



SCOTTSDALE  
POLICE  
DEPARTMENT

## STRATEGIC PLAN



2014/15 - 2019/20

# SCOTTSDALE POLICE DEPARTMENT

## TABLE OF CONTENTS

MESSAGE FROM THE CHIEF	1
THE PLANNING PROCESS	2
MISSION AND VISION OF THE DEPARTMENT	3
ORGANIZATION OVERVIEW	4
IMPLEMENTATION AND EVALUATION	7
STRATEGIC DIRECTION 1: REDUCING CRIME FOR A SAFER COMMUNITY	8
STRATEGIC DIRECTION 2: PARTNERING WITH THE COMMUNITY TO INCREASE PUBLIC SAFETY	11
STRATEGIC DIRECTION 3: HIRING, INVESTING AND RETAINING QUALITY EMPLOYEES TO PROVIDE EXCEPTIONAL CUSTOMER SERVICE	13
STRATEGIC DIRECTION 4: BUILDING A COLLABORATIVE WORKFORCE FOR ENHANCED EFFECTIVENESS AND EFFICIENCIES	15
STRATEGIC DIRECTION 5: PLANNING FACILITIES FOR FUTURE GROWTH	17
STRATEGIC DIRECTION 6: ADVANCING TECHNOLOGY SOLUTIONS FOR ENHANCED PUBLIC SAFETY	19
ACKNOWLEDGMENTS	23

## MESSAGE FROM THE CHIEF

It is my pleasure to present the 10th Scottsdale Police Department Strategic Plan (2014/15-2019/20). This document is built on the foundation of past successes and combined with a vision for the future of our Department and our community. The strategies identified in this plan are the product of three different planning retreats and determined to be priorities as a part of our in-depth planning process.

This five-year plan encompasses the Department's commitment to community concerns through six Strategic Directions. These directions include enhancing capabilities, building and enhancing community partnerships, investing and retaining in exceptional employees who are skilled and efficient in their duties, and advancing technological solutions while planning for future growth.

I encourage you to review the included Strategic Plan initiatives, which reaffirm our commitment to the citizens to be proactive in our police services and continually strive to enhance the safety and quality of life here in the City of Scottsdale.



A handwritten signature in black ink, appearing to read 'C. S. R. H.', written in a cursive style.

## 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 regularly reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The 2014 strategic plan involved three retreats (please refer to page 6 for more information) with attendees representing all levels of the Police Department and other city departments. These retreats encompass a ground up process of reflection, evaluation, and new directions that best reflect the agencies mission and vision. The process involved a review of key inputs, Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, a review of the existing mission and vision statement, brainstorming to identify additional strategies, modification of existing strategies, and prioritization of strategic issues.

## REVIEW OF INPUTS

Prior to and during the retreats, attendees reviewed several key inputs that would serve as a guide during the planning process. The review covered:

- \* City demographic, financial, and economic trends.
- \* Crime trends and calls for service data.
- \* Key accomplishments and strategic plan progress.
- \* Personnel and available resources.
- \* City capital improvement projects and residential/commercial development plans.
- \* Police Department budget allocations.

