

Pima County Sheriff's Department

Clarence W. Dupnik, Sheriff

Then ...



and, Now!



Department Overview

2008

Keeping the Peace and Serving the Community Since 1865



From the Sheriff



It is with pleasure and great pride that I present an overview of the Pima County Sheriff's Department's accomplishments. Having been in local law enforcement for 50 years, I can tell you that, as a public safety organization, the Pima County Sheriff's Department is second to none. The following pages chronicle many of the notable initiatives and accomplishments of the Department and its many dedicated employees over the past 28 years.

The Department has undergone constant, and in some cases, dramatic change. Our successes and achievements are countless. Because of limited resources and an increased demand for service, the Department has implemented many changes to improve overall efficiency and quality of service, including a community oriented policing philosophy. To augment our dedicated staff, we have extensively used volunteer resources, such as the Sheriff's Auxiliary Volunteers and Sheriff's Posse, who have helped us meet the increased demand for service.

As an organization, we have excelled in every area of contemporary law enforcement and corrections. Through personal development of each member of our organization, and use of new technologies and equipment, the Department has become recognized as a leader and model public safety agency.

We continue to pledge to deliver the best public safety services possible to the citizens of Pima County.

A handwritten signature in black ink, appearing to read "Clarence W. Dupnik". The signature is stylized and cursive.

Clarence W. Dupnik
Pima County Sheriff



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Introduction

The Pima County Sheriff's Department, throughout its diverse history, has provided law enforcement services to Southern Arizona from the time when Wyatt Earp was a deputy, and Arizona a territory, to the present. Recognized as one of the leading public safety agencies in the United States, the Department has received many local, state, national, and international awards for proactive crime prevention measures.

Managed from its headquarters building at 1750 East Benson Highway in Tucson, Arizona, the Department serves the citizens of Pima County by using a community policing philosophy. The Department employs approximately 1,469 employees and enlists the services of hundreds of volunteers. These volunteers support the Department's crime prevention, neighborhood watch, patrol, search and rescue, parks enforcement, and corrections missions. The combined donated volunteer hours save taxpayers millions of dollars annually.

Geographically, Pima County is the seventh largest county in the nation. The challenge to provide expeditious response to calls for service has been met through six (6) strategically placed district offices and four (4) satellite offices. On the other side, our Corrections Bureau, which houses on average 1,891 inmates per day, utilizes four (4) facilities to provide for the safe and humane incarceration of the inmates.

Mission Statement

The Pima County Sheriff's Department is a public safety agency dedicated to the fundamental mission of law enforcement and adult detention services for Pima County. Mission accomplishment is centered on providing response to calls for law enforcement services, preventive patrol, public assistance, criminal investigations, and other special services such as search and rescue and civil process. The mission also includes the safe, secure, and humane detention of all arrestees charged with non-federal crimes in Pima County.

The Pima County Sheriff's Department is committed to the advanced strategies of community policing and the direct supervision management of inmates at its detention facilities. Both concepts involve the establishment of dynamic partnerships with citizens, communities, and other civic and criminal justice agencies working together towards common goals. The Pima County Sheriff's Department will continue to be a leader and facilitator in attaining the goals to overcome and solve community problems with innovative ideas on crime prevention, proactive inmate management strategies, and public safety resulting in lasting solutions, reduced fear, and a better life for the residents of Pima County.





Pima County Sheriff's Department

DEPARTMENT SURGEON
Dr. Richard Carmona

SHERIFF
CLARENCE W. DUPNIK

OPERATIONS BUREAU
Chief George J. Heaney

INVESTIGATIONS BUREAU
Chief Richard J. Kastigar

PATROL DIVISION
Captain Christopher Nanos

SUPPORT OPERATIONS DIVISION
Captain Oscar Miranda

CRIMINAL INVESTIGATIONS DIVISION
Captain Shawn Cooper

HOMELAND SECURITY DIVISION
Captain Frank Duarte

Ajo District
Lieutenant

- B.A.N.N. Task Force
- Communications Unit
- Detention Facility
- Sheriff's Auxiliary Volunteers

Foothills District
Lieutenant

- Catalina Substation

Green Valley District
Lieutenant

- Sheriff's Auxiliary Volunteers

Rincon District
Lieutenant

- Corona de Tucson Substation
- Mt. Lemmon Substation

San Xavier District
Lieutenant

- Robles Ranch Substation
- Tucson Estates Substation

Tucson Mountain District
Lieutenant

Force Commander
Lieutenant

Border Crime Section
Lieutenant

- Border Crime Unit
- Park Enforcement
 - Search and Rescue
- Sheriff's Posse

Special Operations
Lieutenant

- Community Action Team
- D.U.I. Unit
- Motorcycle Enforcement Unit
- School Resource Officers
 - S.T.A.R.
- Traffic Unit

Tactical Response Section
Lieutenant

- Air Unit
- Bomb Squad
- Canine Unit
- S.W.A.T.
 - Hostage Negotiations Unit
 - Regional S.W.A.T. Training

Crimes Against Family & Property
Lieutenant

- Burglary
- Community Problems
 - Elder Abuse
 - Jail Investigations
- Contract Transcription
- Crimes Against Children
 - Adult Sex Crimes
 - S.O.R.T.
- Economic Crime
 - Arson
 - Auto Theft
 - Auto Theft Task Force
 - Fraud
 - R.I.C.O.

Violent Crimes & Targeted Offenders
Lieutenant

- Cold Case Homicide
- Domestic Violence
- F.I.S.T./G.A.T.O.S.
- Homicide
- Night Detective Squad
- Robbery/Assault

Counter Narcotics Alliance
Lieutenant

- D.E.A. Transportation
- Financial Investigations
- H.I.D.T.A.
- Intel-Center
- M.A.S.T.
- Outside Task Force
 - D.E.A.
 - D.P.S.
 - F.B.I.
 - I.C.E.
 - T.P.D.
- Shipping / Wire Investigations
- Technical Services

Homeland Security

- D.O.J. Anti-Terrorism Advisory Committee
- Liason to:
 - L.E.T.P.P.
 - Office of Emergency Management
 - Regional Advisory Committee
 - Local Emergency Planning Committee
 - Pima County Domestic Preparedness Council

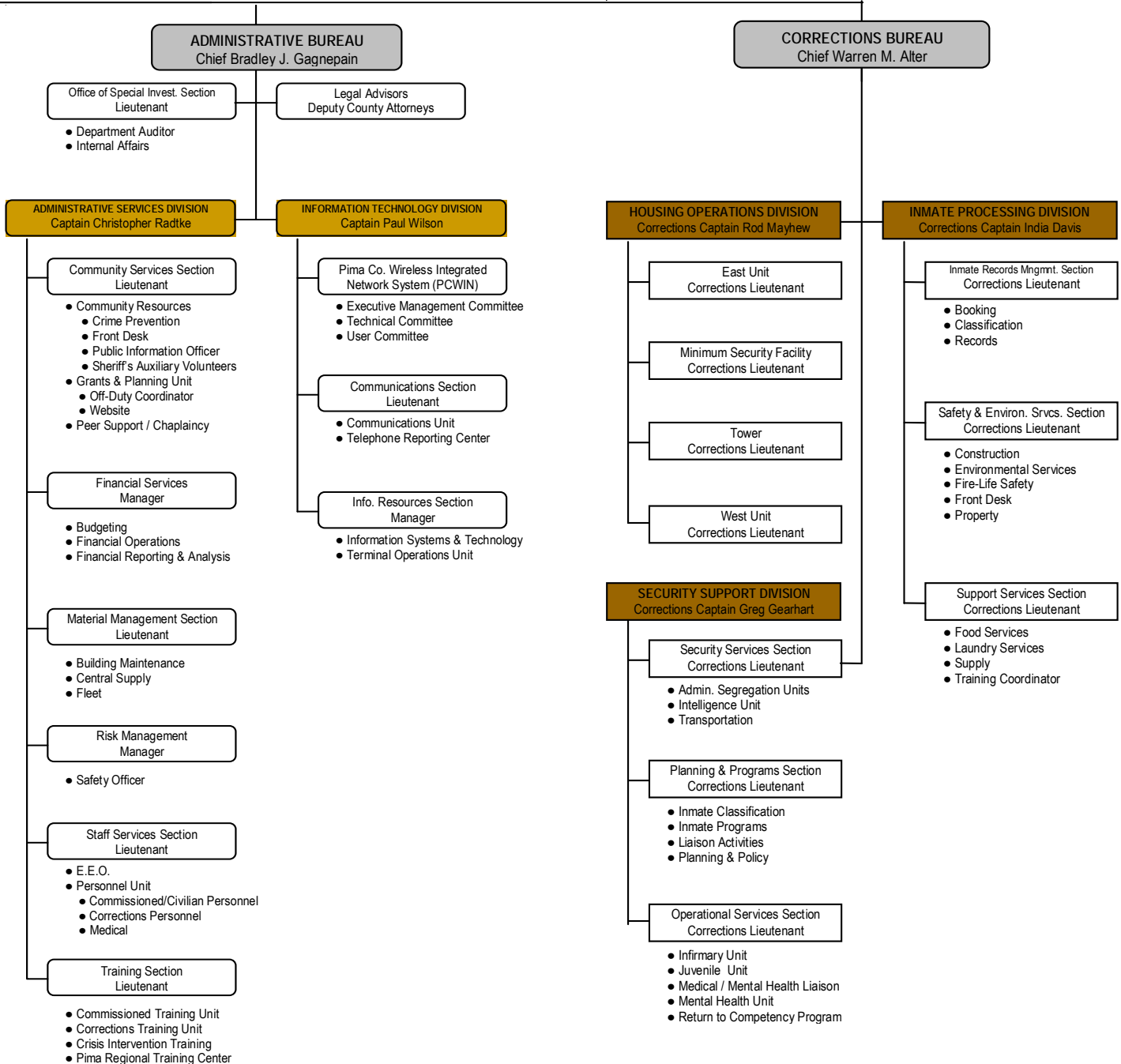
Judicial Services Section
Lieutenant

- Court Security Unit
- Court Surveillance
- Detention
- Justice Court
- Juvenile Court
- Superior Court
- Civil Enforcement Unit
- Civil Process
- Taxes
- Court Liaison
- County Government Security Unit

