

# Scottsdale Police Department



## Annual Performance Report on 5-Year Strategic Plan

Alan G. Rodbell  
*Chief of Police*

**FISCAL YEAR  
2007/08**

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## GENERAL OVERVIEW

During the Spring of 2007, command staff, Lieutenants and Civilian Managers of the Scottsdale Police Department came together to update the Department's 5-Year Strategic Plan and layout our vision for the future. The result was a focused blueprint incorporating key elements of previous strategic planning documents, performance and workload indicators, demographic trends, and citizen input. This "roadmap" to the future included six key strategic priorities for the Department:

- Reduced Crime
- Organizational Excellence
- Strengthened Relationships
- Strengthened Emergency Preparedness
- Advanced Technology Solutions
- Enhanced Facilities

During Fiscal Year 2007/08, the Department made significant progress toward these strategic priorities. The purpose of this Annual Performance Report is to summarize that progress, and to provide status information for Strategies that were active during the year. The Annual Performance Report is prepared each year as part of the annual review and update process, and is published to the Department's website to provide public access.

## SUMMARY OF PROGRESS

Following is a summary of the progress and current status of Police Department Strategies active during Fiscal Year 2007/08. This reporting period covers activity beginning July 1, 2007 through June 30, 2008. A total of 39 different Strategies were active throughout the 2007/2008 Fiscal Year. Sixteen Strategies were completed and closed out during the fiscal year, with the remaining continuing into the next fiscal year. The table below shows the number of Strategies Active and Completed for each Strategic Direction and supporting Objective.

<b>Strategic Directions and Objectives</b>	<b>Strategies Active</b>	<b>Strategies Completed</b>
<b>1. Reduced Crime</b>	<b>5</b>	<b>2</b>
1.1 Enhance Crime Prevention Initiatives	1	0
1.2 Enhance Enforcement Initiatives	4	2
<b>2. Organizational Excellence</b>	<b>18</b>	<b>7</b>
2.1 Develop Exemplary Leadership	2	1
2.2 Develop Employees	6	4
2.3 Develop the Organization	7	2
2.4 Enhance Recruitment	3	0
<b>3. Strengthened Relationships</b>	<b>3</b>	<b>2</b>
3.1 Strengthen Intra-Governmental Relations	1	0
3.2 Strengthen Internal & External Communications	2	2
3.3 Strengthen Community Relations	0	0
<b>4. Strengthened Emergency Preparedness</b>	<b>2</b>	<b>0</b>
4.1 Strengthen Readiness & Recovery Protocols	2	0
<b>5. Advanced Technology Solutions</b>	<b>6</b>	<b>2</b>
5.1 Advance Integration Capabilities	4	1
5.2 Advance Communications Technology	1	0
5.3 Advance Technology Support & Infrastructure	1	1
<b>6. Enhanced Facilities</b>	<b>5</b>	<b>3</b>
6.1 Develop New Facilities	2	1
6.2 Reallocate & Enhance Existing Facilities	3	2
6.3 Enhance Facility Support & Administration	0	0
<b>TOTAL</b>	<b>39</b>	<b>16</b>

