



Arizona Peace Officer Standards and Training Board
2022-2025 STRATEGIC PLAN



Message from:

Matt Giordano
Executive Director

Arizona Peace Officer Standards and Training Board

It is my pleasure to present the Arizona Peace Officer Standards and Training Board 2022-2025 Strategic Plan. The goals, objectives, and strategies outlined in this document will guide the actions of AZPOST Staff while expanding our responsibilities to exceed the expectations of the law enforcement communities served.

This three-year plan was developed with input from public safety leaders throughout the state and AZPOST's dedicated employees, and encompasses a commitment to four strategic goals: Maintain leadership in emergent issues, enhance law enforcement's ability to serve their communities, increase awareness and access to AZPOST services, and increase efficiency in AZPOST systems and operations. It is my vision that this plan will further bolster AZPOST's mission to, "Foster public trust and confidence by establishing and maintaining standards of integrity, competence, and professionalism for Arizona peace officers and correctional officers" now and for years to come. I encourage you to read the 2022-2025 Strategic Plan and learn more about AZPOST's ongoing endeavors.

Working together, we will prepare today's law enforcement leaders for tomorrow's challenges and the future's opportunities.

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Introduction and Overview

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PURPOSE and NEED for a STRATEGIC PLAN

The Arizona Peace Officer Standards and Training Board, hereafter referred to as AZPOST, 2022-2025 Strategic Plan was created to serve as a near and mid-term road map to guide the organization's efforts and resources, in addition to providing a long-term tool for judicious succession planning. This document unifies the efforts of staff and brings cohesiveness to their work and the customers they serve.

The Mission of AZPOST is to foster public trust and confidence, by establishing and maintaining standards of integrity, competence, and professionalism for Arizona peace officers and correctional officers. With this outcome in mind, AZPOST personnel worked to identify key goals, objectives, and strategies included within this document. Developed with input from AZPOST Staff and external stakeholders, this document serves as a unified plan that will guide the organization for the next three to five years. As a living document, this Strategic Plan affords AZPOST the flexibility to meet the emerging needs of Arizona law enforcement leaders.

IMPLEMENTATION of this STRATEGIC PLAN

Implementation of the Strategic Plan shall begin no later than August 1, 2022. AZPOST managers will assume the role of monitoring the progress of the organization through the completion of the outlined goals and strategies. It is important to mention that some strategies will be quickly accomplished, while several are already in progress. However, many of the strategies tend to be more complex and may take longer to plan and execute resulting in the goal possibly being extended beyond the three to five year target date. AZPOST management's intent is to meet quarterly on an internal basis to discuss progress and the potential to redirect efforts based on emerging trends for external and internal customer needs. The 2022-2025 Strategic Plan will be a living document in order to remain relevant and effective in supporting AZPOST's ongoing mission.

OVERVIEW of METHODOLOGY and STRATEGIC PLAN PROCESS

In December 2021, AZPOST's Executive Team tasked the managers overseeing Compliance, Basic and Advanced Training, Administrative, and the Information Technology Units to form a Strategic Planning Committee, also referred to as SPC. Across multiple months and weekly meetings, the SPC developed AZPOST's goals and Unit specific strategies. Goals 1, 2, and 3 were designed to be 'outward-facing' for the customers served. Goal 4 is 'inward-facing' and focuses on internal systems and operations.

With input from the Executive Team, the SPC developed a survey to be completed by key external stakeholders. On June 1, 2022, AZPOST electronically distributed an anonymous survey, via SurveyMonkey, to all law enforcement agency heads. After 1-month of open feedback, the survey was closed on June 28, 2022. Of the 159 law enforcement agencies in the State of Arizona, a total of 67 respondents completed all, or a majority of the 15 questions. This afforded the SPC with a 42.13% response rate. The information was compiled and key findings were discussed with AZPOST leadership. Using the collected information, the SPC cross-referenced the Strategic Plan to determine if there existed any gaps that needed to be added in regard to addressing comments from the survey respondents.

