



Scottsdale Police Department

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Date: November, 2010
From: Alan G. Rodbell, Chief of Police
Subject: Extension of 2008/09 -2012/13 Strategic Plan

The Police Department's strategic planning process during the year 2009 was delayed from May to December due to a change in City management and a city-wide reorganization that included dramatic budget reductions and layoffs. During this time, the existing 5-year plan which covered fiscal years 2008/09 to 2012/13 was extended into fiscal year 2009/10. Staff continued working, tracking and reporting on 12 different active strategies, with monthly updates provided to the Chief and executive staff.

The eventual City reorganization and budget issues led to a focused effort to combine public safety resources for improved efficiencies and cost savings. As a result a combined Public Safety strategic planning meeting was held. Priority was placed on the identification of goals and shared initiatives and the development and implementation of shared strategic plan initiatives. The process resulted in a 5-year Public Safety Strategic Plan with 4 Strategic Directions, 10 supporting Strategic Objectives and 29 Strategies. Ten of these Strategies began immediate implementation during the 2009/10 fiscal year.

The Extension of the 2008/09 – 2012/13 Police Department Strategic plan, and the additional Strategies added as a result of the Public Safety Strategic planning retreat, combined to create our 2009/10 – 2013/14 Strategic Plan.

Alan G. Rodbell
Chief of Police



City of Scottsdale
Police Department

Strategic Plan
Fiscal Year 2008/09 - 2012/13



SCOTTSDALE POLICE DEPARTMENT

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SCOTTSDALE POLICE DEPARTMENT

MESSAGE FROM THE CHIEF

As Chief of Police, I am pleased to introduce our Department's 2008/09 to 2012/13 Strategic Plan. Our new plan builds upon the many successes of our previous Strategic Plans, and includes several new Strategies identified during our annual review and prioritization process. It contains our commitment to address community concerns through an insightful examination into emerging City issues and a commitment to our employees to develop their abilities and skills to ensure total quality service.

Credit for our success belongs to the leadership demonstrated by the Police Department's management team (both sworn and civilian), as well as the work being accomplished by many members of our organization, and citizens we have built partnerships with throughout our community.

We have enjoyed tremendous support from the Mayor, City Council, and the City Manager's office. It is with their support, and the support of Scottsdale's citizens, that we have been able to move forward with many of our strategic priorities.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance safety and the quality of life in the City of Scottsdale.



SCOTTSDALE POLICE DEPARTMENT

ORGANIZATIONAL OVERVIEW

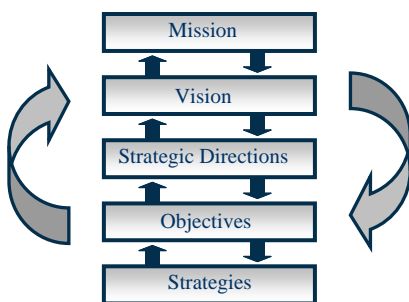
The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community of more than 244,000 persons in an area of 185 square miles, stretching 31 miles from north to south. The Department remains a progressive and innovative law enforcement agency, possessing strong values that emphasize ethical behavior, principled decision-making, commitment to serving the community and an appreciation for diversity. The organization is proud to be nationally accredited by the Commission on Accreditation for Law Enforcement Agencies, reflecting the commitment of the Department to constantly improve the quality of service provided to the citizens of Scottsdale.

OUR MISSION

“The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement’s role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less.”

OUR VISION

“The Scottsdale Police Department is a professional organization with exemplary leadership and employees. We are known as a community that is safe and secure, and have reduced the fear of crime for all of our citizens and visitors. We have collaborative working partnerships with the community and City government. Our resources, including finances, technology and staffing levels, are aligned with our 5-year strategic directions.”














DEFINITIONS
<p>Mission Is a statement of the general purpose of the organization.</p>
<p>Vision Is an image of how the organization desires to operate in the future.</p>
<p>Strategic Directions Are derived from the Department’s Mission & Vision & are high-level statements of what the organization desires to achieve.</p>
<p>Objectives Are derived from & support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.</p>
<p>Strategies Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, & are designed to produce measurable results.</p>

SCOTTSDALE POLICE DEPARTMENT

TRENDS IN POPULATION, WORKLOAD & ANTICIPATED PERSONNEL

In developing this Strategic Plan, the Department conducted both an internal and external analysis to identify trends and factors that might possibly impact the successful implementation of the plan. This included a review of population trends, demographics, available resources, and level of demand for police services. During review, the following key trends and factors were identified:

-  The population of Scottsdale will continue to increase.
-  Calls for Service will continue to increase.
-  The center of the population for the City will continue to move north.
-  Implementation of the Strategic Plan will call for the addition of personnel as identified in the individual strategies.
-  Tourism remains strong in Scottsdale, with approximately 7.5 million hotel visitors and 6.2 million day visitors annually.
-  Land use remains at approximately 59% residential, 30% open space, 8% industrial/commercial, and 3% institutional.
-  The City's revitalization efforts in the Downtown District will impact the Department's personnel needs and policing strategies over the next 5 years. The revitalization includes over 25 new mixed-use commercial, retail, and residential developments in the downtown area, with expected population growth of approximately 8,000 citizens by 2008/09.
-  The Department will continue to strengthen the collaborative partnership it has with the new City Fire Department to ensure a strong proactive response and the most efficient delivery of emergency services.
-  FY2008/09 positions adopted: 435 sworn, 288 civilian employees.
-  FY2008/09 authorized Officers per 1,000 population: 1.76.
-  FY2008/09 authorized civilian employees per 1,000 population: 1.17.












	2003/04	2004/05	2005/06	2006/07	2007/08	Projected				
						2008/09	2009/10	2010/11	2011/12	2012/13
Population	222,880	225,680	237,510	240,410	243,550	247,150	250,750	254,350	257,950	261,550
Calls for Service	278,010	271,925	297,579	311,388	325,197	339,006	345,372	358,234	371,095	383,957

Sources: City of Scottsdale Community Planning Division, & Police Department Crime Analysis Unit.
 Note: Calls for Service figures for 2005/06 & 2006/07 are estimates based on partial data; complete data was unavailable due to conversion of the Department's CAD system.

