



## Strategic Plan

Fiscal Year 2007/08 - 2011/12

# 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 2007/08 to 2011/12 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

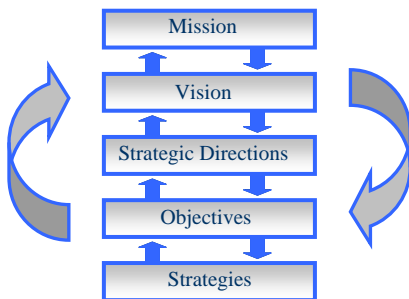
The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community of more than 244,000 persons in an area of 185 square miles, stretching 31 miles from north to south. The Department remains a progressive and innovative law enforcement agency, possessing strong values 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
<b>Mission</b> <i>Is a statement of the general purpose of the organization.</i>
<b>Vision</b> <i>Is an image of how the organization desires to operate in the future.</i>
<b>Strategic Directions</b> <i>Are derived from the Department’s Mission &amp; Vision &amp; are high-level statements of what the organization desires to achieve.</i>
<b>Objectives</b> <i>Are derived from &amp; support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.</i>
<b>Strategies</b> <i>Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, &amp; are designed to produce measurable results.</i>

# 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.
-  FY2007/08 positions adopted: 434 sworn, 287 civilian employees.
-  FY2007/08 authorized Officers per 1,000 population: 1.78.
-  FY2007/08 authorized civilian employees per 1,000 population: 1.18.












	2002/03	2003/04	2004/05	2005/06	2006/07	Projected				
						2007/08	2008/09	2009/10	2010/11	2011/12
<b>Population</b>	218,940	222,880	225,680	237,510	240,410	244,010	247,610	251,210	254,810	258,410
<b>Calls for Service</b>	263,635	278,010	271,925	297,579	311,388	325,197	339,006	352,815	366,624	380,433

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:

-  District 1 includes the Downtown Business/Entertainment District, the Indian Bend Park System, and the most mature neighborhoods in the Community. The City's revitalization efforts will lead to residential and commercial growth in District 1 over the next 5 years.
-  District 2 includes a combination of mature neighborhoods and newer developments, and will experience minimal expansion.
-  District 3 includes the Scottsdale Airpark, the fastest growing and one of the three largest employment centers in the metropolitan area.
-  District 3 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 hold or marginally change.









## 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 2007 Strategic Plan update process involved a full-day retreat with 45 attendees representing Police Command Staff, Lieutenants, Civilian Managers, and the City’s Emergency Preparedness Office. The primary focus of the retreat was to review the Department’s progress during the past year, and update the existing 5-Year Strategic Plan for continuation into the new fiscal year and beyond. The process involved a review of key inputs, a review of the existing plan, brainstorming to identify additional strategies, modification of existing strategies, and prioritization of strategic issues.

## 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

During the retreat, attendees focused on reviewing and updating the existing 5-Year Plan. A review of the Department's Vision and Mission statements confirmed that the Department is still committed to those statements. Attendees also reaffirmed the Department's continued commitment to the 6 Strategic Directions developed during the Department's initial strategic planning process in 2003.

With consensus on the Department's overall goals, attendees moved on to brainstorm and discuss new Strategies for inclusion in the Strategic Plan. The process resulted in the development of 19 new Strategies focused on enforcement, employee development, organizational development, recruitment, community relations, emergency preparedness, and enhancing facilities. The 19 newly identified Strategies were evaluated, defined and then linked to Strategic Plan Objectives.

In addition to the development of new Strategies, the overall process allowed for proposal and concurrence on various other modifications to previously existing Strategies in the 5-Year Strategic Plan. The modifications included title changes, movement of Strategies, and combination or removal of some Strategies.

## 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.

## 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 might need to be addressed. The internal tracking tool is used to produce reports that are reviewed by the Chief of Police and top staff at monthly status update meetings. The monthly 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 5-Year 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 5-year 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 review and revision of the 5-Year Plan. 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.

# SCOTTSDALE POLICE DEPARTMENT

## ANNUAL PERFORMANCE REPORT

An Annual Performance Report is prepared each fiscal year and is published to the Department's website to provide public access. 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 6 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 OBJECTIVES

<b>1. REDUCED CRIME</b>	<b>4. STRENGTHENED EMERGENCY PREPAREDNESS</b>
1.1 Enhance Crime Prevention Initiatives 1.2 Enhance Enforcement Initiatives	4.1 Strengthen Readiness & Recovery Protocols
<b>2. ORGANIZATIONAL EXCELLENCE</b>	<b>5. ADVANCED TECHNOLOGY SOLUTIONS</b>
2.1 Develop Exemplary Leadership 2.2 Develop Employees 2.3 Develop the Organization 2.4 Enhance Recruitment	5.1 Advance Integration Capabilities 5.2 Advance Communications Technology 5.3 Advance Technology Support & Infrastructure
<b>3. STRENGTHENED RELATIONSHIPS</b>	<b>6. ENHANCED FACILITIES</b>
3.1 Strengthen Intra-Governmental Relations 3.2 Strengthen Internal & External Communications 3.3 Strengthen Community Relations	6.1 Develop New Facilities 6.2 Reallocate & Enhance Existing Facilities 6.3 Enhance Facility Support & Administration

## 1.0 REDUCED CRIME

### 1.1 Enhance Crime Prevention Initiatives

### 1.2 Enhance Enforcement Initiatives

#### **Sponsored by:**

#### **Assistant Chief Sean Duggan**

1.1, 1.2.1, 1.2.2, 1.2.6, 1.2.7, 1.2.8, 1.2.9, 1.2.10, 1.2.11, 1.2.12, 1.2.14, 1.2.15

*"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."*

#### **Sponsored by:**

#### **Commander Scott Popp**

1.2.5

#### **Commander Mike Rosenberger**

1.2.3, 1.2.4, 1.2.13

## 1.1 Enhance Crime Prevention Initiatives

Strategies	Year	Funding Status
1.1.1 Evaluate the need for increased District level & Investigative Section level based assignment of crime analysis capabilities.	1	NF

Legend

Year	Funding Status
1= FY 2007/08	NF = Not Funded
2= FY 2008/09	OP = Operating
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	ER = Existing Resources