## OVERVIEW OF STRATEGIES ACTIVE FY 2007-08

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2008/09
<b>Strategic Direction 1 – Reduced Crime</b>			
<b>1.1 Enhance Crime Prevention Initiatives</b>			
1.1.1 Evaluate the need for increased District level & investigative section level based assignment of crime analysis capabilities.	Q2		√
<b>1.2 Enhance Enforcement Initiatives</b>			
1.2.1 Provide public safety service to urban parks & preserve.	Q1	√	
1.2.2 Evaluate the need for creating a new "Airpark" squad or district.	Q3		√
1.2.3 Evaluate the need for utilizing night detectives.	Q4		√
1.2.4 Evaluate the need to establish a youth services section to centralize youth intervention & enforcement efforts.	Q4	√	
<b>Strategic Direction 2 – Organizational Excellence</b>			
<b>2.1 Develop Exemplary Leadership</b>			
2.1.1 Provide early intervention behavior identification training to management.	Q1		√
2.1.2 Develop an executive development program for middle level management.	Q1	√	
<b>2.2 Develop Employees</b>			
2.2.1 Evaluate & enhance Master Police Officer (MPO) Program.	Q1	√	
2.2.2 Evaluate & enhance diversity & cultural awareness training programs for line employees.	Q1	√	
2.2.3 Enhance community policing activities through improved training.	Q1		√
2.2.4 Implement standardized briefing training.	Q3	√	
2.2.5 Allow supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.	Q4		√
2.2.6 Develop training cadre & technology training team.	Q4	√	
<b>2.3 Develop the Organization</b>			
2.3.1 Establish funding for pipeline positions (stairstep).	Q1	√	
2.3.2 Become nationally accredited by meeting ISO Accreditation for Crime Laboratory.	Q1		√
2.3.3 Develop/improve 911/communications protocol.	Q1		√
2.3.4 Revise previous department performance measures process into an integrated process with meaningful workload.	Q1		√
2.3.5 Establish a centralized committee to review all Department forms.	Q1	√	
2.3.6 Create an Internal Audit Unit.	Q2		√
2.3.8 Assess the Volunteer program & evaluate the possible benefits of acquiring a full-time Volunteer Program/Explorer Program manager.	Q4		√
<b>2.4 Enhance Recruitment</b>			
2.4.1 Improve the use of web technology for recruitment.	Q2		√
2.4.2 Evaluate additional recruitment resources.	Q4		√
2.4.3 Increase recruitment advertising & marketing.	Q4		√

## OVERVIEW OF STRATEGIES ACTIVE FY 2007/08

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2008/09
<b>Strategic Direction 3 – Strengthened Relationships</b>			
<i>3.1 Strengthen Intra-Governmental Relations</i>			
3.1.1 Establish shared initiatives with the new City Fire Department.	Q1		√
<i>3.2 Strengthen Internal &amp; External Communications</i>			
3.2.1 Develop & implement enhancements to the PD website.	Q1	√	
3.2.2 Strengthen working relations with neighboring police agencies.	Q1	√	
<i>3.3 Strengthen Community Relations</i>			
No strategies			
<b>Strategic Direction 4 – Strengthened Emergency Preparedness</b>			
<i>4.1 Strengthen Readiness &amp; Recovery Protocols</i>			
4.1.2 Research the need for expanding the Emergency Preparedness Section to include an Emergency Preparedness/Safety Coordinator position.	Q3		√
4.1.4 Develop Unified Command after action & incident action plan documents & Unified command reporting out process.	Q4		√
<b>Strategic Direction 5 – Advanced Technology Solutions</b>			
<i>5.1 Advance Integration Capabilities</i>			
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting and Message Switch.	Q1	√	
5.1.2 Eliminate duplicate data entry required for multiple Police databases during booking process, and implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	Q1		√
5.1.3 Improve automated information sharing with other criminal justice agencies.	Q1		√
5.1.4 Migrate to state mandated META MORPHO Fingerprint system.	Q1		√
<i>5.2 Advance Communications Technology</i>			
5.2.1 Identify alternative mobile devices for data communications.	Q1		√
<i>5.3 Advance Technology Support &amp; Infrastructure</i>			
5.3.1 Ensure back up of all mission-critical job functions.	Q1	√	
<b>Strategic Direction 6 – Enhanced Facilities</b>			
<i>6.1 Develop New Facilities</i>			
6.1.1 Design and construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	Q1		√
6.1.2 Plan, design & construct the expanded Police & Fire Training facility.	Q1	√	
<i>6.2 Reallocate &amp; Enhance Existing Facilities</i>			
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	Q1	√	
6.2.2 Remodel District 2 Communications Center & basement floor.	Q1	√	
6.2.3 Expand District 1 Jail Facility.	Q1		√
<i>6.3 Enhance Facility Support &amp; Administration</i>			
No strategies			

## STRATEGY PROGRESS

### 1.0 Reduced Crime

#### Objective 1.1

#### Enhance Crime Prevention Initiatives

- Asst Chief Sean Duggan

*"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."*

1.1.1 Evaluate the need for increased district level & Investigative Section level based assignment of crime analysis capabilities. .			
Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of increased analysis capabilities at the district level and ISB, if necessary; completed recommendation report.	10/2007	07/2008	Lt. Bruce Ciolli
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>• Completed defining strategy definition.</li> <li>• Conducted meetings with Crime Analysis &amp; Commanders Popp &amp; Cervantes to identify additional crime analysis needs for District 1 and Downtown.</li> <li>• Completed development of Crime Analysis &amp; Intelligence training schedule for two police aides.</li> </ul>			
Year End Status			
• Percent Complete: 75%	• Continuing	• On-Schedule	