SCOTTSDALE POLICE DEPARTMENT

ASSUMPTIONS

This plan was developed under the assumption that it would be implemented under a somewhat stable environment. However, significant changes to the environment could impact successful implementation, which is based on the following key assumptions:

-  The downtown area includes the Downtown Business/Entertainment District, the Indian Bend System, and the most mature neighborhoods in the Community. The City's revitalization efforts will lead to residential and commercial growth in this area over the next 5 years.
-  The middle area of the City includes a combination of mature neighborhoods and newer developments, and will experience minimal expansion.
-  The north part of the City includes the Scottsdale Airpark, the fastest growing and one of the three largest employment centers in the metropolitan area.
-  The north area encompasses large planned developments, 31,400 acres of the McDowell Sonoran Preserve, 24,000 acres of State Trust Land, and other large undeveloped tracts.
-  Revised F.B.I. and Department of Homeland Security policies will require increased encryption and enhanced internal security of Department systems.
-  Homeland Security issues will maintain or possibly increase requiring additional personnel.
-  The State Department of Public Safety will migrate to an improved version of the Automated Fingerprint Identification System, requiring the Department to migrate as well.
-  The F.B.I.'s new N-DEx information sharing system will require the Department to reprogram existing systems.
-  The Arizona Criminal Justice Technical Committee will be establishing a policy that data communications between criminal justice agencies comply with the new Justice XML standards, requiring Scottsdale to reprogram existing systems.
-  Adjacent jurisdictions have large-scale developments underway that will impact Scottsdale's traffic and possibly criminal activity.
-  City revenue will experience a decline.

SCOTTSDALE POLICE DEPARTMENT









THE PLANNING PROCESS

The Strategic Planning process allows our Department to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The Strategic Plan serves as a 5-Year “Roadmap” that steers the Department and promotes effective resource allocation and budget planning. The plan is a “living document” that is annually reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The 2008 Strategic Plan update process involved a full-day retreat with attendees representing all levels of the Police Department, as well as representatives from the City Manager’s Office, Human Resources, Citizen and Neighborhood Resources, Fire, and the Downtown Group.

REVIEW OF INPUTS

Prior to the annual update retreat, attendees reviewed several key inputs that would serve as a guide during the update process. The review covered:

-  Key accomplishments & Strategies completed the previous fiscal year.
-  Adjustments made to the Strategic Plan during the previous fiscal year.
-  Current Strategy Leader assignments & availability of resources.
-  Expected completion dates & percent complete of continuing Strategies.
-  Expected start dates of Strategies scheduled to begin during the current fiscal year.
-  Approved & pending Police Capital Improvement Projects.
-  Police Department budget allocations.
-  Various City trends & assumptions.

Attendees considered these inputs while reviewing and making adjustments to the Strategic Plan throughout the retreat.

SCOTTSDALE POLICE DEPARTMENT

REVIEW & UPDATE OF THE 5-YEAR PLAN

The 2008 Strategic Planning process marked the Department's 6th consecutive year of success with our strategic planning initiative. Following "best practices" in strategic planning, this year's process involved a complete "ground up" review of our existing Strategic Directions, Objectives, and supporting Strategies.

This update process involved a full-day retreat with attendees representing all levels of the Police Department, as well as representatives from the City Manager's Office, Human Resources, Citizen and Neighborhood Resources, Fire, and the Downtown Group. Speakers provided attendees with an overview of key inputs to consider, such as downtown development, patrol issues and staffing, community issues, and investigative trends. The retreat resulted in the development of 5 Strategic Directions and 12 Objectives focused on crime prevention and enforcement, deployment, recruitment and retention, organizational development, communications, employee training, and facilities/technology planning. In support of these Directions and Objectives, 40 individual Strategies were identified and refined.

The Department then took this draft plan to the community by holding 3 community forums asking for input and comment. The community input resulted in the creation of an additional Strategy focused on a public awareness campaign related to the dangers of distracted driving.

PRIORITIZATION

During the month following the retreat, the Chief and Command Staff worked to prioritize the newly aggregated list of Strategies, position them on a 5-year calendar, and identify funding requirements and funding status. Strategies scheduled to begin during the first year of the plan were positioned by Quarter and assigned Strategy Leaders responsible for implementation. Strategy Leaders then worked with Command Staff to develop Strategy Definitions, Measures of Success, and Action Plans for each first-year Strategy.

SCOTTSDALE POLICE DEPARTMENT

IMPLEMENTATION & EVALUATION

SPONSORSHIP & ACCOUNTABILITY

The Department's top staff is committed to the successful implementation of the Strategic Plan. The Chief of Police, Assistant Chiefs and Commanders take personal responsibility for the Strategic Plan Objectives. As "Sponsors", they work together as a team to assign Strategy Leaders and balance resources as the Department moves forward with the Plan.

STRATEGIC PLAN REVIEW, TRACKING & MEASUREMENT

Progress toward the Strategic Plan is reviewed and tracked using an internal tool that is updated by Strategy Leaders on a monthly basis. The tracking tool contains detailed information about Department Strategies, and includes key accomplishments, percent complete, current status, timelines, history of extensions and any issues that need to be addressed. The internal tracking tool is used to produce reports that are reviewed by the Chief and top staff at monthly status update meetings. These meetings provide a forum for recognizing accomplishments and open discussion if a Sponsor or Strategy Leader indicates they need resolution of issues or resource assistance to keep the Strategy "on-schedule".

In addition to the monthly update process, the tracking tool is used for the generation of Quarterly Progress Reports that highlight "Key Accomplishments" during each Quarter. These reports are reviewed at Quarterly management meetings, and are distributed department-wide via the "PoliceLine" newsletter.

ANNUAL REVIEW & UPDATE OF THE 5-YEAR PLAN

The Strategic Plan is reviewed and updated on an annual basis, prior to the City's annual budget review cycle. The Department's overall Objectives and Strategies are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime statistics, or special initiatives. A revised 5-Year Plan is created each fiscal year based upon the outcome of the Department's annual review. This process ensures reliability of the Strategic Plan as a tool that can be used for annual operating budget development, Capital Improvement Project (CIP) development, and equipment and personnel planning.

ANNUAL PERFORMANCE REPORT

An Annual Performance Report is prepared each fiscal year and is published to the Department's website. The report provides information on the progress and status of each Strategy initiated that fiscal year. The report is available for download from the City's website at <http://www.scottsdaleaz.gov/>.

SCOTTSDALE POLICE DEPARTMENT

STRATEGIC DIRECTIONS & OBJECTIVES

The primary focus of the 5-Year Strategic Plan is to improve service delivery to the Citizens of Scottsdale. The following chart summarizes the 5 Strategic Directions, or priorities, that the Department will focus on over the next 5 years. Below the chart are the supporting Objectives for each of the Strategic Directions.