## 1.2 Enhance Enforcement Initiatives

Strategies	Year	Funding Status
1.2.1 Provide Public Safety service to urban parks & preserve.	1*	ER/OP
1.2.2 Evaluate the need for creating a new “Airpark” squad or district.	1	NF
1.2.3 Evaluate the need for utilizing night detectives.	1	NF
1.2.4 Establish a Youth Services section to centralize youth intervention & enforcement efforts.	1	NF
1.2.5 Enhance the Downtown District.	2	NF/ER
1.2.6 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.	2	NF
1.2.7 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.	2	NF
1.2.8 Enhance law enforcement capabilities dedicated to the airport.	2	NF
1.2.9 Expand the K-9 Unit.	2	NF
1.2.10 Establish a third Motor Squad consisting of one Sergeant & six Officers.	2	NF
1.2.11 Establish a Bike Unit in District 3.	3	NF
1.2.12 Establish a second night-time Traffic Squad consisting of one Sergeant & six Officers.	3	NF
1.2.13 Expand tactical response & warrant service capabilities.	3	NF
1.2.14 Establish a Bike Unit in District 2.	4	NF
1.2.15 Establish a Commercial Vehicle Safety Inspection Squad consisting of four Officers as part of the Vehicular Crimes Reconstruction Unit (VCRU).	4	NF

\*Strategy is continuing from previous FY.

Legend

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## 2.0 ORGANIZATIONAL EXCELLENCE

### 2.1 Develop Exemplary Leadership

### 2.2 Develop Employees

### 2.3 Develop the Organization

### 2.4 Enhance Recruitment

#### Sponsored by:

#### Assistant Chief John Cocca

2.2, 2.4

*"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."*

*"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."*

#### Commander Bill Wilton

2.1

*"Quality leadership is essential to the success of our organization. Quality leadership provides the department with trust, respect, open lines of communication & a vision for the future. The strategies under this objective are designed to enhance the abilities of our current leaders & develop our future leaders."*

#### Commander Burl Haenel

2.3

*"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."*

## 2.1 Develop Exemplary Leadership

Strategies	Year	Funding Status
2.1.1 Provide early intervention behavior identification training to management.	1*	ER
2.1.2 Develop an Executive Development Program for middle level management.	1*	ER

## 2.2 Develop Employees

Strategies	Year	Funding Status
2.2.1 Evaluate & enhance the Master Police Officer (MPO) program.	1*	ER
2.2.2 Evaluate & enhance diversity & cultural awareness training programs for line employees.	1*	ER
2.2.3 Enhance Community Policing activities through improved training.	1*	ER
2.2.4 Implement standardized briefing training.	1	ER
2.2.5 Allow Supervisors access to training “roadmap” information for employees to match skills to specific training/work experience.	1	ER
2.2.6 Develop training cadre & technology training team.	1	ER/NF
2.2.7 Determine the need for creating a civilian training manager position.	2	ER
2.2.8 Partner with LOD to evaluate & identify training needs for all levels throughout the Department.	2	ER
2.2.9 Increase training with specialized equipment for sworn & field personnel.	2	NF
2.2.10 Create a series of professional development workshops.	3	ER/NF

\*Strategy is continuing from previous FY.

Legend

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## 2.3 Develop the Organization

Strategies	Year	Funding Status
2.3.1 Establish funding for pipeline positions (stairstep).	1*	OP/NF
2.3.2 Become nationally accredited by meeting ISO Accreditation for Crime Lab.	1*	OP
2.3.3 Develop/improve 911/Communications protocol.	1*	ER
2.3.4 Revise previous Department performance measures process into an integrated process with meaningful workload indicators.	1*	ER
2.3.5 Establish a centralized committee to review all Department forms.	1	ER
2.3.6 Create an Internal Audit Unit.	1	NF
2.3.7 Evaluate alternatives to CALEA.	1	ER
2.3.8 Assess the Volunteer Program & evaluate the possible benefits of acquiring a full-time Volunteer Program/Explorer Program Coordinator.	1	ER/NF
2.3.9 Establish a grant-writer position to seek grants & donations.	2	NF
2.3.10 Assign basic training Sergeant to oversee FTO program.	2	NF
2.3.11 Staff each District & Division with secretarial support.	2	NF
2.3.12 Create a dedicated training squad with full time trainers.	3	NF

\*Strategy is continuing from previous FY.

## 2.4 Enhance Recruitment

Strategies	Year	Funding Status
2.4.1 Improve the use of web technology for recruitment.	1	ER
2.4.2 Evaluate additional recruitment resources.	1	ER
2.4.3 Increase recruitment advertising and marketing.	1	OP
2.4.4 Actively recruit for the future through partnerships with educational institutions and targeted recruitment toward youth.	2	OP
2.4.5 Evaluate additional recruit sources.	2	ER

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## 3.0 STRENGTHENED RELATIONSHIPS

### 3.1 Strengthen Intra-Governmental Relations

### 3.2 Strengthen Internal & External Communications

### 3.3 Strengthen Community Relations

#### **Sponsored by:**

**Cmdr. Steve Gesell**

3.1

*“A community's trust in invaluable to it's 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.”*

#### **Sponsored by:**

**Cmdr. Dave Marshall**

3.2, 3.3

*“For a police department to be effective & meet the needs of the citizens it serves, it must have the trust & willingness of that community to partner in all elements of creating a safe environment. Building & maintaining partnerships, relationships & friendships with those we serve in maintaining this environment is the key to a great community.”*

### 3.1 Strengthen Intra-Governmental Relations

Strategies	Year	Funding Status
3.1.1 Establish shared initiatives with the new City Fire Department.	1*	ER

### 3.2 Strengthen Internal & External Communications

Strategies	Year	Funding Status
3.2.1 Develop & implement enhancements to the Police Department website.	1*	ER
3.2.2 Strengthen working relationships with neighboring police agencies.	1*	ER

### 3.3 Strengthen Community Relations

Strategies	Year	Funding Status
3.3.1 Explore establishing a Police Athletic League.	2	ER

\*Strategy is continuing from previous FY.

