planning Unit.

The Department of Public Safety

PSA 0.0

The Department enforces state law with primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft, and specific regulatory functions. The Department provides a statewide focus for homeland security, criminal intelligence, scientific analysis, aviation support, emergency first care, criminal information systems, training, and statewide communications. Operational and technical assistance is provided to local and state agencies and other criminal justice entities.

Director's Office

PSA 1.0

Mission: To provide critical assistance to the Arizona Department of Public Safety through management, training, and administrative services.

Description: The Office of the Director focuses on maintaining and supporting current and planned department operations by providing security for state executive personnel; a liaison to the state legislature; financial and human resource services; crime victim services; management services; training; media relations; research and planning; legal services; investigation of employee misconduct; internal and external management audits; and promoting efficiency of government.

Goal 2

To Deliver Exemplary Service

Objective: Achieve and maintain adequate staffing to keep pace with service demands and emerging public safety issues by streamlining the recruitment process to instill transparency and efficiency in the Human Resource Section. Reference Strategic Issue 2.

Measure: Achieve a reduction in the actual days required to conduct a recruitment process for sworn and civilian. This is a reduction from the current 180 days. Target 25%

Objective: Maintain the highest standards in the recruitment and section of Department personnel.

Measure: Percent of employees terminating employment (excludes non-DPS task force members and retirements). Target 3%.

Objective: Improve employee skills and abilities.

Measure: Conduct advanced training courses by Training with a minimum of 10 students. Target 30.

Goal 3

To Embody the Highest Standards of Integrity and Professionalism

Objective: Achieve and maintain employee compensation at market parity in order to recruit and retain high quality personnel by the Human Resources Section by identifying positions with high turnover in order to conduct a compensation study related to turnover and retention associated with identified positions. Reference Strategic Issue 1.

- Measures:**
1. Reclassify identified positions to meet market parity. Target 10.
 2. Reduce the turnover in the identified positions. Target 10%.

Law Enforcement Merit System Council

Goal 2

To Deliver Exemplary Service

Objective: Improve the Law Enforcement Merit System Council administrative rules, processes and manuals to ensure efficiency, understanding, and compliance with current law.

- Measures:**
1. Update Administrative Code Title 13 Chapter 5 to comply with state personnel reform law. Target 1.
 2. Review an Administrative Code Title 13 Chapter 5 article. Target 1.
 3. Review and update the second third of the *Performance Appraisal Manual* to reach 66% completion. Target 66%.
-

Highway Patrol Division PSA 2.0

Mission: To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies. The Highway Patrol program additionally provides services and enforcement in commercial vehicle, tow truck, school bus enforcement, and safety programs and is responsible for the air rescue and aviation services for the Arizona Department of Public Safety.

Description: The Highway Patrol program is comprised of Patrol, Commercial Vehicle Enforcement, and the Aviation subprograms. Patrol is aligned into three geographic regions: Northern, Central, and Southern bureaus. The Commercial Vehicle Enforcement and Aviation subprograms are statewide programs administered centrally with satellite offices statewide.

Patrol PSA 2.1

Mission: To ensure the safe and expeditious use of the highway transportation system for the public and to provide assistance to local and county law enforcement agencies.

Description: Officers patrol nearly 6,000 miles of state and federal highways and the Capitol Mall and enforce Arizona traffic, criminal, state, and federal laws, as well as commercial vehicle regulations. The Patrol additionally investigates traffic collisions; controls motor vehicle traffic; conducts criminal interdiction programs; makes criminal arrests; supports other law enforcement agencies; promotes traffic awareness and safety through public awareness programs; and provides specialized training to other criminal justice agencies.

Goal 1 To Promote Public Safety in Arizona

Objective: Manage resources to provide for safe and efficient use of the state highways by reducing collision and fatality rates.

- Measures:**
1. Fatality collisions on DPS-patrolled roads: Target 250.
 2. Number of fatal collisions on DPS-patrolled roadways relating to impaired drivers. Target 31.
 3. Number of fatal collisions on DPS-patrolled roadways related to a contributing cause of inattention or distracted driving. Target 45.
 4. Number of collisions on DPS-patrolled roadways relating to impaired drivers. Target 860.
 5. Number of speed-related collisions on DPS patrolled roadways. Target 14,432.
 6. Percent of fatal collisions that are secondary collisions. Target 2.2.