STRATEGIC DIRECTIONS & OBJECTIVES

STRATEGIC DIRECTIONS	STRATEGIC OBJECTIVES
1.0 REDUCE CRIME	1.1 Enhance Patrol Capabilities 1.2 Enhance Crime Prevention Initiatives 1.3 Increase Investigative Capabilities 1.4 Strengthen Administrative Bureau Service Levels
2.0 PROVIDE EXEMPLARY TRAINING SOLUTIONS	2.1 Enhance Training Initiatives 2.2 Strengthen Scheduling & Deployment
3.0 ENHANCE RECRUITMENT & RETENTION	3.1 Strengthen Hiring Initiatives 3.2 Develop Employees
4.0 INNOVATE FOR THE FUTURE	4.1 Strengthen Facilities Planning 4.2 Advance Technology Solutions 4.3 Develop the Organization
5.0 STRENGTHEN COMMUNICATIONS	5.1 Strengthen Internal & External Communications

1.0 REDUCE CRIME

1.1 Enhance Patrol Capabilities

1.2 Enhance Crime Prevention Initiatives

1.3 Increase Investigative Capabilities

1.4 Strengthen Administrative Bureau Service Levels

Sponsored by:

Asst. Chief Sean Duggan

1.1

Cmdr. Johnny Cervantes

1.2

Cmdr. Mike Rosenberger

1.3

Dir. Helen Gandara-Zavala

1.4

"A holistic approach is needed in any community to positively affect the quality of life & reduce crime. At the front end, we will continue to invest in the cornerstone of crime prevention through community partnerships & prevention strategies, while further assisting our communities through aggressive enforcement of our State & local laws."

-Asst. Chief Sean Duggan

1.1 Enhance Patrol Capabilities

Strategies	Year	Funding Status
1.1.1 Research the need for expanding the Emergency Preparedness Section.	1*	ER
1.1.2 Evaluate tactical response & warrant service capabilities.	2	ER

1.2 Enhance Crime Prevention Initiatives

Strategies	Year	Funding Status
1.2.1 Evaluate Crime Analysis service capabilities.	1*	ER
1.2.2 Create a Comprehensive Crime Prevention Strategy.	1	ER

1.3 Increase Investigative Capabilities

Strategies	Year	Funding Status
1.3.1 Establish a comprehensive youth services initiative.	4	ER/NF

1.4 Strengthen Administrative Bureau Service Levels

Strategies	Year	Funding Status
1.4.1 Complete Staffing Model for Administrative Services Bureau.	2	ER

* = Strategy continuing from previous fiscal year.

Legend

Year	Funding Status
1= FY 2008/09	NF = Not Funded
2= FY 2009/10	OP = Operating
3= FY 2010/11	CIP = Capital Improvement Project
4= FY 2011/12	PST = Public Safety Tax
5= FY 2012/13	GR = Grant
	ER = Existing Resources

2.0 Provide Exemplary Training Solutions

2.1 Enhance Training Initiatives

2.2 Strengthen Scheduling & Deployment

Sponsored by:

Asst. Chief John Cocca

2.1

Cmdr. Burl Haenel

2.2

"Employees who are properly developed are the essential tool in providing outstanding customer service. It is the responsibility of every professional organization to develop employees to their fullest potential."

- Asst Chief John Cocca

"Continued organizational development is a key objective that identifies the need to strive for excellence through the measurement of our performance in each organizational component, maintain the highest level of professional standards in all areas & by always striving to meet or exceed the identified best practices of our industry, all in an effort to continually develop & improve our organization."

- Cmdr. Burl Haenel

2.1 Enhance Training Initiatives

Strategies	Year	Funding Status
2.1.1 Partner with City Learning & Organizational Development to evaluate & identify training needs for all levels throughout the department.	2	ER
2.1.2 Assess the training unit & evaluate benefits of acquiring additional full-time instructor positions.	3	ER/NF

2.2 Strengthen Scheduling & Deployment

Strategies	Year	Funding Status
2.2.1 Evaluate alternate Patrol deployment schedules to facilitate squad-based training.	1	ER

3.0 Enhance Recruitment & Retention

3.1 Strengthen Hiring Initiatives

3.2 Develop Employees

Sponsored by:

Asst. Chief John Cocca

3.1

Cmdr. Bill Wilton

3.2

"Hiring the best possible police applicant is pivotal in keeping our city one of the safest in the nation. We are committed to recruiting, hiring, training & retaining employees who wholeheartedly embrace the values of the City of Scottsdale"

- Asst. Chief John Cocca

"The Department is committed to performance improvement & continuous learning by employees. For this reason, strategies under this Objective provide a multi-faceted approach to training & organizational development through leadership development, mentoring & training"

- Cmdr. Bill Wilton

3.1 Strengthen Hiring Initiatives

Strategies	Year	Funding Status
3.1.1 Improve the use of web technology for recruitment	1*	ER
3.1.2 Evaluate additional recruitment resources.	1*	ER
3.1.3 Pursue innovative recruitment advertising & marketing.	1*	ER
3.1.4 Actively recruit for the future through partnerships with educational institutions & targeted recruitment toward youth.	1	ER
3.1.5 Evaluate additional recruit sources.	2	ER

3.2 Develop Employees

Strategies	Year	Funding Status
3.2.1 Provide early intervention behavior identification training to management.	1*	ER
3.2.2 Enhance Community Policing activities through improved training.	1*	ER
3.2.3 Develop career roadmaps for professional development of line-level sworn employees.	1*	ER
3.2.4 Develop career roadmaps for professional development of civilian employees.	1	ER
3.2.5 Create a formalized mentoring plan for sworn & civilian employees.	2	ER/NF
3.2.6 Create an interdivisional training program for sworn & civilian employees.	3	ER/NF
3.2.7 Refine technology positions & opportunities for retention.	4	ER
3.2.8 Develop a succession planning process.	2	ER

*Strategy is continuing from previous FY.

4.0 Innovate for the Future

4.1 Strengthen Facilities Planning

4.2 Advance Technology Solutions

4.3 Develop the Organization

Strategic
Direction

4.0

Sponsored by:

Mgr. Tom Melton

4.1

Dir. Helen Gandara-Zavala

4.2

Cmdr. Scott Popp

4.3

“A key component of public safety providing quality service to the community is having & maintaining facilities that provide the community accessibility to the police. It’s also important to provide space for the essential functions critical to effective law enforcement that are both functional & current in technologies. This will allow personnel to accomplish their mission in serving our community. This strategic direction is focused on ensuring that we continually evaluate our facility needs & provide new facilities & appropriate enhancements of existing facilities to meet the law enforcement objectives of the Department & community in the most cost effective manner possible.”