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## 4.0 STRENGTHENED EMERGENCY PREPAREDNESS

### 4.1 Strengthen Readiness & Recovery Protocols

#### Sponsored by:

#### Commander Steve Gesell

*“The terrorist attacks on 9/11 changed our lives forever. These events also galvanized American resolve to prevent such tragedy from occurring again. The Scottsdale Police Department is fully committed to strengthening its readiness & ability to remain operational during & following a catastrophic event. This objective ensures that we leverage the best & most contemporary information, strategies, training & community education to maximize our ability to avoid a catastrophe. Should an event occur, we will be prepared & equipped to safely & effectively minimize the scope & swiftly contribute to the restoration of the quality of life we enjoy in our city.”*

## 4.1 Strengthen Readiness & Recovery Protocols

Strategies		Year	Funding Status
4.1.1	Develop a mobile command center as the platform for incident control.	1	NF
4.1.2	Research the need for expanding the Emergency Preparedness Section to include an Emergency Preparedness/Safety Coordinator position.	1	NF
4.1.3	Create Fire/Police Task Force to address response to high call volume dates/times and establish standard staffing level matrixes for special/large scale events.	1	ER
4.1.4	Develop Unified Command after action and Incident Action Plan documents and Unified Command reporting out process.	1	ER

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## 5.0 ADVANCED TECHNOLOGY SOLUTIONS

Strategic  
Direction

5.0

5.1 Advance Integration Capabilities

5.2 Advance Communications  
Technology

5.3 Advance Technology Support &  
Infrastructure

**Sponsored by:**

**Director Helen Gandara-Zavala**

*“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.”*

## 5.1 Advance Integration Capabilities

Strategies		Year	Funding Status
5.1.1	Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	1*	CIP
5.1.2	Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	1*	CIP
5.1.3	Improve automated information sharing with other Criminal Justice agencies.	1*	CIP
5.1.4	Migrate to State mandated Meta Morpho fingerprint identification system.	1*	CIP

## 5.2 Advance Communications Technology

Strategies		Year	Funding Status
5.2.1	Identify alternative mobile devices for data communications.	1*	CIP
5.2.2	Establish improved radio coverage interoperability with the Fire Department when Fire converts to a 700/800 MHz radio system.	2	ER

## 5.3 Advance Technology Support & Infrastructure

Strategies		Year	Funding Status
5.3.1	Ensure backup of all mission-critical job functions.	1*	ER

\*Strategy is continuing from previous FY.

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## 6.0 ENHANCED FACILITIES

### 6.1 Develop New Facilities

### 6.2 Reallocate & Enhance Existing Facilities

### 6.3 Enhance Facility Support & Administration

### Sponsored by:

### Cmdr. Dave Marshall

*“A key component of public safety providing quality service to the community is having & maintaining facilities that provide that community accessibility to the police, provide space for the essential functions critical to effective law enforcement & are functional & current in the technologies that allow personnel to accomplish their missions in serving the community. This strategic direction is focused on ensuring that we continually evaluate our facilities needs & provide new facilities & appropriate enhancement of existing facilities to meet the law enforcement needs of the department & community in the most cost effective manner possible.”*

## 6.1 Develop New Facilities

Strategies	Year	Funding Status
6.1.1 Plan, design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence, & the District 1 Downtown Patrol facility.	1*	CIP
6.1.2 Plan, design & construct the expanded Police & Fire Training facility.	1*	CIP

## 6.2 Reallocate & Enhance Existing Facilities

Strategies	Year	Funding Status
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & the City.	1*	CIP/OP
6.2.2 Remodel District 2 Communications Center & basement floor.	1*	CIP
6.2.3 Expand District 1 Jail facility.	1	CIP
6.2.4 Implement a process to coordinate staffing & facility planning.	2	ER

## 6.3 Enhance Facility Support & Administration

Strategies	Year	Funding Status
6.3.1 Hire Police Facility Coordinator for construction & maintenance coordination.	4	NF

\*Strategy is continuing from previous FY.

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# SCOTTSDALE POLICE DEPARTMENT

## FISCAL YEAR 2007/08 IMPLEMENTATION STRATEGIES

### 1.1 ENHANCE CRIME PREVENTION INITIATIVES

#### STRATEGY

- 1.1.1 EVALUATE THE NEED FOR INCREASED DISTRICT LEVEL & INVESTIGATIVE SECTION LEVEL BASED ASSIGNMENT OF CRIME ANALYSIS CAPABILITIES.

#### DESCRIPTION:

This strategy will identify the area & quantity of additional crime analysis needs at the District level & Investigative Services Bureau. The Department currently has a Crime Analysis Unit & one Criminal Intelligence Analyst, however, there is a growing need for additional analyst support for Patrol & Investigative Services Bureau.

#### MEASURES OF SUCCESS:

The conclusion of research & evaluation, which will identify not only if there is a need for increased analysis capabilities but also which specific areas & what special capabilities (staffing & software).

#### STRATEGY LEADER:

Lt. Bruce Ciolli

# SCOTTSDALE POLICE DEPARTMENT

## 1.2 ENHANCE ENFORCEMENT INITIATIVES

### STRATEGY

#### 1.2.1 PROVIDE PUBLIC SAFETY SERVICE TO URBAN PARKS & PRESERVE.

##### DESCRIPTION:

Select, train, develop unit operational orders & provide necessary resources in order to develop & field this new unit consisting of 7 Officers & 1 Sergeant. The unit will be primarily assigned to the flat-lands parks & Sonoran Preserve.

##### MEASURES OF SUCCESS:

Completion of selection & training of personnel; unit is operational & patrolling.

##### STRATEGY LEADER:

Lt. Johnny Cervantes

### STRATEGY

#### 1.2.2 EVALUATE THE NEED FOR CREATING A NEW "AIRPARK" SQUAD OR DISTRICT.

##### DESCRIPTION:

Evaluate the current work load in the geographic area of the Scottsdale Airpark to determine the demand for police service compared to other areas of the City similar in size.

##### MEASURES OF SUCCESS:

A comprehensive document of current & future police demands & crime rate in the Airpark that can be used to consider whether additional staffing in the Airpark is appropriate or necessary.

##### STRATEGY LEADER:

Lt. Frank O'Halloran

### STRATEGY

#### 1.2.3 EVALUATE THE NEED FOR UTILIZING NIGHT DETECTIVES.

##### DESCRIPTION:

Determine if deployment of night detectives would improve the service levels provided by the Crimes Against Property & Crimes Against Persons Sections.

