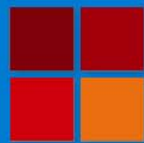


City of Scottsdale
Police Department



Strategic Plan
Fiscal Year 2006/07 - 2010/11

SCOTTSDALE POLICE DEPARTMENT

TABLE OF CONTENTS

<u>CHIEF'S MESSAGE</u>	3
<u>ORGANIZATIONAL OVERVIEW</u>	4
<u>THE PLANNING PROCESS</u>	7
<u>IMPLEMENTATION & EVALUATION</u>	9
<u>STRATEGIC DIRECTIONS & OBJECTIVES</u>	11
<u>STRATEGIC DIRECTION 1: REDUCED CRIME</u>	12
<u>STRATEGIC DIRECTION 2: ORGANIZATIONAL EXCELLENCE</u>	15
<u>STRATEGIC DIRECTION 3: STRENGTHENED RELATIONSHIPS</u>	18
<u>STRATEGIC DIRECTION 4: STRENGTHENED HOMELAND DEFENSE</u>	20
<u>STRATEGIC DIRECTION 5: ADVANCED TECHNOLOGY SOLUTIONS</u>	22
<u>STRATEGIC DIRECTION 6: ENHANCED FACILITIES</u>	25
<u>FISCAL YEAR 2006/07 IMPLEMENTATION STRATEGIES</u>	27
<u>5-YEAR CALENDAR</u>	41
<u>FISCAL YEAR 2006/07 CALENDAR BY QUARTER</u>	44
<u>ACKNOWLEDGMENTS</u>	46

SCOTTSDALE POLICE DEPARTMENT

MESSAGE FROM THE CHIEF

As Chief of Police, I am pleased to introduce our Department's 2006/07 to 2010/11 Strategic Plan. Our new plan builds upon the many successes of our previous Strategic Plan, 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.

I am very proud to say that over the past year we have achieved international recognition with our strategic planning process. The International Association of Chief's of Police (IACP) selected a white paper on our process for expected publication in their December 2006 edition of *Police Chief* magazine. In September of this year we presented our plan and process at the International Association of Law Enforcement Planners (IALEP) conference in Newport, Rhode Island. And our Strategic Planning process was selected as an *Exemplary Project* by the Commission on Accreditation for Law Enforcement Agencies (CALEA) during our August on-site inspection for our reaccreditation process. This is prestigious recognition, reflecting the commitment and efforts of members of our organization, as well as citizens we have built partnerships with within the 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 the citizens of Scottsdale, that we have been able to launch many of our strategic priorities and garner international recognition.

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

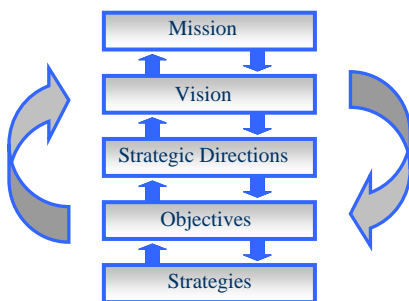
The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community of more than 225,000 persons spread over an area of 185 square miles. The Department remains a progressive and innovative law enforcement agency, possessing strong values that emphasize ethical behavior, 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
Mission <i>Is a statement of the general purpose of the organization.</i>
Vision <i>Is an image of how the organization desires to operate in the future.</i>
Strategic Directions <i>Are derived from the Department’s Mission & Vision & are high-level statements of what the organization desires to achieve.</i>
Objectives <i>Are derived from & support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.</i>
Strategies <i>Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, & 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.
-  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.
-  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.
-  FY2006/07 positions adopted: 426 sworn, 276 civilian employees.
-  FY2006/07 authorized Officers per 1,000 population: 1.77.
-  FY2006/07 authorized civilian employees per 1,000 population: 1.15.

	2001/02	2002/03	2003/04	2004/05	2005/06	Projected				
						2006/07	2007/08	2008/09	2009/10	2010/11
Population	215,320	218,940	222,880	225,680	237,510	241,110	244,710	248,310	251,910	255,510
Calls for Service	244,589	263,635	278,010	271,925	297,579	311,388	325,197	339,006	352,815	366,624












Notes: Population data provided by the City of Scottsdale Community Planning Division (end of FY figures). Calls for Service historical data provided by the Police Department Crime Analysis Unit.