Technical Support Section
Lieutenant

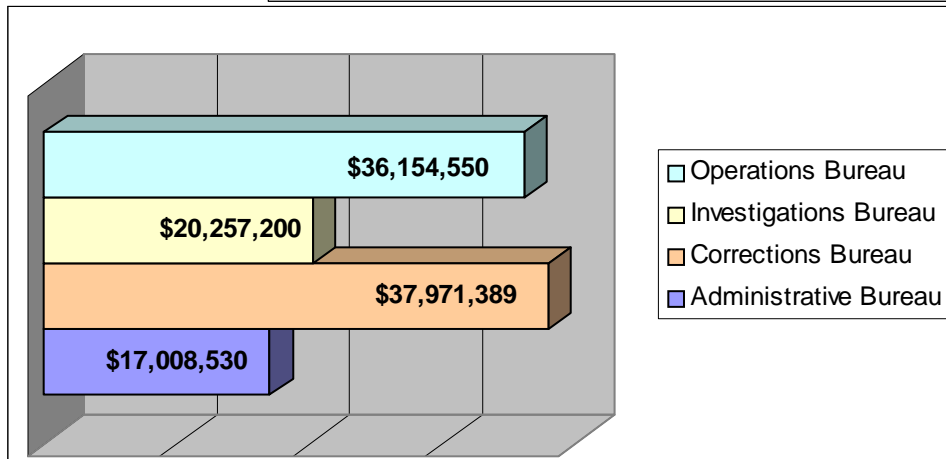
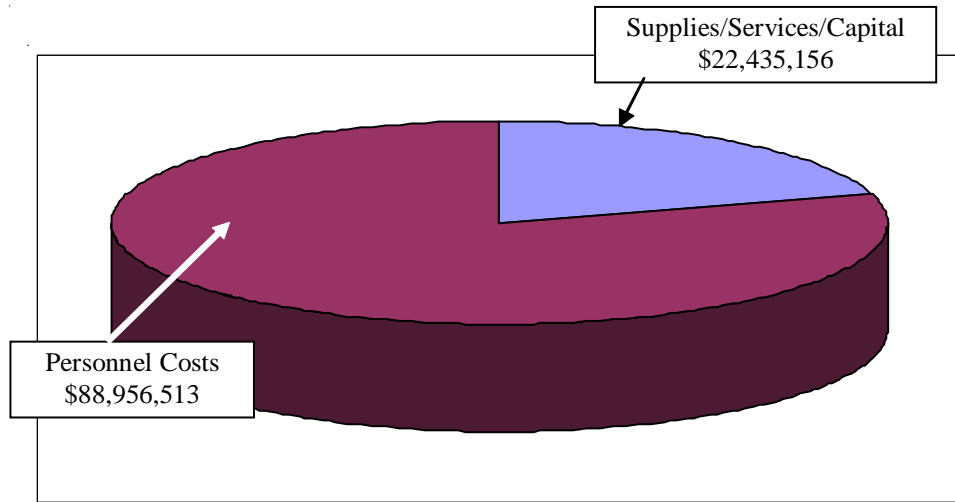
- Dial Dictation Unit
- Forensic Unit
 - A.F.I.S.
- Intelligence
 - H.I.D.T.A. Liaison
 - J.T.T.F. Liaison
- Property & Evidence Unit
- Records Maintenance

Organization Chart



Budget Summary: Fiscal Year 2007 – 2008

Total Adopted Budget: \$111,391,669



Staffing Numbers (Actual)

Sworn

Administrative / Professional (Sheriff, Bureau Chiefs, Captains, and Lieutenants)	32
Protective Service Employees (Sergeants and Deputies)	496

Non-Sworn Corrections

Administrative / Professional (Corrections Captains and Corrections Lieutenants)	13
Protective Service Employees (Corrections Sergeants, Corrections Specialists, and Corrections Officers)	484

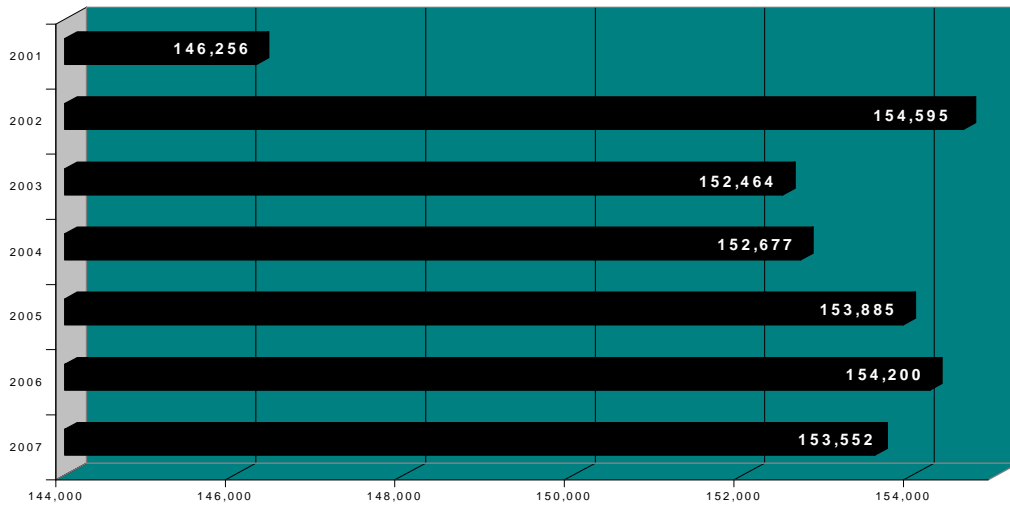
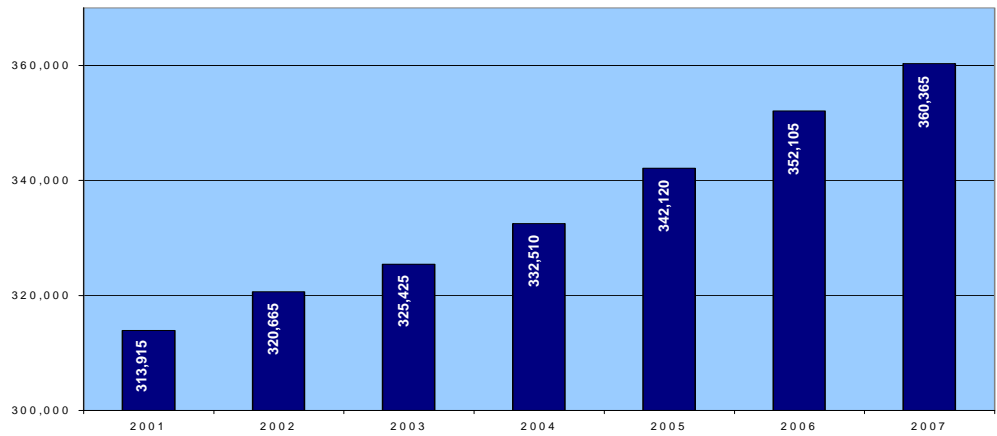
Civilians

Administrative	5
Professional	53
Technicians	16
Protective Service Workers	6
Administrative Support	332
Service/Maintenance	32

Total Employees: 1469

Service Population

2007: 360,365



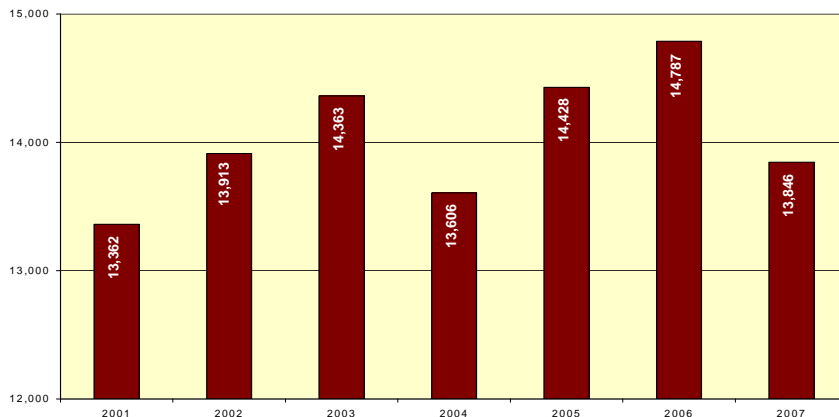
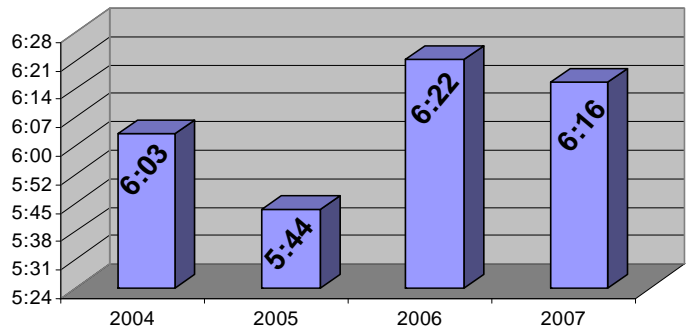
Calls for Service

2007: 153,552

Average Response Times

Metro Area

2007: 6:16
(6 minutes and 16 seconds)



Part 1 Crimes*

2007: 13,846

* Part I Crimes:
Murder, Rape, Robbery,
Aggravated Assault,
Burglary, Larceny, Motor
Vehicle Theft, and Arson



21st Century Improvements and Accomplishments

The Pima County Sheriff's Department continues to be a leader in public safety innovation and achievement. The Department's accomplishments over the past 28 years have been extensive – ranging from enhancing services to the public, ensuring employees have access to the newest technology and equipment available, expanding our facilities to keep up with growth, and our employees' continued dedication and participation in the community we proudly serve.

The following pages outline improvements and/or accomplishments the Department has proudly achieved since 2000. These accomplishments are broken down into four categories:

- Department Reorganization
- Enhanced Services
- Technology and Equipment
- Facility Expansions

Department Reorganization

Since 2000, the Department has seen multiple staffing additions and several reorganizations. All changes have enhanced our services to the public and streamlined our day-to-day operations helping us to become more efficient. We continually look for innovative ideas to meet the challenge of increasing criminal activity. These changes are outlined below.

- **Operations Bureau**

- **Support Operations Division**

- Created in July 2006, consists of the existing Special Operations Section and the newly created Tactical Response and Border Crime Sections.

- **Border Crime Section**

- In December 2007, the Border Crime Section (BCU) was created due to the increasing amount of violent activity taking place along the Arizona / Mexico border. BCU will be proactive in the prevention and enforcement of state and local crimes related to border activity, as well as preventing the continued victimization of illegal border crossers by drug and human smugglers. BCU's focus is on interdiction and preemptive action against illegal activity associated with the border.



BCU will consist of two Border Crime Units – each staffed with a sergeant and eight deputies. (Start-up of the initial Border Crime Unit, a sergeant and six deputies, in April 2007, was under the Tactical Response Section to maximize resources and personnel.)

- **Park Enforcement Unit**

- In 2006, the Pima County Sheriff's Department was tasked with law enforcement responsibilities in Pima County parks and open spaces. With over 90 parks properties and open spaces, this new unit sought assistance from the Sheriff's Mounted Posse, the Southern Arizona Rescue Association, and most notably, the Sheriff's Auxiliary Volunteers. Our goal is to maintain a safe and peaceful environment in Pima County Parks for everyone to enjoy.



(Park Enforcement Unit assigned under Border Crime Section in December 2007. Initially under Tactical Response Section.)



- **Tactical Response Section**
 - **Pima Regional SWAT**



In November 2004, the Department's Special Operations Section began organizing the Pima Regional SWAT program. This has created the largest, most capable tactical team in the State of Arizona; and, based on FEMA criteria, the only Type 1 tactical team in the southern region. Regional SWAT is comprised of officers and medical personnel from six Pima County law enforcement agencies and one fire district.