## Objective 1.2 Enhance Enforcement Initiatives

- Asst Chief Sean Duggan

1.2.1 Provide public safety service to urban parks and preserve.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of selection & training of personnel; unit is operational & patrolling	06/2006	12/2007	Lt. Johnny Cervantes
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed &amp; approved Parks &amp; Preserve policy.</li> <li>Completed ATV instructor training course, &amp; District 3 personnel training.</li> <li>Selected &amp; assigned a Sergeant to supervise the Parks &amp; Preserve Unit.</li> <li>Unit is operational &amp; conducting enforcement details.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• Ahead-of-Schedule	

1.2.2 Evaluate the need for creating a new "Airpark" squad or district.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Submittal of White paper to Top Staff on the police demands & crime rate in the Airpark with accompanying recommendations for additional staffing, if necessary.	01/2008	01/2009	Lt. Frank O'Halloran
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed establishment of team assignments, timeline &amp; crime analysis beats &amp; districts.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 25%	• Continuing	• On-Schedule	

1.2.3 Evaluate the need for utilizing night detectives.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of evaluation & recommendation report; submittal of recommendation report to Command Staff.	04/2008	07/2009	Lt. Craig Chrzanowski
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Collected survey data from commanders and supervisors regarding the need for utilizing night detectives.</li> <li>Completed presentation of survey findings to Command Staff.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 30%</li> </ul>	<ul style="list-style-type: none"> <li>On hold</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

1.2.4 Evaluate the need to establish a Youth Services section to centralize youth intervention & enforcement efforts.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Submittal of white paper to Command Staff on the feasibility of creating a new Youth & Family services section with accompanying recommendations for implementation, if adopted.	10/2007	12/2008	Lt. Matt Roadifer
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed &amp; submitted recommendation report evaluating the need to establish a Youth Services Section to centralize youth intervention &amp; enforcement efforts.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>Ahead-of-Schedule</li> </ul>	

## 2.0 Organizational Excellence

### Objective 2.1

#### Develop Exemplary Leadership

- Cmdr. Bill Wilton

*“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.”*

2.1.1 Provide Early Intervention Behavior Identification training to management.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of training for all managers. Establishment of a process to allow for continued training of existing managers and all incoming new managers.	01/2006	12/2008	Mgr. Tracey Wilkinson
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Worked with Human Resources and vendor to prepare a proposal to include specific course agendas and cost.</li> <li>In the final stage of completing training package for Management on early intervention behavior identification.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 99%</li> <li>Continuing</li> <li>On-schedule</li> </ul>			

2.1.2 Develop an executive development program for middle level management.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
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 them with career development.	04/2006	08/2007	Lt. Jeff Walther
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed Executive Development course training by 2 sworn officers and 1 civilian.</li> <li>AZPOST Leadership and Organizational Development course and the Northwestern Command School have been chosen to complete training component.</li> <li>A 360 assessment tool has been selected through Talentsmart.</li> <li>Staff presentation was completed and accepted on August 15<sup>th</sup>.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed</li> <li>On-Schedule</li> </ul>			

## Objective 2.2 Develop Employees

– Asst Chief John Cocca

*“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.”*

2.2.1 Evaluate & enhance Master Police Officer (MPO) program.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of assessment of the MPO program & recommendation report.	04/2005	12/2007	Lt. Marcy Miller
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed evaluation of the MPO program.</li> <li>Policy recommendations, applications and implementation plan were developed.</li> <li>All concerned were been advised of shift in program philosophy and administration.</li> <li>Presentation to Command Staff was completed and accepted on December 12<sup>th</sup>.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• On-Schedule	

2.2.2 Evaluate & enhance diversity & cultural awareness training programs for line employees.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
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.	01/2007	07/2008	Lt. Jimmy Wasson
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Command Staff &amp; Lieutenants have attended “Tools for Tolerance” training.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• Ahead-of-Schedule	