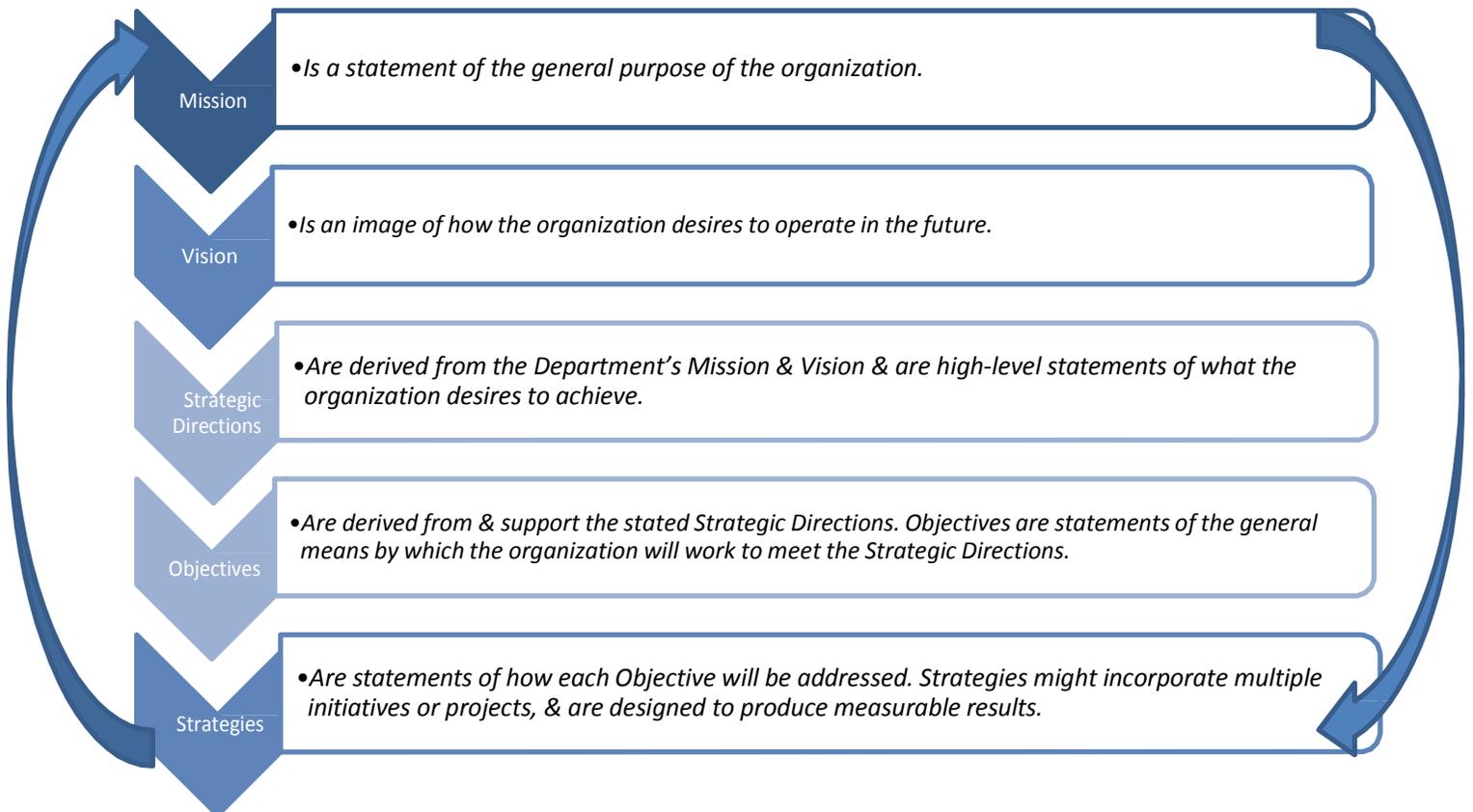
Attendees considered these inputs while reviewing and making adjustments to the strategic plan throughout the retreats.

## 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

*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**.*



## Organizational Overview

The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community that as of July 31, 2014 has a population of 225,698<sup>a</sup> persons in an area approximately 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.

<sup>a</sup> *Population Arizona Department of Administration - Office of Employment and Population Statistics*

### 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:

- \* By 2020, the population of Scottsdale will have increased approximately 11% (forecasting an annual growth rate of 1.83%).
- \* Citizen-generated and Officer-initiated calls for service will remain fairly stable or slightly increase.
- \* The largest resident population of the City will remain in the Central Area (Indian Bend Road to Deer Valley Road) of the city
- \* Tourism will remain a pillar to Scottsdale's economy.
- \* Land use is approximately 48% residential, 43% Open Space, 6% industrial/commercial, and 4% mixed use.
- \* The City's revitalization efforts in the Downtown Scottsdale and Greater Airpark areas will impact the Department's workload and policing strategies over the next few years. The revitalization includes new mixed-use commercial, retail, and residential developments in both the Downtown and Airpark areas, with expected population growth.
- \* FY2014/15 positions adopted: 413 sworn, 246.6 civilian employees, 664.6 total.
- \* FY2014/15 authorized Officers per 1,000 population: 1.83.
- \* FY2014/15 authorized civilian employees per 1,000 population: 1.10.