##### MEASURES OF SUCCESS:

Completion of evaluation & recommendation report; submittal of recommendation report to Command Staff.

##### STRATEGY LEADER:

Lt. Craig Chrzanowski

### STRATEGY

#### 1.2.4 ESTABLISH A YOUTH SERVICES SECTION TO CENTRALIZE YOUTH INTERVENTION & ENFORCEMENT EFFORTS.

##### DESCRIPTION:

Examine the need to establish a Youth & Family Services Section within the Investigative Services Bureau.

##### MEASURES OF SUCCESS:

Submittal of a white paper to Command Staff on the feasibility of creating a new Youth & Family Services Section with accompanying recommendations for implementation, if adopted.

##### STRATEGY LEADER:

Lt. Matt Roadifer

# SCOTTSDALE POLICE DEPARTMENT

## 2.1 DEVELOP EXEMPLARY LEADERSHIP

### STRATEGY

#### 2.1.1 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:

Mgr. Phil Riccio

### STRATEGY

#### 2.1.2 DEVELOP AN EXECUTIVE DEVELOPMENT PROGRAM FOR MIDDLE LEVEL MANAGEMENT.

##### DESCRIPTION:

Develop a 2-pronged approach to assist interested lieutenants & civilian equivalents with career path development. Prong 1 will identify an assessment tool to help mid-level managers determine areas to focus on. Prong 2 will offer mid-level managers the opportunity to participate in an in-depth executive development training course geared for management.

##### MEASURES OF SUCCESS:

A process will be in place for mid-level managers that will identify areas for them to focus on & provide executive level training which will assist with career development.

##### STRATEGY LEADER:

Lt. Jeff Walther

## 2.2 DEVELOP EMPLOYEES

### STRATEGY

#### 2.2.1 EVALUATE & ENHANCE THE MASTER POLICE OFFICER (MPO) PROGRAM.

##### DESCRIPTION:

A comprehensive assessment of the current MPO program to determine if the program is providing for non-supervisory career enhancement. Strategies will be developed to get the MPO program back on course if necessary.

##### MEASURES OF SUCCESS:

Completion of assessment of MPO program & recommendation report.

##### STRATEGY LEADER:

Lt. Marcy Miller

### STRATEGY

#### 2.2.2 EVALUATE & ENHANCE DIVERSITY & CULTURAL AWARENESS TRAINING PROGRAMS FOR LINE EMPLOYEES.

##### DESCRIPTION:

Evaluate the current diversity & cultural awareness training that has been provided to line-personnel, & provide recommendations on updating it or initiating a new program.

##### MEASURES OF SUCCESS:

Completion of evaluation of current & previous training programs, communication of recommended future training program(s) to command staff, & creation of a training calendar with identified training scheduled for line personnel.

##### STRATEGY LEADER:

Lt. Jimmy Wasson

## STRATEGY

### 2.2.3 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. Jeff Smythe

## STRATEGY

### 2.2.4 IMPLEMENT STANDARDIZED BRIEFING TRAINING.

#### DESCRIPTION:

Provide a standardized resource for Patrol Sergeants to facilitate the delivery & documentation of briefing training.

#### MEASURES OF SUCCESS:

There will be a consistent resource & method of delivering & documenting briefing training that all Patrol Sergeants will be familiar with & utilize.

#### STRATEGY LEADER:

Lt. Todd Muilenberg

## STRATEGY

### 2.2.5 ALLOW SUPERVISORS ACCESS TO TRAINING "ROADMAP" INFORMATION FOR EMPLOYEES TO MATCH SKILLS TO SPECIFIC TRAINING/WORK EXPERIENCE.

#### 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

### 2.2.6 DEVELOP TRAINING CADRE & TECHNOLOGY TEAM.

#### DESCRIPTION:

Select & train personnel who will be called upon to train department personnel in new & updated technology (both hardware & software). The team will also be used to provide input regarding reviewing & testing technology.

#### MEASURES OF SUCCESS:

The establishment of a team that is well versed in the technology utilized by the department. The team will be expected to provide regular training, answer questions regarding technology, provide feedback to Technology Services Division & Information Systems regarding technology needs, & test & review current, new & updated technology.

#### STRATEGY LEADER:

Lt. Mike Stauffer

## 2.3 DEVELOP THE ORGANIZATION

### STRATEGY

#### 2.3.1 ESTABLISH FUNDING FOR PIPELINE POSITIONS (STAIRSTEP).

##### DESCRIPTION:

Obtain budgetary funding for all Police Department pipeline hiring positions.

##### MEASURES OF SUCCESS:

Successful approval & adoption of this funding package in the FY2007/2008 budget.

##### STRATEGY LEADER:

Mgr. Holly Christian

### STRATEGY

#### 2.3.2 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

### STRATEGY

#### 2.3.3 DEVELOP/IMPROVE 911/COMMUNICATIONS PROTOCOL.

##### DESCRIPTION:

A review of the current 911 communications system & current call signs & priorities. Determination if the Department has outgrown the existing system & provide recommendations for improvements.

##### MEASURES OF SUCCESS:

Completed review of current system, development of recommendation report, & communication of recommendations to top staff.

##### STRATEGY LEADER:

Mgr. Tom Melton

### STRATEGY

#### 2.3.4 REVISE PREVIOUS DEPARTMENT PERFORMANCE MEASURES PROCESS INTO AN INTEGRATED PROCESS WITH MEANINGFUL WORKLOAD INDICATORS.

##### DESCRIPTION:

Revise the performance measures process into meaningful workload indicators & ensure integration with budget, strategic plan, & ICMA performance measures.

##### MEASURES OF SUCCESS:

Meaningful workload indicators are collected to support budget & staffing decisions, program evaluation, strategic planning & ICMA performance measures submittals.

##### STRATEGY LEADER:

Mgr. Will Davis

## STRATEGY

### 2.3.5 ESTABLISH A CENTRALIZED COMMITTEE TO REVIEW ALL DEPARTMENT FORMS.

#### DESCRIPTION:

Establish & staff a committee that will review all Department forms. Update applicable policies & orders regarding purpose & personnel serving on the committee.