As a result, the draft Strategic Plan document was updated and presented to the AZPOST Executive Team for final review and input. Once approved by the Executive Director, the Strategic Plan will be presented to the AZPOST Board for approval in July 2022.

Goals for AZPOST 2022-2025 **2**

For 2022-2025, AZPOST will continue to serve law enforcement agencies by focusing on the following goals:

GOAL 1: Maintain Leadership in Emergent Issues that Challenge Law Enforcement Agencies

GOAL 2: Enhance Law Enforcement's Ability to Serve Their Communities

GOAL 3: Increase Awareness and Access to AZPOST Services and Products

GOAL 4: Increase Efficiency in AZPOST Systems and Operations

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GOAL 1: MAINTAIN LEADERSHIP IN EMERGENT ISSUES THAT CHALLENGE LAW ENFORCEMENT AGENCIES

OBJECTIVE	STRATEGY
1.A Ensure Arizona law enforcement agencies are prepared to address emerging trends and challenges.	1.A.1 Partner with FBI LEEDA for the Annual Conference
	1.A.2 Facilitate one (1) Statewide Training Coordinators' meeting annually
	1.A.3 Facilitate one (1) Background Investigators' meeting annually
	1.A.4 Enhance partnership with the Arizona Department of Corrections
	1.A.5 Continue to partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) in serving on and populating the National Decertification Index (NDI)

GOAL 2: ENHANCE LAW ENFORCEMENT'S ABILITY TO SERVE THEIR COMMUNITIES

OBJECTIVE	STRATEGY
2.A Assist Arizona law enforcement agencies in meeting and exceeding the minimum standards to recruit, assess, employ, and train highly-qualified law enforcement personnel.	2.A.1 Provide training focused on further developing leadership skill-set for all levels/ranks of agency leaders
	2.A.2 Provide results of completed audits to the hosting academy

GOAL 3: INCREASE AWARENESS AND ACCESS TO AZPOST SERVICES AND PRODUCTS

OBJECTIVE	STRATEGY
3.A Modernize technology to ensure Arizona law enforcement agencies are knowledgeable and aware of AZPOST resources and services.	3.A.1 Implement on-site academy visits on an annual basis to establish and maintain productive relationships for future in-class teaching, points of contact for audits, compliance checks, and follow-up
	3.A.2 Train law enforcement agencies to upload 100 percent of all sworn personnel training files
	3.A.3 Continually update AZPOST's website by refreshing upcoming training opportunities and developing strategic partnerships with vendors

OBJECTIVE	STRATEGY
3.B AZPOST courses and services are more widely accessible and user-friendly.	3.B.1 Make available online AZPOST approved lesson plans for basic curriculum
3.C Ensure stakeholders have access to AZPOST resources and programs that improve performance and efficiency.	3.C.1 Facilitate two (2) Field Training Leadership / National Association of Field Training Officers (NAFTO) Certification classes annually
	3.C.2 Facilitate nine (9) Basic Leadership Academies annually
	3.C.3 Facilitate two (2) Executive Leadership Programs per year
	3.C.4 Host five (5) 3rd-party vendors, and when fiscally capable, provide cost-free availability to Law Enforcement Agencies
	3.C.5 Provide “Stress Management for First Responders” training bi-annually
	3.C.6 Ensure training audit deficiencies are presented to the Board
	3.C.7 Participate in the Background Investigators School and facilitate a risk assessment review of applicants
	3.C.8 Facilitate a discussion with Academy recruits to educate on conduct which may be reviewed by the Board
	3.C.9 Facilitate one (1) Physicians’ training annually
	3.C.10 Facilitate two (2) Background Investigator Schools annually
	3.C.11 Facilitate one (1) Internal Affairs Class annually
	3.C.12 Partner with the International Association of Chiefs of Police (IACP) to develop and launch, “What Does Wellness Look Like”
3.D Market the AZPOST brand across products and services, resources, and social media.	3.D.1 Develop, establish, and maintain a social media presence
	3.D.2 Finalize the Northern Arizona University (NAU) Pathways project to include the creation of a college web link for law enforcement agency career resources
	3.D.3 Compile and distribute the Annual Plan
	3.D.4 Market the 2022-2025 Strategic Plan