*Sources: City of Scottsdale: Planning, Neighborhood & Transportation Division, Financial Services Division, Public Safety Division & Maricopa Association of Governments. Calculations based on Maricopa Association of Governments 2013 Socioeconomic Projections. For Official Population, please refer to the Arizona Department of Administration Office of Employment and Population Statistics.*

## 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:

- \* Southern Scottsdale (south of Indian Bend Road) and Downtown Scottsdale are the established, more mature parts of Scottsdale. The southernmost part of this area contains neighborhoods typical of the 1950's, 1960's, and early 1970's. The northern part of the area contains large, master-planned communities built in the late 1970's and early 1980's. Much of the City's retail, entertainment, and office activities are located in this area.
- \* The central Scottsdale area (Indian Bend Road north to Deer Valley Road) includes a combination of mature neighborhoods and newer developments, with several major master-planned communities, as well as high density single-family homes, town homes, condominiums, and apartments. Central Scottsdale includes the Greater Airpark Area, Scottsdale airport, regional commercial and employment uses.
- \* The north part of the City (North of Deer Valley Road) includes several newer large master-planned communities, many with golf courses. The area is a lower density, high-desert environment with relatively little commercial development. The area includes 30,165 acres of the McDowell Sonoran Preserve, along with major landholdings, and large undeveloped tracts of land still controlled by the Arizona State Land Department.
- \* The Greater Scottsdale Airpark is the 6<sup>th</sup> largest employment center in Arizona, with nearly 38,600 employees (surveyed from employers with 5 or more employees) in over 1,269 businesses; with major notable employers like Vanguard, The Fairmont Scottsdale Princess, GoDaddy Software Inc., International Cruise Excursions Inc. and The Henkel Corporation. The Airpark is home to Scottsdale Airport, the busiest single-runway, general aviation airport in the country and the largest corporate jet facility in Arizona.
- \* Other employment areas are nestled in the heart of McCormick Ranch and boasts nearly 23,800 employees (surveyed from employers with 5 or more employees) in over 800 businesses; with major notable employers like Scottsdale Insurance Company, Hyatt Regency Scottsdale, Scottsdale Healthcare, and CVS Pharmacy Inc. The Southern Scottsdale employment area is anchored by SkySong: The ASU Center for Innovation and major employers like McKesson, Yelp, Ticketmaster, the City of Scottsdale and Scottsdale Healthcare.
- \* Homeland Security issues will continue to evolve requiring an all-hazards approach to prevent and respond to natural and man-made disasters.
- \* Calendar years 2009/ 2010 provided the first sign of economic recovery for Scottsdale since the start of the Great Recession in 2007, and at a broader level, for the national economy also. Today, Arizona is expected lag behind the national recovery, and the recovery will be modest.
- \* It is expected that Scottsdale will continue to have one of the lowest unemployment rates in the metropolitan area.

*Sources: City of Scottsdale: Planning, Neighborhood & Transportation Division, Community & Economic Development Division, Public Safety Division & Maricopa Association of Governments.*

## SWOT ANALYSIS

Facilitators conducted a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis allowing attendees to brainstorm and exchange ideas about the positives and negatives inside and outside of the organization. The analysis provided perspective and was utilized as a resource throughout the strategic planning process.



## REVIEW & UPDATE OF THE 5-YEAR PLAN

The 2013/14 strategic planning process marked the Department's 10th consecutive year of success with our strategic planning initiative. The department hosted three retreats to gather valuable information in developing this plan: The Police Technology Forum, The Strategic Plan Annual Update, and the Crime Reduction Forum. During these retreats, attendees focused on reviewing and updating the existing 5-Year plan. A review of the Department's mission and vision statement was completed in which the department confirmed the commitment to the mission statement and re-evaluated the vision to create a succinct and direct statement as reflected previously in this document. At the conclusion of the multiple retreats, employees developed new strategic directions that better suited the future direction of the department.

