

Pinal County Sheriff's Office Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The Pinal County Sheriff's Office exists to serve the public with Integrity, Fairness and Professionalism that combines compassion and courtesy, thereby instilling public trust in PCSO

ISSUE STATEMENTS

Issue 1: Calls for Service

A 100% increase in County population since 2000 and continued projected growth of 38% over the next five years could, if not addressed, result in:

- increased response time for all calls
- an increase in the crime rate
- less time for quality investigations
- less time for officers to spend on proactive policing in the community, schools, and crime prevention programs
- inadequately located facilities
- Decreased ability to maintain acceptable standards in training

Issue 2: Illegal Immigration

The ongoing impact of illegal immigration will, if not addressed, result in:

- an increase in the violent crime rate
- an increase in the personal property crime rate
- decrease in public perception of safety and trust in government
- Increase cost and demand for law enforcement and detention services
- Increased threat to lives and safety of our citizens and law enforcement officers

Issue 3: Illegal Drug Use

Pinal County's high incidence rate of illegal drug use will, if not addressed, result in an increase in violent crimes and property crimes, and will have a negative impact on family life and the community as a whole.

Issue 4: Technology

The continuing lack of technology and training within the Sheriff's Office, will, if not addressed, result in:

- Officers having to leave their patrol area in order to complete reports.
- Limited patrol visibility and availability
- Increased response time
- Negative impact on emergency communications and officer safety
- Delayed availability of reports and information.
- An inability to utilize real time information to protect officers and citizens

Issue 5: Training

The continued lack of focus on adequate training, will, if not addressed, result in:

- Increased threats to officer and public safety
- Increased liability and cost to the County
- Lack of professional report writing and investigations

Issue 6: Traffic Collisions

The traffic collision rates which continue to increase, will, if not addressed, result in more fatalities, injuries, and property damage.

STRATEGIC GOALS

Strategic Goal 1: Response Time:

By 2011, reduce average response time for:

- Priority 1* calls for service from 13.44 minutes to 10 minutes.
*Priority 1 calls are emergency calls which may include threats to life or dangerous or serious injury or major property damage. This could also include any felony or violent misdemeanor where the suspect remains on the scene or may be apprehended in the vicinity.
- Priority 2* calls for service from 19.11 minutes to 15 minutes
*Priority 2 calls are urgent calls which may include an incident currently in progress which does not represent a serious threat to life or property.
- Priority 3* calls for service from 23.27 minutes to 21 minutes
*Priority 3 calls are routine calls which include any request or incident involving minor offenses, cold crimes, or an offense where immediate response is not necessary.

Strategic Goal 2: Officer Safety

By 2011, officer safety will be improved through:

- 95% mobile radio coverage
- 65% portable radio coverage
- 100% of officers completing advanced officer training on a yearly basis
- 100% of dispatch staff completing advanced communications training on a yearly basis

Strategic Goal 3: Officer Visibility

By 2011, officers will maintain a higher visibility in the community as evidenced by:

- 100% of vehicles are equipped with Mobile Data Terminals (currently at 20%)
- Achieve staffing levels consistent with Nationally accepted standards for law enforcement and detention

Strategic Goal 4: Traffic Collisions

By 2012, the rate of traffic collisions in unincorporated Pinal County will be reduced, as evidenced by:

- 25% reduction in Fatal collisions
- 10% reduction in Injury collisions
- 10% reduction in Non-injury collisions
- 8% reduction in DUI related collisions

Strategic Goal 5: Illegal Drug Use and Smuggling

By 2011, reduce illegal drug related and human smuggling crimes:

- 25% increase in solving illegal drug related crimes
- 25 % increase in community partnerships aimed at illegal drug use
- 100% increase in resources to our counter narcotic task force
- 100% implementation of human smuggling squad

Strategic Goal 6: Crime Prevention

By 2011:

- Achieve an overall violent crime rate at or below the national average as reported by the FBI Uniform Crime Reports.
- Achieve an overall property crime rate at or below the national average as reported by the FBI Uniform Crime Reports.

Increase the perception of public safety as indicated by:

- 25% increase in public participation in crime prevention programs
- 25% increase in citizen volunteers for PCSO

CROSS CUTTING ISSUES

Issue 2: Illegal Immigration

Goal 2: Crime Prevention

Cross Cutting with: County Attorney

Need: Improve communication with County Attorney with respect to investigations.

Issue 3: Methamphetamine

Goals 1 & 2: Crime Prevention, Illicit Drug Use

Cross Cutting with: County Attorney. Public Health

Need: County Attorney – Improve follow-up with County Attorney with respect to investigations.

Need: Public Health – Partner with PCSO on community Methamphetamine education.