GOAL 4: INCREASE EFFICIENCY IN AZPOST SYSTEMS AND OPERATIONS

OBJECTIVE	STRATEGY
4.A Enhance communications with stakeholders to ensure AZPOST rules are relevant, comprehensible, and consistently applied.	4.A.1 Continue to expand website information open for public consumption on post.az.gov
	4.A.2 Complete vendor vetting within 14-business days of receipt of attestation, bios, and lesson plan/syllabus
	4.A.3 Conduct one (1) academy audit per month
	4.A.4 Submit 100 percent of all conduct cases to the Board within 6 months of receipt of the agency file
	4.A.5 Complete 100 percent of new hire audits within 30 calendar days of the agency notification
4.B AZPOST structure, systems, and operations maintain the highest quality, productivity, and are appropriately staffed or resourced.	4.B.1 Expand outside vendor contracts by 25 percent per year
	4.B.2 Increase staffing for the Advanced Training Unit
	4.B.3 Increase staffing for the Basic Training Unit
	4.B.4 Increase staffing for the Compliance Teams
	4.B.5 Hire in-house database professional or a consultant to work on data architecture
4.C Institute annual review of business processes to ensure ongoing efficiency and efficacy of existing, and potentially new practices.	4.C.1 Survey, create, and implement a Strategic Plan
	4.C.2 Annually review all existing lesson plans by June 1st each year
	4.C.3 Develop a Comprehensive Final Exam (CFE) Test annually
	4.C.4 Develop and implement a process to electronically audit training files
	4.C.5 Complete 100 percent of training audits by June 30th of every calendar year
	4.C.6 Coordinate proposed rule revisions with the Attorney General's Office and present to the Governor's Regulatory Review Council (GRRRC) for approval
	4.C.7 Implement a streamlined process for public records requests
	4.C.8 Provide an online resource for LEAs to obtain certification records

OBJECTIVE	STRATEGY
4.D AZPOST technology is state-of-the-art, secure, and supports cross-team business functions.	4.D.1 Transition 100 percent of case documents (paper) into electronic Situations of Interest (SOI)
	4.D.2 Transition 100 percent of existing training records (paper) into electronic storage
	4.D.3 Continue to create true development operations using scrum
	4.D.4 Develop and implement my.azpost.gov so all LEAs can access individual AZPOST records and training records (companion to Administration 4.c. and Compliance 3.a.)
	4.D.5 Continued analysis and programming of current business practices as they relate to the programming port of existing AP360 functionality
	4.D.6 In conjunction with the above stated: architect new data solutions and increase performance improvements of previous structure
	4.D.7 Continue to update classrooms and boardroom with state of the art audio and video capabilities
	4.D.8 Surplus outdated servers and no longer needed IT equipment
4.E AZPOST staff communicates effectively across all teams, both horizontally and vertically.	4.E.1 Executive, Managers, and Admin Support Staff meet, in person or virtually, on a weekly basis
	4.E.2 Implement 'shadow immersion' for Basic and Advanced Training Teams to better understand Compliance Team duties and responsibilities, to include new hire audits and administrative cases
	4.E.3 Compliance Teams meet on a weekly basis
	4.E.4 Restructure Basic and Advanced work spaces and develop a creative, team environment
	4.E.5 Provide instructor feedback once an in-person observation/evaluation is completed
	4.E.6 Develop a presentation for Academy recruits to educate on improper conduct which may be reviewed by the Board
4.F Instructors of AZPOST-certified courses are vetted and well-prepared to lead.	4.F.1 Ensure all Managers proctor one class, per year for each instructor assigned to their team
	4.F.2 Ensure Managers critique in-person instructor schools on a quarterly basis

Questions about this Strategic Plan can be directed to contactus@azpost.gov or 602-223-2514.