

# Scottsdale Police Department



## Annual Performance Report on 5-Year Strategic Plan

Alan G. Rodbell  
*Chief of Police*

**FISCAL YEAR  
2006/07**

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## GENERAL OVERVIEW

During the Spring of 2006, 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:

- Enhance Enforcement
- Organizational Excellence
- Strengthened Relationships
- Strengthened Homeland Defense
- Advanced Technology Solutions
- Enhanced Facilities

During Fiscal Year 2006/07, 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 each individual Strategy that was 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 2006/07. This reporting period covers activity beginning July 1, 2006 through June 30, 2007. A total of 41 different Strategies were active throughout the 2006/2007 Fiscal Year. Twelve 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>3</b>
1.2 Enhance Enforcement Initiatives	5	3
<b>2. Organizational Excellence</b>	<b>15</b>	<b>3</b>
2.1 Develop Exemplary Leadership	4	1
2.2 Develop Employees	5	1
2.3 Develop the Organization	4	0
2.4 Enhance Recruitment, Hiring, Training and Retention of Probationary Employees	2	1
<b>3. Strengthened Relationships</b>	<b>3</b>	<b>1</b>
3.1 Strengthen Intra-Governmental Relations	1	0
3.2 Strengthen Internal and External Communications	1	0
3.3 Strengthen Community Relations	1	1
<b>4. Strengthened Homeland Defense</b>	<b>2</b>	<b>1</b>
4.1 Promote Prevention, Mitigation and Security Initiatives	2	1
<b>5. Advanced Technology Solutions</b>	<b>10</b>	<b>3</b>
5.1 Advance Integration Capabilities	4	0
5.2 Advance Communications Technology	5	3
5.3 Advance Technology Support and Infrastructure	1	0
<b>6. Enhanced Facilities</b>	<b>6</b>	<b>1</b>
6.1 Develop New Facilities	3	0
6.2 Reallocate and Enhance Existing Facilities	3	1
<b>TOTAL</b>	<b>41</b>	<b>12</b>

## OVERVIEW OF STRATEGIES ACTIVE FY 2006-07

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2007/08
<b>Strategic Direction 1 - Reduced Crime</b>			
<b>1.1 Enhance Crime Prevention Initiatives</b>			
No active strategies			
<b>1.2 Enhance Enforcement Initiatives</b>			
1.2.1 Photo Radar pilot on the 101.	Q1	√	
1.2.2 Provide public safety service to urban parks & preserve.	Q1		√
1.2.3 Implement special enforcement unit focused on repeat offenders, high enforcement arrests & gang activity.	Q1	√	
1.2.4 Enhance the Downtown district	Q1		√
1.2.5 Assess Investigative services staffing.	Q3	√	
<b>Strategic Direction 2 – Organizational Excellence</b>			
<b>2.1 Develop Exemplary Leadership</b>			
2.1.1 Evaluate & enhance diversity cultural awareness training programs for management.	Q1	√	
2.1.2 Provide early intervention behavior identification training to management.	Q1		√
2.1.3 Develop an executive development program for middle level management.	Q1		√
2.1.4 Implement approved leadership training & assess effectiveness.	Q1		√
<b>2.2 Develop Employees</b>			
2.2.1 Formalize career development "roadmaps" for line personnel and develop suggested training plans to assist on-going employee development.	Q1	√	
2.2.2 Evaluate & enhance Master Police Officer (MPO) Program.	Q1		√
2.2.3 Evaluate & enhance diversity & cultural awareness training programs for line employees	Q1		√
2.2.4 Implement an Optional 360 feedback instrument for employee's professional/personal development	Q1		√
2.2.5 Enhance community policing activities through improved training.	Q1		√
<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.	Q3		√
2.3.4 Revise previous department performance measures process into an integrated process with meaningful workload.	Q3		√
<b>2.4 Enhance Recruitment, Hiring, Training and Retention of Probationary Employees</b>			
2.4.1 Reduce the loss of civilian employees during the probationary/training phase.	Q1		√
2.4.2 Reduce sworn recruit turnover.	Q1	√	