Issue 4: Lack of Technology

Goal 2, 3, & 6: Response Time, Officer Visibility, Officer Safety

Cross Cutting with: Budget, and Information Technology (IT)

Need: Budget – Funding for mobile data terminals for PCSO fleet.

Need: IT – Promote, implement, and support mobile data technologies in PCSO fleet

Issue 5: Jail Population

Goals 1, 4, & 5: Detention Services

Cross Cutting with: Public Health and Correctional Health

Need: Efficient process implemented for medical intake services

Issue 6: Crash and Collision Rates

Goals 5 & 7: Officer Safety, Traffic Accidents

Cross Cutting with: Budget, Public Works

Need: Budget – Funding for more officers, radar equipment, vehicles, etc.

Need: Public Works - Focus funding for roadway improvements on the most dangerous segments.

Issue: Non-Issue Statement – Juvenile Crime

Goals 1 & 2: Crime Prevention & Response Time

Cross Cutting with: Juvenile Probation/Detention

Need: Efficient process between agencies of accepting and holding juveniles

Issue: Sentencing orders received from Superior Court

Goals

Cross Cutting with: Superior Court

Need: Timely delivery of Sentencing orders so inmates can be transferred out of the Pinal County Detention Facility in a timely manner.

Issue: Non-Issue Statement – Condition of Department Fleet Vehicles

Goal: N/A

Cross Cutting with: Fleet, Board of Supervisors

Need: Consistent replacement vehicle policy for PCSO fleet needs.

Issue: RICO Forfeitures

Goals:

Cross Cutting with: County Attorney's Office

Need: Streamline and coordinate process between the County Attorney's Office and PCSO for both criminal and civil cases involving RICO forfeitures.

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 11
- 1.2. Training Activity, page 12
- 1.3. Records Management Activity, page 13
- 1.4. Vehicle Management Activity, page 14
- 1.5. Financial Services Activity, page 15
- 1.6. Department Director Activity, page 16(This activity not used)

2. Detention Program

- 2.1. Support Services Activity, page 17
- 2.2. Inmate Security Activity, page 18
- 2.3. Inmate Basic Needs and Education Activity, page 19

3. Enforcement Program

- 3.1. Criminal Investigation Activity, page 20
- 3.2. Pinal County Narcotics Task Force Activity, page 22
- 3.3. Field Patrol Activity, page 23

4. Support Program

- 4.1. Information Services Activity, page 25
- 4.2. Communications and Alarm Activity, page 26
- 4.3. Professional Standards Activity, page 27
- 4.4. Evidence Activity, page 28
- 4.5. Civil Process Activity, page 29
- 4.6. Community Resources Activity, page 30

PROGRAMS

Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

- Key Results**
- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
 - 85% of training dollars spent that directly align to County or Department strategic goals
 - 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
 - 95% of department vehicles with preventative maintenance performed as scheduled
 - 95% of department vehicles operated more than 10,000 miles per year
 - 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods. **(Key Result not used)**
 - 100% of applicable Key Results achieved **(Key Result not used)**
 - 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Office of the County Manager **(Key Result not used)**

Detention Program

Purpose Statement The purpose of the Detention Program is to provide custody, control and support services to the community, local law enforcement, judicial agencies and those incarcerated so they can have a secure effective and efficient detention center that provides a productive environment for the incarcerated.

- Key Results**
- 90% of Department of Corrections sentenced prisoners transferred out to the Arizona Prison System within 5 business days from receiving sentencing order.
 - 100% reduction in suicides from 4 to 0
 - 100% of inmates/detainees identified as having mental or physical needs are referred to Correctional Health within 1 duty days
 - 100% of juveniles remanded to adult detention receiving required educational services
 - 25% decrease in worker's comp incident rate

Enforcement Patrol Program

Purpose Statement The purpose of the Enforcement Program is to provide Investigative & Patrol services to the Public so they can benefit from a safe community to live, work, play and raise children

- Key Results**
- Achieve an overall property crime rate at or below the national average of * %
 - * % of cases cleared
 - 25% increase in narcotics task force investigations that result in arrest
 - 13% reduction in the average response time to Priority 1 emergency calls from 13.44 minutes to 11.7 minutes
 - 5% increase in DUI arrests from 1835 to 1926

Program***Support Services Program*****Purpose
Statement**

The purpose of the Support Services program is to provide information, communication, evidence collection & preservation, civil / court processes and Search and Rescue to Residents and the Criminal Justice community so they can have the resources needed for a safe community.