-Mgr. Tom Melton

“Technology is a cornerstone & a ‘thread’ throughout the operations of our organization. Providing advanced technology solutions ensures our capacity to continuously implement new tools & new ways of effectively doing our work, & enhanced means of providing communication links & networks. Keeping the focus on technology through adequate resources ensures that advanced technology solutions remain a top priority.”

-Dir. Helen Gandara-Zavala

The goal of this objective is the development of the organization. We will evaluate past performance through self-analysis, aimed at improving systems to deliver the best practices policing has to offer.

-Cmdr. Scott Popp

4.1 Strengthen Facilities Planning

Strategies	Year	Funding Status
4.1.1 Plan, design & construct the Police Operational Support facility for Crime Lab & Property/Evidence & the Downtown Patrol facility.	1*	OP
4.1.2 Expand District 1 Jail facility.	1*	OP
4.1.3 Implement a process to coordinate staffing & facility planning.	2	ER
4.1.4 Develop a long-range comprehensive Police Department space-needs study.	2	ER/NF

4.2 Advance Technology Solutions

Strategies	Year	Funding Status
4.2.1 Improve automated information sharing with other Criminal Justice agencies.	1*	OP
4.2.2 Identify alternative mobile devices for data communications.	1*	OP

4.3 Develop the Organization

Strategies	Year	Funding Status
4.3.1 Become nationally accredited by meeting International Standards Organization Accreditation for Crime Lab.	1*	OP
4.3.2 Revise previous Department performance measures process into an integrated process with meaningful workloads indicators.	2	ER
4.3.3 Assess the Department's processes & resources for acquiring grants & donations.	2	ER
4.3.4 Conduct a comprehensive review of specialized components to ensure most effective utilization of resources & delivery of services (staffing model).	2	NF
4.3.5 Assess need for District administrative support.	3	NF
4.3.6 Develop a sustainability action team ("green team").	3	ER
4.3.7 Develop a proposal for temporary duty assignment program in the public/private sector.	3	ER
4.3.8 Create an Internal Audit Unit.	5	NF

5.0 Strengthen Communications

Strategic
Direction

5.0

5.1 Strengthen Internal & External Communications

Sponsored by:

Cmdr. Steve Gesell

5.1

“A community’s trust is invaluable to its police department. In order to garner this trust, positive relationships with the citizen’s we serve as well as other public safety partners must be both fostered & maintained in order to ensure the best possible service.”

-Cmdr. Steve Gesell

5.1 Strengthen Internal & External Communications

Strategies	Year	Funding Status
5.1.1 Establish shared initiatives with the City Fire Department.	1	ER
5.1.2 Implement a public awareness campaign focused on the dangers of distracted driving.	1	NF
5.1.3 Leverage internet presence to improve internal & external communications.	1	ER/NF
5.1.4 Explore establishing a police athletic league.	3	ER

SCOTTSDALE POLICE DEPARTMENT

FISCAL YEAR 2008/09 IMPLEMENTATION STRATEGIES

1.1 ENHANCE PATROL CAPABILITIES

STRATEGY

1.1.1 RESEARCH THE NEED FOR EXPANDING THE EMERGENCY PREPAREDNESS SECTION.

DESCRIPTION:

Determine the necessary personnel & equipment needs to meet expected workload issues for the Emergency Preparedness Section. This is based on current increasing workload levels & the increase within the next five fiscal years.

MEASURES OF SUCCESS:

Completion of white paper to Department staff representing the recommendation for creating a Police Emergency Section or another option that would meet the same goal for the Department.

STRATEGY LEADER:

Lt. Tony Gibson

1.1.2 DEVELOP UNIFIED COMMAND AFTER ACTION & INCIDENT ACTION PLAN DOCUMENTS & UNIFIED COMMAND REPORTING OUT PROCESS.

DESCRIPTION:

Develop National Incident Management System (NIMS) compliant forms & policy for event planning & event/incident reporting.

MEASURES OF SUCCESS:

Concurrence from stakeholders as to usefulness. Police Department & Fire Department trained & using.

STRATEGY LEADER:

Lt. Tony Gibson

1.2 ENHANCE CRIME PREVENTION INITIATIVES

STRATEGY

1.2.1 EVALUATE CRIME ANALYSIS SERVICE CAPABILITIES.

DESCRIPTION:

This strategy will identify the need for additional or enhanced crime analysis needs for the department.

MEASURES OF SUCCESS:

Completion of research & evaluation, which will identify not only if there is a need for increased or enhanced crime analysis capabilities, but which specific areas & what special capabilities.

STRATEGY LEADER:

Mgr. Michael Keran

1.2.2 CREATE A COMPREHENSIVE CRIME PREVENTION STRATEGY.

DESCRIPTION:

Develop a master plan that includes all Crime Prevention programs & capabilities currently offered. This will enable the Department to create a master list of best practices for all Districts.

MEASURES OF SUCCESS:

A master list containing all crime prevention programs & capabilities that each District may use to customize their own crime prevention strategy. Established internet site available to all employees for awareness purposes & assistance in handling beat level issues.

STRATEGY LEADER:

Lt. Michael Stauffer

SCOTTSDALE POLICE DEPARTMENT

2.2 STRENGTHEN SCHEDULING & DEPLOYMENT

STRATEGY

2.2.1 EVALUATE ALTERNATE PATROL DEPLOYMENT SCHEDULES TO FACILITATE SQUAD-BASED TRAINING.

DESCRIPTION:

Conduct a comprehensive analysis of current deployment schedules & look at alternative schedules that will facilitate squad based training while maintaining current staffing levels.

MEASURES OF SUCCESS:

Completion & submittal of recommendation report to command staff.

STRATEGY LEADER:

Lt. Chris Hall

3.1 STRENGTHEN HIRING INITIATIVES

STRATEGY

3.1.1 IMPROVE THE USE OF WEB TECHNOLOGY FOR RECRUITMENT.

DESCRIPTION:

Utilize technology to improve & enhance the recruitment process & increase the number of applicants for sworn & civilian positions. Evaluate & determine the best sources for the Department's advertising efforts.

MEASURES OF SUCCESS:

Completed analysis of applicant surveys pertaining to the Department's recruitment advertisements; determination of which websites are most effective for recruitment.

STRATEGY LEADER:

Mgr. Lisa Angelini

STRATEGY

3.1.2 EVALUATE ADDITIONAL RECRUITMENT RESOURCES.

DESCRIPTION:

Broaden & increase the use of different resources to improve the Department's recruitment efforts. Use a variety of methods to interact & reach out to a diverse population of candidates interested in a law enforcement career or those interested in changing careers.