2005/06 Calls for Service figure is an estimate based on partial data; complete data was unavailable due to conversion of the Department 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 2006 Strategic Plan update process involved a half-day retreat with 40 attendees representing Police Command Staff, Lieutenants, Civilian Managers, and the City’s Municipal Security 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 & City Public Safety Tax 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 13 new Strategies focused on crime prevention, traffic enforcement, investigative resources, employee development, communications technology, and homeland defense. The 13 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, Deputy 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 "Police-line" 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

1. REDUCED CRIME	4. STRENGTHENED HOMELAND DEFENSE
1.1 Enhance Crime Prevention Initiatives 1.2 Enhance Enforcement Initiatives	4.1 Strengthen Readiness & Recovery Protocols
2. ORGANIZATIONAL EXCELLENCE	5. ADVANCED TECHNOLOGY SOLUTIONS
2.1 Develop Exemplary Leadership 2.2 Develop Employees 2.3 Develop the Organization 2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees	5.1 Advance Integration Capabilities 5.2 Advance Communications Technology 5.3 Advance Technology Support & Infrastructure
3. STRENGTHENED RELATIONSHIPS	6. ENHANCED FACILITIES
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:

Deputy Chief Sean Duggan

1.1, 1.2.1, 1.2.2, 1.2.6, 1.2.8, 1.2.9, 1.2.12, 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."

Sub-Sponsored by:

Commander Scott Popp

1.2.4

Commander Mike Rosenberger

1.2.5, 1.2.13, 1.2.14

Commander Barry Vassall

1.2.3, 1.2.7, 1.2.10, 1.2.11, 1.2.16

1.1 Enhance Crime Prevention Initiatives

Strategies	Year	Funding Status
1.1.1 Increase District-based tactical crime analysis capabilities.	2	NF
1.1.2 Expand District-level Crime Prevention staffing.	3	NF

*Strategy is continuing from previous FY.

Legend

Year	Funding Status
1= FY 2006/07	NF = Not Funded
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1.2 Enhance Enforcement Initiatives

Strategies	Year	Funding Status
1.2.1 Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.	1*	OP
1.2.2 Provide Public Safety service to urban parks & preserve.	1*	PST
1.2.3 Implement special enforcement unit focused on repeat offenders, high enforcement arrests, & gang activity.	1*	NF**
1.2.4 Enhance the Downtown District.	1	ER
1.2.5 Assess Investigative Services staffing needs.	1	ER
1.2.6 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.	2	NF
1.2.7 Establish a second nighttime Traffic Squad consisting of one Sergeant & six Officers.	2	NF
1.2.8 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.	3	NF
1.2.9 Enhance law enforcement capabilities dedicated to the airport.	3	NF/ER
1.2.10 Expand the K-9 Unit.	3	NF
1.2.11 Establish a third Motor Squad consisting of one Sergeant & six Officers.	3	NF
1.2.12 Establish a Bike Unit in District 3.	4	NF
1.2.13 Establish a Youth Services section to centralize youth intervention & enforcement efforts.	4	NF
1.2.14 Expand tactical response & warrant service capabilities.	4	NF
1.2.15 Establish a Bike Unit in District 2.	5	NF
1.2.16 Establish a Commercial Vehicle Safety Inspection Squad consisting of four Officers as part of the Vehicular Crimes Reconstruction Unit (VCRU).	5	NF***

*Strategy is continuing from previous FY.

**Partially funded - Repeat Offender & High Enforcement Arrests only.

***Partially funded by MCSAP grant, for 1 commercial vehicle inspector.

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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, Hiring, Training & Retention of Probationary Employees

Sponsored by:

Deputy 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 Evaluate & enhance diversity & cultural awareness training programs for management.	1*	ER
2.1.2 Provide early intervention behavior identification training to management.	1*	NF
2.1.3 Develop an Executive Development Program for middle level management.	1*	NF
2.1.4 Implement approved leadership training & assess effectiveness.	1*	OP