Key Results

- 100% of reports (documents and data that can be released) is processed and disseminated within 10 working days
- 90% of PCSO Priority 1 emergency calls are dispatched within 2 minutes
- 100% of Professional Standard investigations completed within 60 days
- 25% of found and seized property returned, retained, or destroyed within one year
- 100% of major cases have an evidence technician respond to properly collect and package evidence
- 100% of legal notifications served within the required timeframe
- 100% of lost or injured persons found within 6 hours from receipt of call
- 5% increase in community block watch participation

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

Activity Services	<ul style="list-style-type: none">• Candidate Selection Recommendations• Job Postings• Policy Interpretations• Employee Relations Management• Employee Interviews• Grievance hearings• Employee Inquiry Responses	<ul style="list-style-type: none">• Performance Appraisals/ Evaluations• Employee Assistance Referrals• Employee Orientation Sessions• Exit Interviews• Personnel Reports• General Order Updates• Employee Awards• “Silent Whistle” Investigations• * Employee Commendations
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Family of Measures	<p><u>Results</u></p> <ol style="list-style-type: none">1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date (# of employee appraisals submitted by due date/total # of appraisals)2. 100% review, adoption, and implementation of General Orders (# of General Orders reviewed, adopted and implemented/total # of General Orders)
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Outputs

1. 648 of employee appraisals submitted on/by due date

Demands

1. 687 of employee appraisals anticipated to be submitted

Efficiencies

N/A

Activity Manager(s)	<ul style="list-style-type: none">• Chief Steve Henry• Cmdr. Jeff Karns
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Activity Budget	\$x,xxx,xxx
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Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific training services to employees so they can more effectively meet the County and/or department strategic goal.

Activity Services	<ul style="list-style-type: none">• Training Sessions• Safety Training Sessions• Employee Handbooks• Field Training Sessions• Firearms Professional Training•	<ul style="list-style-type: none">• Training Assessment• Training Records• Training Schedules/Arrangements• Certified Posse Academies• Advanced Officer Trainings
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Family of Measures

Results

1. 85% of training dollars spent that directly align to County or Department strategic goals.
(# of training dollars spent that directly align to County or Department strategic goals / total number of training dollars spent)
2. 100% staff participation in Advanced Officer and employee training
(# of staff participating in Advanced Officer and employee training/total # of staff)

Outputs

Training \$ spent that directly align to County or Department strategic goals

Demands

Training \$ spent that directly align to County or Department strategic goals anticipated to be spent

Efficiencies

Training Activity \$ spent that directly align to County or Department strategic goals

Activity Manager(s)	<ul style="list-style-type: none">• Cmdr. Jeff Karns• Capt Ruben Montano
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Activity Budget	\$x,xxx,xxx
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1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses

Family of Measures

Results

1. 100% of record series managed in compliance with legal and policy requirements as determined by the Arizona State Library of Archives.
(# of record series managed in compliance with legal and policy requirements / total # of records series managed)

Outputs

2. *# record series in compliance with legal and policy requirements
* data is not currently available; it will be collected over the next six months and added to the plan once a baseline is established

Demands

* # record series anticipated to be in compliance with legal and policy requirements

Efficiencies

Records Management Activity \$ expenditure per record series in compliance with legal and policy requirements

Activity Manager(s)

- **Cmdr. Jeff Karns**
- **Andrea Kipp**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled
(# of department vehicles with preventative maintenance performed as scheduled/ total department vehicles)
2. 95% of department vehicles operated more than 10,000 miles per year
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)

Outputs

1. 377 department vehicles operated

Demands

1. 387 department vehicles anticipated to be operated
2. 360 department vehicles operated more than 10000 miles a year

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated

Activity Manager(s)

- Chief Steve Henry
- Fleet Services

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure appropriate allocation, acquisition, utilization and control of County resources and stay within their budget at the activity level.

Activity Services

- Grant Reports
- Grant Applications
- Grant Programmatic Progress Reports
- Payment Authorizations
- Employee Reimbursement Authorizations
- Year-end Accounting Records
- Cash Receipts
- Budget Proposal
- Spending Requests
- Appropriation Adjustments
- Expenditure Projections
- Performance Reports

Family of Measures

Results

1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/total payment authorizations) (Key Result not used)
2. 100% of grant applications are filed timely
(# of grant applications filed by due date/total # of grant applications)
3. 100% of required statistics and performance measures are tracked and reported to grantor
(# of required grant statistical reports and performance measures reported to grantor/total # of grants)
4. 90% of PCSO non-construction payment authorizations(purchase orders) entered into the system within 3 days of receipt of packing slip/invoice
(# of payment authorizations entered within 3 days of receipt of packing slip/invoice/total # of payment authorizations entered.)