By combining resources, Regional SWAT has the ability to handle multiple large-scale tactical operations or four warrant service missions simultaneously.



- Former U.S. Surgeon General, Dr. Richard Carmona, returned to the Pima County Sheriff's Department as the Department's Surgeon. Dr. Carmona is also active with the Pima County Regional SWAT Team.

- **Investigations Bureau**
 - **Criminal Investigations Division**

- **Night Detective Squad**

Implemented a specially selected squad of detectives, with diverse training and experience, to improve detective response during nighttime hours. Having detectives available during non-traditional hours has improved the response time of detectives and increased efficiency in follow-up investigations. The results have been better service to the public, improved patrol officer-detective interactions, and a significant reduction in overtime expenditures for detective call-outs.

- **Cold Case Unit**

Implemented a Cold Case Unit to review and investigate unsolved homicides, some dating back to the 1950s. The unit currently consists of four full-time investigators – a sergeant, two detectives, one investigator from the Pima County Attorney’s Office. The unit is supported by a deputy county attorney who specializes in cold case homicide prosecutions, as well as a criminalist from the State Department of Public Safety crime lab dedicated to DNA analysis.

In 2008, two additional detectives and one civilian employee were added to the Cold Case Unit. This additional staffing will be funded by a grant the Department was awarded from the National Institute of Justice.

Some Cold Case investigation successes:

- Arrest and conviction in a murder case from 1987
- Arrest made, trial pending, in a murder committed in 2000

- **Homeland Security Division**

- **Judicial Services Section**

Moved over-sight of this existing section from the Corrections Bureau to the Homeland Security Division in January 2007. Judicial Services is responsible for all County court security and administers the collection of delinquent property taxes.



- **Administrative Bureau**

- **Office of Special Investigations**

In November 2007, added a second Auditor position to the Office of Special Investigations. The additional staff will allow the Department to conduct more audits and to maintain better control of internal processes.

- **Administrative Services Division**

- **Risk Manager**

In July 2007, a Risk Manager was hired to address risks specifically associated with law enforcement operations. Law enforcement’s potential for employee and citizen injuries is greater than most other County departments. Law enforcement risks range from vehicle collisions, arrests, and exposure incidents. The Risk Manager will also ensure that our safety training program remains current, which may lessen the occurrence of injury.



- **Training Section**

- **PCSD Basic Law Enforcement Academy**

In 2006, the Department stopped using the Southern Arizona Regional Academy and started it's own academy. An internal academy allows us to train deputies to the standards and philosophies specific to our agency and service population. One immediate benefit, we were able to condense training time from 32 weeks to 30; and, deputies are better prepared to meet challenges in the field. We also lowered our attrition rate from 50% to 20%. Our first class graduated in June 2006, with 32 deputy graduates.



- **Crisis Intervention Training (CIT)**

The Department has trained 135 personnel in a 40-hour CIT course. We are committed to training a minimum of 40 employees per year. In addition, all commissioned personnel received a two-hour refresher training at the Spring 2006 Advanced Officer Training.

- **Corrections Bureau**

- **Inmate Processing Division**

A third division was added in October 2006 to oversee all processes associated with inmate movement - booking, release, victim notification, court hearings, records, etc.

- **Force Commander**

A Corrections Lieutenant position was established in November 2006. This commander works the non-traditional business hours to ensure a commander is on-duty at all times.



- **Security Support Division**

- **Operational Services Section**

This section was established in July 2007 and falls under the Security Support Division. The Operational Services Section is responsible for all inmate medical and mental health issues, juvenile inmate population, and the return to competency program.

Enhanced Services

- **School Resource Officers**

Awarded a COPS in Schools/Safe Schools Healthy Students grant in 2002. The grant funded four full-time School Resource Officers (SRO). SROs patrol school campuses, the surrounding neighborhoods and parks, before, during, and after school hours.

Received an additional “COPS in Schools” grant in 2004 to provide 14 additional School Resource Officers in junior high and high schools throughout Pima County. This will increase the number of SROs to 24, which includes one in the town of Ajo.

- **Student Training & Response (STAR) Program**



Starting with the 2006/2007 school year, the Department launched a new school-based program designed to address the unique issues associated with schools in Southern Arizona. The Student Training and Response - STAR - program is flexible to meet the constantly changing needs of both the educational institutions and law enforcement in the region.

The core component of STAR is laced with academic challenges, promoting successful goal-setting skills. Obstacles for success - such as gangs, bullying, and violence - will saturate the decision-making process.

A second component involves a county-wide mentoring project known as the Student Mentoring and Resource Team - or SMART. Community leaders, educators, athletic professionals, counselors, and media professionals make-up this team of highly motivated and caring mentors. This is a true community project that brings together resources from throughout Pima County.

The purpose of the STAR and SMART Programs is to provide every student the best chance for success. Our goal is to better define positive behavior and provide students with tangible reasons to make positive decisions.



Supported by school superintendents, community leaders, and other experts, the STAR Program replaced the DARE curriculum that we previously taught since 1986.



- **Motorcycle Unit**

Reinstated the use of motorcycles for traffic enforcement and vehicle collision prevention and reduction.



- **More Deputies Assigned to Patrol**

The Department assigns 63.51% of all deputies to respond to calls for service (this includes School Resource Officers who respond to calls for service in county schools). According to a U.S. Bureau of Justice Statistics study published in 2000, the national average for officers who are assigned to respond to calls for service is 57% for all law enforcement agencies; national average for sheriff's departments is 47%.

- **More Deputies Assigned to Operations**

The Department assigns 95.56% of all deputies to operational duties. In 2000, according to the U.S. Bureau of Justice Statistics, the national average for assignment of officers to operational duties was 82%.

- **Pima County / Tucson Metropolitan Counter Narcotics Alliance**

Created the vision and helped implement the plan to transition the Metropolitan Area Narcotics Trafficking Interdiction Squad (MANTIS) into the Pima County/Tucson Metropolitan Counter Narcotics Alliance (CNA). This resulted in the organization increasing from 39 members to approximately 200 members from 14 local, state, and federal law enforcement agencies. This new alliance is an interrelated drug and anti-terrorism enforcement effort better equipped to share resources and intelligence in order to successfully interdict illegal narcotics and reduce narcotic related crime community wide.

The Department was also instrumental in implementing the first Pima County multi-agency narcotics investigation unit - MANTIS.



- **Millions in Narcotics Seizures**

The Department has received more than \$14.9 million in drug-related forfeiture funds since 1992. These funds have been used to purchase facilities, vehicles, and other specialized law enforcement equipment. These "drug dollars" have enhanced the Department's enforcement operations without the use of tax dollars.

- **CARGO Program**

The CARGO Program - Communities Addressing Responsible Gun Ownership - is a gun safety awareness program designed to educate participants about responsible gun ownership in an effort to eliminate accidental and impulsive gun violence. This training is a joint effort with the Pima County Attorney's Office and is available to both large and small groups.

- **Uniformed Services Deployment Program**

In January 2006, the Department started a program to recognize and support members who have been called to military service. This program ensures that the member's transition to and from military duty is organized, keeps the member connected with the Department during their deployment, and maintains Department contact with family members.



- **Employee Advisory Group (EAG)**

In 2005, the Department implemented Employee Advisory Groups representing each Bureau. This is a partnership forged between employees and the administration, working toward common goals for the employee and the betterment of the Department. Many great ideas and improvements have come from EAG meetings, such as:

- Streamlined the hiring process for Communications dispatchers and call-takers
- Issued and implemented the use of digital photography equipment
- Issued fire retardant gear - protective gear and tents - to Mt. Lemmon deputies
- Implemented a program that allows eligible retiring deputies to purchase their Department-issued handgun for \$1.00
- Reviewed and adjusted pay ranges for several positions – deputy, corrections officer, records clerk, dispatchers, etc.
- A covered break area was created for Corrections Bureau staff
- Purchased new NIJ-compliant riot helmets
- Added reflective striping to the back bumper of all patrol vehicles

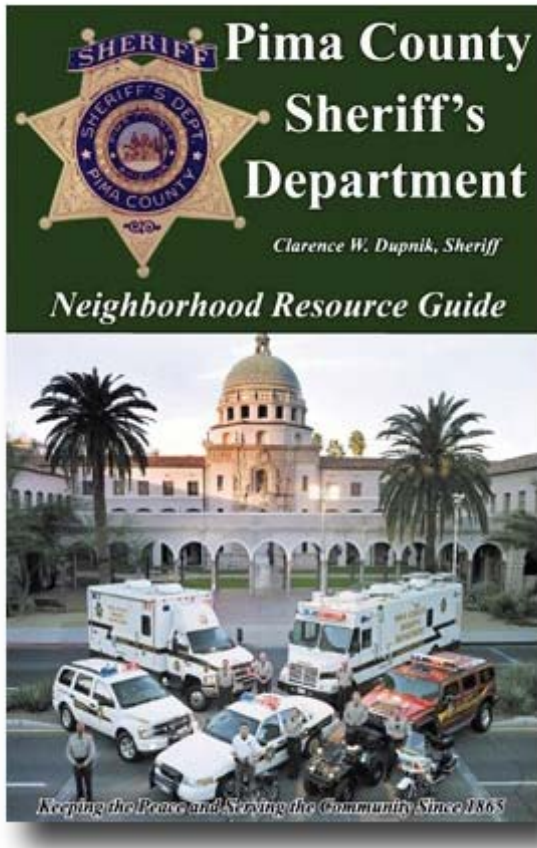
- **On-Line Accident Reports**

To better serve the public and minimize inconvenience, the Sheriff's Department implemented an on-line process for obtaining copies of accident reports. Citizens and insurers can access accident reports via the internet, eliminating the need to travel to the Sheriff's Department or request a report by mail. Electronic distribution of accident reports allows the Department to be more efficient while providing a higher level of customer service.

- **Re-Designed Neighborhood Watch Sign**

Unveiled a re-designed "eye-catching" Neighborhood Watch sign in March 2007. The new sign is larger, therefore more visible to the public. It has been helpful in rejuvenating the northwest area Neighborhood Watch program and should prove to be as beneficial in other areas of Pima County.





- Neighborhood Resource Guide**
 Developed a comprehensive resource guide for the public. This resource book covers topics from barking dogs, to loud music, to starting a Neighborhood Watch. This guide is available on-line at www.pimasheriff.org.

- Terrorism Task Force**
 Participates in the FBI's Joint Terrorism Task Force (JTTF) in order to identify possible terrorist threats in Pima County. The JTTF serves as a coordination point for the sharing of potential terrorism-related information throughout the Pima County intelligence community. After receiving a high-level Federal background clearance, Sheriff Dupnik was appointed to serve on the Executive Committee for the FBI.

- E-Connection Program**
 The Sheriff's Department has launched a new program called the E-Connection . The E-Connection allows the Department to e-mail residents about crime prevention topics, criminal activity in their area, crime trends, and safety tips. The Sheriff's Department will send residents an e-mail notification directing them to a link which provides the latest information. As an example, we would provide a "Scam Alert" to the media to warn the public about various fraud scams that are occurring. These alerts would also be sent to E-Connection participants via e-mail.