#### MEASURES OF SUCCESS:

General Orders updated, committee roster completed, & regular meeting/communication schedule set up.

#### STRATEGY LEADER:

Lt. Mike Stauffer

## STRATEGY

### 2.3.6 CREATE AN INTERNAL AUDIT UNIT.

#### DESCRIPTION:

Create an Internal Audit Unit at the Police Department & do so through the development of unit operations orders, the identification of an appropriate staffing model, & the selection & training of unit personnel to fit that model. Provide all other necessary resources in order to completely develop & staff this new unit, which will be assigned to conduct professional reviews of the management & operational practices & procedures of the Police Department.

#### MEASURES OF SUCCESS:

Unit is fully operational & integrated into the Police Department management philosophy.

#### STRATEGY LEADER:

Lt. Jeff Walther

## STRATEGY

### 2.3.7 EVALUATE ALTERNATIVES TO CALEA.

#### DESCRIPTION:

Research & evaluate alternatives to the CALEA accreditation process in order to identify & recommend the most effective method for assuring quality of policing services following best practices standards in law enforcement for the citizens of Scottsdale.

#### MEASURES OF SUCCESS:

A report will be submitted recommending a process for assessing the Department against best practices standards in law enforcement in order to assure the continued delivery of quality policing services to the citizens of Scottsdale.

#### STRATEGY LEADER:

Mgr. Will Davis

## STRATEGY

### 2.3.8 ASSESS THE VOLUNTEER PROGRAM & EVALUATE THE POSSIBLE BENEFITS OF ACQUIRING A FULL-TIME VOLUNTEER PROGRAM/EXPLORER PROGRAM COORDINATOR.

#### DESCRIPTION:

Evaluate the current Volunteer Program & volunteer usage to recommend the best strategies to maintain & bolster the volunteer force. Also, research & identify the effectiveness of hiring a full-time Volunteer/Explorer Coordinator.

#### MEASURES OF SUCCESS:

A report will be submitted outlining the current state of the Volunteer Program & recommending strategies to maintain & bolster the program, including the effectiveness of hiring a full-time Volunteer/Explorer Coordinator.

#### STRATEGY LEADER:

Sgt. Mark Clark

2.4 ENHANCE RECRUITMENT

**STRATEGY**

2.4.1 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**

2.4.3 INCREASE RECRUITMENT ADVERTISING & MARKETING.

**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**

2.4.2 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

## 3.1 STRENGTHEN INTRA-GOVERNMENTAL RELATIONS

### STRATEGY

#### 3.1.1 ESTABLISH SHARED INITIATIVES WITH THE NEW 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

## 3.2 STRENGTHEN INTERNAL & EXTERNAL COMMUNICATIONS

### STRATEGY

#### 3.2.1 DEVELOP & IMPLEMENT ENHANCEMENTS TO THE POLICE DEPARTMENT WEBSITE.

##### DESCRIPTION:

Evaluate current Police Department website & provide recommendations for improvements to navigation, content, design, & available on-line services. Establishment of a process to ensure continual review & improvement of the website.

##### MEASURES OF SUCCESS:

Completed evaluation & recommendation report, communication of recommendations to top-staff, implementation of improvements, & establishment of a process to ensure continual review & improvement.

##### STRATEGY LEADER:

Mgr. Will Davis

### STRATEGY

#### 3.2.2 STRENGTHEN WORKING RELATIONSHIPS WITH NEIGHBORING POLICE AGENCIES.

##### DESCRIPTION:

Enhance both formal & informal communication with neighboring police agencies & establish a well rounded protocol for all personnel.

##### MEASURES OF SUCCESS:

Staff, supervisors, & personnel will have a better understanding of operational, training, & informal needs of neighboring police agencies. This will enhance our formal & informal communication between agencies & allow us to establish a protocol for communication on any matter or need.

##### STRATEGY LEADER:

Lt. Tom Henny

# SCOTTSDALE POLICE DEPARTMENT

## 4.1 STRENGTHEN READINESS & RECOVERY PROTOCOLS

### STRATEGY

#### 4.1.1 DEVELOP A MOBILE COMMAND CENTER AS THE PLATFORM FOR INCIDENT CONTROL.

##### DESCRIPTION:

Establish the necessary infrastructure & equipment needs to outfit & purchase a new mobile command center for a unified command at major incidents.

##### MEASURES OF SUCCESS:

Mobile Command Center has been purchased & fully equipped to meet the unified incident command standards for all units related to Police & Fire.

##### STRATEGY LEADER:

Lt. Bruce Ciolli

### STRATEGY

#### 4.1.2 RESEARCH THE NEED FOR EXPANDING THE EMERGENCY PREPAREDNESS SECTION TO INCLUDE AN EMERGENCY PREPAREDNESS/ SAFETY COORDINATOR POSITION.

##### 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

### STRATEGY

#### 4.1.3 CREATE FIRE/POLICE TASK FORCE TO ADDRESS RESPONSE TO HIGH CALL VOLUME DATES/TIMES & ESTABLISH STANDARD STAFFING LEVEL MATRIXES FOR SPECIAL/LARGE SCALE EVENTS.

##### DESCRIPTION:

Improve the pre-planned response by Police & Fire units on dates that traditionally generate a high volume of calls for service or have special security/safety needs. This will be accomplished by establishing standardized staffing matrixes for special &/or large scale events, where it is anticipated that a coordinated Police & Fire response will be required.

##### MEASURES OF SUCCESS:

Creation of a Police & Fire response matrix that can be easily utilized for all special dates &/or pre-planned events.

##### STRATEGY LEADER:

Lt. Todd Muilenberg

### STRATEGY

#### 4.1.4 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

## 5.1 ADVANCE INTEGRATION CAPABILITIES

### STRATEGY

- 5.1.1 IMPLEMENT A NEW INTEGRATED SUITE OF POLICE APPLICATIONS TO INCLUDE RMS, CAD, JAIL MANAGEMENT, FIELD REPORTING & MESSAGE SWITCH.

#### DESCRIPTION:

Implement a new integrated suite of Police applications to include a Record Management System, Computer Aided Dispatch, Jail Management, Field Reporting, & a new Message Switch. Includes RFP development, solicitation, procurement, negotiation, project management, installation, configuration, training, & maintenance.

