



# SCOTTSDALE POLICE DEPARTMENT STRATEGIC PLAN 2018-2021

2018-2021



It is my pleasure to present the Scottsdale Police Department Strategic Plan that will carry us to 2021. This document is built on the foundation of past successes and combined with a vision for the future of our Department and our community. The strategies identified in this plan are the product of multiple retreats, feedback from studies, and current trends facing the City of Scottsdale and our police department.

During our November 2017 retreat, attendees participated in an exercise to reflect on our vision. During this vision exercise new elements were identified and a new vision for this plan was established.

***“We are an employer of choice with exceptional employees, exemplary services, and an engaged community, resulting in a safe and secure Scottsdale.”***

This three-year plan encompasses the Department’s commitment to community concerns through four Strategic Directions: **Connecting with the**

**Community, Improving Organizational Effectiveness, Strengthening the Workforce, and Enhancing Public Safety.**

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

A handwritten signature in blue ink, appearing to read "C. S. R. H. M.". The signature is stylized and written in a cursive-like font.

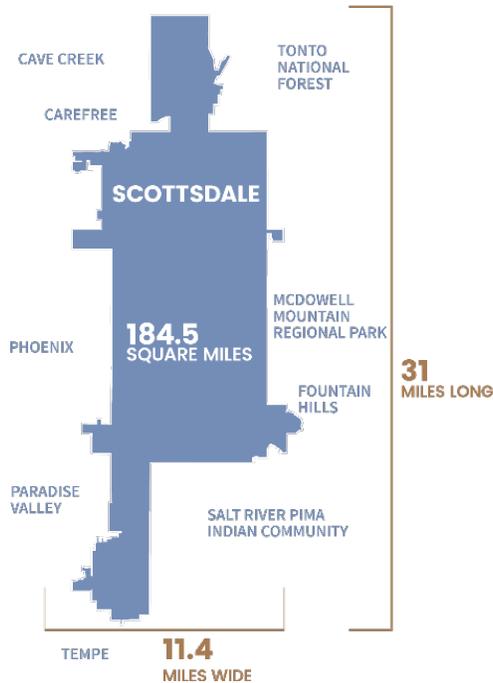


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**Scottsdale is the 45th largest city in the U.S. by area.**

Source: U.S. Census and City of Scottsdale



The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community that as of July 31, 2017 has an estimated population of 242,500<sup>a</sup> persons in an area approximately 185 square miles, stretching 31 miles from north to south. Scottsdale is a premier community known for a high quality of life with attractive residential, working and shopping areas. It is an internationally recognized visitor destination and a thriving location for business. Scottsdale consistently ranks among the nation’s best places to live, with top-rated schools, award winning parks, low crime and a vibrant economy.

The Department remains a progressive and innovative law enforcement agency, possessing strong values that emphasize ethical behavior, principled decision-making, commitment to serving the community and an appreciation for diversity. The organization is proud to be nationally accredited by the Commission on Accreditation for Law Enforcement Agencies since 1994, reflecting the commitment of the Department to constantly improve the quality of service provided to the citizens of Scottsdale.

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

**The Planning Process**

The strategic planning process allows our Department to establish a vision for the future and develop long term goals and operational objectives that will be met through our strategic initiatives. The strategic plan serves as a 3-Year “roadmap” that steers the Department and promotes effective resource allocation and budget planning. The plan is a “living document” that is regularly reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The 2018 strategic plan involved inputs from many areas. The success of this planning process lies in the sponsorship and accountability across the Scottsdale Police Department. This process includes all employees, starting with the Chief of Police through the ranks to line level employees. Each Strategic Direction is assigned to an Assistant Chief, all Strategic Objectives are assigned to members of Command Staff, and strategic initiatives are assigned to mid-level management, both sworn and civilian, to initiate cross-division teams to carry out the intention of the strategy. Through this combined sponsorship with all levels of police employees we ensure accountability to the efforts of this strategic plan.

This Strategic Plan is facilitated through the Planning, Research and Accreditation Division of the Operational Services Bureau. This includes regular updates to staff, management of the internal tracking tool, and all published reports.