- Safety Activity Book**
 Renowned cartoonist - David Fitzsimmons - assisted the Department in creating a one-of-a-kind coloring book with a crime prevention theme. This activity book teaches children about law enforcement and safety issues while they are having fun. Also available on-line at www.pimasheriff.org.

- **Internet Pedophile Enforcement**



Participated in the FBI's Sexual Assault Felony Enforcement (SAFE) Team. The SAFE Team's mission is to target persons who use computer on-line facilities to recruit minors into dangerous, illicit sexual relationships, or to receive, distribute, or produce child pornography. In addition, the SAFE Team is responsible for providing education, awareness, and prevention training to the Southern Arizona community.

- **Elder Abuse Task Force**

Participates in a partnership with the Tucson Police Department and the Arizona Attorney General's Office known as the Elder Abuse Task Force. The Task Force serves as a clearinghouse for reports of abuse or neglect against elderly and vulnerable adults, including financial exploitation.

- **Millions in Grants**

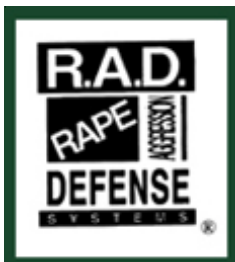
The Department has received more than \$63.3 million in grants since 1991. These grant monies have funded over 108 new positions, body armor, air surveillance equipment, mobile data computers, Helio Courier aircraft, new and upgraded facilities, safety equipment, helicopter, overtime costs for sobriety checkpoints, and motorcycles. Corrections enhancements have included a jail classroom, specialized equipment, and the hiring of additional specialized personnel. These grants have helped enhance operations throughout the Department.

- **Block Grants**

Received Local Law Enforcement Block Grant monies to fund six additional dispatchers and two terminal operator positions. Local Law Enforcement Block Grant monies recently awarded will continue to fund these positions and have also helped to purchase mobile data computers for patrol vehicles.

- **Delinquent Tax Collection**

Eased the County's financial burden by streamlining the collection of delinquent taxes. In 2007, the Department collected \$3,375,939 in delinquent personal property taxes. The unit has collected nearly \$117 million since 1982.



- **Rape Aggression Defense Program**

The Department has three deputies who are certified to teach the Rape Aggression Defense (RAD) program. This is personal protection and safety training designed specifically for women. Grant funds from WalMart were used to purchase the necessary equipment.



- **Dial Dictation System**

PCSD is the only law enforcement agency in Pima County and the only Arizona sheriff's department that utilizes a Dial Dictation System for report writing. Deputies dictate their reports, which are then transcribed by civilian personnel. This allows deputies to return to the field more quickly and respond to calls as opposed to spending hours hand-writing or typing their own reports. Reports are transcribed and available within 48 hours of being dictated; Priority One reports are available within 24 hours of dictation.

- **Mobile Data Computers**

PCSD was the first sheriff's department in Arizona to deploy mobile data computers in its patrol vehicles. The Department has 300 patrol vehicles and 50 unmarked vehicles equipped with the most technically advanced mobile data computers in the State of Arizona. The mobile solution provides patrol deputies with direct access to the Department's computer-aided dispatch and records management system, which includes our database containing photographs of all arrestees and registered sex offenders in Pima County, and digital photographs taken of crime scenes or evidence associated with a case. Non-emergency calls for service are now dispatched via computer rather than by voice radio transmissions. The technology has made it possible for deputies to access information about activities associated with addresses and persons, thereby improving information sharing and officer safety.



The Department purchased and installed Panasonic Toughbook laptops to replace aging equipment in patrol vehicles; installation was completed in 2007.

- **Helicopter**

The Department applied for and received a Homeland Security grant, in the amount of \$1.6 million, to purchase a helicopter for use in our fight against terrorism and to protect our borders. With our close proximity to the Mexico border, it is crucial that we closely monitor those individuals crossing into Arizona and deter criminal behavior in our border regions. The Department will acquire the helicopter in 2008.

- **On-Line Reporting**

By mid 2008, the Department will implement On-Line Reporting. This will allow citizens to report non-violent, non-emergency, not in-progress crimes such as: minor thefts and property damage, vandalism, graffiti, and lost property, via the internet. These are crimes that do not require a deputy respond to the scene.

- **Terrorist Intervention Prevention & Solutions (TIPS) Seminars**

Beginning in 2008, in conjunction with the F.B.I., the Department will begin hosting a terrorism presentation which is available to businesses, civic organizations, and community groups that are interested in learning how to combat terrorism. There is no charge for this seminar. Some of the topics covered are:

- Behavior vs. Ethnicity
- Types of Terrorism
- Suspicious Packages
- Personal Security
- Emergency Preparedness Kit



- **Chaplaincy Program**

A volunteer Chaplain Program has been added to the Peer Support Program to assist employees and their families.

- **Children's Interview Room**

Recognized the need for a children's interview room. The typical sterile interview room does not provide a welcoming or comforting environment for children. A room, designed with children in mind, was constructed in the Criminal Investigations Division. This room is comfortable – fashioned after a family room; children are more open and at ease when they have to recall their traumatic event.

- **Sobriety Checkpoint Training**

Our Special Operations Section is the leader in training other Arizona law enforcement agencies in setting up Sobriety Checkpoints. They have hosted a state-wide training in Phoenix, and have been on-site assisting Safford, Thatcher, and Greenlee County in setting up Sobriety Checkpoints. The Pima County Sheriff's Department takes the issue of impaired drivers very seriously and is aggressive in its enforcement efforts.

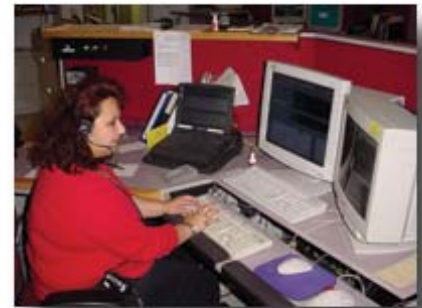


- **Supervisors and Managers**

End of 2007, the Sheriff's Department had 44 commissioned and corrections commanders, or 2.9% of the workforce. The Tucson Police Department had 54 commanders, or 3.6% of their workforce. The Sheriff's Department had a total of 176 supervisors and managers, or 11.98% of the workforce. The Tucson Police Department had a total of 251 supervisors and managers, or 17.1% of their workforce. The Sheriff's Department had one supervisor or manager for every 8.34 employees. The Tucson Police Department had one supervisor or manager for every 5.8 employees.

- **Dispatch Services for Sahuarita Police Department**

Effective July 1, 2006, the Pima County Sheriff's Department began providing law enforcement dispatch and communications services for the Sahuarita Police Department. The town of Sahuarita will pay Pima County \$65,148 per year for these services. Sahuarita Police transitioned to Pima County's radio system; there is now seamless interoperability between the Sahuarita Police Department and the Pima County Sheriff's Department. Community and officer safety have significantly improved, as the two agencies are now immediately able to communicate directly with each other.



- **Phase II Wireless 9-1-1**

In May 2005, Pima County was the first Arizona county to become Wireless 9-1-1 Phase II compliant. Phase II required that wireless providers send not only voice data, but also the location of the calling device (within a 50-65 meter radius) on all 9-1-1 calls. In addition to the voice data, communications receives the location of the routing cell tower and the telephone number assigned to the calling device. This information is critical in emergency situations, especially if the caller is unable to provide their location.

The Tucson-Pima 9-1-1 system was the "guinea pig" for Phase II routing. The lessons learned continue to benefit the remainder of the State, as Phase II routing is added across the State.

- **Sustainability Efforts**

The Department has taken steps to lessen our footprint on the earth and reduce our use of natural resources.

- Created several paperless systems – Force Commander Report, Resumes, Deputy Activity Sheets
- Purchased some hybrid vehicles for administrative functions
- Patrol vehicles purchased in the future will be flexible fueled, which means they will run on gasoline or a blend of up to 85% ethanol

Corrections

- **Inmate Programs**

“*Money Matters*” is a program that teaches inmates basic skills in money management, i.e., managing credit cards, balancing checkbooks, and managing funds. This prepares the offender to re-enter society and provides them with the skills to be financially responsible.

Pima Prevention Partnership is offering a new program to males and females on “*Healthy Relationship*” building. This program teaches the importance of family relationships and focuses on the prevention of domestic violence.

“*Father and Mother Read*” is a program designed to allow incarcerated parents to record readings of children’s books. These recordings are played for the offenders’ children in the hope of maintaining the parental bond.

“*Criminon*” is a new program offered only to male inmates in the general population. This program is designed to help inmates recognize that they are on a path toward criminal behavior and provides them with alternative avenues to follow.



- **Chaplaincy Program**

The Corrections Bureau utilizes an all-volunteer Chaplain Program to assist inmates with their spiritual needs.



- **Video Visitation**

The Pima County Adult Detention Center implemented video visitation at the newly completed facility. Previously, a request for legal or public visitation with inmates was satisfied by an in-person meeting, requiring considerable inmate movement within the jail facilities. A new video visitation system was implemented to reduce inmate movement, improve visitation opportunities, and increase security. Computer monitors were installed in each housing unit and at the main jail's front desk to stream audio and video technology via a fiber optics link. Visitors now interact with the inmate population via video conferencing equipment located adjacent to the public lobby. The improved operation better meets the needs of both professional and public visitors. Pima County Superior Court plans to use this system to provide remote visitation from the courthouse for the Probation and Pre-Trial Services Departments.



- **C.H.A.T.**

Corrections Heroes Assistance Team was formed in 2004 and is comprised of corrections employees who give freely of their time and resources to ensure close contact is maintained with deployed military members and their families. Numerous fund raising events are held each year, where the monetary and tangible donations are sent to the troops and their families. This has been a very successful program and maintains the bond with our deployed staff members and lets them know that we support their mission.



In 2008, the Sheriff's Department was honored to receive the *Above and Beyond Award* from the Tucson Chapter of the Military Officers Association of America, Arizona Committee for Employer Support of the Guard and Reserves. This award is bestowed on organizations who show great support for their members currently serving their country.

- **Inmates Billed for Medical Services**

Implemented a system in the Adult Detention Center to bill inmates for medical services rendered. Inmates are charged \$10.00 per visit and prescription, excluding medical services for chronic continuous conditions (diabetes, mental health, high blood pressure) and indigent inmates. In December 2007, there were 5,261 visits to the medical unit by inmates.

Technology and Equipment

- **Pima County Wireless Integrated Network (PCWIN)**

The primary concern of public safety agencies is the safety and protection of the citizens of Pima County. When catastrophic events occur, our first-responders are challenged to perform life saving tasks and to minimize property damage. To aid the public quickly and effectively by functioning as a team, these responders need real-time communications with each other. Emergencies rarely respect geographic and political boundaries; public safety agencies from nearby communities regularly respond.

PCWIN will be a regional network that will allow 32 public safety and government agencies to communicate within their own jurisdictions and with other agencies in emergency situations. This communications network will blanket the county's 10,000 square miles, 130 miles of international border with Mexico, to serve the area's population of over one million people. It is time to put Pima County in a better state of communication.