2.2 Develop Employees

Strategies	Year	Funding Status
2.2.1 Formalize career development “roadmaps” for line personnel & develop suggested training plans to assist on-going employee development.	1*	ER
2.2.2 Evaluate & enhance the Master Police Officer (MPO) program.	1*	ER
2.2.3 Evaluate & enhance diversity & cultural awareness training programs for line employees.	1	ER
2.2.4 Implement an optional 360 feedback instrument for employees’ professional/personal development.	1	ER
2.2.5 Enhance Community Policing activities through improved training.	1	ER
2.2.6 Allow Supervisors access to training “roadmap” information for employees to match skills to specific training/work experience.	2	ER
2.2.7 Complete study of special assignment rotation policy for Supervisors.	2	ER
2.2.8 Implement standardized briefing training.	2	ER
2.2.9 Develop training cadre & technology training team.	2	NF/ER
2.2.10 Determine the need for creating a civilian training manager position.	3	NF

*Strategy is continuing from previous FY.

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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 Staff each District & Division with secretarial support.	2	NF
2.3.6 Establish a department-wide project tracking & analysis process.	2	ER
2.3.7 Create an Internal Audit Unit.	2	NF
2.3.8 Assess the Volunteer Program & evaluate the possible benefits of acquiring a full-time Volunteer Program/Explorer Program manager.	2	NF
2.3.9 Establish a grant-writer position to seek grants & donations.	3	NF

2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees

Strategies	Year	Funding Status
2.4.1 Reduce the loss of civilian employees during the probationary/training phase.	1*	ER
2.4.2 Reduce Sworn recruit turnover.	1*	ER

*Strategy is continuing from previous FY.

**Incrementally funded over 5 years.

Legend

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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. Dave Marshall

“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 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	1*	ER**

*Strategy is continuing from previous FY.

**Also supported by donations.

Legend

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4.0 STRENGTHENED HOMELAND DEFENSE

4.1 Strengthen Readiness & Recovery Protocols

Sponsored by:

Commander Dave Marshall

“In today’s world we must expect the unexpected & prepare accordingly. What we believed could never happen is what we must now be prepared for. This objective ensures that we utilize the best & most current information, strategies, training & community education to minimize those possibilities. Should an event occur, we will be prepared & equipped to safely & effectively mitigate the event & swiftly restore the safety, quality & vitality of our community.”

4.1 Strengthen Readiness & Recovery Protocols

Strategies	Year	Funding Status
4.1.1 Create a system to update & train on all emergency response plans.	1*	ER
4.1.2 Enhance ability to respond to weapons of mass destruction events (Explosive Ordnance Device Unit).	1	NF
4.1.3 Research the need & feasibility of creating a Homeland Security/Safety Coordinator position within the Police Department.	2	NF
4.1.4 Develop a mobile command center as the platform for incident control.	3	NF

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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 a plan to provide adequate radio coverage to the Preserve area.	1*	ER
5.2.3 Acquire a new radio system.	1*	CIP
5.2.4 Evaluate short term solutions for improved radio coverage interoperability with the Fire Department.	1	NF
5.2.5 Acquire additional dispatch equipment for District 3 & Downtown.	2	NF
5.2.6 Establish improved radio coverage interoperability with the Fire Department when Fire converts to a 700/800 MHz radio system.	3	NF

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5.3 Advance Technology Support & Infrastructure

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

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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 District 1 facility.	1*	CIP
6.1.2 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	1*	CIP
6.1.3 Plan, design & construct the expanded Police & Fire Training facility.	1*	CIP
6.1.4 Plan, design & construct the District 4 facility.	3	NF

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 Expand District 3 covered parking & locker facilities.	1*	CIP
6.2.3 Remodel District 2 Communications Center & basement floor.	1	CIP
6.2.4 Consolidate jail facilities.	3	CIP

6.3 Enhance Facility Support & Administration

Strategies	Year	Funding Status
6.3.1 Hire Police Facility Coordinator for construction & maintenance coordination.	3	NF

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SCOTTSDALE POLICE DEPARTMENT

FISCAL YEAR 2006/07 IMPLEMENTATION STRATEGIES

1.2 ENHANCE ENFORCEMENT INITIATIVES

STRATEGY

1.2.1 CONDUCT A PHOTO-ENFORCEMENT PILOT ON THE SCOTTSDALE SECTION OF SR 101.

DESCRIPTION:

Implement photo-enforcement on the Scottsdale section of the SR 101 to reduce collisions on an experimental basis.

MEASURES OF SUCCESS:

Agreement of cooperation from the Arizona Department of Transportation (ADOT); implementation of the pilot study; reduction in speed & collisions on the SR 101.