Highway Patrol Division – Patrol

7. Percent of total collisions that are secondary collisions. Target 5.3.
8. Number of secondary collisions that involve first responder. Target 65.
9. Average number of citations for restraint use per officer. Target 55.
10. Average number of citations for speed related violations. Target 225.
11. Average number of citations for hazardous violations per officer. Target 90.
12. Percent of highway interdiction consent searches resulting in detection of contraband. Target 19.
13. Average number of DUI arrests per officer. Target 9.

Objective: Provide professional public safety services at the State Capitol and other state properties in the Capitol Police District.

Measure: Number of Uniform Crime Report Part 1 crimes occurring in the Capitol Mall complex. Target 44.

Goal 2 To Deliver Exemplary Service

Objective: Provide community service and public information.

- Measures:**
1. Number of Capitol Mall stakeholder meetings attended. Target 4.
 2. Number of public outreach events supporting highway safety. Target 36.

Goal 3 To Embody the Highest Standards of Integrity and Professionalism

Objective: Continue commitment to unbiased policing.

Measures Percent of new highway patrol and canine officers attending NHTSA-based traffic stop training course. Target 100.

Commercial Vehicle Enforcement

PSA 2.2

Mission: To provide coordination for all law enforcement agencies statewide for commercial vehicle enforcement and to provide technical and essential services to the law enforcement community in the areas of commercial vehicle; tow truck; and pupil transportation safety and enforcement; and provide assistance and guidance on the safe handling of toxic waste in relation to transportation issues.

Description: The Commercial Vehicle Enforcement subprogram is the primary commercial motor vehicle, tow truck, and school bus safety enforcement arm of the Department of Public Safety. DPS is the State's lead agency for the Federal Motor Carrier Safety Administration Motor Carrier Safety Assistance Program and is responsible for coordinating all enforcement of state and federal commercial vehicle statutes and regulations. The subprogram's responsibilities include: the training of personnel and assistance to local agencies that have specific problems with commercial motor vehicle law enforcement. Additionally, the subprogram provides for response to hazardous material incidents throughout the state involving accidental discharges of hazardous materials and trains personnel involved in this effort.

Goal 1 To Promote Public Safety in Arizona

Objective: Manage resources to provide for safe and efficient use of the state highways by reducing the rate of commercial vehicle collisions.

- Measures:**
1. Number of fatal commercial vehicle involved collisions on DPS-patrolled roadways: Target 39.
 2. Number of commercial vehicle involved collisions on DPS-patrolled roadways. Target 1,874.
 3. Number of fatal commercial vehicle involved and responsible collisions on DPS-patrolled roadways. Target 20.
 4. Number of commercial vehicle involved and responsible collisions on DPS-patrolled roadways. Target 1,163.
 5. Total number of Driver Vehicle Examination Reports completed. Target 52,500.

Objective: Protect the public through regulatory functions ensuring statutory requirements for school bus drivers and school buses.

Measure: Percent of school buses inspected which are placed out of service Target 20.

Objective: Provide law enforcement assistance to local agencies and the criminal justice system.

- Measures:**
1. Percent of commercial vehicle crashes entered into SafetyNet within ninety days. Target 100.
 2. Percent of commercial vehicle inspections entered into SafetyNet within twenty days of inspection. Target 100.

Goal 2
To Deliver Exemplary Service

Objective: Provide community service and public information.

- Measures:**
1. Number of proactive public outreach events related to commercial vehicle highway safety: Target 25.
 2. Number of industry stakeholder events attended which are directed toward commercial vehicle highway safety. Target 20.
-

Aviation PSA 2.3

Mission: To provide an immediate, 24-hour per day, statewide air support response capability for critical occurrences and emergency situations, to provide aerial and logistical support for law enforcement, highway safety, and traffic enforcement operations, and to provide transport services in support of governmental operations and critical administrative functions.

Description: The Aviation subprogram is comprised of four air rescue helicopter units; a fixed-wing air support unit; an aircraft maintenance unit; and administrative staff. The air rescue units are strategically based around the State to provide the most efficient and effective service. The air support and aircraft maintenance units are based in Phoenix at Sky Harbor Airport. Services provided include: first responder emergency medical services; technical rescue operations; medical and disaster evacuation; search operations; aerial and logistical support for law enforcement; highway safety and traffic enforcement operations; and transport services in support of governmental operations and critical administrative functions. To accomplish its mission, the subprogram operates and maintains a fleet of five rotary-wing and four fixed-wing aircraft.

Goal 1 To Promote Public Safety in Arizona

Objective: Provide statewide air support for law enforcement operations and transportation.