- **New Motors Units**

The Department purchased eight new Honda motorcycles to replace the Kawasaki motors. Five of the motorcycles were purchased with grant funds from the Governor's Office of Highway Safety, two were within the Department's budget, and one was purchased utilizing RICO funds.

- **Increased Vehicle Fleet**

Purchased new 4 x 4 vehicles for Rural Patrol. These vehicles provide greater access to the rural areas of Pima County.



- **Search and Rescue Quads**

Parks Enforcement / Search and Rescue acquired six all-terrain vehicles to supplement search and rescue efforts in the rural desert and mountainous regions of Pima County.

- **Riot Helmets**

Purchased new Pro Tech Tactical Riot Helmets, to replace the general duty helmets, for all commissioned personnel. The new helmet is compliant with NIJ standards.



- **Dodge Charger – Road Rage Vehicle**

The Department purchased a 2006 Dodge “Hemi” Charger to utilize as our “rage vehicle.” This vehicle is used to patrol the streets of Pima County to detect and stop individuals driving in an aggressive manner, creating an unsafe environment for other drivers on the roadway.

- **Patrol Rifle**

In 2008, will be upgrading patrol rifles to an AR15 type, semi-automatic .223. This is a standard law enforcement rifle that has a detachable magazine and will accept 10, 20, or 30 round mags. It has almost no recoil, greatly improved accuracy and range, is easy to shoot, and has acceptable accuracy up to 300 yards.

- **DUI Van**

The Governor’s Office of Highway Safety (GOHS) provided the Department with a state-of-the-art DUI van for use at sobriety checkpoints and all Southern Arizona DUI Task Force operations. The van is used to transport equipment to checkpoints and also provides a place, out of the elements, to conduct law enforcement phlebotomy procedures when necessary.



- **Pre-Emption Devices**

PCSD staff worked with the Pima County Department of Transportation to study the feasibility and effectiveness of a system to control or “pre-empt” traffic signals when responding to an emergency. (Traffic lights would change to green for the direction that the deputy is traveling.) When utilizing this system, results showed that patrol car speeds were reduced and traversing intersections was safer for deputies and the public. The Pima County Sheriff’s Department is the only major law enforcement agency in Arizona utilizing pre-emption devices. The \$300,000 system was funded with RICO drug seizure monies, resulting in no direct cost to Pima County.

- **IQ Biometrix Faces 4.0**

This user friendly interactive software is used to develop comprehensive composite drawings of suspects based off of a person's memory. Faces 4.0 provides a way for detectives to provide the public with a good composite drawing of suspects.

- **Body Armor**

The Sheriff's Department was successfully awarded funds through the U.S. Bureau of Justice's "Bulletproof Partnership Program" and the Arizona Attorney General's Office "To Save Those Who Save Others" program. These funds, along with Anti-Racketeering and Pima County Risk Management funds, provided the means to purchase new ballistic vests for every commissioned officer and select corrections officers depending on assignment. These partnerships allowed us to replace old first generation body armor with the latest state-of-the-art armor giving our personnel the ultimate in personal protection. With these new ballistic vests, the Department implemented a mandatory-wear policy.

- **Computer Forensics**

Established a highly technical Computer Forensics Detail dedicated to the identification and recovery of electronic evidence commonly present in computer-related crimes, including sexual exploitation of minors by use of the Internet. Acquisition of specialized computer equipment and training of a full-time detective were accomplished through an Arizona Criminal Justice Commission Child Sexual Exploitation Investigation/ Prosecution Grant.

- **TASERS**

Acquired innovative, less lethal TASERS for all uniformed deputy sheriffs. In addition, all corrections officers assigned to Judicial Security, the Transportation Unit, and the Tactical Assistance Group are issued tasers. The X26 TASER is a conducted energy weapon that overrides the central nervous system and achieves incapacitation of violent and uncooperative suspects. The use of this technology has led to fewer injuries to both officers and suspects. The Pima County Sheriff's Department was the first Arizona law enforcement agency to deploy TASERS Department-wide.



- **IA Pro**

IA Pro is an early warning system, monitored by the Office of Special Investigations, that monitors complaints and collects data on use of force incidents, pursuits, employee vehicle collisions, among other areas. The system will trigger alerts to supervisors and commanders.

- **Composite Drawing Software**

Adopted innovative software that allows detectives at crime scenes to produce composite drawings of suspects. This information can be immediately disseminated to other law enforcement officers, the media, and the public.



- **CritiCall**

In October of 2005, the Pima County Sheriff's Department's Communications Section purchased a computer-based employee selection tool, CritiCall, to better screen applicants. The Department is using CritiCall for entry level testing for the multiple skills necessary to perform call taking and dispatch functions in today's environment.

- **BEAR and BEAR CAT Vehicles**

Pima Regional SWAT received a grant from the Office of Homeland Security to purchase two armored vehicles. The full-sized Ballistic Engineered Armored Response and Rescue vehicle, or "BEAR," and the mid-sized "BEAR-CAT"



offer the latest



protection and state-of-the-art technology available to the law enforcement community. These vehicles are equipped with combustible gas monitoring; thermal imaging; radiation detection; intercoms; cameras; and mud chains.

- **NIBIN Testing**

In October 2005, the Department began submitting data from all recovered firearms and expended cartridge casings into the National Integrated Ballistic Information Network (NIBIN) as part of the continuing effort to combat violent crimes involving firearms. The NIBIN system acquires digital images of the markings made by a firearm on cartridge casings and compares them with others in the system, similar to the Automated Fingerprint Identification System (AFIS). This system has been successful in identifying and tracing firearms that have been used in multiple violent crimes across jurisdictional boundaries.

- **Updated Personal Protective Equipment**

In FY2005/2006, the Department updated personal protective equipment to address the ever present threat of bloodborne pathogens and the potential threat of the Avian Flu. All commissioned personnel were issued a Millennium full-face gas mask with canisters for riot control agents and CBRN (Chemical Biological Radioactive Nuclear). To establish a uniform location for the equipment and respirators, a heavy-duty carry case was issued to all staff for placement of the issued equipment. By implementing a standardized carry case, staff now has all PPE and first aid equipment in a readily available, easy to find source.

- **“Watch Guard” Digital In-Car Video**

Replaced the old VHS video systems, in various Special Operations vehicles, with new digital equipment. The “Watch Guard” system captures video to a hard-drive, which can then be copied to a standard DVD format. DVD storage media is less expensive and the entire system mounts in the passenger compartment.

- **Remote Controlled Tactical Robots**

These robots have the capability of being deployed into a hostile environment without increasing the threat to officers on-scene and they allow for real-time video in the Command Post. The Lector HD (larger robot) has remote controlled weapons - M-26 Taser and pressurized O.C.- and an air monitor to detect potential toxins. The Lector (smaller robot) is quick and agile, can go into small and/or confined spaces, and fits under vehicles.



- **Second Command Center Vehicle – Command Center Bravo**

Designed and purchased a second multi-functional command vehicle. This vehicle has 4-wheel-drive capability and rests on a shorter wheel base for remote or rural responses to large scale events calling for a command and control vehicle. This vehicle serves Homeland Security events, hostage negotiations needs, and medium and small scale operations.



- **Automated Inkless Fingerprinting**

The Sheriff's Auxiliary Volunteers purchased three Identix Live Scan Portable Fingerprint systems. The SAV work and office areas were expanded to accommodate the third fingerprint system. The Tucson SAV fingerprinted approximately 10,000 adults in 2006.



- **Upgraded Command Center**

In 2004, the Department took its ten-year-old command vehicle, and with reimbursement funding from federal forest fire fighting efforts, upgraded its capabilities. Some highlights include: a new telescoping pan, tilt and zoom video camera; a complete weather station; a telescoping, omni-directional scene lighting system; a satellite television system; and enhanced video and recording capability. The vehicle has been completely



refurbished with a new paint and stripe scheme. With these state-of-the-art upgrades, the vehicle will last an additional fifteen (15) years serving the organization with scene command and control response capabilities.

- **Document Imaging**

Implemented electronic storage of statements, search warrants, telephone transcripts, and other documents to provide immediate access to records previously retained in a hard copy format only.

- **Electronic Pawn Reporting**

Implemented a state-of-the-art paperless system for local businesses required by law to report pawn transactions. This system eliminated numerous man-hours to hand-sort and manually enter thousands of pawn slips each month. Members are now able to quickly search for and identify stolen items that have been pawned, as well as identify suspects who pawned the items.

- **COPLINK**

COPLINK is a data warehouse developed in partnership between the Tucson Police Department, University of Arizona, and Knowledge Computing. The database collects law enforcement incidents and contacts from 19 Arizona law enforcement agencies and provides analytical tools for crime analysts and investigators. The Pima County Sheriff's Department has participated in COPLINK since 2004.

- **Green Valley Command Center**

Purchased and outfitted a full-size command post vehicle to be utilized primarily in the Green Valley District. This vehicle also serves as a back-up for the Tucson metro area.

- **Traffic Accident and Crime Scene Mapping with GPS**
Upgraded to the advanced Global Navigation Satellite System (GNSS) which has improved GPS technology and provides more accurate measurements. The system has multiple blue-tooth connections for cable-free surveying. This upgraded system allows a single user to accurately measure traffic collisions and other crime scenes.



- **Digital Voice Recorders**
Phased-out traditional cassette recording system with a digital system geared specifically for law enforcement. The digital system provides more recording time (11 hours), superior sound quality, and trial acceptable digital files. This technology allows for noise-free and non-distorted recordings of interviews in criminal investigations. Digital recorders have been issued to all commissioned personnel.
- **New Computers**
In 2003, an aging computer server and network switching equipment was replaced to meet the increasing demands of the user population. A \$1 million grant from the Office of Community Oriented Policing Services and County general funds financed the purchase. Upgrades were completed with only one hour of user downtime. The new systems run quicker and support more than 500 concurrent users. Upon completing the project, the Department became one of the first agencies in Arizona to meet new NCIC 2000 encryption requirements.

In addition to the infrastructure updates, the Department upgraded or replaced approximately 600 desktop computers throughout the Department.

- **Satellite and Cell Phones**
Department has equipped all commissioned personnel with cellular phones that have two-way communications capability. Cell phones provide a second communication source should a deputy be out of range of our radio system.

Satellite phones have been assigned to the Border Crimes and Search and Rescue Units and other units who work in very remote areas.

- **New Gym Equipment**
The Department's gym underwent a major upgrade; replaced existing equipment with commercial grade "health club" quality equipment and added new training equipment. Employees are encouraged to utilize the facility to improve their fitness, maintain a healthy lifestyle, and increase morale; gym facilities are open to all Department members.



Corrections Bureau

- **Electronic Booking**

May 2004, implemented an electronic booking procedure which eliminated the need for manual entry, reduced photocopying and distribution functions, and distributes booking information to all internal and external court and law enforcement entities involved. Booking time has been reduced from 45 minutes to approximately 20, which allows law enforcement officers to return to the field to handle priority calls.