Outputs

1. 1572 of payment authorizations (purchase orders) received within three business days of physical receipt of item(s)

Demands

1. 1590 of payment authorizations (purchase orders) anticipated to be entered into the system

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s)

- Sheriff Paul Babeu
- Chief Steve Henry
- Tim Gafney
- Anna Parra

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity (This Activity Not Used)

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

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- | | | |
|--------------------------|--|---|
| Activity Services | <ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects | <ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership |
|--------------------------|--|---|
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- Family of Measures**
- Results
1. 100% of Key Results achieved
(# of key results achieved/total # of key results)
 2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Pinal County Sheriff's Office.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)
-

- Outputs
1. * of customers responding to the department survey
-

- Demands
1. * of customers expected to respond to the survey
-

- Efficiencies
1. \$ Department expenditures per customer served
-

Activity Manager(s)	<ul style="list-style-type: none">••
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Activity Budget \$x,xxx,xxx

2. Detention Program

Purpose Statement The purpose of the Detention Program is to provide custody, control and support services to the community, local law enforcement, judicial agencies and those incarcerated so they can have a secure effective and efficient detention center that provides a productive environment for the incarcerated.

Section 2.1: Support Services Activity

Activity Purpose Statement The purpose of the Support Services Activity is to provide general inmate services to other law enforcement, judicial agencies and the Pinal County so they can have the information they request to conduct their business as quickly as possible.

Activity Services	<ul style="list-style-type: none">• Photo Line Ups• Investigative Reports• Order of Protection Notifications• Victim Notifications• Investigative Recordings• Public Fingerprint Clearance Cards• DNA Collections• Inmate Fingerprint Records• Classifications• Searches• Paperwork Reviews• Mass Transports• Court Escorts• Compassionate Emergency Escorts•	<ul style="list-style-type: none">• Sex Offender Registrations• Courtesy Holds• Statistical Reports• Gang Intel/Data• Professional Visits• Information Request Responses• Bond Releases• Data Entries• Booking and Inmate Releases• Intake Medical Screenings• Property Inventories• Community Betterment Programs• Work Assignment Escorts• Medical/Hospital Transports/Escorts
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Family of Measures

Results

1. 90% of Department of Corrections sentenced prisoners transferred out to the Arizona Prison System within 5 business days from receiving sentencing order. (# of Department of Corrections sentenced prisoners transferred within 5 business days from receiving sentencing order / total # of Department of Corrections sentenced prisoners transferred)
2. 5% increase of correctional costs recovered from non-County (ICE) funding (TY ICE funding-LY ICE funding/total correctional costs)

Outputs

1. 15,778 inmates/detainees transferred out to the Arizona Prison System

Demands

1. 20,000 inmate/detainees anticipated to be processed

Efficiencies

1. Inmate Processing Activity \$ expenditure per inmate/detainee processed

Activity Manager(s) • **Cmdr. Jayme Valenzuela**

Activity Budget \$x,xxx,xxx

2. Detention Program

Purpose Statement The purpose of the Detention Program is to provide custody, control and support services to the community, local law enforcement, judicial agencies and those incarcerated so they can have a secure effective and efficient detention center that provides a productive environment for the incarcerated.

Section 2.2: Inmate Security Activity

Activity Purpose Statement The purpose of the inmate security activity is to provide support, custody, and control services to inmates so they can have a safe and secure environment.

Activity Services	<ul style="list-style-type: none">• Medical Security Patrols• Hospital Security Patrols• K-9 Drug Services• Facility Patrols	<ul style="list-style-type: none">• Recreational Activities• Community Betterment Security Services• Disciplinary Hearings
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Family of Measures

Results

1. 25% decrease in worker's comp incident rate
(Total # of this years incident reports – last years/this years)
2. 25% decrease in injuries of inmates/detainees
(Total # of this years injury reports-last years/this years)
3. 100% reduction in suicides from 4 to 0
(last years suicides - this years suicides / last years suicides)

Outputs

1. 4,426 incidents reported
2. * injuries reported
(* Target will be provided within 6 months)

Demands

1. 4000 incidents reported
2. * injuries reported
(* Target will be provided within 6 months)

Efficiencies

1. Inmate security activity \$ expenditure per incident reported
2. Inmate security activity \$ expenditure per injury reported

Activity Manager(s) • **Cmdr. Terry Johnson**

Activity Budget \$x,xxx,xxx

2. Detention Program

Purpose Statement The purpose of the Detention Program is to provide custody, control and support services to the community, local law enforcement, judicial agencies and those incarcerated so they can have a secure effective and efficient detention center that provides a productive environment for the incarcerated.

Section 2.3: Inmate Basic Needs and Education Activity

Activity Purpose Statement The purpose of the Inmate Basic Needs and Education Activity is to provide support and self improvement services to inmates so they can maintain their physical well being and be better prepared to gain lawful employment upon release in to the community.