## **Inputs Reviewed During the Planning Process**

Prior to and during the retreats, attendees reviewed several key inputs that would serve as a guide during the planning process. These areas included:

- City demographic, financial, and economic trends
- Scottsdale Police Department Annual SWOT Analysis
- Crime trends
- Anticipated Personnel and available resources
- Center for Public Safety Management
- City capital improvement projects and equipment needs
- Residential/commercial development plans
- Police Department budget allocations
- The Scottsdale Bridge Forum
- President’s Task Force on 21st Century Policing

## **Demographics, Anticipated Trends & Demands**

In developing this strategic plan, the Department invited presenters from the Community & Economic Development department and local businesses to present on the future of Scottsdale. Department staff also presented on trends and factors related to crime that might possibly impact the successful implementation of the plan. These presentations included a review of population trends, demographics, available resources, and level of demand for police services. During review, we addressed these current realities and future key trends and factors.

- Since 2010, Scottsdale has grown by 13.46% (29,260 persons per 2016 population estimates)
- Land use is approximately 47% residential, 43% Open Space, 7% industrial/commercial, and 3% mixed use.
- FY2017/18 positions adopted: 401 sworn, 258.3 civilian employees, 659.3 total.
- FY2017/18 authorized Officers per 1,000 population: 1.65.
- FY2017/18 authorized civilian employees per 1,000 population: 1.07.

## **Anticipated Workload and Population Trends**

- Scottsdale’s population through 2050 is expected to grow by 27%, totaling roughly 312,000 persons
- ‘Daytime’ Population is estimated to be a 28% increase every day and Seasonal Resident population increases by 15% during the winter months
- Citizen-generated and Officer-initiated calls for service are projected to continue increasing.
- The largest resident population of the City will remain in the Central Area (Indian Bend Road to Deer Valley Road) of the city
- Tourism will remain a pillar to Scottsdale’s economy.
- The City’s revitalization efforts in the McDowell Corridor, Downtown Scottsdale, and Greater Airport areas will impact the Department’s workload and policing strategies over the next few

years. The revitalization includes new mixed- use commercial, retail, and residential developments in all three areas with expected population growth.

- Criminal sophistication will continue to increase, at least on par with technology.
- National and local topic crime types such as the opioid epidemic, human trafficking, and network/data security will be a challenge over the next 3 years and beyond.
- National best practices might require digital evidence to transition to a lab setting.

Sources: City of Scottsdale: Community & Economic Development Department, Treasurer’s Office, Police Department & Maricopa Association of Governments, and Scottsdale Police Department Investigative Services Bureau. Calculations based on Maricopa Association of Governments 2016 Socioeconomic Projections. For Official Population, please refer to the Arizona Department of Administration Office of Employment and Population Statistics

## Other Inputs



The Scottsdale Police Department reviewed the recommendations from 21<sup>st</sup> Century Policing, feedback from the Center for Public Safety Management, and ideas from the Bridge Forum prior to the strategic plan retreat. We strive to ensure that all strategies are aligned with the pillars of 21<sup>st</sup> Century Policing (left). Any recommendations that were brought forward by any of the three reports that were not already in place in our organization are included as strategies in this document and will be carried forward.

Prior to the Strategic Planning retreat, members of the department Command Staff and other key city partners met in a facilitated Strength, Weaknesses, Opportunities and Threats (SWOT) workshop. This annual facilitated dialogue asks the participants to think about the internal strengths and weaknesses of the organization that can be influenced by the internal actions of the organization. In turn, the facilitator also asks the attendees to discuss those opportunities and threats that are external to the organization but will influence the direction of the department over the next year. The broad topics covered in this interactive SWOT discussion can be found on the following page.

# SWOT Analysis

November 2017

360Wellness  
Accountability CALEA  
Partnerships-Relationships  
Personnel Engagement  
Innovation Transparency  
Special Events  
Hiring  
Brand/Reputation  
**STRENGTHS**  
Recognition Leadership "Yes" Culture  
Equipment Facilities  
CIT Community Training  
Technology Support Ethics  
Policy Management  
Deployment Model  
Communication