#### MEASURES OF SUCCESS:

Implementation & operational use of planned components & final system acceptance.

#### STRATEGY LEADER:

Dir. Joe Hindman

### STRATEGY

- 5.1.2 ELIMINATE DUPLICATE DATA ENTRY REQUIRED FOR MULTIPLE POLICE DATABASES DURING INITIAL BOOKING PROCESS, & IMPLEMENT ELECTRONIC TRANSFER OF BOOKING INFORMATION INTO MARICOPA COUNTY SYSTEM.

#### DESCRIPTION:

Provide an electronic data feed of arrest information from the current & future RMS eventually through the County's integration project for all prisoners who are transported & booked into MCSO.

#### MEASURES OF SUCCESS:

Booking data is entered once & transferred to all other systems including County systems.

#### STRATEGY LEADER:

Dir. Joe Hindman

### STRATEGY

- 5.1.3 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:

Dir. Joe Hindman

### STRATEGY

- 5.1.4 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

## 5.2 ADVANCE COMMUNICATIONS TECHNOLOGY

### STRATEGY

#### 5.2.1 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:

Dir. Joe Hindman

## 5.3 ADVANCE TECHNOLOGY SUPPORT & INFRASTRUCTURE

### STRATEGY

#### 5.3.1 ENSURE BACKUP OF ALL MISSION-CRITICAL JOB FUNCTIONS.

##### DESCRIPTION:

To ensure that every mission-critical Police application has more than one employee trained to maintain it. The employees are to be a combination of Police Technology Services Division staff & City Information Systems staff.

##### MEASURES OF SUCCESS:

Completion of training on mission-critical Police applications so that more than one Technology Services Division &/or Information Systems staff member is trained to maintain each application. Development & implementation of a plan to ensure continued redundancy in support for all Police applications.

##### STRATEGY LEADER:

Dir. Joe Hindman

## 6.1 DEVELOP NEW FACILITIES

### STRATEGY

- 6.1.1 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

- 6.1.2 PLAN, DESIGN & CONSTRUCT THE EXPANDED POLICE & FIRE TRAINING FACILITY.

#### DESCRIPTION:

To expand & enhance current facilities for Police & Fire training needs.

#### MEASURES OF SUCCESS:

Police & Fire Training facility is complete & occupied.

#### STRATEGY LEADER:

Dir. Marc Eisen

## 6.2 REALLOCATE & ENHANCE EXISTING FACILITIES

### STRATEGY

#### 6.2.1 IMPLEMENT HOMELAND SECURITY FACILITY IMPROVEMENT PROJECTS FOR THE POLICE DEPARTMENT & CITY.

##### DESCRIPTION:

To enhance security in City facilities through the use of access control, lighting, barriers, & other physical additions to existing facilities.

##### MEASURES OF SUCCESS:

Completion of operational new security enhancements at each facility.

##### STRATEGY LEADER:

Dir. Marc Eisen

### STRATEGY

#### 6.2.2 REMODEL DISTRICT 2 COMMUNICATIONS CENTER & BASEMENT FLOOR.

##### DESCRIPTION:

To remodel & expand the District 2 Communications Center & basement floor.

##### MEASURES OF SUCCESS:

Completion of remodel & expansion of District 2 Communications Center & basement floor. Remodeled areas are functional & occupied.

##### STRATEGY LEADER:

Dir. Marc Eisen

### STRATEGY

#### 6.2.3 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

## FIVE YEAR CALENDAR

Scottsdale Police Department Strategies	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
<b>Strategic Direction 1 - Reduced Crime</b>					
<b>1.1 Enhance Crime Prevention Initiatives</b> <i>Asst. Chief Sean Duggan</i>					
1.1.1 Evaluate the need for increased District level & Investigative Section level based assignment of crime analysis capabilities.	√				
<b>1.2 Enhance Enforcement Initiatives</b> <i>Asst. Chief Sean Duggan</i>					
1.2.1 Provide Public Safety service to urban Parks & Preserve.	√				
1.2.2 Evaluate the need for creating a new "Airpark" squad or district.	√				
1.2.3 Evaluate the need for utilizing night detectives. <i>Cmdr. Mike Rosenberger</i>	√				
1.2.4 Establish a Youth Services section to centralize youth intervention & enforcement efforts. <i>Cmdr. Mike Rosenberger</i>	√				
1.2.5 Enhance the Downtown District. <i>Cmdr. Scott Popp</i>		√			
1.2.6 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.		√			
1.2.7 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.		√			
1.2.8 Enhance law enforcement capabilities dedicated to the airport.		√			
1.2.9 Expand the K-9 Unit.		√			
1.2.10 Establish a third Motor Squad consisting of one Sergeant & six Officers.		√			
1.2.11 Establish a Bike Unit in District 3.			√		
1.2.12 Establish a second night-time Traffic Squad consisting of one Sergeant & six Officers.			√		
1.2.13 Expand tactical response & warrant service capabilities. <i>Cmdr. Mike Rosenberger</i>			√		
1.2.14 Establish a Bike Unit in District 2.				√	
1.2.15 Establish a Commercial Vehicle Safety Inspection Squad consisting of four Officers as part of the Vehicular Crimes Reconstruction Unit (VCRU).				√	
<b>Strategic Direction 2 – Organizational Excellence</b>					
<b>2.1 Develop Exemplary Leadership</b> <i>Cmdr. Bill Wilton</i>					
2.1.1 Provide early intervention behavior identification training to management.	√				
2.1.2 Develop an Executive Development Program for middle level management.	√				
<b>2.2 Develop Employees</b> <i>Asst. Chief John Cocca</i>					
2.2.1 Evaluate & enhance the Master Police Officer (MPO) program.	√				
2.2.2 Evaluate & enhance diversity & cultural awareness training programs for line employees.	√				
2.2.3 Enhance Community Policing activities through improved training.	√				
2.2.4 Implement standardized briefing training.	√				
2.2.5 Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.	√				
2.2.6 Develop Training Cadre & Technology Training Team.	√				
2.2.7 Determine the need for creating a civilian training manager position.		√			
2.2.8 Partner with LOD to evaluate & identify training needs for all levels throughout the department.		√			
2.2.9 Increase training with specialized equipment for sworn & field personnel.		√			
2.2.10 Create a series of professional development workshops.			√		

 = continuing from previous fiscal year.