## PRIORITIZATION

After 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 status. Strategies 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 strategy.

## **IMPLEMENTATION & EVALUATION**

### **SPONSORSHIP & ACCOUNTABILITY**

The ownership and dedication to the strategic plan can be observed throughout all of the Scottsdale Police Department. The Chief of Police is committed and oversees the success and implementation of the plan in its entirety, ensuring accountability throughout the rest of the department. Assistant Chiefs oversee the continued efforts of the Strategic Directions as sponsors of the six directions. Command Staff, Department Commanders and Civilian Directors, take personal responsibility in sponsorship over the Strategic Objectives. Mid-level managers of the department, comprised of lieutenants, sergeants, and civilian managers, supervisors, and senior analysts, act as strategy leaders, creating and overseeing teams of employees who work together to accomplish and follow through the identified strategies of the department. Through the combined sponsorship of all levels of police employees we ensure the accountability of our department to the efforts of this strategic plan.

### **STRATEGIC PLAN REVIEW, TRACKING & MEASUREMENT**

The Strategic Plan and its process are facilitated by the Planning, Research and Accreditation division of the Operational Services Bureau. This includes hosting the retreats in which this plan was created, coordinating the continued operation of the tool, creating and updating regular reports of progress and providing updates to the department and community.

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 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, ensuring continued work on the strategic plan.

## **ANNUAL REPORTS**

In addition to this document that stands as the official strategic plan for the five year period, there is an annual report documenting the active strategies for each of the five fiscal years. This report includes information about the strategy leader, measures of success, as well as the leaders assigned to the strategies. This report structure allows for a regular update to the planning process and is available to view on the Department's website. There will be a total of five additional reports at the conclusion of this plan, allowing the public to be kept up to date with the progress and purpose behind each of the identified strategies throughout the five year cycle.

At the conclusion of the year, a performance report is prepared and also available to view online. The report provides information on the progress and status of each strategy initiated that fiscal year. These reports are available for download from the City's website at <http://www.scottsdaleps.com>.

## **1.0 REDUCING CRIME FOR A SAFER COMMUNITY**

**1.1 Enhance External Law Enforcement Relationships**

**1.2 Promote Youth Intervention Initiatives**

**1.3 Enhance Forensics Capabilities**

**1.4 Utilize Intel-Led Policing**

**1.5 Update Surveillance Technology**

**1.6 Enhance Suspect Detection, Apprehension, and  
Prosecution**

### **Sponsored by:**

Cmdr. Bruce Ciolli (1.6)  
Dir. Steve Garrett (1.1 & 1.3)  
Cmdr. Tom Henny (1.2, 1.4, & 1.5)



## 1.1 Enhance External Law Enforcement Relationships

Strategies	Year	Funding Status
1.1.1 Explore an initiative to share local lab DNA data between agencies.	1*	NF/GR
1.1.2 Evaluate and enhance communication and collaboration with other agencies and task forces, Local & Federal.	2	ER

## 1.2 Promote Youth Intervention Initiatives

Strategies	Year	Funding Status
1.2.1 Develop a juvenile diversion program for alternatives to arrest.	2*	ER
1.2.2 Create collaborative youth intervention programs and initiatives to reduce criminal activity by juveniles.	2	ER
1.2.3 Establish a process to identify and target at-risk youth for potential intervention.	2	ER

## 1.3 Enhance Forensics Capabilities

Strategies	Year	Funding Status
1.3.1 Enhance evidence collection and processing capabilities for improved case clearance.	1	ER
1.3.2 Research data/intelligence gathering (i.e., smart phones/tablets) for increased investigative leads	1	ER
1.3.3 Evaluate options for advancement of storage capabilities and digital evidence lab.	2	RICO
1.3.4 Identify training needs for a Forensic Digital Evidence Lab and technology for improved investigations and defensible court testimony.	1	NF/GR
1.3.5 Review and propose methods to receive and view streaming video.	2	RICO
1.3.6 Establish a forensic computer lab to address increased demand.	5	RICO

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	CIP = Capital Improvement Project
*Continued Strategy from Prior Plan	RICO= Assets seized via Racketeer-Influenced & Corrupt Organization Act