STRATEGY LEADER:

Lt. Frank O'Halloran

STRATEGY

1.2.2 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. Tony Gibson

STRATEGY

1.2.3 IMPLEMENT SPECIAL ENFORCEMENT UNIT FOCUSED ON REPEAT OFFENDERS, HIGH ENFORCEMENT ARRESTS, & GANG ACTIVITY.

DESCRIPTION:

Direct resources to work with the community, other agencies, & internal resources to curtail repeat offenders & gang activity through aggressive enforcement, investigations, education & intelligence gathering.

MEASURES OF SUCCESS:

Resources will be directed to enforce, investigate, collect & analyze gang activity. Gang intelligence will be centrally located with the HEAT Unit utilizing Gang Net & other intelligence gathering processes. Educational meetings within the community to help citizens identify & combat gang-related issues.

STRATEGY LEADER:

Lt. Johnny Cervantes

STRATEGY

1.2.4 ENHANCE THE DOWNTOWN DISTRICT.

DESCRIPTION:

To establish the necessary infrastructure, personnel & equipment needs required for the activation of the fourth patrol district, which will address increasing policing demands within the City's downtown area due to expected growth as a result of redevelopment efforts.

MEASURES OF SUCCESS:

Activation of the new patrol district with it's own command structure & defined geographic areas.

STRATEGY LEADER:

Lt. Tom Henny

STRATEGY

1.2.5 ASSESS INVESTIGATIVE SERVICES STAFFING NEEDS.

DESCRIPTION:

To forecast staffing needs for Investigative Services for the next 5 years. Includes the analysis of empirical data combined with a review of previous recommendations from the Northwestern Deployment Study. Recommendations will then be made to top-staff for upcoming budget processes.

MEASURES OF SUCCESS:

Completion of a white paper on ISB staffing needs, & completion of Budget Development Evaluation Decision Package Requests that are approved by top- staff for submittal.

STRATEGY LEADER:

Cmdr. Mike Rosenberger

2.1 DEVELOP EXEMPLARY LEADERSHIP

STRATEGY

2.1.1 EVALUATE & ENHANCE DIVERSITY & CULTURAL AWARENESS TRAINING PROGRAMS FOR MANAGEMENT.

DESCRIPTION:

This strategy will evaluate the current diversity & cultural awareness programs available to, or attended by, members of management. The programs will be evaluated for content & suitability to Department needs. If it is determined that the available programs do not meet our needs, recommendations for improvement will be made to top-staff.

MEASURES OF SUCCESS:

Completion of current program assessment & the development of recommendation report.

STRATEGY LEADER:

Lt. Ernie Anderson

STRATEGY

2.1.2 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

2.1.3 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

STRATEGY

2.1.4 IMPLEMENT APPROVED LEADERSHIP TRAINING AND ASSESS EFFECTIVENESS.

DESCRIPTION:

Implement the LTPS leadership training approved as a result of a previous Strategy called "Develop a Program to Address Leadership Training Needs". Includes train-the-trainer instruction & incorporation of the training in the City's ASPEN system to ensure on-going training & management of the process. A final component is an assessment of the effectiveness of the training & the formalized process.

MEASURES OF SUCCESS:

Completion of training & class critiques; incorporation of training in the City's ASPEN system; completion of survey to all supervisors & above on satisfaction of training needs & effectiveness of the formalized process.

STRATEGY LEADER:

Lt. Jeff Smythe

2.2 DEVELOP EMPLOYEES

STRATEGY

2.2.1 FORMALIZE CAREER DEVELOPMENT "ROADMAPS" FOR LINE PERSONNEL AND DEVELOP SUGGESTED TRAINING PLANS TO ASSIST ON-GOING EMPLOYEE DEVELOPMENT.

DESCRIPTION:

Define core competencies for line employees. Create & formalize employee development "roadmaps" that will enhance career mobility, identify training, & will enable supervisors to identify training needs. Utilize the information obtained to identify training needs beyond just entry level. Link the development "roadmaps" to individual employees.

MEASURES OF SUCCESS:

Completion of survey to all supervisors verifying satisfactory identification of core competencies & personnel training needs. Identification of specific needs based on assignment, beyond entry assignment. Identification of training outside of the Department necessary to maintain & expand proficiency.