MEASURES OF SUCCESS:

Completed evaluation of data collected through the Department's testing process & through interviews with applicants & new hires.

STRATEGY LEADER:

Mgr. Lisa Angelini

SCOTTSDALE POLICE DEPARTMENT

STRATEGY

3.1.3 PURSUE INNOVATIVE RECRUITMENT & ADVERTISING.

DESCRIPTION:

Identification & enhancement of tools that can be used to increase the Department's marketability, including partnering with internal resources & the community to market the Department as an employer.

MEASURES OF SUCCESS:

Completed evaluation of marketing strategies based on customer responses; increased communication with interested applicants & number of applicants responding to recruitment efforts.

STRATEGY LEADER:

Mgr. Lisa Angelini

STRATEGY

3.1.4 ACTIVELY RECRUIT FOR THE FUTURE THROUGH PARTNERSHIPS WITH EDUCATIONAL INSTITUTIONS & TARGETED RECRUITMENT TOWARD YOUTH.

DESCRIPTION:

Long term hiring efforts through outreach towards our youth in preparing them for a law enforcement career. Educate students on the opportunities available in law enforcement & explain the complexities of the profession & their ability to meet strict hiring standards.

MEASURES OF SUCCESS:

Completion & analysis of data collected & logged during the testing process to determine origin of interest in job opportunities with SPD.

STRATEGY LEADER:

Mgr. Lisa Angelini

3.2 DEVELOP EMPLOYEES

STRATEGY

3.2.1 PROVIDE EARLY INTERVENTION BEHAVIOR IDENTIFICATION TRAINING TO MANAGEMENT.

DESCRIPTION:

Train managers to recognize negative performance behavior at an early stage allowing them to intervene using a performance management system. Training will include the proper use of a performance management system.

MEASURES OF SUCCESS:

Completion of training for all managers. Establishment of a process to allow for continued training of existing managers & all incoming new managers.

STRATEGY LEADER:

Sup. Tracey Wilkinson

STRATEGY

3.2.2 ENHANCE COMMUNITY POLICING ACTIVITIES THROUGH IMPROVED TRAINING.

DESCRIPTION:

Identify training needs for each segment of the Department & identify existing training classes that can be adapted to our needs to fulfill those needs. Develop a multi-year plan for enhancing our community policing activities through improved training.

MEASURES OF SUCCESS:

Success will be demonstrated when a multi-year training calendar is produced with specific training in Community Policing for Patrol, Supervisors, & other areas as identified in the strategy.

STRATEGY LEADER:

Lt. Eric Williams

SCOTTSDALE POLICE DEPARTMENT

STRATEGY

3.2.3 DEVELOP CAREER "ROADMAPS" FOR PROFESSIONAL DEVELOPMENT OF LINE-LEVEL SWORN EMPLOYEES.

DESCRIPTION:

Develop & then make available to supervisors training guides, termed "roadmaps" to use in providing mentoring &/or coaching to line-level sworn employees. Roadmaps will highlight those skills &/or experiences considered desirable for employee success in special assignments &/or promotion to the rank of Patrol Sergeant.

MEASURES OF SUCCESS:

Training roadmaps are finished, placed on a shared electronic computer storage drive, & made available to all supervisors.

STRATEGY LEADER:

Lt. Jeff Trillo

STRATEGY

3.2.4 DEVELOP CAREER "ROADMAPS" FOR PROFESSIONAL DEVELOPMENT OF CIVILIAN EMPLOYEES.

DESCRIPTION:

Develop & make available to civilian employees & their supervisors a career "roadmap" that enables the matching of skills for that employee to the requirements, education, experience & training needed for career advancement within the organization.

MEASURES OF SUCCESS:

Training roadmaps are completed, placed on a shared electronic computer storage drive & made available to supervisors to discuss with employees.

STRATEGY LEADER:

Mgr. Michael Keran

4.1 STRENGTHEN FACILITIES PLANNING

STRATEGY

4.1.1 PLAN, DESIGN & CONSTRUCT THE POLICE OPERATIONAL SUPPORT FACILITY FOR CRIME LABORATORY & PROPERTY/EVIDENCE, & THE DISTRICT 1 DOWNTOWN PATROL FACILITY.

DESCRIPTION:

To build facilities to house the Crime Laboratory as well as consolidate the Property & Evidence function; to build facilities to house District 1 Patrol functions.

MEASURES OF SUCCESS:

Police Operational Support facility is complete & occupied. District 1 facility is complete & occupied.

STRATEGY LEADER:

Dir. Marc Eisen

STRATEGY

4.1.2 EXPAND DISTRICT 1 JAIL FACILITY.

DESCRIPTION:

Design & build District 1 jail expansion.

MEASURES OF SUCCESS:

A usable jail facility that can take the volume of the present two facilities combined.

STRATEGY LEADER:

Dir. Marc Eisen

SCOTTSDALE POLICE DEPARTMENT

4.2 ADVANCE TECHNOLOGY SOLUTIONS

STRATEGY

4.2.1 MIGRATE TO STATE MANDATED META MORPHO FINGERPRINT IDENTIFICATION SYSTEM.

DESCRIPTION:

To remain compatible with the State AFIS system, the Department must migrate to the new META MORPHO system when it becomes available. The new system will allow for the searching of palms, add improved latent print enhancement features, & provide improvements to the ten-print search accuracy by automating plotting features. The new system requires the purchase & installation of new equipment in the Identification Services Unit/AFIS Section.

MEASURES OF SUCCESS:

New system is switched on & compatibility with the State AZAFIS system is maintained.

STRATEGY LEADER:

Mgr. Steve Garrett

STRATEGY

4.2.3 IDENTIFY ALTERNATIVE MOBILE DEVICES FOR DATA COMMUNICATIONS.

DESCRIPTION:

To provide Police Department mobile divisions, such as Motors, Bikes, & Special Assignments, handheld mobile digital terminals for operational Patrol usage, which includes receiving Calls for Service & performing criminal justice information requests.

MEASURES OF SUCCESS:

Completion of research, testing, purchase & installation of both hardware & software components of a fully integrated handheld mobile connectivity solution.

STRATEGY LEADER:

Mgr. Mike Morrison

STRATEGY

4.2.2 IMPROVE AUTOMATED INFORMATION SHARING WITH OTHER CRIMINAL JUSTICE AGENCIES.

DESCRIPTION:

Share case reports & field interrogation reports with the Tucson & Phoenix Police Departments by becoming a COPLINK participant.