Activity Services

- Hygiene Products
- Cleaning Supplies
- Clothing & Bedding
- Mail
- Medical Services
- Recreational Activities
- Life Skills Training Sessions
- *Educational Classes
- Alcoholics/Narcotics Anonymous meetings
- Work Releases
- Telephone Communications
- Court Services
- Meals
- Family Visits
- Juvenile Educational Services
- Religious Services
- Reading Materials

Family of Measures

Results

1. 100% of inmates/detainees identified as having mental or physical needs are referred to Correctional Health within 1 duty days
(# of inmates/detainees identified as having mental or physical needs are referred to Correctional Health within 1 duty days/# of inmates/detainees identified as having mental or physical needs referred to Correctional Health)
2. 100% of juveniles remanded to adult detention receiving required educational services
(# of juveniles remanded to adult detention receiving required educational services/total # of juveniles remanded to adult detention)
3. 100% implementation of adult education curriculum
(# of adult education curriculum components implemented/total # of adult implementation components)
4. 100% implementation of special needs adult curriculum
(# of special needs adult education curriculum components implemented/total # of adult implementation components)

Outputs

1. * inmate/detainee referrals to correctional health
(* Target will be provided within 6 months)
-

Demands

1. * inmate/detainee referrals to correctional health
(* Target will be provided within 6 months)
-

Efficiencies

1. Inmate Basic Needs Activity \$ expenditure per Inmate/detainee supported
-

Activity Manager(s)

- **Cmdr. Terry Johnson**
- **Cmdr. Jayme Valenzuela**

3. Enforcement Program

Purpose Statement The purpose of the Enforcement Program is to provide Investigative & Patrol services to the Public so they can benefit from a safe community to live, work, play and raise children

Section 3.1: Criminal Investigation Activity

Activity Purpose Statement The purpose of the Criminal Investigation Activity is to provide investigation and recovery services to victims, the public, and other government agencies so they can provide for and benefit from a safer community.

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- | | | |
|--------------------------|---|---|
| Activity Services | <ul style="list-style-type: none">• Robbery Investigations• Homicide Investigations• Death Investigations (suicide, unattended, and industrial)• Domestic Violence Investigations• Assault Investigations• Sex Offender Investigations• Robbery Reports• Burglary Reports• Drug Reports (Organized Crime & Street Level)• Burglary Investigations• Property Crimes Investigations• ID Theft Investigations• Apprehensions• Internet Fraud Investigations• Industrial Theft Investigations | <ul style="list-style-type: none">• Persons Crimes Investigations(kidnapping, sex crimes, elder abuse, child crimes)• Computer Forensics• Illegal Immigrations Investigations• Assault Reports• Property Reports• Animal Abuse Reports• Administrative Reports• Death Reports• Fraud Investigations• Precious Metal Theft Investigations• Criminal Damage Investigations• Theft Investigations• Property Recoveries |
|--------------------------|---|---|
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- Family of Measures**
- Results**
1. % of cases cleared
(# of cases cleared/# of cases received)
 2. Achieve an overall property crime rate at or below the national average
(Overall property crime % as reported on UCR)
(* Target will be provided within 6 months)
 3. Achieve an overall violent crime rate at or below the national average
(Overall violent crime % as reported on UCR)
-

- Outputs**
1. 100 cases submitted for prosecution
 2. 341 investigations (cases) accepted by criminal investigation division
 3. 189 property crimes assigned to investigation division
 4. 86 property crime cases submitted for prosecution

Demands

1. 125 cases submitted for prosecution
2. 400 investigations (cases) accepted by criminal investigation division
3. 207 property crimes anticipated to be assigned to investigation division
4. 94 property crime cases anticipated to be submitted for prosecution

Efficiencies

1. Persons and Violent Crime Activity \$ expenditure per investigation

Activity Manager(s)	<ul style="list-style-type: none">• Lt. Harry Grizzle• Andrea Kipp• Sgt Ruben Leos
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Activity Budget	\$x,xxx,xxx
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3. Enforcement Program

Purpose Statement The purpose of the Enforcement Program is to provide Investigative & Patrol services to the Public so they can benefit from a safe community to live, work, play and raise children

Section 3.2: Pinal County Narcotics Task Force/Human Smuggling Activity

Activity Purpose Statement The purpose of the Pinal County Narcotics Task Force/Human Smuggling Activity is to provide narcotic investigation services to Pinal County residents and other government agencies so they can experience a reduction in the sale, and trafficking of illegal drugs and human smuggling in their community.