- Measures:**
1. Percent of helicopter calls for service resulting in an aviation mission. Target 100.
 2. Percent of fixed-wing calls for service resulting in a law enforcement emergency transport mission. Target 100.
 3. Average percent of time helicopters available for service. Target 60.

Objective: Provide statewide air support for critical incidents, highway safety, law enforcement operations and transportation by ensuring timely delivery of fixed-wing services.

- Measures:**
1. Average percent of time twin-engine aircraft available for service. Target 75.
 2. Average percent of time single-engine aircraft available for service. Target 100.

Objective: Provide statewide proactive utilization of aviation assets to reduce highway collisions.

Measures: Number of enforcement details supported by the fixed-wing unit. Target 12.

**Goal 2
To Deliver Exemplary Service**

Objective: Provide community service and public information.

- Measures:**
1. Number of public outreach events participated in. Target 24.
 2. Number of training classes provided to first responders. Target 12.
 3. Number of internal stakeholder meetings attended by aviation personnel. Target 6.

**Goal 3
To Embody the Highest Standards of Integrity and Professionalism**

Objective: Improve employee proficiency and effectiveness through in-service and job specific development training and certification.

- Measures:**
1. Percent of helicopter pilots meeting proficiency standards. Target 100.
 2. Percent of paramedics meeting proficiency standards. Target 100.
 3. Percent of helicopter mechanics meeting proficiency standards. Target 100.
 4. Percent of fixed-wing pilots meeting proficiency standards. Target 100.
 5. Percent of fixed-wing mechanics meeting proficiency standards. Target 100.
-

Criminal Investigations Division

PSA 3.0

Mission: To protect the public by deterring crime using proactive enforcement strategies, innovative and comprehensive investigative techniques, and utilizing effective and efficient resource allocation models.

Description: The Criminal Investigations program provides investigative; specialized enforcement; and high risk response support to federal, state, and local criminal justice agencies. Services provided include: investigations regarding narcotic trafficking; organized crime; intelligence; illegal immigration and border security; vehicle theft, gangs; computer and financial crimes; as well as major crime investigations when requested by other criminal justice agencies. The program provides specialized high risk response to acts of extraordinary violence and domestic preparedness incidents.

Goal 1 To Promote Public Safety in Arizona

Objective: Provide quality, comprehensive, and timely investigative services to internal and external customers.

- Measures:**
1. Resolve ACTIC tips and leads assigned to DPS within thirty days. Target 90%.
 2. Complete administrative investigations within original projected timelines. Target 5%.
 3. Inspect auto salvage, storage, and auction yards. Target 50.

Objective: Protect the public through identification, infiltration, and disruption of organized crime groups.

- Measures:**
1. Conduct a financial investigation. Target 1.
 2. Identify, dismantle, and prosecute chop shop operators. Target 30.
 3. Identify and prosecute drug trafficking organizations. Target 10.

Objective: Collect and report crime information and intelligence.

- Measures:**
1. Improve the quality of the ARIES records management system by conducting audits each quarter. Target 12. Reference Strategic Issue 3.
 2. Prepare and submit 28CFR intelligence reports. Target 300.
 3. Prepare and distribute crime information bulletins. Target 300.

Objective: Analyze crime information and produce intelligence products.

- Measures:**
1. Produce a counter-drug assessment. Target 1.

- Measures:**
2. Produce statewide threat assessments. Target 2.
 3. Produce border violence reports. Target 12.
 4. Produce intelligence reports. Target 300.

**Goal 2
To Deliver Exemplary Service**

Objective: Support federal, state, and local task forces.

- Measures:**
1. Maintain a percentage completion rate for computer forensic examinations within six months of submission for the following crimes: homicides, exploitation of minors, and violent crimes. Target 90.
 2. Maintain a special weapons and tactics response percentage ratio. Target 100.
 3. Maintain an explosive ordnance detail response percentage ratio. Target 100.

Objective: Maintain participation and cooperation with community organizations.

- Measures:**
1. Participate in community alliance coalitions or groups. Target 20.
 2. Present public awareness programs. Target 120.

Objective: Provide training to other agencies.

- Measures:**
1. Provide training to agencies. Target 24.
 2. Facilitate or conduct multi-agency intelligence sharing meetings. Target 24.

**Goal 3
To Embody the Highest Standards of Integrity and Professionalism**

Objective: Provide relevant training to all Criminal Investigations employees.

Measure: Ensure a percentage of all employees received eight-hours of training. Target 100.