2.2.3 Enhance community policing activities through improved training.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
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.	06/2007	10/2008	Lt. Eric Williams
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Established two subcommittees to develop curriculum for the 2-day supervisor/FTO class and the 4-hour class for all employees.</li> <li>Collected sample training classes from federal resources as well as at other police agencies that are very proactive in community policing.</li> <li>Development of curriculum and power point presentation showing that the Scottsdale Police Department is being proactive in community policing is nearing completion.</li> </ul>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

2.2.4 Implement standardized briefing training.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Establishment of a standardized method of delivering & documenting briefing training for all patrol sergeants.	01/2008	07/2008	Lt. Todd Muilenberg
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>The "Training materials file" was completed &amp; designed to be easily expandable to encompass new topics &amp; updated materials.</li> <li>A master topic list was developed to include alphabetical listing of topics by category.</li> <li>Ninety-one training topic files have been created.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed</li> <li>Ahead-of-Schedule</li> </ul>			

2.2.5 Allow supervisor access to training "roadmap" information for employees to match skills to specific training/work experience.			
Measure of Success	Initiation Date	Target Date	Responsibility
Training roadmaps are finished, placed on a shared electronic computer storage drive, & made available to all supervisors.	04/2008	04/2009	Lt. Jeff Trillo
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>Completed development of "roadmap" document listing specialty details in roadmap database.</li> </ul>			
Year End Status			
<ul style="list-style-type: none"> <li>Percent Complete: 20%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

2.2.6 Develop Training Cadre & Technology Training team.			
Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of a well versed team in the technology utilized by the Department that will provide regular training.	04/2008	10/2008	Lt. Mike Stauffer
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>Established I/Leads training course schedule.</li> <li>Completed development of a training cadre &amp; technology training team.</li> <li>Train the trainer session was completed on October 2007 &amp; first department wide update training was completed in November 2007.</li> <li>Presentation to Command Staff was completed &amp; approved on March 2008.</li> </ul>			
Year End Status			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed</li> <li>Ahead-of-Schedule</li> </ul>			

## Objective 2.3 Develop the Organization

– Cmdr. Burl Haenel

*"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."*

2.3.1 Establish funding for pipeline positions (stairstep).			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Successful approval & adoption of this funding package in the annual budget.	10/2005	07/2008	Mgr. Holly Christian
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Year 1 of the 5 year plan was funding with the adopted FY 2006/07 budget.</li> <li>Year 2 will be deferred until FY 2007/08 or later date due to the current number of position vacancies.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

2.3.2 Become nationally accredited by meeting ISO Accreditation for Crime Laboratory.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Success will be demonstrated by the crime laboratory completing the inspection process & being awarded/recognized as ISO/EIC 17025-1999 accredited.	10/2005	06/2010	Mgr. Steve Garrett
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Created committee to study the award and recognition system.</li> <li>Began evaluation of current system and creation of Department-wide survey.</li> <li>Formal recommendations were proposed to top staff.</li> <li>Received cost estimate from ASCLD Consulting on the costs of using a consultant to complete manual conversion over to ISO format &amp; for a gap analysis of the lab.</li> <li>Bid solicitation was submitted to Purchasing in search of a consultant.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 35%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

2.3.3 Develop/improve 911 communications protocol.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completed review of current system, development of recommendation report, & communication of recommendations to top staff.	05/2007	09/2008	Mgr. Tom Melton
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Selected members of committee and set up meeting date.</li> <li>Assessment of unit identifiers for patrol &amp; non-patrol assignments underway.</li> <li>Completed list of event types &amp; call priorities.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

2.3.4 Revise previous department performance measures process into an integrated process with meaningful workload indicators.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Meaningful workload indicators are collected to support budget & staffing decisions, program evaluation, strategic planning & ICMA performance measures submittals.	01/2007	01/2008	Mgr. Will Davis
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed a review of ICMA measures and made preliminary assignments to appropriate organizational components; submitted survey reference AZ citizen survey questions for possible development of a statewide template.</li> <li>Completed evaluation of introductory/homework assignment for supervisor, completed and presented draft proposal to sponsor.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 20%	• On hold	• On-Schedule	

2.3.5 Establish a centralized committee to review all department forms.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
General Orders updated, committee roster completed & regular meeting/communication schedule set up.	07/2007	02/2008	Lt. Mike Stauffer
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Forms committee has been incorporated into the Intergraph Committee.</li> <li>Forms &amp; procedure changes or addition requests are a standing item into the weekly agenda.</li> <li>Proposal for revision to General Orders 12.13 "Forms/Reports Committee" was submitted for review &amp; approval.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• On-Schedule	