## 1.4 Utilize Intel-Led Policing

Strategies	Year	Funding Status
1.4.1 Explore implementing a real-time crime center for increased response and tactical decision making.	2	ER/CIP

## 1.5 Update Surveillance Technology

Strategies	Year	Funding Status
1.5.1 Explore citywide CCTV program in public areas to deter criminal activity and provide investigative leads.	5	CIP
1.5.2 Improve camera surveillance in remote areas to augment public safety.	3	NF
1.5.3 Research feasibility, benefits, & procurement options of an aerial surveillance platform.	1	GR/ER
1.5.4 Expand private/public partnerships to share streaming video.	2	NF
1.5.5 Transmit video to command/responsive units (event cameras).	1	NF

## 1.6 Enhance Suspect Detection, Apprehension, & Prosecution

Strategies	Year	Funding Status
1.6.1 Explore adding another fully staffed Bike Unit to address city-wide workload.	3	RICO
1.6.2 Evaluate computer crime trends and investigate staffing needs to ensure appropriate service delivery.	2	ER
1.6.3 Evaluate Ccrime analysis program expansion	2	ER
1.6.4 Improve service delivery for poperty crimes through enhanced staffing and process efficiencies.	1	ER

Legend

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*Continued Strategy from Prior Plan	

## **2.0 Partnering With the Community to Increase Public Safety**

**2.1 Develop Business Outreach Programs**

**2.2 Enhance Public Outreach And Community Relations**

**2.3 Develop Crime Reduction Outreach Programs**

### **Sponsored by:**

Cmdr. Ron Bayne



## 2.1 Develop Business Outreach Programs

Strategies	Year	Funding Status
2.1.1 Evaluate and enhance partnership opportunities with businesses.	2	ER
2.1.2 Evaluate and enhance direct citizen/business contact program.	2	ER
2.1.3 Partner with pharmacies on methods to secure pharmaceutical stock.	2	ER

## 2.2 Enhance Public Outreach And Community Relations

Strategies	Year	Funding Status
2.2.1 Establish an “open house” initiative to increase and strengthen community relations.	2	ER
2.2.2 Increase community outreach for current crime activity and educate public on emerging crime trends.	1	ER
2.2.3 Establish a 911 education program.	2	ER
2.2.4 Strategically market SPD brand and showcase talents/successes.	2	ER
2.2.5 Enhance customer service delivery to citizens at the district station lobbies.	2	ER

## 2.3 Develop Crime Reduction Outreach Programs

Strategies	Year	Funding Status
2.3.1 Make CPTED part of the City’s planning approval process.	4	ER
2.3.2 Introduce a consequence based marketing campaign.	2	ER

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## **3.0 Hiring, Investing and Retaining Quality Employees to Provide Exceptional Customer Service**

- 3.1 Create Cross-Divisional Learning Opportunities**
- 3.2 Enhance Service Delivery & Succession Planning**
- 3.3 Enhance Training**
- 3.4 Leverage Alternative Recruitment Methods**

### **Sponsored by:**

Mgr. Lisa Angelini (3.4)  
Cmdr. Chris Hall (3.1)  
Cmdr. Aaron Minor (3.2)  
Cmdr. Rich Slavin (3.3)



### 3.1 Create Cross-Divisional Learning Opportunities

Strategies	Year	Funding Status
3.1.1 Develop a cross-divisional education and training program across bureaus.	1	ER

### 3.2 Enhance Service Delivery & Succession Planning

Strategies	Year	Funding Status
3.2.1 Create formalized mentoring plan for sworn & civilian employees.	2*	ER
3.2.2 Create and implement a sworn structured “Officer In Charge” program.	1*	ER

### 3.3 Enhance Training

Strategies	Year	Funding Status
3.3.1 Conduct “High Density Property” Response training.	2	ER
3.3.2 Create and implement an “Alternative Delivery” training program (to include technology, scheduling, etc.)	1*	OP
3.3.3 Asses the training unit & evaluate benefits of acquiring additional full-time instructor position.	1*	NF
3.3.4 Integrate civilian staff in the training unit	3	NF
3.3.5 Enhance employee Well Care programs.	2	NF