Technical Services Division PSA 4.0

Mission: To provide professional and effective scientific, technical, regulatory, and operational support to the Department of Public Safety, the criminal justice community, and the public.

Description: The Technical Services program is responsible for developing and coordinating scientific, technical, regulatory, and support services essential to the promotion of public safety in Arizona. Special attention is given to providing scientific analysis and criminal justice support to Arizona's criminal justice agencies. The program further develops, operates, and maintains statewide data processing, fingerprint database, and voice communications systems.

Scientific Analysis PSA 4.1

Mission: To assist the Department, the Arizona criminal justice community, and the public in the timely investigation and adjudication of criminal cases by utilizing state-of-the-art analytical techniques, providing the most accurate scientific analysis of evidence, and presenting expert court testimony.

Description: The Scientific Analysis subprogram provides scientific analysis of evidence, technical crime scene assistance, secure storage of evidentiary items, training, and expert testimony to all criminal justice agencies in the State. Scientific and technical services are provided in the areas of DNA; Serology; Toxicology (drugs and poisons in biological specimens); breath and blood alcohol; controlled substances (drugs); firearms and tool marks; footwear and tire tracks; trace evidence (explosives, arson, hairs, fibers, paint, glass, etc.); latent fingerprints; questioned documents; and photography.

Goal 1 To Promote Public Safety in Arizona

Objective: Promote public safety by providing scientific analysis services to local law enforcement and criminal justice agencies.

- Measures:**
1. Percent of crime lab cases over thirty days old. Target 5.
 2. Number of scientific analysis cases submitted. Target 64,304.

Objective: Promote public safety through the timely scientific analysis of evidence.

- Measures:**
1. Average number of days required to analyze blood alcohol submission from evidence receipt to result delivery. Target 24.
 2. Average number of days required to screen a sex assault case from evidence receipt to result delivery. Target 30.

**Goal 2
To Provide Exemplary Service**

Objective: Deliver exemplary service by providing public outreach and education programs.

Measure: Presentations given by regional crime laboratories. Target 40.

**Goal 3
To Embody the Highest Standards of Integrity and Professionalism**

Objective: Improve employee effectiveness by providing employees with agency in-service training and job-specific forensic science/professional development training.

- Measures:**
1. Percent of scientific analysis employees receiving one job-specific training session.
Target 100.
 2. Percent of scientific analysis employees receiving two job-specific training sessions.
Target 75.
-

Communications

PSA 4.2

Mission: To ensure officer and public safety come first by giving assistance and information to the public; providing statewide radio dispatch services for the Department of Public Safety and other criminal justice agencies; and providing design, coordination, construction, and maintenance services for statewide radio, voice, and data telecommunications systems.

Description: The Communications subprogram operates three dispatch centers located in Phoenix, Tucson, and Flagstaff to facilitate the flow of information and provide assistance to the public, Department of Public Safety officers, and criminal justice agencies. In addition, this subprogram provides the infrastructure to support public safety services for state, county, and local governmental agencies.

Goal 1

To Promote Public Safety in Arizona

Objective: Protect the public by reducing operational communications response time for 911 calls.

Measure: Develop a plan and replace the Department's aging computer-aided dispatch system with an updated system. Target 50% towards completion.

Goal 3

To Embody the Highest Standards of Integrity and Professionalism

Objective: Improve employee effectiveness by providing employees with agency in-service training and job-specific development training.

Measure: Provide eight hours of advanced dispatcher training to each Operational Communications Bureau employee. Target 90.

Objective: Improve employee effectiveness and operational communication services through infrastructure support to microwave, interoperable radio and mobile data systems.

- Measures:**
1. Digital microwave paths installed and activated. Target 2.
 2. Number of microwave sites upgraded. Target 1.

Logistical Support

PSA 4.3

Mission: To provide information technology services and logistical support to internal and external Department of Public Safety customers in support of public safety and to improve department efficiency through automation and the application of new technology.

Description: The Logistical Support subprogram designs, develops, maintains, and operates automated computer systems to support the enforcement, investigative, and administrative functions of the Department. These programs include the statewide criminal justice information on-line network used by all criminal justice agencies in Arizona. Logistical Support also provides cost effective and innovative facilities management and logistical support for the enforcement, investigative, and administrative functions.

Goal 1

To Promote Public Safety in Arizona

Objective: Promote public safety in Arizona by providing technical support services to local law enforcement and criminal justice agencies.