2.3.6 Create an Internal Audit Unit.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Internal audit unit is fully operational & integrated into the police department management philosophy.	10/2007	10/2008	Lt. Jeff Walther
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Developed the strategy definition and initiated process of reviewing existing policies &amp; procedures from other police departments.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 10%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

2.3.8 Assess the Volunteer program & evaluate the possible benefits of acquiring a full-time Volunteer Program/Explorer Program manager.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
A report will be submitted outlining the current state of the Volunteer Program & recommending strategies to maintain & bolster the program, including the effectiveness of hiring a full-time Volunteer/Explorer Coordinator.	04/2008	10/2008	Sgt. Mark Clark
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed analysis of survey from volunteers identifying the need for increased internal communication.</li> <li>Selected &amp; assigned a volunteer coordinator.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 60%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

## Objective 2.4 Enhance Recruitment

– Asst Chief John Cocca

*“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.”*

2.4.1 Improve the use of web technology for recruitment.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completed assessment of the effectiveness of different technology sources utilized for recruitment purposes; completed report.	10/2007	10/2008	Mgr. Lisa Angelini
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>• Link to forms, and other employment is available to applicants online.</li> <li>• Department website has been modified &amp; improved; job information, pictures &amp; other enhancements have been updated &amp; are continuously updated.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 50%	• Continuing	• On-Schedule	

2.4.2 Evaluate additional recruitment resources.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completed evaluation of data collected from a variety of methods used to reach out a diverse population of candidates.	04/2008	04/2009	Mgr. Lisa Angelini
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed a monthly tracking method to analyze Police Officer testing survey results against advertising efforts.</li> <li>Incorporated a tracking method in the new background &amp; hiring database to include information from civilian employees hired.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

2.4.3 Increase recruitment advertising and marketing.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completed evaluation of marketing strategies based on customer responses; increased communication with interested applicants & number of applicants responding to recruitment efforts.	04/2008	04/2009	Mgr. Lisa Angelini
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Made recruitment presentations to local high schools including Franklin Police &amp; Fire High School.</li> <li>Department recruitment posters were created and posted in WestWorld &amp; Scottsdale Stadium.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

### 3.0 Strengthened Relationships

#### Objective 3.1

#### Strengthen Intra-Governmental Relations

– Cmdr. Steve Gesell

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

3.1.1 Establish shared initiatives with the new City Fire Department.			
Measure of Success	Initiation Date	Target Date	Responsibility
The identification and implementation of a communication plan encouraging a free flow of information regarding specific issues and shared initiatives. Processes are implemented & established as recurring in both the Police Department & Fire Department.	07/2005	12/2008	Lt. Mike Anderson
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>• Command staff cross awareness training conducted in October 2007.</li> <li>• Conducted joint PD/Fire training at the lieutenant/battalion chief level in April of 2008. All involved reported the experience to be highly valuable in regard to strengthening PD/Fire relationships.</li> <li>• The same training at the sergeants/captain level has been scheduled for the fall of 2008.</li> </ul>			
Year End Status			
• Percent Complete: 90%	• Continuing	• On-Schedule	

## Objective 3.2

### Strengthen Internal & External Communications

– Cmdr. Johnny Cervantes

*“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.”*

3.2.1 Develop & implement enhancements to the Police Department website.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completed evaluation & recommendation report, communication of recommendations to top-staff; implementation of improvements, & establishment of a process to ensure continual review & improvement.	01/2007	03/2008	Mgr. Will Davis
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>All content providers have been training on the process to update the web pages &amp; several have already updated content to the web pages.</li> <li>The list of content providers was sent to the department through PoliceLine.</li> <li>The web site has tremendously improved and a process is now in place to insure all content is kept current and each bureau has several contacts for updating web content.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• On-schedule	

3.2.2 Strengthen working relationships with neighboring police agencies.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
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.	01/2006	05/2008	Lt. Tom Henny
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Gathered &amp; analyzed information from ISB Units and Patrol District polls.</li> <li>Formed the Public Safety Operations Work Group, a sub group of the emergency preparedness committee. This group is tasked with creating a template for mutual aid and informal communications as it relates to both operational planning protocols and special events, of which mutual aid is a component.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• On-schedule	