MEASURES OF SUCCESS:

The number of viable case leads that come from having access to reports from Phoenix, Tucson, & the San Diego area, & the number of crimes that are solved by other jurisdictions with the aid of Scottsdale's data.

STRATEGY LEADER:

Mgr. Mike Morrison

SCOTTSDALE POLICE DEPARTMENT

4.3 DEVELOP THE ORGANIZATION

STRATEGY

4.3.1 BECOME NATIONALLY ACCREDITED BY MEETING ISO ACCREDITATION FOR CRIME LAB.

DESCRIPTION:

Provide international acceptance for the quality of the work product produced within the crime laboratory by obtaining ISO/IEC 17025-1999 accreditation as administered through ASCLD/LAB-International.

MEASURES OF SUCCESS:

Success will be demonstrated by the crime laboratory completing the inspection process & being awarded/recognized as ISO/EIC 17025-1999 accredited.

STRATEGY LEADER:

Mgr. Steve Garrett

5.1 STRENGTHEN INTERNAL & EXTERNAL COMMUNICATIONS

STRATEGY

5.1.1 ESTABLISH SHARED INITIATIVES WITH THE CITY FIRE DEPARTMENT.

DESCRIPTION:

Establish a method for communication with the new City Fire Department in order to promote an understanding of respective roles, needs, & functions allowing for coordination, collaboration & feedback; improve overall Police-Fire on-duty relationships.

MEASURES OF SUCCESS:

The identification & implementation of a communication plan encouraging a free flow of information regarding specific issues & shared initiatives. Processes are implemented & established as recurring in both the Police Department & Fire Department.

STRATEGY LEADER:

Lt. Mike Anderson

STRATEGY

5.1.2 IMPLEMENT A PUBLIC AWARENESS CAMPAIGN FOCUSED ON THE DANGERS OF DISTRACTED DRIVING.

DESCRIPTION:

Implement a public awareness campaign focused on the dangers of distracted driving. Use various forms of communication to spread the message to as many citizens as possible.

MEASURES OF SUCCESS:

Success will be measured by the number of citizens contacted throughout the awareness campaign.

STRATEGY LEADER:

Lt. Pat Conner

STRATEGY

5.1.3 LEVERAGE INTERNET PRESENCE TO IMPROVE INTERNAL & EXTERNAL COMMUNICATIONS.

DESCRIPTION:

Leveraging our internet presence will give us the ability to strengthen our internal & external communication effectively & efficiently for the user. This effectiveness will allow us to showcase & market our organization to the public, & create a system in which information can be imported & exported effectively by the user.

MEASURES OF SUCCESS:

Upon completion, our internet presence will create marketability for the organization as well as showcase the organization to the public. An effective & efficient internet presence will allow the user to input & retrieve data in a timely & consistent fashion.

STRATEGY LEADER:

Lt. Tom Henny

SCOTTSDALE POLICE DEPARTMENT

FIVE YEAR CALENDAR

Scottsdale Police Department Strategies	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Strategic Direction 1 – Reduce Crime					
1.1 Enhance Patrol Capabilities <i>ASST. CHIEF SEAN DUGGAN</i>					
1.1.1 Research the need for expanding the Emergency Preparedness Section.	C				
1.1.2 Develop Unified Command after action & Incident Action plan documents & Unified Command reporting out process.	C				
1.1.3 Evaluate tactical response & warrant service capabilities.		√			
1.2 Enhance Crime Prevention Initiatives <i>CMDR. JOHNNY CERVANTES</i>					
1.2.1 Evaluate Crime Analysis service capabilities.	C				
1.2.2 Create a Comprehensive Crime Prevention Strategy.	√				
1.3 Increase Investigative Capabilities <i>CMDR. MIKE ROSENBERGER</i>					
1.3.1 Establish a comprehensive youth services initiative.				√	
1.4 Strengthen Administrative Bureau Service Levels <i>DIR. HELEN GANDARA-ZAVALA</i>					
1.4.1 Complete Staffing Model for Administrative Services Bureau.		√			
Strategic Direction 2 – Provide Exemplary Training Solutions					
2.1 Enhance Training Initiatives <i>ASST. CHIEF JOHN COCCA</i>					
2.1.1 Partner with City Learning & Organizational Development to evaluate & identify training needs for all levels throughout the department.		√			
2.1.2 Assess the training unit & evaluate benefits of acquiring additional full-time instructor positions.			√		
2.2 Strengthen Scheduling & Deployment <i>CMDR. BURL HAENEL</i>					
2.2.1 Evaluate alternate Patrol deployment schedules to facilitate squad-based training.	√				
Strategic Direction 3 – Enhance Recruitment & Retention					
3.1 Strengthen Hiring Initiatives <i>ASST. CHIEF JOHN COCCA</i>					
3.1.1 Improve the use of web technology for recruitment.	C				
3.1.2 Evaluate additional recruitment resources.	C				
3.1.3 Pursue innovative recruitment advertising & marketing.	C				
3.1.4 Actively recruit for the future through partnerships with educational institutions & targeted recruitment toward youth.	√				
3.1.5 Evaluate additional recruit sources.		√			
3.2 Develop Employees <i>CMDR. BILL WILTON</i>					
3.2.1 Provide early intervention behavior identification training to management.	C				
3.2.2 Enhance Community Policing activities through improved training.	C				
3.2.3 Develop career "roadmaps" for professional development of line-level sworn employees.	C				
3.2.4 Develop career "roadmaps" for professional development of civilian employees.	√				
3.2.5 Create a formalized mentoring plan for sworn & civilian employees.		√			
3.2.6 Develop a succession planning process.		√			
3.2.7 Create interdivisional training program for sworn & civilian employees.			√		
3.2.8 Refine technology positions & opportunities for retention.				√	