STRATEGY LEADER:

Lt. Mike Stauffer & Lt. Jimmy Wasson

STRATEGY

2.2.2 EVALUATE AND 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

2.2.3 EVALUATE AND ENHANCE DIVERSITY AND 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

2.2.4 IMPLEMENT AN OPTIONAL 360 FEEDBACK INSTRUMENT FOR EMPLOYEE'S PROFESSIONAL / PERSONAL DEVELOPMENT.

DESCRIPTION:

Provides for optional 360 interview or similar product for assisting employees with receiving professional & personal development feedback.

MEASURES OF SUCCESS:

Process in place allowing employees to take the 360 interview or similar product, & positive responses from employees stating that the process provided them with feedback that could assist them with further professional & personal development.

STRATEGY LEADER:

Lt. Bruce Ciolli

STRATEGY

2.2.5 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

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 FY2006/2007 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

2.4 ENHANCE RECRUITMENT, HIRING, TRAINING AND RETENTION OF PROBATIONARY EMPLOYEES

STRATEGY

2.4.1 REDUCE THE LOSS OF CIVILIAN EMPLOYEES DURING THE PROBATIONARY/TRAINING PHASE.

DESCRIPTION:

Significantly reduce the loss of civilian employees during the probationary/training period through the implementation of improved recruitment, hiring, & training techniques.

MEASURES OF SUCCESS:

Eighty percent of newly hired employees will complete the probationary period.

STRATEGY LEADER:

Mgr. Steve Garrett

STRATEGY

2.4.2 REDUCE SWORN RECRUIT TURNOVER.

DESCRIPTION:

Identify areas of the department that are experiencing higher than expected employee turnover. Identify root causes & recommend solutions.

MEASURES OF SUCCESS:

Identify & verify areas where higher than normal employee turnover is occurring. Determine & mitigate root causes. Reduce vacancies.

STRATEGY LEADER:

Lt. Marcy Miller

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.

MEASURES OF SUCCESS:

The identification & implementation of a communication plan encouraging a free flow of information regarding specific issues & shared initiatives.

STRATEGY LEADER:

Cmdr. Dave Marshall

3.2 STRENGTHEN INTERNAL AND 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:

Sgt. Mark Clark

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

3.3 STRENGTHEN COMMUNITY RELATIONS

STRATEGY

3.3.1 DEVELOP A SCOTTSDALE POLICE MUSEUM TO CELEBRATE THE HISTORY & CULTURE OF THE SCOTTSDALE POLICE DEPARTMENT.

DESCRIPTION:

Recognize & promote the culture & history of the Scottsdale Police Department by creating a museum with a corp of volunteers that utilizes static & inter-active displays.

MEASURES OF SUCCESS:

A permanent police display supported by favorable citizen/police feedback & attendance records.

STRATEGY LEADER:

Lt. Marcy Miller

4.1 STRENGTHEN READINESS AND RECOVERY PROTOCOLS

STRATEGY

4.1.1 CREATE A SYSTEM TO UPDATE & TRAIN ON ALL EMERGENCY RESPONSE PLANS.

DESCRIPTION:

Develop a system to identify various predetermined emergency response plans & create training to ensure police personnel are updated on the various plans & the National Incident Management System.

MEASURES OF SUCCESS:

Availability of emergency response plans for review. Implementation of a system for review & update of response plans. Identification of a method & timetable for training first responders.

STRATEGY LEADER:

Lt. Todd Muilenberg

STRATEGY

4.1.2 ENHANCE ABILITY TO RESPOND TO WEAPONS OF MASS DESTRUCTION EVENTS (EXPLOSIVE ORDNANCE DEVICE UNIT).

DESCRIPTION:

Identify, train & fund two full-time positions to staff the Explosive Ordnance Disposal Unit.

MEASURES OF SUCCESS:

Receive budget approval for two positions, filling the positions, & training the personnel through the Redstone School, which is the only approved school in the United States.

STRATEGY LEADER:

Lt. Matt Roadifer

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 MORPO system when it becomes available. The new system will allow for the searching for 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:

Dir. Joe Hindman

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

STRATEGY

5.2.2 ESTABLISH A PLAN TO PROVIDE ADEQUATE RADIO COVERAGE TO THE PRESERVE AREA.

DESCRIPTION:

Establish a plan that identifies & determines how adequate radio coverage can be obtained in the Scottsdale Preserve. The plan will include cost estimates & will be presented to the Chief for approval.