## 4.0 Strengthened Emergency Preparedness

### Objective 4.1

#### Strengthen Readiness & Recovery Protocols

– Cmdr. Steve Gesell

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

4.1.2 Research the need for expanding the Emergency Preparedness Section to include an Emergency Preparedness/Safety Coordinator position.			
Measure of Success	Initiation Date	Target Date	Responsibility
Completion of white paper to Department staff representing the recommendation for creating a Police Emergency Section or another option that would meet the same goal for the Department.	10/2007	10/2008	Lt. Tony Gibson
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>Implemented a system for review and update of response plans.</li> <li>Identified a method and timetable for training first responders.</li> <li>IS100 and IS700 training for SPD department employees has been completed.</li> </ul>			
Year End Status			
<ul style="list-style-type: none"> <li>Percent Complete: 25%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

4.1.4 Develop Unified Command After Action & Incident Action Plan documents & unified command reporting out process.			
Measure of Success	Initiation Date	Target Date	Responsibility
Develop a system to identify various predetermined emergency response plans and create training to ensure police personnel are updated on the various plans and the National Incident Management System.	10/2007	10/2008	Lt. Tony Gibson
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>Collaborated with Fire Department to complete a Super Bowl after action report.</li> </ul>			
Year End Status			
<ul style="list-style-type: none"> <li>Percent Complete: 75%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

## 5.0 Advanced Technology Solutions

### Objective 5.1

#### Advance Integration Capabilities

– Dir. Helen Gandara-Zavala

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

5.1.1 Implement a new integrated suite of police applications to include Records Management System (RMS), Computer Aided Dispatch (CAD), Jail Management, Field Reporting and Message Switch.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Implementation and operational use of planned components and final system acceptance.	07/2003	04/2008	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Implementation of applications is complete with the roll out of Citrix to Patrol.</li> <li>I/Leads data upload to Coplink was completed &amp; successful.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• On-Schedule	

5.1.2 Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, and implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Booking data is entered once and transferred electronically to all other systems including County systems.	01/2005	10/2008	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Prepared contracts to install the MQSeries Communications software required for MCSO booking process.</li> <li>A consultant to facilitate the integration &amp; training process was brought on board.</li> <li>Completed staff training on MQSeries.</li> <li>Began work on JW1.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 65%	• Continuing	• On-Schedule	

5.1.3 Improve automated information sharing with other Criminal Justice Agencies.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
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 data.	10/2006	09/2008	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Received approval of data conversion contract with Knowledge Computing.</li> <li>Signed agreement to join Coplink &amp; delivered to Mesa.</li> <li>Sent I/Leads data to Knowledge Computing to determine best way to convert to Coplink.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 95%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

5.1.4 Migrate to state mandated Meta Morpho Fingerprint Identification system.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
New system is switched on & compatibility with the State AZAFIS system is maintained.	04/2007	08/2008	Mgr. Steve Garrett
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>New Rapid ID systems for each detention facility have been received; installation has currently been placed on hold due to a DPS server issue.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 95%</li> <li>Continuing</li> <li>On-Schedule</li> </ul>			

## Objective 5.2 Advance Communications Technology

– Dir. Helen Gandara-Zavala

5.2.1 Identify alternative mobile devices for data communications.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of research, testing, purchase and installation of both hardware and software components of a fully integrated handheld mobile connectivity solution, which includes the handheld PDA, wireless connectivity via an internal radio, service contract and support, batteries, desktop adapters, carrying cases, mounting kits, power cables, and software.	04/2005	10/2008	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Phase II which involves uploading the E-Citations into I/Leads for transfer to the Court along with tiff images of the citations.</li> <li>TSD has identified a palm device that can be used as a phone, internet device &amp; can perform ACJIS &amp; NCIC queries. When security configuration is approved by DPS, a demonstration will be presented to Executive staff.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 90%	• Continuing	• On-Schedule	