## OVERVIEW OF STRATEGIES ACTIVE FY 2006/07

Scottsdale Police Department Strategies	Start Quarter	Completed	Continuing FY2007/08
<b>Strategic Direction 3 – Strengthened Relationships</b>			
<b>3.1 Strengthen Intra-Governmental Relations</b>			
3.1.1 Establish shared initiatives with the new City Fire Department.	Q1		√
<b>3.2 Strengthen Internal and External Communications</b>			
3.2.1 Develop & implement enhancements to the PD website	Q3		√
3.2.2 Strengthen working relations with neighboring police agencies	Q3		√
<b>3.3 Strengthen Community Relations</b>			
3.3.1 Develop a Scottsdale Police Museum to celebrate the history and culture of the Scottsdale Police Department.	Q1	√	
<b>Strategic Direction 4 – Strengthened Homeland Defense</b>			
<b>4.1 Strengthen Readiness and Recovery Protocols</b>			
4.1.1 Emergency response plans training.	Q1	√	
<b>Strategic Direction 5 – Advanced Technology Solutions</b>			
<b>5.1 Advance Integration Capabilities</b>			
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	Q4		√
<b>5.2 Advance Communications Technology</b>			
5.2.1 Identify alternative mobile devices for data communications.	Q1		√
5.2.2 Establish plan to provide adequate radio coverage to the preserve area	Q1	√	
5.2.3 Acquire a new radio system	Q1	√	
5.2.4 Short term solutions for improved radio coverage with Fire.	Q1	√	
5.2.5 Acquire additional dispatch equipment for District 3 & Downtown.	Q2		√
<b>5.3 Advance Technology Support and Infrastructure</b>			
5.3.1 Ensure back up of all mission-critical job functions.	Q1		√
<b>Strategic Direction 6 – Enhanced Facilities</b>			
<b>6.1 Develop New Facilities</b>			
6.1.1 Plan, design and construct District 1 facility.	Q1		√
6.1.2 Design and construct the Police Operational Support Facility for Crime Lab and Property/Evidence.	Q1		√
6.1.3 Plan, design and construct the expanded Police and Fire Training facility.	Q1		√
<b>6.2 Reallocate and Enhance Existing Facilities</b>			
6.2.1 Implement Homeland Security facility improvement projects for the Police Department and City.	Q1		√
6.2.2 Expand District 3 covered parking and locker facilities.	Q1	√	
6.2.3 Remodel district 2 communications center & first floor	Q1		√

## STRATEGY PROGRESS

### 1.0 Reduced Crime

#### Objective 1.2

#### Enhance Enforcement Initiatives

- Asst Chief Sean Duggan

*“A collective crime prevention strategy is needed in any community to positively affect the quality of life and to 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.”*

1.2.1 Photo Radar Pilot of the 101.			
Measure of Success	Initiation Date	Target Date	Responsibility
Agreement of cooperation from the Arizona Department of Transportation (ADOT); implementation of the pilot study; reduction in speed & collisions on the SR 101.	07/2005	03/2007	Lt. Frank O'Halloran
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>• Completed photo-enforcement pilot study on the Scottsdale section of SR 101; preliminary study shows a reduction of speeders above 76mph from 54% to less than 1%.</li> <li>• Began pilot study data collection for subsequent development of written report &amp; recommendation document for submittal to ADOT.</li> <li>• The Technical Evaluation Committee worked on completing a whitepaper analyzing the effectiveness of the Photo Radar</li> <li>• Concept is spreading; we are now a model for every other freeway photo-enforcement project deployed.</li> </ul>			
Year End Status			
<ul style="list-style-type: none"> <li>• Percent Complete: 100%</li> </ul>	<ul style="list-style-type: none"> <li>• Completed January 2007</li> </ul>	<ul style="list-style-type: none"> <li>• On-Schedule</li> </ul>	

1.2.2 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	04/2005	04/2006	Lt. Johnny Cervantes
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed purchase of ATVs and ATV trailer.</li> <li>Completed ATV riding course by 1 Sergeant and 1 Officer and continued meetings with City Park and Preserve and Fire Department.</li> <li>Selected supervisor for the Parks and Preserve Unit and sent out test announcements for officers.</li> <li>Completed two enforcement details.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 25%</li> <li>Continuing into FY2007/08</li> <li>On-Schedule</li> </ul>			