Measure: Percent ACJIS system availability. Target 99.

Goal 2

To Deliver Exemplary Service

Objective: Maintain building and fixture conditions to augment operations.

Measure: Develop and implement a facilities maintenance plan. Target 1.

Goal 4

To Advance Technology Solutions

Objective: Migrate email services to a cloud-based Microsoft Exchange/Outlook system.

Measure: Percent of all active email boxes are migrated by the end of FY2015. Target 100.

Objective: Migrate state law enforcement message switch from the mainframe based system in place today to a modern standards-based message switch.

Measure: Percent of migration of current interfaces to the new message switch and retirement of the old message switch by the end of FY2015. Target 50. The project is expected to be 100% completed by the end of FY2016.

Criminal Information and Licensing

PSA 4.4

Mission: To provide efficient and responsive criminal information and regulatory services to the criminal justice community and the public as mandated by federal and state law.

Description: The Criminal Information and Licensing subprogram includes management of the Arizona central state repository of criminal history information and the statewide Arizona Automated Fingerprint Identification System (AZAFIS). It coordinates access for the Arizona Criminal Justice Information System (ACJIS) and administers the concealed weapons, sex offender registration and community notification compliance, and private investigation and security guard licensing programs. It provides training/certification and compliance monitoring for AZAFIS, the central state repository, the ACJIS network; and background checks for private investigation licensing, security guard licensing, concealed carry permits, and other authorized private and government entities. Additionally this subprogram compiles and publishes the Arizona Uniform Crime Report.

Goal 1 **To Promote Public Safety in Arizona**

Objective: Promote public safety and improve quality of life for residents by enforcing sex offender registration requirements.

- Measures:**
1. Percent of all registered sex offender files verified. Target 90.
 2. Percent of all registered sex offender files queried annually for address verification. Target 100.

Objective: Promote public safety by expanding law enforcement access to fingerprint and criminal history records.

Measure: Average number of days required to process an arrest disposition. Target 2.

Objective: Promote public safety by enhancing the capability of criminal information systems and the sharing of information.

Measure: Percent of identities verified through fingerprint searches using the MetaMorpho system upgrade. Target 90.

Objective: Protect the public by ensuring compliance with state statutes and administrative rules.

- Measures:**
1. Number of open security guard and private investigator complaints exceeding ninety days from receipt to final disposition. Target 0.
 2. Number of noncriminal justice agency audits conducted annually (based on calendar year NCIC cycle). Target 50.

Goal 2
To Deliver Exemplary Service

Objective: Improve customer service by providing timely response to public records, criminal history, and license requirements.

- Measures:**
1. Percent of Automated Fingerprint Identification System reliability. Target 100.
 2. Average number of days to process a clearance card when the applicant has no criminal record. Target 20.
 3. Average number of days to process a clearance card when the applicant has a criminal record. Target 45.
 4. Average number of days to process a criminal history records check and provide the results. Target 8.
 5. Average number of days to process a concealed weapons permit when research is required (tracking is from the date the application is received to the date the permit is issued or denied). Target 26.
 6. Average number of days to process a concealed weapons permit when no research is required (tracking is from the date the application is received to the date the permit is issued). Target 21.

Objective: Implement automated systems for information sharing and efficiency.

Measure: Number of criminal justice agencies transitioned to the Arizona Disposition Reporting System. Target 10.

Objective: Ensure criminal justice agency compliance with state and federal statutes.

- Measures:**
1. Number of criminal history record review audits conducted annually (based on calendar year NCIC cycle). Target 113.
 2. Number of Arizona Criminal Justice Information System audits conducted annually (based on calendar year NCIC cycle). Target 96.

Peace Officer Standards and Training Board

PSA 5.0

Mission: To foster public trust and confidence by establishing standards of integrity, competence, and professionalism for Arizona peace officers and correctional officers.

Description: The Arizona Peace Officer Standards and Training Board (POST) is composed of thirteen members appointed by the Governor according to the provisions of A.R.S. §§ 41-1821 and 1828.01. The program provides the following: funding for basic training academies; reimbursement for materials and supplies; continuing training for law enforcement officers (i.e., sponsorship, financial support, and actual delivery); development of standards for law enforcement officers (i.e., physical, educational, and proficiency skills); certification and decertification of law enforcement officers; and the development of standards for correctional officers.

Goal 1

To Develop, Implement, and Update Standards for the Selection, Retention, and Training of Peace Officers and Correctional Officers

Objective: Review in-depth and update 33% of the existing curricula in the law enforcement and corrections basic courses.