MEASURES OF SUCCESS:

Acceptance & approval of the plan by the Chief, & initiation of the process required to obtain funding.

STRATEGY LEADER:

Dir. Joe Hindman

STRATEGY

5.2.3 ACQUIRE A NEW RADIO SYSTEM.

DESCRIPTION:

A consultant study to prepare a detailed design for a new Project 25 radio system for the Police & Fire Departments.

MEASURES OF SUCCESS:

Completion of a detailed design with costs for a new radio system.

STRATEGY LEADER:

Dir. Joe Hindman

STRATEGY

5.2.4 EVALUATE SHORT TERM SOLUTIONS FOR IMPROVED RADIO COVERAGE INTEROPERABILITY WITH THE FIRE DEPARTMENT.

DESCRIPTION:

To allow Scottsdale Police & Fire Units to have radio communications with each other at incident scenes until such time that they share the same radio system.

MEASURES OF SUCCESS:

The ability for Police & Fire to communicate at an incident scene.

STRATEGY LEADER:

Dir. Joe Hindman

5.3 ADVANCE TECHNOLOGY SUPPORT AND 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 are 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 DISTRICT 1 FACILITY.

DESCRIPTION:

To build facilities to house the District 1 Patrol function.

MEASURES OF SUCCESS:

District 1 facility is complete & occupied.

STRATEGY LEADER:

Dir. Marc Eisen

STRATEGY

6.1.2 DESIGN & CONSTRUCT THE POLICE OPERATIONAL SUPPORT FACILITY FOR CRIME LABORATORY & PROPERTY/EVIDENCE.

DESCRIPTION:

To build facilities to house the Crime Laboratory as well as consolidate the Property & Evidence function.

MEASURES OF SUCCESS:

Police Operational Support facility is complete & occupied.

STRATEGY LEADER:

Dir. Marc Eisen

STRATEGY

6.1.3 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 AND 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 EXPAND DISTRICT 3 COVERED PARKING & LOCKER FACILITIES.

DESCRIPTION:

Provide additional locker space & parking structures at the District 3 facility.

MEASURES OF SUCCESS:

Completion of additional lockers & parking shade structures.

STRATEGY LEADER:

Dir. Marc Eisen

STRATEGY

6.2.3 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

SCOTTSDALE POLICE DEPARTMENT

FIVE YEAR CALENDAR

Scottsdale Police Department Strategies	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11
Strategic Direction 1 - Reduced Crime					
1.1 Enhance Crime Prevention Initiatives					
1.1.1 Increase District-based tactical crime analysis capabilities.		√			
1.1.2 Expand District level crime prevention staffing.			√		
1.2 Enhance Enforcement Initiatives					
1.2.1 Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.	√				
1.2.2 Provide Public Safety service to urban Parks & Preserve.	√				
1.2.3 Implement special enforcement unit focused on repeat offenders, high enforcement arrests, & gang activity.	√				
1.2.4 Enhance the Downtown District.	√				
1.2.5 Assess Investigative Services staffing needs.	√				
1.2.6 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.		√			
1.2.7 Establish a second nighttime Traffic Squad consisting of one Sergeant & six Officers.		√			
1.2.8 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.			√		
1.2.9 Enhance law enforcement capabilities dedicated to the airport.			√		
1.2.10 Expand the K-9 Unit.			√		
1.2.11 Establish a third Motor Squad consisting of one Sergeant & six Officers.			√		
1.2.12 Establish a Bike Unit in District 3.				√	
1.2.13 Establish a Youth Services section to centralize youth intervention & enforcement efforts.				√	
1.2.14 Expand tactical response & warrant service capabilities.				√	
1.2.15 Establish a Bike Unit in District 2.					√
1.2.16 Establish a Commercial Vehicle Safety Inspection Squad consisting of four Officers as part of the Vehicular Crimes Reconstruction Unit (VCRU).					√
Strategic Direction 2 – Organizational Excellence					
2.1 Develop Exemplary Leadership					
2.1.1 Evaluate & Enhance Diversity & Cultural Awareness Training Programs for Management.	√				
2.1.2 Provide early intervention behavior identification training to management.	√				
2.1.3 Develop an Executive Development Program for middle level management.	√				
2.1.4 Implement approved leadership training & assess effectiveness.	√				
2.2 Develop Employees					
2.2.1 Formalize career development “roadmaps” for line personnel & develop suggested training plans to assist on-going employee development.	√				
2.2.2 Evaluate & enhance the Master Police Officer (MPO) program.	√				
2.2.3 Evaluate & enhance diversity & cultural awareness training programs for line employees.	√				
2.2.4 Implement an optional 360 feedback instrument for employees' professional/personal development.	√				
2.2.5 Enhance Community Policing activities through improved training.	√				
2.2.6 Allow Supervisors access to training “roadmap” information for employees to match skills to specific training/work experience.		√			
2.2.7 Complete study of special assignment rotation policy for Supervisors.		√			