Activity Services	<ul style="list-style-type: none">• K-9 Searches• K-9 Drug Interdictions• Grant Proposals• Methamphetamine Production Dismantling• Grant Reports	<ul style="list-style-type: none">• Narcotics Investigations• Smuggling Investigations<ul style="list-style-type: none">- Organized Crime- Major Smuggling Organization• Street Level Investigations• Human Smuggling Investigations• Coordinate with local, tribal, state, and federal LE agencies
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Results

1. 25% increase in narcotics task force investigations that result in arrest. (# of this years narcotics task force investigations that result in arrest- last years/this years)
 2. 100% increase seizures of narcotics and assets used to facilitate narcotics and human smuggling
(Total value of narcotics and assets seized last year - Total value of narcotics and assets seized this year / Total value of narcotics and assets seized last year)
-

Outputs

1. * narcotic and human smuggling investigations
 2. * felony narcotics charges approved for prosecution
 3. * criminal and civil forfeitures submitted
(*Targets will be provided within 6 months)
-

Demands

1. * narcotic and human smuggling investigations anticipated.
 2. * felony charges approved for prosecution
(*Targets will be provided within 6 months)
-

Efficiencies

1. Pinal County Narcotics Activity \$ expenditure per narcotic investigation.
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Activity Manager(s)	<ul style="list-style-type: none">• Lt. Harry Grizzle• Sgt. Richard Spencer
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Activity Budget	\$x,xxx,xxx
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3. Enforcement Program

Purpose Statement The purpose of the Enforcement Program is to provide Investigative & Patrol services to the Public so they can benefit from a safe community to live, work, play and raise children

Section 3.3: Field Patrol Activity

Activity Purpose Statement The purpose of the Field Patrol Activity is to provide first line response, traffic safety, and a uniform presence to all people within Pinal County so they can feel safe in their environment and receive a timely response to their needs.

Activity Services	<ul style="list-style-type: none">• Responses to Calls for Service,• Court Testimonies• Bureau Services• Case Presentations• DUI Investigations• Traffic Stops• Traffic Warnings• Collision Investigations• High Risk Warrants• Barricaded Subject Resolutions• VIP Protection Services• Crowd/Riot Control Services• High Risk Court Security Services• SWAT Training Sessions	<ul style="list-style-type: none">• Patrols• Reports• Bicycle Safety Patrols• Mounted Safety Patrols• Collision Reports• Commercial Vehicle Inspections• Critical Accident Investigations• Impound Hearings• Motorcycle Patrol Units• Mutual Aid Support to Other Law Enforcement Agencies• Hostage Negotiations• Fugitive Apprehensions• Public Relation Presentations• High Risk Inmate Transportation Services
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Family of Measures	<p><u>Results</u></p> <ol style="list-style-type: none">1. 13% reduction in the average response time to Priority 1 emergency calls from 13.44 minutes to 11.7 minutes (total response time/total calls for service)2. 10% decrease of fatal collisions (last years fatal collisions-this years fatal collisions/last years fatal collisions)3. 5% increase in DUI arrests from 1835 to 1926 (# this year DUI arrests- # last year DUI arrests/# last year DUI arrests)4. *% of volatile situations resolved without serious injury or death to officers, Residents or suspects (Total # of volatile situations resolved without serious injury or death to officers, residents or suspects/ Total # of situations)
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Outputs

1. * Priority 1 emergency calls for service responded to in 10 minutes
 2. 16 deputies on patrol per shift
(*Targets will be provided within 6 months)
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Demands

1. * Priority 1 emergency calls for service anticipated to be responded to in 10 minutes
2. 16 deputies anticipated to be on patrol per shift
(*Targets will be provided within 6 months)

Efficiencies

1. Field Patrol Activity \$ expenditure per call responded to in 10 minutes
2. Field Patrol Activity \$ expenditure per deputy on patrol per shift

Activity Manager(s)	<ul style="list-style-type: none">• Capt. Shane Blakeman• Lt. Doug Brown• Lt. Harry Grizzle• Lt. Scott Elliot• Lt. Blake King
Activity Budget	\$x,xxx,xxx

4. Support Services

Purpose Statement The purpose of the Support Services program is to provide information, communication, evidence collection & preservation, civil/court processes and Search and Rescue to Residents and the Criminal Justice community so they can have the resources needed for a safe community.

Section 4.1: Information Services Activity

Activity Purpose Statement The purpose of the Information Services Activity is to provide documentation and data services to the public; private and governmental agencies so they can receive timely reports and public records requests.

