

PUBLIC SAFETY

Director: Colonel Frank L. Milstead

STRATEGIC PLAN — FY2018



Vision
To be the national model in providing customer-oriented state-level law enforcement services.

Executive Summary
Strategic Issues & Strategy

Issue 1: Critical Personnel for Public Safety Services
 A. Recruitment, retention and internal development of a diverse workforce.
 B. Staffing to provide 24-hour patrol and enforcement.
 C. Staffing to support criminal investigations and task force responsibilities.
 D. Support staffing for mandated criminal justice services.
 E. Professional development of current employees.
 F. Reallocation of resources and application of new technologies to increase the availability of current employees.

Issue 2: Essential IT and Communications Systems for Police and Support Activities
 A. Current IT and records management systems are antiquated.
 B. Communications systems supporting first responders do not provide for interoperability.
 C. Electronic reporting and payment systems are in the planning stages and not in use in all areas.

Issue 3: Adequate Material Resources and Infrastructure to Meet Law Enforcement Customer Expectations
 A. Aging vehicle fleet and aviation fleet increase response times and limit proactive enforcement.
 B. Aging facilities decrease employee pride and public confidence in the Department's image.

Mission

To protect human life and property by enforcing state laws, deterring criminal activity and providing vital support to the State of Arizona and its citizens.

Agency Description

The Department of Public Safety enforces state law with primary responsibility in the areas of traffic safety, criminal interdiction, narcotics, organized crime, auto theft and regulatory functions. Services include homeland security, criminal intelligence, scientific analysis, aviation, criminal information systems, 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.

Principles / Values

The following represents the Department's seven core values which support the tradition of *Courteous Vigilance*. Each core value is reflected in the acronym JUSTICE, which represents the seven points of the Department's badge.

- ◇ **Justice**—We embrace the qualities of fairness, equality and quickness in protecting the rights of the people we serve.
- ◇ **Undaunted Commitment**— We demonstrate moral and physical courage, vigilance and diligence in duty performance.
- ◇ **Service**— We deliver exceptional service assistance through teamwork and cooperation.
- ◇ **Trust**— We strive to earn and keep the confidence of the people we serve through truthfulness, communication and reliability.
- ◇ **Integrity**—We are honest, factual and accountable while being an example of excellence on and off duty.
- ◇ **Courtesy**—We are respectful and polite to everyone.
- ◇ **Empathy**—We are compassionate and respectful in all that we do.

Resource Assumptions	FY2018 Appropriated	FY2019 Request	FY2020 Estimate	FY2021 Estimate	FY2022 Estimate
Full-time	2,199.9	2,218.2	2,240.4	2,262.8	2,285.4
General	\$109,614,200.0	\$124,103,300.0	\$127,826,399.0	\$131,661,191.0	\$135,611,026.7
Other Funds	\$174,648,700.0	\$180,252,900.0	\$185,660,487.0	\$191,230,301.6	\$196,967,210.7
Nonappropriated	\$38,825,900.0	\$35,140,700.0	\$36,194,921.0	\$37,280,768.6	\$38,399,191.7
Federal	\$68,800,400.0	\$54,968,900.0	\$56,617,967.0	\$58,316,506.0	\$60,066,001.2
Total	\$391,889,200.0	\$394,465,800.0	\$406,299,774.0	\$418,488,767.2	\$431,043,430.2

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Goals	Performance Measures	Objectives
To promote public safety in Arizona.	Provide law enforcement and support services.	<ul style="list-style-type: none"> ⇒ Target efforts that reduce highway fatalities on DPS-patrolled roadways. (Goal: N/A) ⇒ Reduce highway fatalities by targeting hazardous moving violations. (Goal: N/A) ⇒ Increase seatbelt use compliance to reduce injuries and fatalities. (Goal: N/A) ⇒ Reduce the time to clear highways of collisions and obstructions to allow for the safe and efficient passage of the motoring public. (Goal: 19.5 minutes) ⇒ Improve Aviation's availability to support law enforcement and search & rescue missions. (Goals: 743 law enforcement, 491 search & rescue) ⇒ Develop, install and integrate a new computer-aided public safety dispatch system to improve efficiency and customer service. (Goal: 50% project completion first year) ⇒ Reduce the time to process completed school bus driver certification applications. (Goal: 3 days)
	Protect Arizona residents through the investigation and dismantling of criminal organizations and enterprises.	<ul style="list-style-type: none"> ⇒ Target transnational and domestic criminal organizations exploiting Arizona for criminal enterprises. (Goal: N/A) ⇒ Timely investigations of statewide tips and leads. (Goal: 95% complete within 30 days)
	Provide support to the criminal justice system through timely scientific analysis and administration of criminal justice responsibilities.	<ul style="list-style-type: none"> ⇒ Utilize available funding for the outsourcing of all remaining sexual assault kits. (934 remaining) ⇒ Reduce DNA processing days for timely and successful prosecution. (Goal: 60 days) ⇒ Query and verify sex offender registrations. (Goal: 100%)
To deliver exemplary service.	Improve customer service through improved response times.	<ul style="list-style-type: none"> ⇒ Process and provide timely fingerprint clearance cards where the applicant has no criminal history. (Goal: 4.5 days) ⇒ Process and provide timely responses to public records requests. (Goal: 6.8 days)
	Provide the highest level of law enforcement services through the continuous improvement of operations.	<ul style="list-style-type: none"> ⇒ Identify improvements by conducting 28-day reviews of Department units. (Goal: 100% conducted)
To embody professionalism and maintain public trust.	Continuous improvement of state trooper and other agency peace officers' professional knowledge.	<ul style="list-style-type: none"> ⇒ Provide training to DPS and other law enforcement agencies. (Goal: 1150 trainings)
	Maintain efficient financial business practices.	<ul style="list-style-type: none"> ⇒ Support private business through the timely payment of bills. (Goal: 15 days)
	Promote public safety by providing information to the public.	<ul style="list-style-type: none"> ⇒ Provide educational opportunities through public relations events. (Goal: 454 events)
ARIZONA PEACE OFFICER STANDARDS AND TRAINING BOARD (ADJUNCT AGENCY) - Mr. Jack G. Lane, Director		
To improve enforcement standards for selection of peace officers.	Maintain public trust through enforcing and maintaining integrity standards of Arizona peace officers.	<ul style="list-style-type: none"> ⇒ Review and complete investigations related to peace officer certifications for timely presentation to the Board. (Goal: 125 days)
To improve in-service training.	Improve the professional knowledge of all Arizona peace officers.	<ul style="list-style-type: none"> ⇒ Number of in-service training programs presented. (Goal: 100 trainings)