## Objective 5.3 Advance Technology Support & Infrastructure

– Dir. Helen Gandara-Zavala

5.3.1 Ensure back-up of all mission-critical job functions.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of training on mission critical police applications so that more than one TSD and/or Information Systems staff member are trained to maintain each application. Development and implementation of a plan to ensure continued redundancy in support for all Police applications.	04/2004	10/2007	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed training on mission-critical Police applications so that more than one employee is trained to maintain the applications.</li> <li>Implemented plan to ensure continued redundancy.</li> </ul>			
<b>Year End Status</b>			
• Percent Complete: 100%	• Completed	• On-Schedule	

**6.0 Enhanced Facilities**

**Objective 6.1**

**Develop New Facilities**

**– 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”.*

6.1.1 Plan, design and construct the Police Operational Support facility for Crime Lab & Property/Evidence, & the District 1 Downtown Patrol facility.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Police Operational Support & District One facilities are complete and occupied.	10/2003	12/2009	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed excavation, material delivery &amp; wall installation for Operational Support Center for Crime Lab &amp; Property/Evidence.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 60%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

6.1.2 Plan, design & construct the expanded Police & Fire Training facility.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Police & Fire training facility is complete and occupied.	07/2004	05/2008	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Construction of Fire Tower &amp; expansion of the Police &amp; Fire Training facility has been completed.</li> <li>Furniture has been delivered and AV installation completed.</li> <li>Training Unit has taken occupancy and the facility is fully operational.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

## Objective 6.2

### Reallocate & Enhance Existing Facilities

– Cmdr. Dave Marshall

6.2.1 Implement Homeland Security improvement projects for the Police Department & City.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of operational new security enhancements at each facility.	10/2003	06/2008	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Renovations of security in multiple city facilities including North Corp Yard and One Civic Center have been completed.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

6.2.2 Remodel District 2 Communications Center & basement floor.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of remodel & expansion of District 2 Communications Center & basement floor. Remodeled areas are functional & occupied.	07/2006	10/2007	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Communications Center remodel completed and areas in the basement and first floor jail area are complete.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

6.2.3 Expand District 1 Jail facility.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of remodel & expansion of District 2 Communications Center & basement floor. Remodeled areas are functional and occupied.	07/2007	10/2010	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>• Floor plan for District 1 Jail facility expansion has been completed.</li> <li>• Began soliciting bids from architects for design of District 1 facility expansion.</li> </ul>			
<ul style="list-style-type: none"> <li>• Percent Complete: 25%</li> <li>• Continuing</li> <li>• On-Schedule</li> </ul>			