1.2.3 Implement Special Enforcement Unit Focused on Repeat Offenders, High Enforcement Arrests and Gang Activity.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Identification of key issues related to curtailing repeat offenders, high enforcement arrests and gang-related criminal activity in the City. Completion and submittal of recommendation report. Identification and communication of approved enhancements. Creation of an implementation plan for approved enhancements.	06/2006	07/2007	Lt. Johnny Cervantes
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Assigned 2 officers to the Heat Unit, who have received training on Gang indicia warrants, gang prosecutions and reservation gangs. The two positions are in place and have been enforcing, investigating, gathering intelligence and educating department personnel and community members are gang related issues.</li> <li>The Department is on-line with Gangnet, completed training regarding gang indicia warrants and gang prosecutions.</li> <li>Completed department-wide training pertaining to proper documentation on GIMIC cards and I/Leads.</li> <li>Received training from Salt River PD in regards to reservation gangs.</li> <li>The GITEM IGA has been approved by council and top staff and signed by DPS and Attorney General.</li> <li>Council approved 3 officer positions and 1 Sergeant for the new Gang Unit.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed June 2007</li> <li>On-Schedule</li> </ul>			

1.2.4 Enhance the Downtown district.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Activation of the fourth patrol district to address the increasing policing demands within the City's downtown area.	07/2006		Lt. Tom Henny
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Selected a Lieutenant and 2 Sergeants for downtown staffing.</li> <li>Created a nighttime and daytime squad and assigned a Police Aide to each squad.</li> <li>Budget proposal for a third squad has begun.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 30%</li> <li>On hold until FY 2007/08</li> <li>On-Schedule</li> </ul>			

1.2.5. Assess Investigative services staffing needs			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of a white paper on ISB staffing needs, & completion of Budget Development Evaluation Decision Package Request that are approved by top staff for submittal.	07/2006	07/2007	Cmdr. Mike Rosenberger
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed assessment of staffing needs for FY07/08 budget year.</li> <li>Presented a white paper of the evaluation and submitted to Assistant Chief of Police of PD/ISB.</li> <li>Completed Budget Development Evaluation Decision Package Requests.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed December 2006</li> <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 Evaluate and enhance diversity & cultural awareness training programs for management.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of current program assessment and development of recommendation report.	07/2005	08//2006	Lt. Ernie Anderson
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed a survey of department managers as part of an evaluation of diversity and cultural awareness training programs for management.</li> <li>Completed analysis of survey results and prepared a presentation for top staff.</li> <li>Implementation of recommendations has begun.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed August 2006</li> <li>On-schedule</li> </ul>			

2.1.2 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	07/2007	Mgr. Phil Riccio
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Working 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: 70%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

2.1.3 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 to assist them with their 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 for the executive development program for middle level management.</li> <li>A 360 assessment tool has been selected through Talentsmart.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 99%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

2.1.4 Implement approved leadership training & assess effectiveness.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of training, completion of training class critiques, incorporation of training in the City's ASPEN system, completion of survey to all supervisors and above on satisfaction of training needs and effectiveness of the formalized process.	07/2005	07/2007	Lt. Jeff Smythe
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Selected 1 Sgt. and 1 Lt. to serve as department trainers.</li> <li>Department trainers attended "Leadership through People Skills" "train-the-trainer" training.</li> <li>Completed leadership training of most department supervisors with the last class scheduled for August 2007.</li> <li>Presentation to staff is being developed.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 90%</li> <li>Continuing into FY 2007/08</li> <li>Split off from 2.1.3</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 Formalize Career Development “Roadmaps” for line personnel & develop suggested training plans to assist on-going employee development.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of survey to all supervisors satisfactory identification of core competencies and personnel training needs. Identification of specific training needs based on assignment. Identification of training outside of the SPD necessary to maintain and expand proficiency.	10/2003	09/2007	Lt. Mike Stauffer & Sgt. Jimmy Wasson
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed the design of police training intranet webpage.</li> <li>Completed rollout to the department of the new Scottsdale University/Aspen system. The system tracks employee training and allows supervisors to browse the system to identify training opportunities for subordinates to help them achieve stated goals.</li> </ul>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed May 2007</li> <li>Ahead-of-Schedule</li> </ul>			

2.2.2 Evaluate & enhance Master Police Officer (MPO) program,			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completed assessment of the MPO program; completion of recommendation report.	04/2005	07/2007	Lt. Marcy Miller
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed evaluation of the MPO program; policy recommendations, applications and implementation plan were presented to command staff; approved recommendations will be implemented.</li> <li>All concerned have been advised of shift in program philosophy and administration.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 75%</li> <li>Continuing into FY 2006/07</li> <li>On-Schedule</li> </ul>			