Activity Services	<ul style="list-style-type: none"> • Arizona Criminal Information Center Updates • National Crime Information Center Updates • Records <ul style="list-style-type: none"> ○ Collision ○ Criminal ○ Civil ○ Statistical ○ Sex Offender Registration 	<ul style="list-style-type: none"> • Crime Analysis Reports • Chain of Custody Records • *Found Property Web Postings • Custody Record Receipts • Towed/Impounded Releases • Towed Vehicle Information • *Web-Based Reports <p>(*denotes service desired to be offered but is not currently)</p>
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Family of Measures

Results

1. 100% of reports (documents and data that can be released) is processed and disseminated within 10 working days.
(Total # of reports (documents and data that can be released) is processed and disseminated within 10 working days/Total # of report requests (documents and data that can be released))
2. 100% records requests completed within 48hours of the request in the Records department.
(# of reports processed & disseminated within 48 working hours of the request / total # of reports requested)

Outputs

1. * reports entered
2. 14,493 reports disseminated
(*Targets will be provided within 6 months)

Demands

1. * reports requested by the public
2. 16,000 reports anticipated to be disseminated
(*Targets will be provided within 6 months)

Efficiencies

1. Information Services Activity \$ expenditure per report entered
2. Information services Activity expenditure per report disseminated

Activity Manager(s)

- **Cmdr. Jeff Karns**
- **Andrea Kipp**

Activity Budget \$x,xxx,xxx

4. Support Services Program

Purpose Statement The purpose of the Support Services program is to provide information, communication, evidence collection & preservation, civil / court processes and Search and Rescue to Residents and the Criminal Justice community so they can have the resources needed for a safe community.

Section 4.2: Communications and Alarm Activity

Activity Purpose Statement The purpose of the 911 and Communications activity is to provide emergency and non emergency response and alarm services to the public, private, government agencies and Sheriff's Office staff so they can receive improved customer service and efficient call processing.

Activity Services

- Dispatches
- Telephone Responses
- Telephone Transfers
- Electronic/E-mail Responses
- Teletype Responses
- Call Classifications (EMS, Police, Fire)
- Call Priority Assignments
- Alarms
- Receipts for Permits
- Permits
- Financial Reports
- Amber Alerts
- 911 Addresses/Mappings
- 911 Funding Proposals
- Annexation Updates
- 911 Data Bases
- 911 Audit Reports
- Confirmations
- Alarm Hearings
- False Alarm Bills
- Statistical Reports
- Presentations

Family of Measures

Results

1. 90% of PCSO Priority 1 emergency calls are dispatched within 2 minutes.
(# of PCSO Priority 1 emergency calls dispatched within 2 minutes/total # of Priority 1 emergency calls)
2. 25% reduction in permitted and repetitive false alarm calls
(last years false alarm calls-this years false alarm calls/last years false alarm calls)

Outputs

1. 337,758 calls received on 911 lines
2. 314,614 calls received on Sheriff Office lines

Demands

1. 338,000 calls anticipated to be received on 911 lines
2. 315,000 calls anticipated to be received on Sheriff Office lines

Efficiencies

1. 911 and Communications Activity \$ Expenditure per call taker and dispatcher

Activity Manager(s)

- Jennifer Foster
- Sandra Gilstad
- Lori Schaum

Activity Budget \$x,xxx,xxx

4. Support Services Program

Purpose Statement The purpose of the Support Services program is to provide information, communication, evidence collection & preservation, civil/court processes and Search and Rescue to Residents and the Criminal Justice community so they can have the resources needed for a safe community.

Section 4.3: Professional Standards Activity

Activity Purpose Statement The purpose of the professional standards activity is to provide internal oversight, behavior review, and investigation services to residents, staff, and agencies so they can be assured of timely internal investigations, and professional behavior among sheriff's office staff.

Activity Services

- Administrative Investigations
- Disciplinary Files
- Citizen Complaint Responses
- Risk Management
- General Orders Updates
- Mutual Aid Investigations
- Due Process (hearings, reviews, reports)
- Use of force / pursuit tracking

Family of Measures

Results

1. 100% of Professional Standard investigations completed within 60 days
(# of Professional Standard investigations completed within 60 days / # of investigations started)

Outputs

1. * investigations conducted
2. * complaints or requests received
(*Targets will be provided within 6 months)

Demands

1. * investigations anticipated to be conducted
(*Targets will be provided within 6 months)

Efficiencies

1. Professional Standards Activity \$ expenditure per investigation conducted

Activity Manager(s)

- Chief Steve Henry
- Chief James Kimble
- Sgt. Wayne Cashman

Activity Budget \$x,xxx,xxx

4. Support Services

Purpose Statement The purpose of the Support Services program is to provide information, communication, evidence collection & preservation, civil/court processes and Search and Rescue to Residents and the Criminal Justice community so they can have the resources needed for a safe community.

Section 4.4: Evidence Activity

Activity Purpose Statement The purpose of the Evidence Activity is to provide property/evidence maintenance, collection, disposal and return services to law enforcement, the public, attorneys, and other agencies so they can successfully complete their investigations and return property to the rightful owners.