# SCOTTSDALE POLICE DEPARTMENT

## FIVE YEAR CALENDAR

Scottsdale Police Department Strategies	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
<b>2.3 Develop the Organization</b> <b>Cmdr. Burl Haesel</b>					
2.3.1 Establish funding for pipeline positions (stairstep).	√				
2.3.2 Become nationally accredited by meeting ISO Accreditation for Crime Lab.	√				
2.3.3 Develop/improve 911/Communications protocol.	√				
2.3.4 Revise previous Department performance measures process into an integrated process with meaningful workload indicators.	√				
2.3.5 Establish a centralized committee to review all Department forms.	√				
2.3.6 Create an Internal Audit Unit.	√				
2.3.7 Evaluate alternatives to CALEA.	√				
2.3.8 Assess the Volunteer Program & evaluate the possible benefits of acquiring a full-time Volunteer Program/Explorer Program Coordinator.	√				
2.3.9 Establish a grant-writer position to seek grants & donations.		√			
2.3.10 Assign basic training Sergeant to oversee FTO program.		√			
2.3.11 Staff each District & Division with secretarial support.		√			
2.3.12 Create a dedicated training squad with full time trainers.			√		
<b>2.4 Enhance Recruitment</b> <b>Asst. Chief John Cocca</b>					
2.4.1 Improve the use of web technology for recruitment.	√				
2.4.2 Evaluate additional recruitment resources.	√				
2.4.3 Increase recruitment advertising & marketing.	√				
2.4.4 Actively recruit for the future through partnerships with educational institutions & targeted recruitment toward youth.		√			
2.4.5 Evaluate additional recruit sources.		√			
<b>Strategic Direction 3 – Strengthened Relationships</b>					
<b>3.1 Strengthen Intra-Governmental Relations</b> <b>Cmdr. Steve Gosell</b>					
3.1.1 Establish shared initiatives with the new City Fire Department.	√				
<b>3.2 Strengthen Internal &amp; External Communications</b> <b>Cmdr. Dave Marshall</b>					
3.2.1 Develop & implement enhancements to the PD Website.	√				
3.2.2 Strengthen working relationships with neighboring police agencies.	√				
<b>3.3 Strengthen Community Relations</b> <b>Cmdr. Dave Marshall</b>					
3.3.1 Explore establishing a police athletic league.		√			

# SCOTTSDALE POLICE DEPARTMENT

## FIVE YEAR CALENDAR

Scottsdale Police Department Strategies	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
<b>Strategic Direction 4 – Strengthened Emergency Preparedness</b>					
<b>4.1 Strengthen Readiness &amp; Recovery Protocols</b> <span style="float: right;"><b>Cmdr. Steve Gesell</b></span>					
4.1.1 Develop a mobile command center as the platform for incident control.	√				
4.1.2 Research the need for expanding the Emergency Preparedness Section to include an Emergency Preparedness/Safety Coordinator position.	√				
4.1.3 Create Fire/Police Task Force to address response to high call volume dates/times & establish standard staffing level matrixes for special/large scale events.	√				
4.1.4 Develop Unified Command after action & Incident Action Plan documents & Unified Command reporting out process.	√				
<b>Strategic Direction 5 – Advanced Technology Solutions</b>					
<b>5.1 Advance Integration Capabilities</b> <span style="float: right;"><b>Dir. Helen Gandara-Zavala</b></span>					
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	√				
5.1.2 Eliminate duplicate data entry required for multiple Police Dept. databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	√				
5.1.3 Improve automated information sharing with other Criminal Justice agencies.	√				
5.1.4 Migrate to State mandated META MORPHO fingerprint identification system.	√				
<b>5.2 Advance Communications Technology</b> <span style="float: right;"><b>Dir. Helen Gandara-Zavala</b></span>					
5.2.1 Identify alternative mobile devices for data communications.	√				
5.2.2 Establish improved radio coverage interoperability with the Fire Department when Fire converts to a 700/800 MHz radio system.		√			
<b>5.3 Advance Technology Support &amp; Infrastructure</b> <span style="float: right;"><b>Dir. Helen Gandara-Zavala</b></span>					
5.3.1 Ensure backup of all mission critical job functions.	√				
<b>Strategic Direction 6 – Enhanced Facilities</b>					
<b>6.1 Develop New Facilities</b> <span style="float: right;"><b>Cmdr. Dave Marshall</b></span>					
6.1.1 Plan, design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence, & the District 1 Downtown Patrol facility.	√				
6.1.2 Plan, design & construct the expanded Police & Fire Training facility.	√				
<b>6.2 Reallocate &amp; Enhance Existing Facilities</b> <span style="float: right;"><b>Cmdr. Dave Marshall</b></span>					
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√				
6.2.2 Remodel District 2 Communications Center & Basement floor.	√				
6.2.3 Expand District 1 Jail Facility.	√				
6.2.4 Implement a process to coordinate Staffing & Facility Planning.		√			
<b>6.3 Enhance Facility Support &amp; Administration</b> <span style="float: right;"><b>Cmdr. Dave Marshall</b></span>					
6.3.1 Hire Police Facility Coordinator for construction & maintenance coordination.				√	