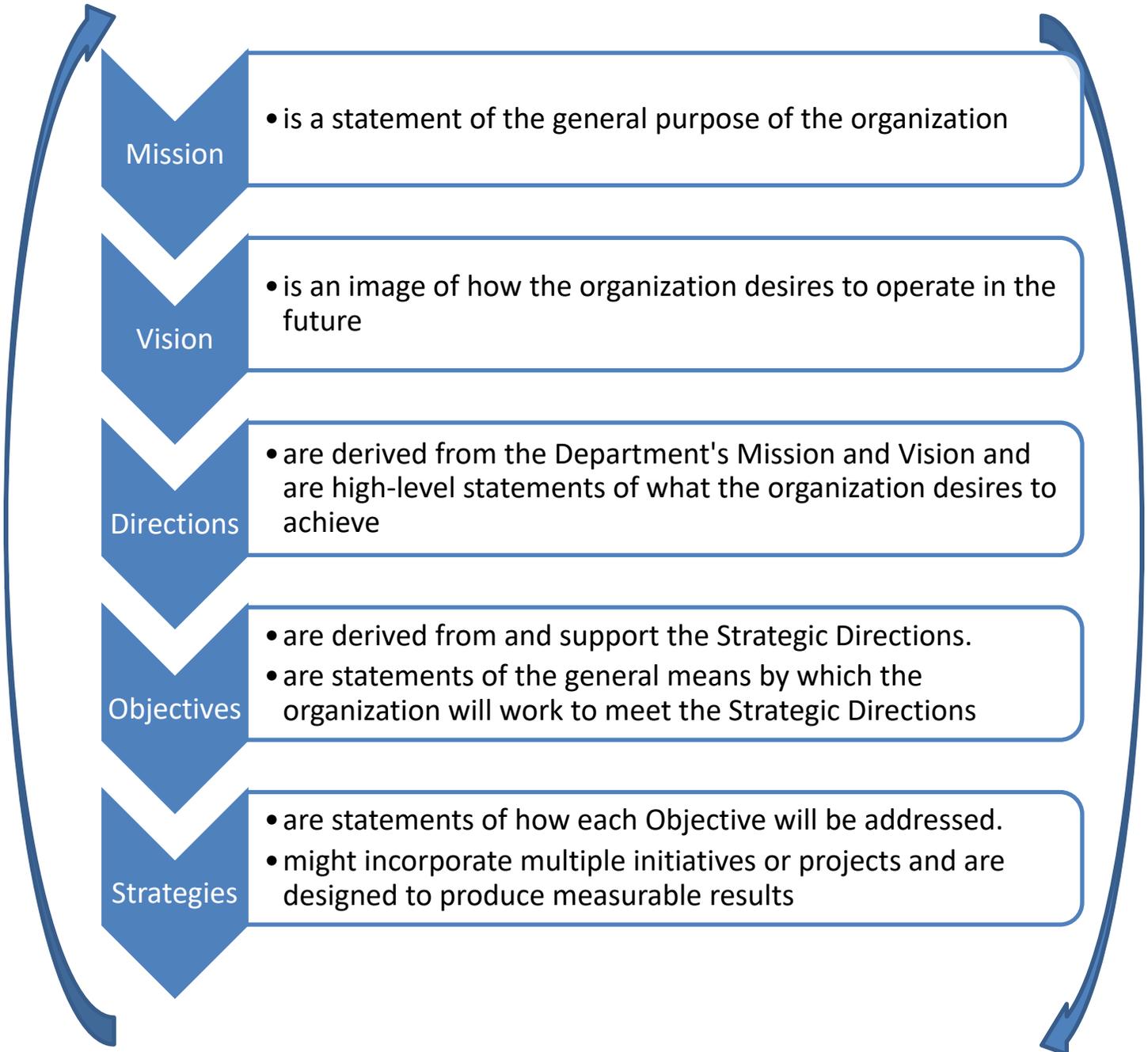
Funding Reliance  
Marketing/Branding  
Volunteers/Interns (underutilized)  
Diversity Social Media  
Changing Crime Trends  
**WEAKNESSES**  
Recruitment Focus  
Policy Review New Tech  
Overpromise/Under-Deliver  
Leadership Exodus  
Workload Demand

Civilianization  
Volunteers/Interns  
Social Media  
Succession Planning  
Inclusion 360Wellness  
**OPPORTUNITIES**  
Recruitment  
Partnerships Recognition Data Rich  
Diversity  
Policy/Review

Aging Facilities  
Legislation Changes  
Community Expectation  
Automatic Disqualifiers  
Competitive Compensation  
Technology Grant Reductions  
Mental Health Needs/Demands  
RICO  
**THREATS**  
Workload Demands  
Density Crime Trends  
Ever-Changing Political Climate  
Opioids/Drugs Generational Differences  
Shrinking Candidate Pool  
Changing Social Norms  
Unfunded Mandates

## Outcomes of the Planning Process

During each strategic planning retreat the objective for the end of the day is to review and validate, or develop new, Mission and Vision statements, and Strategic Directions, Objectives and Strategies. These items act together to support each other in a tiered process. The top levels provide guidance for all lower levels. The lower levels work to support the upper levels.