- **Inmate Phone System – “NICE”**

The NICE system digitally records all non-privileged inmate phone calls and has been installed throughout all four Pima County Adult Detention Center facilities. The system is often used by the jail’s Security Services Section to monitor gang and illegal activities. Types of criminal activity uncovered and solved:

- Several murder cases - cracked a hate-crime murder of a UA student
- Threats and intimidation against witnesses
- Assaults planned against attorneys, judges, etc.
- Interfering with judicial proceedings - attempting to hide evidence
- Identify gang members - bolsters the County Attorney’s case

The NICE system is an invaluable resource for the law enforcement and criminal justice communities.

- **Digital Recording System**

Installed a digital camera and recording system throughout the Pima County Adult Detention Center; cameras are monitored by the Central Control Room. The system has been instrumental in reducing the use of force incidents and also provides a digital record to combat false internal affairs and risk management claims.

- **Inmate Mail – X-Ray Machine and Ion Scan**

All incoming packages are sent through the x-ray machine to detect weapons, explosives, and drugs. This has reduced illicit contraband from entering jail facilities and has resulted in numerous criminal charges and convictions.



The Ion Scan uses technology to detect drug vapors in minute quantities. It is used to test incoming mail and has even been used to test inmates, returning from work furlough, suspected of drug abuse.

Both the ion and x-ray technology has increased jail security by keeping dangerous contraband from entering the facility and getting into the hands of inmates.

- **Inmate Transport Vehicles**

Ordered new vehicles, 28-person capacity, to securely and safely transport inmates to the City/Justice Court Complex and the Arizona Department of Corrections. The higher capacity vehicles will reduce out of town trips, thereby reducing costs to the taxpayers.

Facility Expansions

- **Criminal Investigations Division Remodel**

The remodel of the Administration Building's second floor resulted in ergonomic work areas and more efficiently utilizes the limited space available. The remodel also included a digital upgrade to interview rooms. Digital audio and video enhancements will allow for state-of-the-art interview capabilities and provide effortless disclosure of case data for court. In addition, there is a dedicated multi-media evidence lab where detectives may review audio and video evidence in a secure environment. This lab has the most technologically advanced equipment available. Remodel was completed utilizing RICO funds.

- **Tucson Mountain District**

In 2006, with the use of RICO funds, opened a new district office to better serve the residents of the Picture Rocks and Avra Valley areas, adding additional staff of a lieutenant, sergeants, deputies, and civilian personnel.



- **Training Center and Pima Regional Training Center Expansions**

The Department has completed the expansion of the existing Training Center and Pima Regional Training Center, firearms range, to fully-accommodate our in-house academy. Construction was completed in the Fall of 2007. Monies from a CJEF bond and RICO funds paid for this expansion.

- **Updated Firing Range**

Conducted a major renovation of the Pima Regional Training Center's firearms and tactical training center. To better serve Arizona law enforcement and to accommodate more agency participation, the multi-purpose range was renovated into two separate firearm ranges. One range remained multi-purpose and the other added a second state-of-the-art 30 station turning target range. The expansion added additional classroom space; the facility can now accommodate classes of up to 60 students. This project was completed without the use of County funds.



- **Public Service Center**

The Department relocated all of its public service functions to the newly remodeled annex building. This building, located just west of the main administration complex, provides one-stop-shopping for most public inquiries and services. The building serves to provide records and reports, fingerprinting for employment, sex offender registration and identification services, and volunteer offices. Previously, the building served mainly as a storage facility. The recent remodel created much needed office space for technical and administrative employees who interact and serve the public directly.

- **Material Management (Supply and Fleet Management)**

The Material Management Section moved to a new larger building near the Administration Building; the Department is currently leasing this facility. The new building is large enough to support the Department's needs for at least 20 years.

- **Air Unit Hangar**

Added a 1984 Helio Courier, "Survey Two," to our air-fleet. Expanded our hangar capacity to 10,000 square feet, which will accommodate 4 airplanes and a helicopter. In 2008, the Department will acquire a helicopter.



- **New Jail and Upgrades to Existing Facilities**

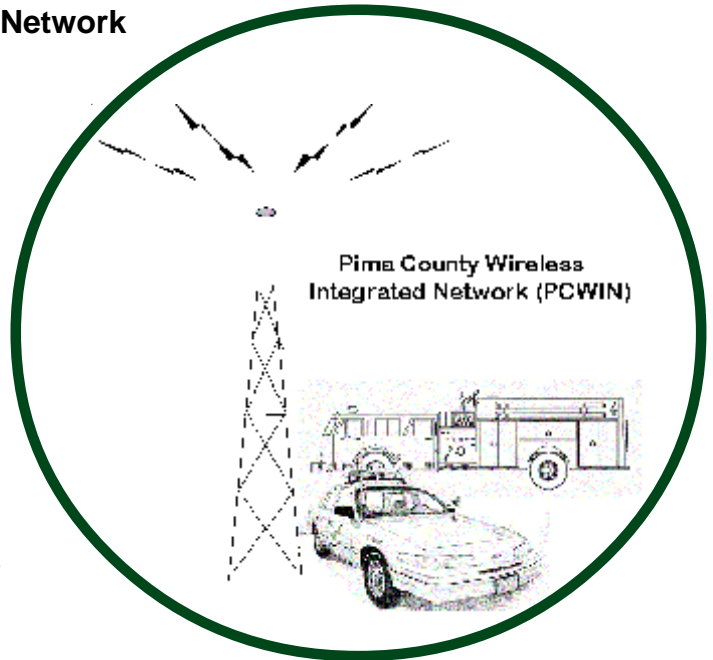


Constructed a new facility to house the following: Intake and booking areas; inmate property; health-care unit; mental health/crisis intervention cluster; six medium-security, 64-bed, general-population housing units; public services reception; and video visitation. Existing facilities - Main Jail, East and West Units - received upgrades to include new cell door locks, new elevators, surveillance systems, etc. See "Previous Bond Projects" for additional information.

2004 Bond Projects

- **Pima County Wireless Integrated Network**

After voter approval in May 2004, began implementation of the \$92 million regional public safety communications systems for 32 public safety (police and fire) agencies and improve interoperable communications. Additionally, a new communications and emergency operations center will co-locate the dispatch functions of the County with the City of Tucson and the County Office of Emergency Management. The business planning process was completed at the end of 2006. This project is the first of its scope and size in Arizona.



- **Construction of New Jail**

Built a new 500-bed corrections facility. The facility has new intake and booking areas; inmate property; health-care unit; mental health/crisis intervention cluster; six medium-security, 64-bed, general-population housing units; public services reception; and video visitation. The entire facility was completed in early 2005.



- **Main Jail Facility and Security Upgrade**

After voter approval in May 2004, implemented plans for the \$3 million facility security upgrade for the 21-year-old maximum-security corrections facility. The upgrades include new and improved cell door locks, additional food traps, new elevators, video-surveillance systems, and housing unit restoration.



- **New Evidence Facility**

Construction of a new evidence facility was completed. The \$3 million project was funded in part by 1997 Pima County bond funds and local law enforcement block grant funding. The new facility provides over 22,000 square feet of storage capacity, 1,000 square feet of refrigerated storage space, and five acres of vehicle storage. Transition to the new facility took nearly two years while staff worked to implement a new inventory and audit system. Approximately 200,000 pieces of evidence and property were bar-coded and relocated to the new facility. Descriptive information about the property was input into the Department's records management system providing instant access to evidence information. A new evidence disposal policy streamlined the authorization process resulting in reduced paperwork, less work effort, and better workflow.

- **New East Jail Facility**

Opened the \$38 million jail expansion – East Facility; funds were approved by voters in May 1997. This project encompassed a new clinic and infirmary unit, kitchen expansion, new mental health unit, 480 medium-security beds, state-of-the-art electronic control room, front desk, and new administration areas.

- **West Jail Unit**

Upgrades have been completed on the elevators and additional food traps have been installed in the security housing units.

2008 Bond Proposals

- **Vail District**

The Pima County Sheriff's Department, in conjunction with other County and City Departments, has requested bond monies to construct a new multi-governmental agency complex on the southeast side of Pima County to serve the Vail area.

- **New Drexel Heights Station**

Requested \$1.8 million to relocate the San Xavier District office to the Drexel Heights area. This would put the office in the heart of the San Xavier District, provide easier access for area residents, and provide for a quicker response time. Calls for service in the Drexel Heights area have increased 47.9% since 1996 and violent crimes have increased 58.92%.

- **Juvenile Remand Facility**

The County must keep juvenile remands separate - site and sound - from all adult inmates at the Pima County Jail. Requesting bond monies to construct a second juvenile remand facility, which would include three pods with approximately 50 to 60 beds in each pod. At a cost of \$28.9 million, this facility would meet the needs for juvenile remands for the next 10 to 15 years.

Community Outreach Efforts

- **Sheriff's Volunteers**

Implemented a highly successful and nationally acclaimed volunteer program. The Sheriff's Auxiliary Volunteers (SAV) operate in Tucson, Green Valley, and Ajo. The Department has actively used these volunteers in its crime prevention programs and other operational activities for more than two decades. The Department received the National Crime Prevention Coalition's award as well as the International Association of Crime Prevention's Practitioner's Award for excellence in community involvement and innovative crime prevention programs. Both awards were presented in Washington, D.C.



In 2003, the Sheriff's Auxiliary Volunteers organization was honored with the Daily Points of Light Award. Originally instituted during the administration of President George H. W. Bush, the award honors individuals or organizations that make a positive and lasting difference in the lives of others.

SAV Richard Jervis was recognized by the International Society of Crime Prevention as their Volunteer of the Year in 2004. Mr. Jervis became an SAV in 1993 and has

volunteered over 15,000 hours to Pima County. His outstanding achievement of this prestigious achievement was highly deserved.

Governor Janet Napolitano awarded the Volunteer Service Award to the SAV in 2004. The SAV - Tucson, Green Valley, and Ajo - provide invaluable service to the Sheriff's Department and the communities they serve.



SAV received the Outstanding Achievement in Law Enforcement Volunteer Programs Award from the International Association of Chiefs of Police in 2005. The VIPS Award recognizes agencies that have shown leadership in creating and sustaining programs that successfully integrate volunteers.

Starting in 2008, the Sheriff's Department will recognize volunteers with 5,000 hours and 10 years service with the Department. Any SAV who has reached this milestone will receive a "Volunteer Service Medal." An annual ceremony will be held to honor these individuals.



- **Senior Safety Program in Ajo**

Instituted the “Are You OK?” telephone reassurance program serving the elderly population living in the remote community of Ajo. The computer-based program telephones senior subscribers daily, providing this 120+ special-needs population with a sense of security knowing that they will be checked on daily.



- **Search & Rescue and Sheriff’s Posse**

Improved the efficiency and effectiveness of our nationally-acclaimed Search and Rescue Unit through the combined use of paid and well-qualified, trained volunteers.

- **David B. Allen Ajo District Scholarship Award**

Since 1993, the Ajo District has awarded annual scholarships to deserving Ajo High School graduates who are planning a career in the public safety field. The scholarship is funded by donations from former and current members of the Ajo District.