### 3.4 Leverage Alternative Recruitment Methods

Strategies	Year	Funding Status
3.4.1 Develop a formalized and sustainable internship program.	1	ER
3.4.2 Develop a comprehensive recruitment approach and outreach team.	1	ER
3.4.3 Explore benefits of instituting an Unpaid Reserve program.	3	ER
3.4.4 Partner with Community College Academy to identify potential recruits.	1	ER

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## **4.0 Building a Collaborative Workforce for Enhanced Effectiveness and Efficiencies**

### **4.1 Enhance Organizational Effectiveness through Teamwork**

### **4.2 Identify Efficiencies and Improvements**

#### **Sponsored by:**

Dir. Will Davis (4.2)  
Cmdr. Rich Slavin (4.1)



## 4.1 Enhance Organizational Effectiveness through Teamwork

Strategies	Year	Funding Status
4.1.1 Enhance internal department communication process.	1	ER
4.1.2 Enhance the Departments employee recognition process for increased employee engagement.	1*	ER

## 4.2 Advance Technology Solutions

Strategies	Year	Funding Status
4.2.1 Initiate a team to conduct process map workflows to improve efficiencies.	1	ER
4.2.2 Research increase in service delivery, and efficiencies, by enhancing civilian specialization in units.	2	ER
4.2.3 Establish a process to ensure annual evaluation of task force involvement & outcomes.	3	ER
4.2.4 Asses Internal Audit Options	5	ER
4.2.5 Institute a consistent and sustainable workload analysis process for all organizational components.	1*	ER

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## **5.0 Planning Facilities for Future Growth**

### **5.1 Plan For Facility Improvement And Design**

### **5.2 Coordinate Staffing and Organizational Changes With Existing Space Needs And Future Growth Plans**

### **Sponsored by:**

Dir. Tom Melton



## 5.1 Plan For Facility Improvement And Design

Strategies	Year	Funding Status
5.1.1 Develop a plan for facility needs that includes consideration for type and number of staff housed and unit needs, allows for organizational change and reassignment options, and ensures user-end involvement.	4*	NF
5.1.2 Consolidate jail services into one location.	✓*	--

## 5.2 Coordinate Staffing And Organizational Changes With Existing Space Needs And Future Growth Plans

Strategies	Year	Funding Status
5.2.1 Evaluate current space use for effective and efficient repurposing.	4*	NF

\* = Strategy continuing from previous fiscal year.

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## **6.0 Advancing Technology Solutions for Enhanced Public Safety**

**6.1 Evaluate Web Solutions**

**6.2 Update Radio Technology**

**6.3 Expand Data Storage Solutions**

**6.4 Enhance Intel/Info Gathering**

**6.5 Enhance 911 Capabilities**

**6.6 Research & Implement Applications For A More Efficient Work Place**

**6.7 Leverage Database Integration Opportunities**

**6.8 Pursue Innovative Mobile Wireless Solutions/Platforms**

### **Sponsored by:**

Dir. Steve Garrett (6.3)

Cmdr. Tom Henny (6.4)

Dir. Michael Keran (6.1, 6.6, 6.7, & 6.8)

Dir. Tom Melton (6.2 & 6.5)



## 6.1 Evaluate Web Solutions

Strategies	Year	Funding Status
6.1.1 Improve internal PD Web for bulletins, Policeline newsletter, & department-wide E-mails.	2	ER
6.1.2 Explore alternatives to allow citizens to obtain Public Records online.	2	ER
6.1.3 Evaluate costs and benefits of licensing Justice Web Interface (JWI) on all desktops.	3	ER

## 6.2 Update Radio Technology

Funding Strategies	Year	Status
6.2.1 Pursue wireless radio solutions options (accessories).	2	OP
6.2.2 Research costs and benefits of “on-officer” GPS capability.	2	ER
6.2.3 Develop seamless communication plan and identify gaps for inter-agency operations.	2	ER