2.2.3 Evaluate and 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 current program training and assessment.	01/2007	12/2007	Lt. Jimmy Wasson
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed "Tools for Tolerance training for command staff.</li> <li>All lieutenants are in the process of attending as well.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

2.2.4 Implement an Optional 360 Feedback Instrument for Employee's Professional/Personal Development.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
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.	06/2007	06/2008	Lt. Bruce Cioli
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Obtained 360 examples from Learning and Organizational Development, from Northwestern Command School and from LOD.</li> <li>Preparation of documents for each supervisory level (sworn and civilian) is in its final stages.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

2.2.5 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. Jeff Smythe
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Collected sample training classes from federal resources as well as at other police agencies that are very proactive in community policing.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

## Objective 2.3 Develop the Organization

– Cmdr. Burl Haenel

*“Continued organizational development is a key component in our pursuit of excellence. We are committed to continually maintaining the highest level of professionalism while meeting or exceeding the best practices of our profession..”*

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 FY2006/2007 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 2006/06 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: 30%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/08</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	06/2008	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 have been proposed to top staff.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 20%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/2008</li> </ul>	<ul style="list-style-type: none"> <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	05/2008	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> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 3%</li> <li>Continuing into FY 2006/07</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>			
<ul style="list-style-type: none"> <li>Percent Complete: 5%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

## Objective 2.4

# Annual Performance Report

FY 2006/07

## Enhance Recruitment, Hiring, Training and Retention of Probationary Employees

– 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 Reduce the loss of civilian employees during the probationary/training phase.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Eighty percent of newly hired employees will complete the probationary period.	07/2005	06/2007	Mgr. Steve Garrett
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed assessment of promotional program to retain experienced Criminalist within the crime lab once they are trained.</li> <li>Submitted recommendation to the General Manager for review.</li> <li>CSS unit supervisor has met with Police Department’s HR representative to discuss using different screening measures for CSS applicants.</li> <li>A presentation to command staff is scheduled for August 8, 2007. The presentation will cover the successfulness of the projects and policies implemented within Records and Communications over the past 2 years to reduce new employee turnover.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 99%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

2.4.2 Reduce Sworn Recruit turnover.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Identify and verify areas where higher than normal employee turnover is occurring. Determine & mitigate root causes. Reduce vacancies	01/2005	06/2007	Lt. Marcy Miller
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Initiated re-testing of physical conditioning level during conditional job offer phase to ensure that recruits remain fit enough to succeed.</li> <li>Completed implementation of expanded pre-academy; current performance measures indicate substantial success in reducing academy attrition.</li> <li>Evaluated simulated scenarios to be adopted during final phases of hiring process.</li> <li>Implementation of pre-academy is complete and all actions have been completed. Current performance measures indicated substantial success in reducing academy attrition (from 74% success rate in FY04/05 to 81% success rate in FY 06/07).</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 June 2007</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

**3.0 Strengthened Relationships**

**Objective 3.1**

**Strengthen Intra-Governmental Relations**

**– 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.”*

3.1.1 Establish shared initiatives with the new City Fire Department.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
The identification and implementation of a communication plan encouraging a free flow of information regarding specific issues and shared initiatives.	07/2005	10/2006	Cmdr. Dave Marshall
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed Coyote Crisis Campaign, Smart Card, SWAT Medic Program, Arson Policy, Public Safety Lock Box program and training facility design.</li> <li>Police and Fire Command staff met Information Systems to discuss future strategies for the conversion of public communications systems to the new protocols within the next 5 years.</li> <li>Fire department facilities are under construction at the Hontz facility.</li> <li>Phase II of the Police Department training is underway.</li> <li>With the completion of the Fire training tower, worked with Fire Deputy Chief to plan for cross training exercise for command staff between the 2 departments.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

## Objective 3.2

### Strengthen Internal and External Communications

– Cmdr. Dave Marshall

3.2.1 Develop & implement enhancements to the PD 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	01/2008	Mgr. Will Davis
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed meeting with City Web Service Manager regarding the revamping of recruitment webpage.</li> <li>Provided documentation of ideas and emails with text.</li> <li>Working on spreadsheet to outline all content owners for future review.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 35%</li> <li>Continuing into FY 2007/08</li> <li>On-schedule</li> </ul>			