SCOTTSDALE POLICE DEPARTMENT

Scottsdale Police Department Strategies	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Strategic Direction 4– Innovate for the Future					
4.1 Strengthen Facilities Planning MGR. TOM MELTON					
4.1.1 Plan, design & construct the Police Operational Support facility for Crime Lab & Property/Evidence, & the Downtown Patrol facility.	C				
4.1.2 Expand District 1 Jail facility.	C				
4.1.3 Implement a process to coordinate staffing & facility planning.		√			
4.1.4 Develop a long-range comprehensive Police Department space-needs study.		√			
4.2 Advance Technology Solutions DIR. HELEN GANDARA-ZAVALA					
4.2.1 Migrate to State mandated Meta Morpho fingerprint identification system.	C				
4.2.2 Improve automated information sharing with other Criminal Justice agencies.	C				
4.2.3 Identify alternative mobile devices for data communications.	C				
Strategic Direction 4– Innovate for the Future					
4.3 Develop the Organization CMDR. SCOTT POPP					
4.3.1 Become nationally accredited by meeting International Standards Organization Accreditation for Crime Lab.	C				
4.3.2 Revise previous Department performance measures process into an integrated process with meaningful workload indicators.		√			
4.3.3 Assess the Department's processes & resources for acquiring grants & donations.		√			
4.3.4 Conduct a comprehensive review of specialized components to ensure most effective utilization of resources & delivery of services (staffing model).		√			
4.3.5 Assess need for District administrative support.			√		
4.3.6 Develop a sustainability action team ("green team").			√		
4.3.7 Develop a proposal for temporary duty assignment program in the public/private sector.			√		
4.3.8 Create an Internal Audit Unit.					√
Strategic Direction 5 – Strengthen Communications					
5.1 Strengthen Internal & External Communications CMDR. STEVE GESELL					
5.1.1 Establish shared initiatives with the Fire Department.	C				
5.1.2 Implement a public awareness campaign focused on the dangers of distracted driving.	√				
5.1.3 Leverage internet presence to improve internal & external communications.	√				
5.1.4 Explore establishing a police athletic league.			√		

SCOTTSDALE POLICE DEPARTMENT

FISCAL YEAR 2008/09 CALENDAR BY QUARTER

Scottsdale Police Department Strategies	Q1	Q2	Q3	Q4
Strategic Direction 1 – Reduce Crime				
1.1 Enhance Patrol Capabilities <i>ASST. CHIEF SEAN DUGGAN</i>				
1.1.1 Research the need for expanding the Emergency Preparedness Section.	√			
1.1.2 Develop Unified Command after action & Incident Action plan documents & Unified Command reporting out process.	√			
1.2 Enhance Crime Prevention Initiatives <i>CMDR. JOHNNY CERVANTES</i>				
1.2.1 Evaluate Crime Analysis service capabilities.	√			
1.2.2 Create a Comprehensive Crime Prevention Strategy.			√	
2.2 Strengthen Scheduling & Deployment <i>CMDR. BURL HAENEL</i>				
2.2.1 Evaluate alternate Patrol deployment schedules to facilitate squad-based training.			√	
Strategic Direction 3 – Enhance Recruitment & Retention				
3.1 Strengthen Hiring Initiatives <i>ASST. CHIEF JOHN COCCA</i>				
3.1.1 Improve the use of web technology for recruitment.	√			
3.1.2 Evaluate additional recruitment resources.	√			
3.1.3 Pursue innovative recruitment advertising & marketing.	√			
3.1.4 Actively recruit for the future through partnerships with educational institutions & targeted recruitment toward youth.			√	
3.2 Develop Employees <i>CMDR. BILL WILTON</i>				
3.2.1 Provide early intervention behavior identification training to management.	√			
3.2.2 Enhance Community Policing activities through improved training.	√			
3.2.3 Develop career "roadmaps" for professional development of line-level sworn employees.	√			
3.2.4 Develop career "roadmaps" for professional development of civilian employees.		√		
Strategic Direction 4– Innovate for the Future				
4.1 Strengthen Facilities Planning <i>MGR. TOM MELTON</i>				
4.1.1 Plan, design & construct the Police Operational Support facility for Crime Lab & Property/Evidence, & the Downtown Patrol facility.	√			
4.1.2 Expand District 1 Jail facility.	√			
4.2 Advance Technology Solutions <i>DIR. HELEN GANDARA-ZAVALA</i>				
4.2.1 Migrate to State mandated Meta Morpho fingerprint identification system.	√			
4.2.2 Improve automated information sharing with other Criminal Justice agencies.	√			
4.2.3 Identify alternative mobile devices for data communications.	√			
4.3 Develop the Organization <i>CMDR. SCOTT POPP</i>				
4.3.1 Become nationally accredited by meeting International Standards Organization Accreditation for Crime Lab.	√			
Strategic Direction 5 – Strengthen Communications				
5.1 Strengthen Internal & External Communications <i>CMDR. STEVE GESELL</i>				
5.1.1 Establish shared initiatives with the Fire Department.	√			
5.1.2 Implement a public awareness campaign focused on the dangers of distracted driving.			√	
5.1.3 Leverage internet presence to improve internal & external communications.			√	

SCOTTSDALE POLICE DEPARTMENT

ACKNOWLEDGMENTS

The Department would like to express thanks to the following individuals who provided input into the development of the 2008/09-2012/13 Strategic Plan. We acknowledge the valuable contributions of all who participated in the process, and have made our best attempt below to include those involved with updating the Plan.

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W.J. "Jim" Lane MAYOR		
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Robert Littlefield VICE MAYOR	Ron McCullagh COUNCILMAN	Tony Nelssen COUNCILMAN
CITY MANAGEMENT		
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*Compiled & Edited by Debra Allemang
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Report cover by Rick Forqus, Senior Graphics Designer, City of Scottsdale

This document is also available in PDF format on our website at www.scottsdaleaz.gov. Comments are welcome and can be submitted to:

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Scottsdale, Arizona 85251
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Public Safety Strategic Plan

Strategic Directions & Objectives

FY 2009/2010 - FY 2013/14

STRATEGIC DIRECTIONS	STRATEGIC OBJECTIVES	SPONSORS
1.0 ESTABLISHING A COLLABORATIVE PUBLIC SAFETY CULTURE	1.1 ADOPT A PUBLIC SAFETY VISION	SPD: Jeff Walther Commander
	1.2 INSTITUTE COLLABORATION MODEL	SFD: Steve Randall Assistant Chief
	1.3 PROMOTE TEAM BUILDING OPPORTUNITIES	
2.0 STRENGTHENING COMMUNICATIONS	2.1 SHARED COMMUNICATIONS	SPD: Bill Wilton Commander
	2.2 COORDINATE COMMUNITY OUTREACH	SFD: Bob DeLeon Assistant Chief
3.0 INTEGRATING TRAINING	3.1 IMPLEMENT JOINT TRAINING INITIATIVES	SPD: Scott Popp Commander
	3.2 ENHANCE NEW HIRE AWARENESS	SFD: Steve Randall Assistant Chief
4.0 IMPROVING EFFICIENCIES	4.1 IMPLEMENT PROCESS RE-ENGINEERING	SPD: Helen Gandara Admin. Services Bureau Director
	4.2 ENHANCE OPERATIONAL SUPPORT	SFD: Bob DeLeon Assistant Chief
	4.3 DEVELOP ADMINISTRATIVE PARTNERSHIPS	