- **Co-Founded New Organizations**

Co-founded a number of significant organizations, including We the People, and the Citizens Traffic Safety Task Force, as well as the Arizona Alliance Planning Committee, the Southern Arizona DUI Task Force, and the Elder Abuse Task Force.

- **Command Staff Involvement in the Community**

Encouraged members of the Sheriff’s Department’s command staff to participate in a broad range of community activities from: 88-Crime, Casa de los Niños, the Tucson Council on Alcoholism and Drug Dependence, Tucsonans for a Drug-Free Workplace, Mother’s Against Drunk Driving (MADD), Pima Youth Partnership, Pima Council on Developmental Disabilities, COPE-PASAR, board member for Southern Arizona Mental Health Center (SAMHC), Gateway Inc., ADAPT, Brewster Center for Victim’s of Family Violence, the Mayor’s Ad Hoc Committee on Domestic Violence, the American Red Cross, Victim/Witness Program, Children’s Advocacy Center, Greater Tucson Leadership, 100 Club, and the Tucson Rodeo Committee, to the numerous other groups in which they are actively involved.

- **Website**

Designed and implemented an internet website (www.pimasheriff.org) containing general information about the Department, information on how to apply for employment, inmate look-up section – which provides information on inmates currently housed at the County Jail, and a section answering frequently asked questions.

- **Improved International Relations**

Led in developing solid relations with Mexican law enforcement officials resulting in the apprehension of many felons and the locating of many important witnesses in Mexico for the benefit of Pima County.

- **Crime Prevention Newsletter**

In 1983, began producing and distributing the "Community Connection," a newsletter mailed to the community to acquaint the public with Department functions and provide detailed crime prevention tips. Over 100,000 newsletters are mailed to households throughout the county on a quarterly basis.



- **Halloween Safe Night**

In 1992, the Department initiated a Halloween Safe Night as a safe way for children and families to celebrate the holiday. The annual event includes games, food booths, costume contests, and many other activities ensuring area youngsters and their families a safe, enjoyable way to celebrate Halloween. Approximately 5,000 members of the community attend this function annually.

- **Crime Prevention and Safety Seminars**

The Sheriff's Community Resources Unit provides "free" crime prevention and safety seminars to the public. Some of the topics covered are: personal safety, meth awareness, senior citizen safety, identity theft, child safety, and domestic violence awareness. In 2007, the Community Resources Unit conducted 84 public seminars. Literature and informational brochures regarding crime prevention and safety are available on the Department's website (www.pimasheriff.org).

- **Neighborhood Watch**

Developed and instituted a countywide Neighborhood Watch program by enlisting the help of homeowners within neighborhood associations. This relationship with the community provides additional eyes and ears who remain vigilant looking for and reporting suspicious or criminal activity. The program has approximately 163 active Neighborhood Watch groups with thousands of participants. The plan began with the need for deputy sheriffs to present, monitor, and manage this proactive crime prevention program. It has evolved, however, to the point where the Sheriff's Auxiliary Volunteers manage it in its entirety.



Preparing for the Future

The Department's most critical issue for the coming decade continues to be the ability to deliver desired levels of service to Pima County residents. Ever increasing service populations resulting in increased calls for service and rising inmate populations continue to challenge the Department's ability to provide quality law enforcement services.

The ability to attract and retain qualified deputy sheriffs, corrections officers, and support staff directly impacts the Department's ability to maintain its present levels of quality and efficient service.

As the population continues to grow and technology evolves, the Department faces increased criminal activity involving identity theft and computer based criminal activity and must increase its use of technology to address these and other crimes.



The use of drugs, specifically methamphetamine, continues to challenge this community at every level.

Drug use is significantly related to a number of crimes and impacts every neighborhood and resident.

Pima County's close proximity to the border with Mexico (123 miles of shared border) has resulted in a significant increase in violent crime, auto thefts, smuggling of persons and drugs, and other criminal activity over the past years.

Population of our corrections facilities will need to be monitored and addressed as the number of inmates housed in our facilities continue to rise.

More recently, the Department must plan, prepare, and train for the ever-increasing threat of terrorism, both foreign and domestic. This is especially true here in Pima County due to our close proximity to the border and high threat targets within the County.

The Department has addressed many of these issues over the years and will continue to utilize the latest training, techniques, technology, and forward thinking innovative problem solving to continue to meet the challenges that this community will face.



History

1980 - 1999

Department Reorganization

- **Centralized Investigations**

Centralized all criminal investigations to improve efficiency and effectiveness. In addition to traditional investigative functions, such as Burglary, Robbery/Assault, Sex Crimes, and Homicide, the Department implemented many innovative investigative units.

- **Special Weapons and Tactics**

Created a highly trained and equipped Special Weapons & Tactics Team (SWAT). Furthermore, the team was enhanced through the introduction of tactical emergency medicine. It was one of the first SWAT teams in the nation to have law enforcement officers trained as paramedics and a law enforcement officer who was a trauma surgeon. Dr. Richard Carmona (former U.S. Surgeon General) joined the team in the mid-1980s and helped develop the SWAT specialty known as TEMS (Tactical Emergency Medical Service).

- **DARE**

Initiated the highly regarded Drug Abuse Resistance Education (DARE) program in all County elementary schools, thus becoming the first Pima County law enforcement agency to introduce DARE. This program was expanded into middle schools and also included parenting programs and drug-free zones. The Department also coordinated the training of 20 law enforcement officers from Mexico in DARE instruction to address the mutual problem of drug abuse. In 2006, the Department replaced the DARE Program with its own STAR (Student Training & Response) Program.

- **Intelligence & Crime Analysis**

Implemented an Intelligence and Crime Analysis Unit. The unit is staffed by a sergeant, three full-time detectives, and a civilian crime analyst. The unit provides crime reports and crime mapping for internal use and crime analysis data to outside agencies and the public. The unit also serves as the Pima County Sheriff's Department's point of contact to the FBI's Joint Terrorism Task Force.

- **Hazardous Materials Response Team**

Created the first multi-agency fire and law enforcement hazardous materials response team in Arizona.



- **Created New Investigative Units**
 Developed new crime-fighting units, such as the Economic Crime Unit; Financial Investigations Unit (FINVEST); Gangs and Targeted Offenders Unit (GATOS); multi-agency Fugitive Investigations Strike Team (FIST); Domestic Violence Unit; Community Problems Unit; and the Safe Streets Unit.
- **Gangs & Targeted Offenders (GATOS)**
 GATOS was charged with the responsibility for investigation and intelligence gathering of gang-related issues. GATOS has been combined with the Targeted Offenders Squad. The focus of the gang detectives was concentrated in two (2) areas: Outlaw Motorcycle Gangs and Street and Prison Gangs. Working closely with staff at the Pima County Adult Detention Center, Arizona Department of Corrections, other local law enforcement agencies, and the state gang unit GITEM, these detectives provided a centralized resource for all gang and other targeted offender related issues in Pima County. Working with the Fugitive Investigations Strike Team (FIST), GATOS was available for special investigations and to assist other units in complex and high-profile investigations.
- **Bomb Squad**
 Created a state-of-the-art Bomb Squad by assigning additional personnel with extensive training and high tech equipment, including multiple response vehicles, bomb robot, and other equipment.
- **Safe Streets**
 Began Operation Safe Streets, a zero tolerance street crime program. The program addressed street crime through high profile patrol and aggressive enforcement.
- **Bicycle Patrol Unit**
 Instituted a Bicycle Patrol Program to patrol school campuses and surrounding neighborhoods. The focus of the program is to eliminate problems that occur near the campuses before and after school (e.g., gang activity, drinking, smoking, vandalism, and theft). In 1998, this program was expanded to patrol mobile home parks, desert areas, and trails. Today, bicycle certified deputies are deployed in all patrol districts and are utilized in the furtherance of Department community oriented policing efforts.
- **Family Crimes Unit**
 In response to the ever-increasing problems of domestic violence, violence against children, and juvenile crime plaguing our community, the Criminal Investigations Unit was restructured to create the Domestic Violence and Crimes Against Children Units. The new Domestic Violence Unit concentrates more resources on misdemeanor cases, effectively addressing violence in the home before it escalates. The Crimes Against Children Unit works with both youth victims and youth offenders. Both units work closely with community groups and social assistance agencies.
- **Internal Auditor**
 Established the Office of Special Investigations Section, incorporating the Internal Affairs Unit and added new Internal Audit Unit which is responsible for reviewing control procedures and performing audits of units throughout the Department.

Enhanced Services

- **Award Winning Crime Prevention**
Implemented a national and international award winning Crime Prevention Program using trained law enforcement volunteers.
- **EEO Program**
Instituted an aggressive Equal Employment Opportunity Program. The Department continues to meet and, in most cases, exceed goals on selection, promotion, training, and every other aspect of employment opportunity.
- **Employee Drug Testing**
In the mid 1980s, the Pima County Sheriff's Department was the first law enforcement agency in Arizona to conduct pre-employment, end-of-probation, and random employee urine analysis drug testing through its Deterrence Against Drugs Program.
- **Awards and Recognition Program**
Began a formal awards program to recognize members of the Department and citizens of the community for acts of heroism, performance of outstanding service, or for injuries sustained in the line of duty. Since the inception of the program in 1985, the Department has presented medals and commendations to thousands of deserving members of the Department and the community at its annual awards banquet.
- **Force Commander Program**
Implemented an innovative Force Commander program that uses all sworn lieutenants to manage patrol operations. This program is designed to ensure management oversight of all field operations at night and weekends as well as to provide a mechanism for commanders to interact with field supervisors and other personnel on a regular basis. A rotation system is utilized to make the most efficient use of our limited command positions on weekends.
- **Community Oriented Policing**
Through the use of directed patrol, rural patrol, and a bicycle program, a community-based policing program was implemented throughout Pima County.
- **Border Anti-Narcotics Network**
The Pima County Sheriff's Department is a critical member of the Border Anti-Narcotics Network (BANN). This organization is a cooperative Federal, State, and Tribal HIDTA Task Force operating under a force multiplier concept combating smuggling activities of multiple individuals and organizations throughout an area that includes over 150 miles of international boundary. BANN supports the current Office of National Drug Policy National Strategy, as well as the current Arizona HIDTA Drug Strategy.
- **Peer Support Program**
Initiated a Peer Support Program to better serve the behavioral science needs of the Department. Peer Support personnel receive referral and crisis intervention training, as well as learn skills in diffusing techniques and critical incident debriefing.