3.2.2 Strengthen working relations 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	01/2008	Lt. Tom Henny
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Formed Public Safety Operations Work Group, a sub group of the emergency preparedness committee.</li> <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>			
<ul style="list-style-type: none"> <li>Percent Complete: 35%</li> <li>Continuing into FY 2007/08</li> <li>On-schedule</li> </ul>			

## Objective 3.3 Strengthen Community Relations

– Cmdr. Dave Marshall

3.3.1 Develop a Scottsdale Police Department Museum to celebrate the history and culture of the Scottsdale Police Department.			
Measure of Success	Initiation Date	Target Date	Responsibility
A permanent police display supported by favorable citizen/police feedback and attendance records.	10/2003	10/2006	Lt. Marcy Miller
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>The East Valley Tribune highlighted the museum &amp; carried a public call for donations.</li> <li>Historical items are on display in the PDHQ display areas and the case has been etched with PD timeline.</li> <li>PD motorcycle and Nigel Sheriff's original patrol bicycle have been installed.</li> <li>A photographic slide show displays historical photos.</li> <li>Completed dedication of the Witzemann building and official opening of the Police Museum.</li> </ul>			
Year End Status			
• Percent Complete: 100%	• Completed October 2006	• On-Schedule	

## 4.0 Strengthened Homeland Defense

### Objective 4.1

#### Strengthen Readiness and Recovery Protocols

– Cmdr. Dave Marshall

*“The belief that it won't or can't happen here has been disproved by the tragic events of Sept. 11th and our own Human Resources incident. Remaining steadfast in protecting our community is a critical strategic initiative. Strengthening our defense through prevention, mitigation and recovery protocols will help create an appropriate response to both man-made and natural disasters”.*

4.1.1 Emergency Response Plans Training.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
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.	07/2005	09/2006	LT. Todd Muilenberg
<b>Summary of Annual Progress</b>			
<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>			
<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 September 2006</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.			
Measure of Success	Initiation Date	Target Date	Responsibility
Implementation and operational use of planned components and final system acceptance.	07/2003	07/2007	Dir. Joe Hindman
Summary of Annual Progress			
<ul style="list-style-type: none"> <li>• AFR testing underway as part of the strategy to implement the new integrated suite of Police applications.</li> <li>• Completed a substantial amount of “remedial” training on the new Intergraph system in an effort to improve reporting quality.</li> <li>• Completed implementation of the new police systems; AFR is functioning, and UCR moved forward with significant progress.</li> <li>• Staff is interfacing our systems with other systems &amp; producing a series of reports for Property &amp; Patrol Management.</li> </ul>			
Year End Status			
<ul style="list-style-type: none"> <li>• Percent Complete: 80%</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>• On-Schedule</li> </ul>	

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	10/2007	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed the development of specifications for PD data submittals to the County for the strategy to eliminate duplicate data entry during booking and allow electronic transfer to the MCSO system.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

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	10/2007	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Received City Council approval to begin sharing data through the use of COPLINK, and received verbal approval from the County to use the Justice Web Interface System.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 40%</li> <li>Continuing into FY 2007/08</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	12/2007	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Awaiting schedule for DPS/MORPHO.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 10%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <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	09/2007	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>• Successfully negotiated a contract with APD, and has Cingular EDGE wireless working on the MC70 handheld devices.</li> <li>• Arizona Supreme Court has approved the new citations form and the Department's use of the digitized signatures.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>• Percent Complete: 60%</li> <li>• Continuing into FY 2007/08</li> <li>• On-Schedule</li> </ul>			

5.2.2 Establish a Plan to provide adequate radio coverage to the preserve area.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Acceptance and approval of the plan by the Chief, initiation of process required to obtain funding.	10/2005	12/2006	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>• Completed order of initial radio equipment for coverage to the preserve area, and identified a helicopter service for the site and began coordination of services.</li> <li>• This strategy has been transferred to the City's Information Systems Department and assigned to the recently hired Radio Engineer, Milan Dobras. It will be tracked through the Information Systems Project Office.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>• Percent Complete: 100%</li> <li>• Completed December 2006</li> <li>• On-Schedule</li> </ul>			

5.2.3 Acquire a new radio system.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of a detailed design with costs for a new radio system. .	07/2005	12/2006	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>This strategy has been transferred to the City Information's System Department and assigned to the recently hired Radio Engineer, Milan Dobras. It will be tracked through the Information Systems Project Office.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed December 2006</li> <li>On-Schedule</li> </ul>			