 = continuing from previous fiscal year.

SCOTTSDALE POLICE DEPARTMENT

FIVE YEAR CALENDAR

Scottsdale Police Department Strategies	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11
2.2 Develop Employees (continued..)					
2.2.8 Implement standardized briefing training.		√			
2.2.9 Develop Training Cadre & Technology Training Team.		√			
2.2.10 Determine the need for creating a civilian training manager position.			√		
2.3 Develop the Organization					
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 Staff each District & Division with secretarial support.		√			
2.3.6 Establish a department-wide project tracking & analysis process.		√			
2.3.7 Create an Internal Audit Unit.		√			
2.3.8 Assess the Volunteer Program & evaluate the possible benefits of acquiring a full-time Volunteer Program/Explorer Program manager.		√			
2.3.9 Establish a grant-writer position to seek grants & donations.			√		
2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees					
2.4.1 Reduce the loss of civilian employees during the probationary/training phase.	√				
2.4.2 Reduce Sworn Recruit turnover.	√				
Strategic Direction 3 – Strengthened Relationships					
3.1 Strengthen Intra-Governmental Relations					
3.1.1 Establish shared initiatives with the new City Fire Department.	√				
3.2 Strengthen Internal & External Communications					
3.2.1 Develop & Implement Enhancements to the PD Website.	√				
3.2.2 Strengthen working relationships with neighboring police agencies.	√				
3.3 Strengthen Community Relations					
3.3.1 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Dept.	√				
Strategic Direction 4 – Strengthened Homeland Defense					
4.1 Strengthen Readiness & Recovery Protocols					
4.1.1 Create a system to update & train on all emergency response plans.	√				
4.1.2 Enhance ability to respond to weapons of mass destruction events (Explosive Ordnance Device Unit).	√				
4.1.3 Research the need & feasibility of creating a Homeland Security/Safety Coordinator position within the Police Department.		√			
4.1.4 Develop a mobile command center as the platform for incident control.			√		
Strategic Direction 5 – Advanced Technology Solutions					
5.1 Advance Integration Capabilities					
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.	√				

SCOTTSDALE POLICE DEPARTMENT

FIVE YEAR CALENDAR

Scottsdale Police Department Strategies	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11
5.1 Advance Integration Capabilities (continued..)					
5.1.3 Improve automated information sharing with other Criminal Justice agencies.	√				
5.1.4 Migrate to State mandated META MORPHO fingerprint identification system.	√				
5.2 Advance Communications Technology					
5.2.1 Identify alternative mobile devices for data communications.	√				
5.2.2 Establish a plan to provide adequate radio coverage to the Preserve area.	√				
5.2.3 Acquire a new radio system.	√				
5.2.4 Evaluate short term solutions for improved radio coverage interoperability with the Fire Department.	√				
5.2.5 Acquire additional dispatch equipment for District 3 & downtown.		√			
5.2.6 Establish improved radio coverage interoperability with the Fire Department when Fire converts to a 700/800 MHz radio system.			√		
5.3 Advance Technology Support & Infrastructure					
5.3.1 Ensure backup of all mission-critical job functions.	√				
Strategic Direction 6 – Enhanced Facilities					
6.1 Develop New Facilities					
6.1.1 Plan, design & construct District 1 facility.	√				
6.1.2 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	√				
6.1.3 Plan, design & construct the expanded Police & Fire Training facility.	√				
6.1.4 Plan, design & construct the District 4 facility.			√		
6.2 Reallocate & Enhance Existing Facilities					
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√				
6.2.2 Expand District 3 covered parking & locker facilities.	√				
6.2.3 Remodel District 2 Communications Center & Basement floor.	√				
6.2.4 Consolidate jail facilities.			√		
6.3 Enhance Facility Support & Administration					
6.3.1 Hire Police Facility Coordinator for construction & maintenance coordination.			√		