Measure: Complete 33% of curricula reviews.

Objective: Review and update model lesson plans and ensure 100% of Arizona law enforcement academies use the POST model lesson plans.

- Measures:**
1. Develop 100% of model lesson plans for distribution.
 2. Ensure that 100% of academies are utilizing over eighty percent of lesson plans.

Objective: Ensure 100% of Arizona law enforcement academies use the POST comprehensive final exam.

Measure: Ensure 100% of academies use the standardized competency examination.

Objective: Review and update, if necessary, 100% of POST administrative rules governing the minimum standards and training requirements by peace officers and correctional officers.

Measure: Ensure 100% of administrative rules reviewed.

Goal 2

To Promote and Uniformly Enforce Compliance with the Standards Prescribed for Peace Officers and Correctional Officers

Objective: Complete new-hire compliance audits in less than thirty days.

- Measures:**
1. Number of new hires estimated at 1,150.
 2. Number of peace officers requiring basic training estimated at 750.
 3. Number of peace officers via waiver testing estimated at 70.
 4. Audit 164 agencies.
 5. Number of certified peace officers estimated at 14,800.
 6. Number of correctional officers estimated at 6,100.
 7. Conduct 1,150 new-hire minimum qualification compliance audits.
 8. Conduct new-hire audits in 44 days.

Objective: Maintain a rate of law enforcement agency noncompliance with minimum standards for peace officers of less than 10%.

Measure: Maintain a noncompliance rate of 10% of agencies.

Objective: Audit 50% of the basic academies.

Measure: Complete 4 academy audits.

Objective: Review and complete investigations related to peace officer certification for presentation to the board in 100 days.

Measures: Review and complete investigations in an average 150 days.

Goal 3

To Recommend Curricula and Promote Advanced Law Enforcement Courses in Universities and Colleges in Conjunction with their Governing Bodies

Objective: Increase the number of law enforcement courses qualifying for both POST and college training credits.

- Measures:**
1. Ensure 12 Administration of Justice programs giving credit for POST training.
 2. Ensure 17 POST courses qualifying for college credit.
 3. Ensure 730 college courses qualifying for POST-mandated training credit.

Goal 4

To Maximize the Funds Available for Peace Officer Training by Using Available Training Facilities, Minimizing Operational Costs, and Augmenting Funds by Seeking Grants

Objective: Increase the number of partnerships which optimize training fund expenditures through inter-governmental agreements by 5% each year.

Measure: Ensure 21 intergovernmental agreements and partnerships.

Objective: Obtain public sector grant funding to equal 2% of annual Criminal Justice Enhancement Fund revenues.

Measure: Zero revenues are estimated to be received from public sources.

Objective: Find practical and sensible ways to improve customer service, reduce costs, and eliminate duplication.

- Measures:**
1. Receive 15 efficiency review ideas.
 2. Consider 15 efficiency review ideas for implementation.

Goal 5

To Enhance the Professional Development of Peace Officers Through Continuous Improvement of Basic and In-Service Training and to Provide for a Comprehensive System for Agency Attainment of POST-mandated Training

Objective: Increase the number of instructors qualified to teach POST-approved training programs.

Measure: Ensure 300 qualified new instructors teaching POST programs.

Objective: Increase the number of POST provided train-the-trainer programs.

Measure: Provide 22 train-the-trainer programs.

Objective: Number of peace officers attending POST-provided, in-service training programs qualifying for mandated training credit.

- Measures:**
1. POST will present 100 in-service programs.
 2. Number of attendees of in-service programs estimated at 4,000.

Objective: Improve training consistency in key topics of statewide applicability through distance learning programs.

- Measures:**
1. Produce 7 DVD training programs.
 2. Ensure 100% participation in DVD training programs.

Objective: Maintain a computer-based training capacity.

Measure: Number of students participating in interactive web-based training programs estimated at 23,000.

Objective: Conduct a comprehensive review and revision of 100% of the instructor training programs and materials for high risk, high liability topics and revise as needed.

Measures: Review 100% of high risk, high liability topics.

Peace Officer Standards and Training Board

Objective: Conduct a comprehensive review of 25% of the train-the-trainer, specialty, and regional training programs and materials and revise as needed.

Measure: Review 66% of train-the-trainer, specialty, and regional training programs.

Objective: Maintain high approval levels for POST services.

Measure: Ensure 90% of in-service programs achieve an overall evaluation of 8.0 or better.

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