Activity Services	<ul style="list-style-type: none">• Property / Evidence<ul style="list-style-type: none">○ Package○ Storage○ Transport○ Court Exhibits• Crime Scene Services<ul style="list-style-type: none">○ DNA & Fingerprint Collections○ Evidence Collection○ Crime Scene Documents	<ul style="list-style-type: none">• Personal Property Returns• Recovered Property Storage• Illegal items and Property Destructions• Found Property Storage• Evidence Safeguards• Chain of Custody• Photographic documents
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Family of Measures

Results

1. 25% of found and seized property returned, retained, or destroyed within one year (# found & seized property returned, retained or destroyed within 1 year / total # of seized property)
2. 100% of major cases have an evidence technician respond to properly collect and package evidence.
(# of cases requiring tech response that has evidence properly packaged/total # of cases requiring tech response)

Outputs

1. 341 cases assigned
2. 8594 items stored

Demands

1. 350 cases anticipated to be assigned
2. 8600 items anticipated to be stored

Efficiencies

1. Evidence Activity \$ expenditure per itemed stored

Activity Manager(s)

- Valorie Townsend

Activity Budget

\$x,xxx,xxx

4. Support Services

Purpose Statement The purpose of the Support Services program is to provide information, communication, evidence collection & preservation, civil/court processes and Search and Rescue to Residents and the Criminal Justice community so they can have the resources needed for a safe community.

Section 4.5: Civil Processes Activity

Activity Purpose Statement The purpose of the Civil Process Activity is to provide civil and criminal orders and services to judicial courts, county attorney and the public so they can receive timely legal notifications in order to continue with judicial proceedings.

Activity Services	<ul style="list-style-type: none">• Victim's Rights Information• Court Orders• Mental Health Commitment Notices• Mental Health Commitment Transports• Tax Collections• Tax Sale Postings	<ul style="list-style-type: none">• Subpoenas• Orders of Protection• Summonses• Injunctions Against Harassment• Writs• Civil Standbys
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Family of Measures Results
1. 100% of legal notifications served within the required timeframe
(# of legal notifications served with the required timeframe/total number of legal notifications served)

Outputs
1. * legal notifications served (such as subpoenas, summonses, and court orders) within required timeframe

Demands
1. * legal notifications anticipated to be served anticipated to be served within required timeframe

Efficiencies
1. Civil Process Activity \$ expenditure per legal notification served within required timeframe

Activity Manager(s)	<ul style="list-style-type: none">• Lt. Blake King• Sgt. James Meadows
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Activity Budget	\$x,xxx,xxx
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4. Support Services Program

Purpose Statement The purpose of the Support Services program is to provide information, communication, evidence collection & preservation, civil / court processes and Search and Rescue to Residents and the Criminal Justice community so they can have the resources needed for a safe community.

Section 4.6: Community Resources

Activity Purpose Statement The purpose of the Community Resources Activity is to provide community policing and crime prevention services to the Public so they can benefit from efficient service delivery and reside in a safer community.

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|--------------------------|--|--|
| Activity Services | <ul style="list-style-type: none"> • School Resource & Safety Patrols • School Presentations • School Investigations • Community Presentations • Neighborhood Watch Consultations • Community Safety Presentations • Lost and Injured Persons Recoveries • Remains Recoveries • Search and Rescue Missions • Uniform Support Patrols • Volunteer Training Sessions • Community Presentations • Cold Case Reviews • Mounted Patrols | <ul style="list-style-type: none"> • Mounted Patrols • Education Consultations • Business Watch Consultations • VIN Etchings • Mobile Graffiti Abatements • Bike Patrols • Citizen Patrol Training Sessions • “Citizens on Patrol” • Citizen’s On Patrols • Clerical Services • Victim Advocacy Assignments |
|--------------------------|--|--|

- Family of Measures**
- Result
1. 5% increase in community block watch participation
(last # of community block watch participation - this # community block watch participation/last # of community block watch participation)
 2. x% increase in School Resource and Safety Patrols
(TY # of School Resource and Safety Patrols-LY School Resource and Safety Patrols/total # of School Resource and Safety Patrols)
 3. 100% of lost or injured persons found within 6 hours from receipt of call.
(# of people found within 6 hours/ total number of people reported lost)

- Outputs
1. 29 organized community resource groups

- Demands
1. 31 organized community resource groups anticipated

- Efficiencies
1. Community Resources Activity \$ expenditure per community resource group

Activity Manager(s)

- Lt. Tamatha Villar
- Sgt. Stormee Wallace

Activity \$x,xxx,xxx

Budget