- **DUI Task Force**
 Annual participation in the Southern Arizona DUI Task Force, a network of local law enforcement agencies, businesses, and activist groups who participate in local saturation patrols and sobriety checkpoints aimed at not only apprehending DUI offenders but also educating public groups and discussing DUI-related concerns in school forums.
- **Hair Testing for Drugs**
 Incorporated the innovative science of hair analysis into the Department's employee drug testing program in the mid-1990s. Hair analysis testing provides better evidence of long term drug use versus the standard urine analysis.
- **Arizona Alliance Planning Committee**
 Assumed the role of host agency for the Arizona Alliance Planning Committee (AAPC), a joint effort between federal, state, and local law enforcement agencies—in cooperation with the military—to curb the influx of narcotics across the Southern Arizona border with Sonora, Mexico. (Sheriff Dupnik is the founder and a member of the Command Group for the AAPC.)
- **Telephone Reporting Center**
 Increased the efficiency of the Department through innovative programs, such as the Telephone Reporting Center, where low priority calls are taken by telephone thereby allowing patrol deputies to handle higher priority, more pressing calls for service.
- **Team-Work with Federal Agencies**
 Committed to extensive local cooperation with federal law enforcement agencies, including U.S. Immigration and Customs Enforcement (ICE), DEA, Border Patrol, and the FBI, in the investigation of narcotics and other related crimes. (Sheriff Dupnik is a member of the Command Group of Operation Alliance, headquartered in Texas.)
- **Grants for Support Personnel**
 A Federal COPS grant funded new Public Safety Support Specialist positions to replace uniformed officers manning the Telephone Reporting Center and administrative positions in district offices. This program redeployed the equivalent of ten uniformed deputy sheriffs to patrol duties. Public Safety Support Specialists were also assigned to the Criminal Investigations Division, the Civil Unit, and Community Resources Unit, relieving officers from a variety of administrative functions.
- **Physical Fitness Facilities for Employees**
 The Department has provided exceptional work-out facilities and equipment for employees to develop and maintain their physical fitness. The central facility, as well as the decentralized facilities, boast free weights, treadmills, stationary bicycles, weight machines, stair steppers, and shower and locker facilities.

- **Intelligence Center**

The Pima County Sheriff's Department, in conjunction with the AAPC, administers support functions for the Southern Arizona HIDTA Intelligence Center. Sheriff Dupnik has provided the fiscal machinery to administer the numerous funding sources as well as resource procurement. He has committed personnel and resources to several HIDTA initiatives, co-located within the HIDTA Center, as well as filled the necessary support personnel positions to operate the facility.

- **Grant Funded Deputies**

In 1996, obtained 27 new deputy sheriff positions funded through a federal crime bill. These positions were utilized to further community oriented policing in such areas as Directed Patrol, Domestic Violence, and Community DUI Enforcement.

- **Additional Grant Funded COPS**

In 1999, the Department was awarded a Community Oriented Policing (COPS) Universal Hiring Program Grant which funded 40 new deputy sheriff positions. These deputies are utilized to strengthen community oriented policing in all patrol districts as well as enhance our Criminal Investigations Division.

- **Pima Community College Accredited Training**

Pima Community College and the Pima County Sheriff's Department established a Degree Partnership Program. The program was designed to promote continuing education within the Department. The Degree Partnership Program provides both deputies and corrections officers with college credits upon graduation of their respective academy and successful completion of their Field Training Program. The guidance team at Pima Community College provides counseling resources to assist individuals with their educational goals.

- **Inmate Drug Testing**

Initiated a model drug treatment program to provide drug testing and subsequent counseling for inmates who have either committed drug-related offenses or are known drug users. Administered within the Adult Detention Center by an outside agency, Amity, Inc., the program was designed to treat offenders prior to their release, thereby reducing the recidivism rate. Underwritten by several federal grants, this program was initially the only one of its kind in a county or city jail.

- **Inmate Literacy**

Implemented a state-of-the-art computerized Adult Literacy Program developed specifically for inmates in a "jail" environment.

- **Inmate Training**

Created an Inmate Construction Center. Inmate crews were taught construction skills and were used in renovation, road projects, and graffiti abatement throughout Pima County.



Technology and Equipment

- **Enhanced 911**
In 1985, began providing county residents full 9-1-1 services including Automatic Location Information (ALI) and selective call routing by jurisdiction.
- **Multi-Agency Public Safety Software**
In 1989, the Pima County Sheriff's Department implemented an information system that includes a database of law enforcement, corrections, and civil records; computer aided dispatch; and an interface to the Arizona Criminal Justice Information System (ACJIS). Access to these information services has been made available to Southern Arizona criminal justice agencies free of charge. Currently, 2,000 users from 22 criminal justice agencies access PCSD information services from 36 locations. Seven agencies enter person, incident, arrest, and other beneficial information into the database. These contributing agencies include the Pima County Sheriff's Department, Counter Narcotics Alliance, Oro Valley Police Department, Sahuarita Police Department, Pima Community College Police Department, Tucson Airport Authority, and Willcox Department of Public Safety. The database is the most comprehensive collection of law enforcement contact and incident based information in Southern Arizona. The data it contains includes approximately 1.5 million name records that comprise an invaluable investigative tool that is made available to local agencies and numerous task forces that have responsibilities for law enforcement, counter drug, and prosecutorial missions in Southern Arizona.
- **Network Infrastructure**
The Department has supported data and telephone services since 1990. These services have expanded and been enhanced to include all critical locations. Telephone services support 3,500 extensions at twelve locations and a highspeed data network that extends 180 miles from Ajo to Willcox and from Green Valley to Catalina City.
- **Automated Fingerprint Identification System**
Served as Southern Arizona's lead agency in implementing the Automated Fingerprint Identification System (AFIS), a computerized system designed to identify criminal suspects in seconds with as little as a single fingerprint.
- **Dial Dictation System**
In 1993, implemented a state-of-the-art Dial Dictation System which virtually eliminates handwritten reports. The system provides for telephonic dictation of law enforcement offense reports, which can be completed six times faster than handwriting them.
- **Computer-Aided Dispatch**
Implemented a computer-aided dispatch (CAD) system. CAD has quickened the dispatching of calls and improved information retrieval for the entire Department.

- **Y2K Compliance**
 Implemented a new Y2K compatible police computer system, which allowed uninterrupted automated information processing for law enforcement, corrections, and many other operational and administrative functions.
- **Firearms Training Simulator**
 Installed a firearms training simulator, the “Range 3000,” at the Pima Regional Training Center. The system provides advanced judgmental shooting training to all weapons-qualified members of the Department. The system was upgraded within a year to the new “Milo” system.
- **Mobile Command Center**
 Used forfeiture funds to purchase a Lynch Command Van. A Caterpillar turbo-diesel engine powers the 35-foot vehicle that rests on a 28,000 GVW chassis. The Command Center can respond and operate anywhere within Pima County. The vehicle was designed to operate as a forward command and control station for tactical, support, and emergency operations simultaneously. The Mobile Command Center has been used at SWAT/hostage calls, hazardous material spills, major crime scenes, search and rescue operations, and public and natural disaster scenes.
- **Fleet Honors**
 Two Department vehicles received high honors in national and international design competitions. The DARE suburban placed second in the DARE vehicle category and the Peacekeeper took third place in the Special Purpose Vehicle category during the International Best Police Vehicle Design competition sponsored by *Law and Order* magazine and the 3M Corporation. The DARE suburban also won first place in the truck category and took second place in Best of Show at the DARE National Convention in Houston, Texas.
- **Upgraded Emergency Equipment for Fleet**
 The majority of the patrol fleet has been outfitted with upgraded “code” equipment and emergency lighting schemes. The latest technology has replaced many of the older, power hungry halogen lights with a brighter, more efficient LED lighting. The vehicles can be seen from a greater distance – day or night – with emergency equipment activated. Supervisors’ vehicles have an added top mount light bar to increase visibility and safety and the patrol fleet has been re-stripped to a more contemporary design, matching a recent patrol uniform change.
- **Air Support**
 The PCSD Air Unit acquired an HT-295 Helio Courier. The aircraft is equipped with a Night Sun FLIR, long-range camera, videotaping capabilities, and a microwave system. The microwave feeds information to our command posts and Operations Center. One of the primary uses of the aircraft is support of Criminal Investigations Division personnel in narcotics trafficking investigations. The aircraft also supports patrol operations nightly and search and rescue as needed.



- **Communications**
Updated our communication capabilities by installing an EF-Johnson 800 MHz Trunked Multi-Net II Communications System. The previous system, purchased in 1989, supported approximately 1,000 users including the Pima County Attorney's Office, Pima County Parks Service, and Animal Control, as well as other federal and local law enforcement agencies. The new 2.5 million dollar system increased the user base to approximately 2,500 users in Pima County Public Safety, Public Works, and Administrative functions requiring voice communications.
- **Computerized Mug Shots**
Instituted a new computer video-imaging system in the Adult Detention Center. The system replaced the antiquated 35mm mug shot system used by the jail for many years. The new system allows detectives to obtain mug shots and personal information on arrestees almost immediately. Other benefits of the new system include reduced picture loss, centralized storage of photo files, and reduced chemical waste from film processing.
- **Live Scan Fingerprinting**
Implemented a live scan Automated Fingerprint Identification System in the Adult Detention Center, eliminating the need for manually-typed fingerprint cards. The system, encompassing a computerized scanner capable of recording fingerprints when the fingers are rolled across a glass plate, electronically transfers the images and accompanying data from the Detention Center's Booking Area to the Identification Unit and ultimately to the State Repository.

Facility Expansions

- **Foothills District Patrol Office**
Relocated the northside patrol district office from leased property to the county's new Nanini Government Complex at 7300 N. Shannon Road.
- **New Jail in Ajo**
Opened a new medium-security corrections center (11 beds) in Ajo, Arizona.
- **New Homes for Mount Lemmon Deputies**
Provided two new modular-living quarters for the resident deputies on Mount Lemmon.

- **San Xavier District Patrol Office**
 In the mid 1980s, moved the southside patrol district office from leased property at the airport to the renovated former county communications building at 2545 E. Ajo Way.
- **New Administration Building**
 Opened a new 60,000 square foot Administration Building in 1990 at 1750 E. Benson Highway.
- **Rincon District Patrol Office**
 Opened a new eastside patrol district office at 8999 E. Tanque Verde Road.
- **New District Substations**
 Opened patrol substations for enhanced service in the communities of Catalina, Avra Valley, Corona de Tucson, Tucson Estates, and Robles Junction.
- **Firing Range & Tactical Training Center**
 Constructed the Pima Regional Training Center. This state-of-the-art, multipurpose firing range and tactical facility includes a 200 meter rifle range, one 50 meter handgun range, a 40 foot tall rappelling training tower with a mock helicopter skid, and a tactical range which includes mock residential and commercial structures for non live- and live-fire training.
- **Recreation Area**
 Constructed a recreation facility that includes a basketball court, tetherball, volleyball net, picnic tables, and barbecues. The facility is used throughout the school year as a form of reward and reinforcement to motivate students participating in the Department's STAR Program.
- **Maximum Security Jail**
 In 1983, opened a new maximum-security Adult Detention Center (468 beds) and a new medium-security Corrections Center (263 beds) in Tucson. This was one of the first "New Generation Jails" in the Country to utilize the direct supervision style of inmate management. The Detention Center has been the model for jails throughout the nation for many years now.
- **New Jail Annex Visitation Area**
 Expanded the Main Jail Annex, on Silverlake Road, by 5,186 square feet, providing additional family and professional visitation areas.
- **Minimum Security Jail**
 Constructed a 400-bed minimum-security facility to house work furlough and work release inmates.





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