5.2.4 Evaluate short-term solutions for improved radio coverage interoperability with Fire.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
The ability for Police and Fire to communicate at an incident scene.	07/2006	05/2007	Dir Joe Hindman
<ul style="list-style-type: none"> <li>Completed discussions with Communications Manager regarding a method of establishing a connection between dispatch centers.</li> <li>Capability is now available.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> <li>Completed February 2007</li> <li>On-Schedule</li> </ul>			

5.2.5 Acquire additional dispatch equipment for District 3 & Downtown.			
Measure of Success	Initiation Date	Target Date	Responsibility
Having the capabilities for the Police Department and Fire Department to share talk groups.	06/2007	06/2007	Dir Joe Hindman
<ul style="list-style-type: none"> <li>Completed discussions with Communications Manager a method of establishing a connection between dispatch centers.</li> <li>Equipment and software licenses have been purchased, and the stations will be operational after the move to the new area.</li> </ul>			
Year End Status			
<ul style="list-style-type: none"> <li>Percent Complete: 100%</li> </ul>	<ul style="list-style-type: none"> <li>Completed June 2007</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

## Objective 5.3

### Advance Technology Support and 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	06/2007	Dir. Joe Hindman
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Hired 2 new Technology Services Division employees to fill a vacant position and began cross training to ensure backup of mission critical job junctions.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 50%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

**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 District 1 facility.			
<b>Measure of Success</b>			
	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
District One facility is complete and occupied.	07/2004	06/2007	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>• Council approved next phase of construction.</li> <li>• District 1 site preparation is currently in progress; footings for the building are in place.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>• Percent Complete: 55%</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>• On-Schedule</li> </ul>	

6.1.2 Design and construct the Police Operational Support Facility for Crime Lab and Property/Evidence.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Police Operational Support facility is complete and occupied.	10/2003	06/2007	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Police Operational Support Facility for Crime Lab and Property/Evidence remains on schedule, with continued schedule refinements with contractor.</li> <li>Council approved next phase of construction of the Police Operational Support facility for Crime Lab and Property/Evidence; the facility is now under construction.</li> </ul>			
<ul style="list-style-type: none"> <li>Percent Complete: 55%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

6.1.3 Plan, design and construct the expanded Police and Fire training facility.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Police and Fire Training facility is complete and occupied.	07/2004	10/2007	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed the Police/Fire Training Center fire tower, and building expansion in on schedule.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 85%</li> <li>Continuing into FY 2007/08</li> <li>On-Schedule</li> </ul>			

## Objective 6.2 Reallocate and 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	10/2007	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Completed North Corp Yard security improvement renovation.</li> </ul>			
<b>Year End Status</b>			
<ul style="list-style-type: none"> <li>Percent Complete: 85%</li> </ul>	<ul style="list-style-type: none"> <li>Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

6.2.2 Expand District 3 covered parking and locker facilities.			
<b>Measure of Success</b>	<b>Initiation Date</b>	<b>Target Date</b>	<b>Responsibility</b>
Completion of additional lockers and parking shade structures.	01/2004	12/2006	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>Parking shade structure and additional lockers 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 December 2006</li> </ul>	<ul style="list-style-type: none"> <li>On-Schedule</li> </ul>	

6.2.3 Remodel District 2 Communications Center and basement floor.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of remodel & expansion of District 2 Communications Center & basement floor. Remodeled areas are functional and occupied.	07/2006	10/2007	Dir. Marc Eisen
<b>Summary of Annual Progress</b>			
<ul style="list-style-type: none"> <li>• The old records area was completed and the demolition continued west through the old crime analysis area.</li> <li>• Work on the rest of the first floor is under continued remodel &amp; nearing completion.</li> <li>• Completed the new communications center on the second floor of District 2; furniture and systems for a state of the art Police Dispatch center has been installed; held grand opening ceremony.</li> </ul>			
<ul style="list-style-type: none"> <li>• Percent Complete: 99%</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing into FY 2007/08</li> </ul>	<ul style="list-style-type: none"> <li>• On-Schedule</li> </ul>	