## 6.3 Expand Data Storage Solutions

Strategies	Year	Funding Status
6.3.1 Centralize data storage solutions and plan for disaster recovery while exploring cloud storage solutions.	3	ER
6.3.2 Explore digital evidence storage and video solutions.	2	ER

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## 6.4 Enhance Intel/Info Gathering

Strategies	Year	Funding Status
6.4.1 Purchase facial recognition technology.	5	ER
6.4.2 Examine use of social media.	1	ER
6.4.3 Evaluate and acquire internet wire-tap software to meet investigative and legal requirements.	4	ER/NF

## 6.5 Enhance 911 Capabilities

Strategies	Year	Funding Status
6.5.1 Explore alternative to implement a solution to receive 911 text information into Dispatch.	2	ER
6.5.2 Research and recommend methods to provide for Telecommunication Device for the Deaf (TDD) to Computer Aided Dispatch (CAD).	4	ER

## 6.6 Research & Implement Applications For A More Efficient Work Place

Strategies	Year	Funding Status
6.6.1 Evaluate scheduling software options and recommend options.	3	ER
6.6.2 Asses benefits and providers for redaction software.	✓	--
6.6.3 Establish or enhance utilization of technology for vitural meetings.	3	ER
6.6.4 Explore methods to develop group task lists/workflows.	2	ER
6.6.5 Assesss the benefit & feasibility of implementing Microsoft SharePoint server technology department wide.	3*	ER

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## 6.7 Leverage Database Integration Opportunities

Strategies	Year	Funding Status
6.7.1 Implement a Lab and Records Integration Project (LIMS).	2	OP
6.7.2 Evaluate, prioritize and implement systems integration between Police Records Management, Court Systems and disposition reporting, and other criminal justice databases as appropriate.	3	ER

## 6.8 Pursue Innovative Mobile Wireless Solutions/Platforms

Strategies	Year	Funding Status
6.8.1 Research benefits of individually assigned mobile connected devices (tablets/iPads).	2	ER
6.8.2 Identify wearable/mobile computer solutions and possible applications and benefits.	3	ER
6.8.3 Explore possible alternatives to access ACJIS and CFS data on mobile devices (Smart Phones/Tablets) and make recommendations for implementation.	3	GR

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## ACKNOWLEDGMENTS

The Department would like to express thanks to the following individuals who provided input into the development of the 2014/15-2019/20 Strategic Plan through their participation in the various retreats. We acknowledge the valuable contributions of all who participated in the process, and have made our best attempt below to include all of those involved with updating the plan.

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Jamie Buckler	Matt Evans	Robert Horton	Chris McDowell	Beau Robins	Janet Wraspir
Carrie Candler	Susan Frausto	Ben Hoster	Tom Melton	Alan Rodbell	Adam Yaron
Kris Cano	Brian Freeman	Paul Hruby	Aaron Minor	Luis Santaella	John Zobel
Mark Carpenter	Pam Foster	Tommy Jensen	Mike Morrison	Wes Shaffer	Ben Zweig

### RETREATS FACILITATED BY

Paul Bentley  
Kristi Utter

<b>City of Scottsdale</b>		
<b>CITY COUNCIL</b>		
<b>W.J. "Jim" Lane</b>		
<i>MAYOR</i>		
<b>Suzanne Klapp</b>	<b>Virginia Korte</b>	<b>Kathy Littlefield</b>
<i>COUNCILMEMBER</i>	<i>COUNCILMEMBER</i>	<i>COUNCILMEMBER</i>
<b>Linda Milhaven</b>	<b>Guy Phillips</b>	<b>David N. Smith</b>
<i>COUNCILMEMBER</i>	<i>COUNCILMEMBER</i>	<i>COUNCILMEMBER</i>
<b>Fritz Behring</b>		
<i>CITY MANAGER</i>		

***If you have any questions, please contact us at [cjohnson@scottsdaleaz.gov](mailto:cjohnson@scottsdaleaz.gov) and we will be happy to assist you.***

*Compiled and Edited by Cassie Johnson  
Police Planning, Research & Accreditation Division*

This document is also available in PDF format on our website at [www.scottsdalepd.com](http://www.scottsdalepd.com)  
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