# SCOTTSDALE POLICE DEPARTMENT

## FISCAL YEAR 2007/08 CALENDAR BY QUARTER

Scottsdale Police Department Strategies	Q1	Q2	Q3	Q4
<b>Strategic Direction 1 - Reduced Crime</b>				
<b>1.1 Enhance Crime Prevention Initiatives -</b>				
<i>Sponsor: Asst. Chief Sean Duggan</i>				
1.1.1 Evaluate the need for increased District level & Investigative Section level based assignment of crime analysis capabilities.		√		
<b>1.2 Enhance Enforcement Initiatives -</b>				
<i>Sponsors: Asst. Chief Sean Duggan, Cmdr. Scott Popp, Cmdr. Mike Rosenberger</i>				
1.2.1 Provide Public Safety service to urban Parks & Preserve.	√			
1.2.2 Evaluate the need for creating a new "Airpark" squad or district.			√	
1.2.3 Evaluate the need for utilizing night detectives.				√
1.2.4 Establish a Youth Services section to centralize youth intervention & enforcement efforts.				√
<b>Strategic Direction 2 – Organizational Excellence</b>				
<b>2.1 Develop Exemplary Leadership</b>				
<i>Sponsor Cmdr. Bill Wilton</i>				
2.1.1 Provide early intervention behavior identification training to management.	√			
2.1.2 Develop an Executive Development Program for middle level management.	√			
<b>2.2 Develop Employees</b>				
<i>Sponsor: Asst. Chief John Cocca</i>				
2.2.1 Evaluate & enhance the Master Police Officer (MPO) program.	√			
2.2.2 Evaluate & enhance diversity & cultural awareness training programs for line employees.	√			
2.2.3 Enhance Community Policing activities through improved training.	√			
2.2.4 Implement standardized briefing training.			√	
2.2.5 Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.				√
2.2.6 Develop Training Cadre & Technology Training Team.				√
<b>2.3 Develop the Organization</b>				
<i>Sponsor: Cmdr. Burl Haenel</i>				
2.3.1 Establish funding for pipeline positions (stairstep).	√			
2.3.2 Become nationally accredited by meeting ISO Accreditation for Crime Lab.	√			
2.3.3 Develop/improve 911/Communications protocol.	√			
2.3.4 Revise previous Department performance measures process into an integrated process with meaningful workload indicators.	√			
2.3.5 Establish a centralized committee to review all Department forms.	√			
2.3.6 Create an Internal Audit Unit.		√		
2.3.7 Evaluate alternatives to CALEA.			√	
2.3.8 Assess the Volunteer Program & evaluate the possible benefits of acquiring a full-time Volunteer Program/Explorer Program Coordinator.				√
<b>2.4 Enhance Recruitment</b>				
<i>Sponsor: Asst. Chief John Cocca</i>				
2.4.1 Improve the use of web technology for recruitment.		√		
2.4.2 Evaluate additional recruitment resources.				√
2.4.3 Increase recruitment advertising & marketing.				√

= continuing from previous fiscal year.

# SCOTTSDALE POLICE DEPARTMENT

## FISCAL YEAR 2007/08 CALENDAR BY QUARTER

Scottsdale Police Department Strategies	Q1	Q2	Q3	Q4
<b>Strategic Direction 3 – Strengthened Relationships</b>				
<b>3.1 Strengthen Intra-Governmental Relations</b> <i>Sponsor: Cmdr. Steve Gesell</i>				
3.1.1 Establish shared initiatives with the new City Fire Department.	√			
<b>3.2 Strengthen Internal &amp; External Communications</b> <i>Sponsor: Cmdr. Dave Marshall</i>				
3.2.1 Develop & implement enhancements to the PD Website.	√			
3.2.2 Strengthen working relationships with neighboring police agencies.	√			
<b>3.3 Strengthen Community Relations</b> <i>Sponsor: Cmdr. Dave Marshall</i>				
No FY07/08 Strategies				
<b>Strategic Direction 4 – Strengthened Emergency Preparedness</b>				
<b>4.1 Strengthen Readiness &amp; Recovery Protocols</b> <i>Sponsor: Cmdr. Steve Gesell</i>				
4.1.1 Develop a mobile command center as the platform for incident control.	√			
4.1.2 Research the need for expanding the Emergency Preparedness Section to include an Emergency Preparedness/Safety Coordinator position.			√	
4.1.3 Create Fire/Police Task Force to address response to high call volume dates/times & establish standard staffing level matrixes for special/large scale events.				√
4.1.4 Develop Unified Command after action & incident action plan documents & Unified Command reporting out process.				√
<i>Sponsor: Dir. Helen Gandara-Zavala</i>				
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	√			
5.1.2 Eliminate duplicate data entry required for multiple Police Dept. databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	√			
5.1.3 Improve automated information sharing with other Criminal Justice agencies.	√			
5.1.4 Migrate to State mandated META MORPHO fingerprint identification system.	√			
<b>5.2 Advance Communications Technology</b> <i>Sponsor: Dir. Helen Gandara-Zavala</i>				
5.2.1 Identify alternative mobile devices for data communications.	√			
<b>5.3 Advance Technology Support &amp; Infrastructure</b> <i>Sponsor: Dir. Helen Gandara-Zavala</i>				
5.3.1 Ensure backup of all mission critical job functions.	√			
<b>Strategic Direction 6 – Enhanced Facilities</b>				
<b>6.1 Develop New Facilities</b> <i>Sponsor: Cmdr. Dave Marshall</i>				
6.1.1 Plan, design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence, & the District 1 Downtown Patrol facility.	√			
6.1.2 Plan, design & construct the expanded Police & Fire Training facility.	√			
<b>6.2 Reallocate &amp; Enhance Existing Facilities</b> <i>Sponsor: Cmdr. Dave Marshall</i>				
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√			
6.2.2 Remodel District 2 Communications Center & Basement floor.	√			
6.2.3 Expand District 1 Jail facility.	√			
<b>6.3 Enhance Facility Support &amp; Administration</b> <i>Sponsor: Cmdr. Dave Marshall</i>				
No FY07/08 Strategies				

# SCOTTSDALE POLICE DEPARTMENT

## ACKNOWLEDGMENTS

The Department would like to express thanks to the following individuals who provided input into the development of the 2007/08-2011/12 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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<b>Mary Manross</b>		
MAYOR		
<b>Betty Drake</b>	<b>Wayne Ecton</b>	<b>Vice Mayor W.J. "Jim" Lane</b>
COUNCIL MEMBER	COUNCILMAN	COUNCILMAN
<b>Robert Littlefield</b>	<b>Ron McCullagh</b>	<b>Tony Nelssen</b>
COUNCILMAN	COUNCILMAN	VICE MAYOR
<b>CITY MANAGEMENT</b>		
<b>Jan Dolan</b>		
CITY MANAGER		
<b>Vacant</b>	<b>Roger Klingler</b>	<b>Neal Shearer</b>
ASST. CITY MANAGER	ASST. CITY MANAGER	ASST. CITY MANAGER

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*Report cover by Rick Forgus, Senior Graphics Designer, City of Scottsdale*

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

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