## ERRATA

### Adjustments Made to the Plan FY 2007/08

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1. Modified Strategy End Date from 07/2007 to 09/2007 for Strategy 5.2.1 "Identify Alternative Mobile Devices for Data Communication" (Dir. Helen Gandara-Zavala, 09/2007).
2. Modified Strategy End Date from 11/2007 to 12/2007 for Strategy 2.2.1 "Evaluate & Enhance the Master Police Officer Program" (Asst Chief John Cocca, 11/2007).
3. Modified Strategy End Date from 12/2007 to 07/2008 for Strategy 2.2.2 "Evaluate & Enhance Diversity & Cultural Awareness Training for Line Employees" (Asst Chief John Cocca, 12/2007).
4. Modified Strategy End Date from 10/2007 to 05/2008 for Strategy 5.1.2 "Eliminate Duplicate Data Entry for Electronic Transfer of Booking Information into MCSO System" (Dir. Joe Hindman, 10/2007).
5. Modified Strategy End Date from 10/2007 to 04/2008 for Strategy 5.1.3 "Improve Automated Information Sharing with other Criminal Justice Agencies" (Dir. Joe Hindman, 10/2007).
6. Modified Strategy Start Date from 01/2008 to 04/2008 for Strategy 2.3.7 "Evaluate alternatives to CALEA" (Cmdr. Burl Haenel, 02/2008).
7. Modified Strategy End Date from 12/2007 to 03/2008 for Strategy 6.1.2 "Plan, Design & Construct the Expanded Police & Fire Training Facility" (Asst. Chief John Cocca, 02/2008).
8. Modified Strategy End Date from 12/2007 to 03/2008 for Strategy 2.1.1 "Provide Early Intervention Behavior Identification Training to Management" (Cmdr. Bill Wilton 01/2008).
9. Modified Strategy End Date from 01/2008 to 03/2008 for Strategy 3.2.1 "Develop & Implement Enhancement to the Police Department Website" (Cmdr. Dave Marshall, 01/2008).
10. Modified Strategy End Date from 01/2008 to 03/2008 for Strategy 3.2.2 "Strengthen Working Relationships with Neighboring Police Agencies" (Cmdr. Dave Marshall, 01/2008).
11. Modified Strategy End Date from 01/2008 to 05/2008 for Strategy 5.1.4 "Migrate to State Mandated Meta Morpho Fingerprint Identification System" (Dir. Helen Gandara-Zavala, 01/2008).
12. Moved Strategy 4.1.1 "Develop a Mobile Command Center as the Platform for Incident Control" from FY0708 to FY0809 due to denial of RICO funding (Cmdr. Steve Gesell & Asst Chief Sean Duggan, 02/2008).
13. Removed Strategy 4.1.3 "Create Fire/Police Task Force to address response to high call volume date/times & establish standard staffing level matrixes for special/large scale events" with explanation that a process already exists (Asst. Chief Sean Duggan & Cmdr. Steve Gesell, 04/2008).
14. Changed Strategy Leader for Strategy 2.1.2 "Provide Early Intervention Behavior Identification Training to Management" from Mgr. Phil Riccio to Tracey Wilkinson (Cmdr. Bill Wilton, 04/2008).
15. Modified Strategy End Date from 05/2008 to 07/2008 for Strategy 1.1.1 "Evaluate the need for increased District level & Investigative section level based assignment of crime analysis capabilities (Asst. Chief Sean Duggan, 05/2008).
16. Modified Strategy End Date from 06/2008 to 10/2008 for Strategy 5.2.1 "Identify alternative mobile devices for data communications" (Mike Morrison, 05/2008).
17. Changed Sponsor for Objectives 6.1, 6.2, 6.3 from Cmdr. Dave Marshall to Dir. Helen Gandara-Zavala (Helen Gandara-Zavala, 05/2008).
18. Modified Strategy End Date from 05/1/2008 to 09/1/2008 for Strategy 2.3.3 "Develop/Improve 911/Communications protocol (Cmdr. Burl Haenel, 05/2008).

19. Removed Strategy 2.3.7 "Evaluate Alternatives to CALEA" (Chief Alan Rodbell, 05/2008).
20. Changed Sponsor of Objective 3.2 "Strengthen Internal & External Communications" from Cmdr. Dave Marshall to Cmdr. Johnny Cervantes (Chief Alan Rodbell, 05/2008).
21. Removed Cmdr. Dave Marshall as Sponsor for Objective 3.3 "Strengthen Community Relations" due to his retirement (05/2008).
22. Modified Strategy End Date from 05/2008 to 08/2008 for Strategy 5.1.4 "Migrate to Sate Meta Morpho fingerprint identification system (Dir. Joe Hindman, 05/2008).
23. Placed Strategy 1.2.3 "Evaluate the need for utilizing night detectives" on hold for approximately 6 months, estimating January 2009 (Asst. Chief Sean Duggan, Lt. Craig Chrzanowski, 06/2008).
24. Changed Strategy Leader for Strategy 2.2.3 "Enhance Community Policing Activities through Improved Training" from Lt. Jeff Smythe to Lt. Eric Williams, due to Lt. Smythe's departure from the department (Asst. Chief John Cocca, 06/2008).
25. Changed Strategy Leader for all technology related strategies in Objectives 5.1, 5.2 & 5.3 from Dir. Joe Hindman to Mgr. Mike Morrison (Asst. Chief John Cocca, 06/2008).
26. Modified Strategy End Date from 07/2008 to 12/2008 for Strategy 3.1.1 "Establish shared initiatives with the new City Fire Department" (Asst. Chief John Cocca, 06/2008).
27. Modified Strategy End Date from 08/2008 to 10/2008 for Strategy 5.1.2 "Eliminate duplicate data entry required for multiple PD databases during initial booking process & implement subsequent electronic transfer of booking information into MSCO booking system" (Helen Gandara-Zavala, 06/2008).

***Compiled and Edited by the Police Planning, Research and Accreditation Division***

This document, as well as the complete 5-Year Strategic Plan are available in PDF format on our website at [www.scottsdaleaz.gov](http://www.scottsdaleaz.gov). Copies can also be obtained by contacting our Planning, Research and Accreditation Division. Comments are welcome and can be submitted to:

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