## ERRATA

### Adjustments Made to the Plan During FY 2006/07

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1. Modified Strategy End Date from 09/2006 to 03/2007 for Strategy 1.2.1 "Photo Radar Pilot on the 101 (Lt. Frank O'Halloran, )
2. Modified Strategy End Date from 12/2006 to 12/2007 for Strategy 1.2.2 "Provide Public Safety Service to Urban Parks & Preserve' (Lt. Tony Gibson, )
3. Modified Strategy End Date from 07/2006 to 07/2007 for Strategy 2.1.4 "Implement Approved Leadership Training & Assess Effectiveness" (Lt. Jeff Smythe, )
4. Modified Strategy End Date from 09/2006 to 03/2007 for Strategy 2.2.1 "Formalize Career Development Roadmaps" for Line Personnel & Develop Suggested Training Plans to Assist on-going Employee Development" (Lt. Mike Stauffer & Sgt. Jimmy Wasson, )
5. Modified Strategy End Date from 10/2006 to 04/2007 for Strategy 5.1.2 "Eliminate Duplicate Data Entry During Booking & Allow Electronic Transfer to MSCO System" (Dir. Joe Hindman, )
6. Modified Strategy End Date from 09/2006 to 03/2007 for Strategy 6.2.1 "Implement Homeland Security Facility Improvements for the City" (Dir. Marc Eisen,)
7. Modified Strategy End Date from 12/2006 to 12/2007 for Strategy 1.2.2 "Provide Public Safety Service to Urban Parks & Preserve" (Chief Alan Rodbell, 12/2006)
8. Modified Strategy End Date from 06/2007 to 06/2008 for Strategy 2.3.2 "ISO Accreditation for Crime Laboratory" (Chief Alan Rodbell, 12/2006)
9. Modified Strategy End Date from 07/2006 to 07/2007 for Strategy 3.1.1 "Establish Shared Initiatives with the Fire Department" (Chief Alan Rodbell, 12/2006)
10. Changed Strategy Leader from Lt. Tony Gibson to Lt. Johnny Cervantes for Strategy 1.2.2 "Provide Public Safety Service to Urban Parks & Preserve" (Asst. Chief Sean Duggan, 02/2007)
11. Modified Start Date from 04/2007 to 02/2007 for Strategy 2.2.4 "Implement an Optional 360 Feedback Instrument for Employee's Professional/Personal Development" (Asst. Chief John Cocca, 02/2007)
12. Modified Start Date from 01/2007 to 05/2007 for Strategy 2.3.3 "Develop/Improve 911/Communications Protocol" (Cmdr. Burl Haenel, 01/2007)
13. Changed Strategy Leader from Sgt. Mark Clark to Mgr. Will Davis for Strategy 3.2.1 "Develop & Implement Enhancements to the PD Website" (Asst. Chief Sean Duggan, 01/2007)
14. Modified End Date from 01/2007 to 07/2007 for Strategy 2.1.2 "Provide Early Intervention Behavior Identification Training to Management" (Cmdr. Bill Wilton, 01/2007)
15. Modified End Date from 12/2006 to 03/2007 for Strategy 2.2.2 "Evaluate & Enhance Master Police Officer (MPO)" (Asst. Chief John Cocca, 01/2007)
16. Modified End Date from 03/2007 to 09/2007 for Strategy 2.2.1 "Formalize Career Development "Roadmaps" for Line Personnel & Develop Suggested Training Plans to Assist on-going Employee Development" (Asst. Chief John Cocca, 03/2007)
17. Strategy 1.2.4 "Enhance the Downtown District" has been postponed until FY08/09 (Asst Chief Sean Duggan, 04/2007)
18. Modified End Date from 01/2007 to 08/2007 for Strategy 2.1.3 "Develop an Executive Program for Middle Level Management" (Cmdr. Bill Wilton, 04/2007)

19. Modified End Date from 10/2006 to 10/2007 for Strategy 5.1.2 "Eliminate Duplicated Data Entry During Booking & Allow Electronic Transfer to MSCO System" (Dir. Helen Gandara-Zavala, 04/2007)
20. Modified End Date from 10/2006 to 10/2007 for Strategy 5.1.3 "Improve Automated Information Sharing with other Criminal Justice Agencies" (Dir. Helen Gandara-Zavala, 04/2007)
21. Modified Sponsor assignment from Cmdr. Barry Vassall to Asst Chief Sean Duggan for Strategies 1.2.3, 1.2.7, 1.2.10, 1.2.11 and 1.2.16 (due to retirement of Cmdr Vassall, May 2007)
22. Modified End Date from 07/2007 to 09/2007 for Strategy 5.2.1 "Identify Alternative Mobile Devices for Data Communication" (Dir. Helen Gandara-Zavala, 06/2007)

***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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