Public Safety Strategic Plan

FY 2009/2010 - FY 2013/14 Strategies

PUBLIC SAFETY DIVISION STRATEGY IDEAS	Recommended Strategy Leaders	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
Strategic Direction 1.0 – ESTABLISHING A COLLABORATIVE PUBLIC SAFETY CULTURE						
OBJ 1.1: ADOPT A PUBLIC SAFETY VISION J. WALTHER / S. RANDALL						
1.1.1 Promote public safety customer service aligned with city values.	SPD: Lt. Eric Williams SFD: D.C. Garret Olson	X				
1.1.2 Create a Public Safety Division mission statement.	SPD: Lt. Jeff Trillo SFD: D.C. Garret Olson	X				
OBJ 1.2: INSTITUTE COLLABORATION MODEL J. WALTHER / S. RANDALL						
1.2.1 Establish a SPD/SFD team management model.	SPD: Lt. Jimmy Wasson SFD: D.C. Tom Shannon	X				
1.2.2 Explore implementation of the “teams” process for public safety.	SPD: Lt. Jay Buckler SFD: D.C. Tom Shannon			X		
1.2.3 Develop a SPD/SFD collaboration tool box.	SPD: Lt. Mike Anderson SFD: D.C. Tom Shannon			X		
OBJ 1.3: PROMOTE TEAM BUILDING OPPORTUNITIES J. WALTHER / S. RANDALL						
1.3.1 Establish a process to ensure on-going team building activities.	SPD: Lt. Todd Larsen SFD: B.C. Eric Valliere	X				
1.3.2 Create & implement a modified “ride-a-long” program for the Public Safety Division.	SPD: Lt. Chris Hall SFD: B.C. Eric Valliere			X		
1.3.3 Assess feasibility of integrating PD substations in fire stations.	SPD: Lt. Eric Rasmussen SFD: Dir. Victor Valliere			X		
Strategic Direction 2.0 – STRENGTHENING COMMUNICATIONS						
OBJ 2.1: SHARED COMMUNICATIONS B. WILTON / B. DELEON						
2.1.1 Enhance SPD/SFD communications through utilization of PD/Fire newsletter or other technology.	SPD: Lt. Frank O'Halloran SFD: P.I.O. Tiffani Nichols	X				
2.1.2 Create annual public safety reports.	SPD: Mgr. Will Davis SFD: P.I.O. Tiffani Nichols	X				

PUBLIC SAFETY DIVISION STRATEGY IDEAS		Recommended Strategy Leader	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
OBJ 2.2: COORDINATE COMMUNITY OUTREACH		B. WILTON / B. DELEON					
2.2.1	Establish common community outreach initiatives.	SPD: Lt. Ron Bayne SFD: P.E.O. Lori Schmidt	X				
2.2.2	Establish a coordinated museum program.	SPD: Sgt. Mark Clark SFD: P.I.O. Tiffani Nichols	X				
Strategic Direction 3.0 – INTEGRATING TRAINING							
OBJ 3.1: IMPLEMENT JOINT TRAINING INITIATIVES		S. POPP / S. RANDALL					
3.1.1	Develop & implement an integrated SPD/SFD training plan.	SPD: Lt. Todd Muilenberg SFD: D.C. Tom Shannon	X				
OBJ 3.2: ENHANCE NEW HIRE AWARENESS		S. POPP / S. RANDALL					
3.2.1	Institutionalize new hire awareness of SPD/SFD operational orders.	SPD: Lt. Todd Muilenberg SFD: Dir. Victor Valliere	X				
3.2.2	Establish an integrated & enhanced role for SPD/SFD at post academies.	SPD: Lt. Todd Muilenberg SFD: Dir. Victor Valliere	X				
Strategic Direction 4.0– IMPROVING EFFICIENCIES							
OBJ 4.1: IMPLEMENT PROCESS IMPROVEMENTS		H. GANDARA / B. DELEON					
4.1.1	Develop & establish a SPD/SFD process evaluation & improvement team.	SPD: Mgr. Will Davis SFD: S.M.A. Teresa Martin	X				
4.1.2	Conduct a SPD/SFD process evaluation to identify areas for integration.	SPD: Mgr. Will Davis SFD: S.M.A. Teresa Martin	X				
4.1.3	Implement consistent data collection processes for the public safety division.	SPD: Michael Keran SFD: Dir. Victor Valliere	X				
OBJ 4.2: ENHANCE OPERATIONAL SUPPORT		H. GANDARA / B. DELEON					
4.2.1	Develop a 3-5 year public safety division facility plan.	SPD: Mgr. Tom Melton SFD: Dir. Victor Valliere	X				
4.2.2	Formalize the establishment of a joint SPD/SFD facilities team.	SPD: Mgr. Tom Melton SFD: Dir. Victor Valliere	X				
4.2.3	Evaluate opportunities for shared SPD/SFD facilities.	SPD: Mgr. Tom Melton SFD: Dir. Victor Valliere	X				
4.2.4	Plan, design & construct Desert Foothills Fire Station (#13).	SPD: Div. Mgr. Tom Melton SFD: Dir. Victor Valliere			X		

PUBLIC SAFETY DIVISION STRATEGY IDEAS	Recommended Strategy Leader	FY 09/10	FY 10/11	FY 11/12	FY 12/13	FY 13/14
4.2. 5 Plan, design & construct Desert Mountain Fire Station (#16).	SPD: Div. Mgr. Tom Melton SFD: Dir. Victor Valliere			X		
4.2. 6 Expand existing Public Safety Via Linda facility.	SPD: Div. Mgr. Tom Melton SFD: Dir. Victor Valliere			X		
4.2. 7 Expand Public Safety Training facility.	SPD: Div. Mgr. Tom Melton SFD: Dir. Victor Valliere				X	
OBJ 4.3: DEVELOP ADMINISTRATIVE PARTNERSHIPS	H. GANDARA / B. DELEON					
4.3.1 Collaborate & enhance on the use of volunteers in the public safety division.	SPD: Sgt. Mark Clark SFD: P.E.O. PJ Angelini	X				
4.3.2 Evaluate SPD/SFD recruitment programs & develop joint recruitment efficiencies.	SPD: Mgr. Lisa Angelini SFD: B.C. Eric Valliere	X				
4.3.3 Evaluate the benefit of coordinating SPD/SFD Information Technology purchases through one source.	SPD: Dir. Michael Keran SFD: Dir. Victor Valliere	X				
4.3.4 Evaluate SPD/SFD administrative functions & identify areas for possible efficiency savings.	SPD: TBD later SFD: S.M.A. Teresa Martin			X		