SCOTTSDALE POLICE DEPARTMENT

FISCAL YEAR 2006/07 CALENDAR BY QUARTER

Scottsdale Police Department Strategies - Fiscal Year 2006/07	Q1	Q2	Q3	Q4
Strategic Direction 1 - Reduced Crime				
1.2 Enhance Enforcement Initiatives				
1.2.1 Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.	√			
1.2.2 Provide Public Safety service to urban Parks & Preserve.	√			
1.2.3 Implement special enforcement unit focused on repeat offenders, high enforcement arrests, & gang activity.	√			
1.2.4 Enhance the Downtown District.	√			
1.2.5 Assess Investigative Services staffing needs.	√			
Strategic Direction 2 – Organizational Excellence				
2.1 Develop Exemplary Leadership				
2.1.1 Evaluate & Enhance Diversity & Cultural Awareness Training Programs for Management.	√			
2.1.2 Provide early intervention behavior identification training to management.	√			
2.1.3 Develop an Executive Development Program for middle level management.	√			
2.1.4 Implement approved leadership training & assess effectiveness.	√			
2.2 Develop Employees				
2.2.1 Formalize career development “roadmaps” for line personnel & develop suggested training plans to assist on-going employee development.	√			
2.2.2 Evaluate & enhance the Master Police Officer (MPO) program.	√			
2.2.3 Evaluate & enhance diversity & cultural awareness training programs for line employees.			√	
2.2.4 Implement an optional 360 feedback instrument for employees' professional/personal development.				√
2.2.5 Enhance Community Policing activities through improved training.				√
2.3 Develop the Organization				
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.			√	
2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees				
2.4.1 Reduce the loss of civilian employees during the probationary/training phase.	√			
2.4.2 Reduce Sworn Recruit turnover.	√			
Strategic Direction 3 – Strengthened Relationships				
3.1 Strengthen Intra-Governmental Relations				
3.1.1 Establish shared initiatives with the new City Fire Department.	√			
3.2 Strengthen Internal & External Communications				
3.2.1 Develop & Implement Enhancements to the PD Website.				√
3.2.2 Strengthen working relationships with neighboring police agencies.			√	
3.3 Strengthen Community Relations				
3.3.1 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Dept.	√			

☐ = continuing from previous fiscal year.

SCOTTSDALE POLICE DEPARTMENT

FISCAL YEAR 2006/07 CALENDAR BY QUARTER

Scottsdale Police Department Strategies - Fiscal Year 2006/07	Q1	Q2	Q3	Q4
Strategic Direction 4 – Strengthened Homeland Defense				
4.1 Strengthen Readiness & Recovery Protocols				
4.1.1 Create a system to update & train on all emergency response plans.	√			
4.1.2 Enhance ability to respond to weapons of mass destruction events (Explosive Ordnance Device Unit).		√		
Strategic Direction 5 – Advanced Technology Solutions				
5.1 Advance Integration Capabilities				
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.				√
5.2 Advance Communications Technology				
5.2.1 Identify alternative mobile devices for data communications.	√			
5.2.2 Establish a plan to provide adequate radio coverage to the Preserve area.	√			
5.2.3 Acquire a new radio system.	√			
5.2.4 Evaluate short term solutions for improved radio coverage interoperability with the Fire Department.	√			
5.3 Advance Technology Support & Infrastructure				
5.3.1 Ensure backup of all mission-critical job functions.	√			
Strategic Direction 6 – Enhanced Facilities				
6.1 Develop New Facilities				
6.1.1 Plan, design & construct District 1 facility.	√			
6.1.2 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	√			
6.1.3 Plan, design & construct the expanded Police & Fire Training facility.	√			
6.2 Reallocate & Enhance Existing Facilities				
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√			
6.2.2 Expand District 3 covered parking & locker facilities.	√			
6.2.3 Remodel District 2 Communications Center & Basement floor.	√			

SCOTTSDALE POLICE DEPARTMENT

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

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