## Mission

*“The Scottsdale Police Department, in partnership with the citizens of Scottsdale, recognizes the changing needs of our community and law enforcement’s role in addressing those needs. Furthermore, we pledge EXCELLENCE, INITIATIVE AND INTEGRITY to enhance the quality of life throughout our City knowing those we serve deserve no less.”*

## Vision

*“We are an employer of choice with exceptional employees, exemplary services, and an engaged community, resulting in a safe and secure Scottsdale.”*

## Strategic Directions and Objectives



### 1. Connecting with the Community

- 1.1 Engage Community
- 1.2 Expand Public Relations
- 1.3 Increase Accessibility
- 1.4 Expand Partnerships



### 2. Improving Organizational Effectiveness

- 2.1 Manage Resources
- 2.2 Create Organizational Efficiency
- 2.3 Leverage Technology



### 3. Strengthening the Workforce

- 3.1 Develop Employees
- 3.2 Improve Recruitment/Hiring
- 3.3 Promote Employee Wellness



### 4. Enhancing Public Safety

- 4.1 Update Surveillance Technology
- 4.2 Promote Emergency Preparedness
- 4.3 Re-evaluate Response to Crime Trends

***Strategic Direction 1: Connecting with the Community (Assistant Chief Popp)***

*Objective 1.1: Engage the Community (Commander Minor)*

Strategic Initiatives:

- 1.1.1: Create a process to educate parents regarding crime to promote greater youth/parent dialogue. (Lt. Marmie, Year 2, Bridge Forum)
- 1.1.2: Identify platforms for connecting with youth to build mutual trust. (Lt. Marmie, Year 1, Bridge Forum)
- 1.1.3: Identify ways to address the needs of the community related to behavioral health. (Tracey Wilkinson, Year 2, Bridge Forum)
- 1.1.4: Establish dialogue opportunities with minority communities. (Lt. Rincon, Year 2, Bridge Forum)
- 1.1.5: Establish a process to review current mission, vision and value as an organization. (Lt. O'Meara, Year 2, Bridge Forum)
- 1.1.6 Develop a Youth Engagement Advisory Group. (Lt. Marmie, Year 2, Bridge Forum & IACP Youth Engagement Action Plan)
- 1.1.7 Evolve the Crisis Response Team. (Lt. Regan, Year 2, IACP Youth Engagement Action Plan)

*Objective 1.2: Expand Public Relations (Commander LeDuc)*

Strategic Initiatives:

- 1.2.1: Establish a marketing plan that crosses social & mass media. (Lt. Campbell, Year 2)
- 1.2.2: Expand the departments social media footprint. (Lt. Campbell, Year 2)
- 1.2.3: Increase our capacity for video production. (Lt. Campbell, Year 2)

*Objective 1.3: Increase Accessibility (Michael Keran)*

Strategic Initiatives:

- 1.3.1: Integrate texting into the CAD system. (Karen Sutherland, Year 1)

1.3.2: Purchase technology to help first responders interact with citizens that may have difficulty communicating, and purchase technology that would assist the public in providing first responders with important information related to themselves or their family. (Karen Sutherland, Year 2)

1.3.3: Actively promote existing online services and explore expansion. (Whitney Pitt, Year 2, CPSM)

*Objective 1.4: Expand Partnerships (Commander LeDuc)*

Strategic Initiatives:

1.4.1: Explore private sector opportunities for tools, resources and technology. (Lt. Palopoli, Year 2)

***Strategic Direction 2: Improving Organizational Effectiveness (Assistant Chief Gándara)***

*Objective 2.1: Manage Resources (Commander Henny)*

Strategic Initiatives:

2.1.1: Conduct an assessment and provide recommendations for areas in which civilianization could occur. (Lt. Evans, Year 1)

2.1.2: Create an annual plan for facility needs and space use. (Kevin Kilday, Year 1)

2.1.3 Explore the expansion of web-based reporting and deferred responses to certain categories of CFS. (Cassie Johnson, Year 2, CPSM)

*Objective 2.2: Create Organizational Efficiency (Will Davis & Kris Cano)*

Strategic Initiatives:

2.2.1: Expand the departments volunteer program. (Tracie Paolillo, Year 2)

2.2.2: Apply lean principles to remove wasteful activities. (Cassie Johnson, Year 1)

2.2.3: Train department employees on process improvement. (Cassie Johnson, Year 3)

2.2.4: Establish a process to ensure annual evaluation of task force involvement & outcomes to ensure optimal utilization and participation. (Christy Alonzo, Year 1, CPSM)

2.2.5: Explore the purchase of asset forfeiture tracking software to replace the current spreadsheet method now in use by detectives. (Lt. Myers, Year 1, CPSM)

*Objective 2.3: Leverage Technology (Michael Keran)*

Strategic Initiatives:

2.3.1: Establish a process for ISB to identify trends that allows the department to stay ahead of technology predators. (Lt. Regan, Year 2)

2.3.2: Develop a protocol/template for individualized training plans for each technology implementation. (Steve Cohen & Robert Horton, Year 2)

2.3.3: Create a process to annually evaluate existing and new technology needs, soliciting input from all levels of the agency, that also includes Total Cost of Ownership expectations. (Michael Keran, Year 1)

2.3.4: Establish an implementation plan for NIBRS to meet requirement set by FBI AND State. (Cassie Johnson, Year 1, CPSM)

***Strategic Direction 3: Strengthening the Workforce (Assistant Chief Gándara)***

*Objective 3.1: Develop Employees (Commander Hall)*

Strategic Initiatives:

3.1.1: Develop plan to address time for training. (Lt. Rincon, Year 2)

3.1.2: Expand Emerging Leadership Program (ELP). (Lt. Walther, Year 1)

3.1.3: Create a formalized mentoring process available to all employees. (Lt. Coffee, Year 2)

3.1.4: Implement train-the-trainer model for all employees on implicit bias and develop a plan for refresher training. (Lt. Walther, Year 2)

3.1.5: Establish sexual harassment training for all employees who have not already received training and develop refresher training for all employees going forward. (Lt. Walther, Year 2)

3.1.6: Evaluate partnership opportunities with universities for department cohorts in upper education programs to promote higher education attainment. (Lt. Cabrera, Year 1)

3.1.7 Identify initiatives for employee retention. (Lt. Coffee, Year 2)

*Objective 3.2: Improve Recruitment/Hiring (Jill Boehm)*

Strategic Initiatives:

- 3.2.1: Evaluate and strengthen our comprehensive recruitment plan. (Lt. O’Meara, Year 1, Bridge Forum)
- 3.2.2: Expand formal internship opportunities through the department, to include undergraduate and graduate programs. (Eliza Smaltz, Year 2)
- 3.2.3: Evaluate changes to hiring criteria (background and/or qualifications). (Lt. Rasmussen, Year 1)

*Objective 3.3: Promote Employee Wellness (Commander Ciolli)*

Strategic Initiatives:

- 3.3.1: Review internal communication methods. (Lt. Blumling, Year2)
- 3.3.2: Emphasize city values that focus on employees. (Lt. Cabrera Year 2)
- 3.3.3: Evaluate feasibility of detectives completing one patrol shift per month. (Lt. Regan, Year 1)
- 3.3.4: Enhance employee well care programs. (Lt. Cabrera, Year 2)

***Strategic Direction 4: Enhancing Public Safety (Assistant Chief Slavin)***

*Objective 4.1: Update Surveillance Technology (Commander Nichols)*

Strategic Initiatives:

- 4.1.1: Explore camera program in public areas to deter criminal activity and provide investigative leads. (Lt. Smith, Year 2)
- 4.1.2: Improve Camera Surveillance in remote areas (ex. Desert/trailheads) to augment public safety. (Lt. Smith, Year 3)
- 4.1.3: Enhance drone program. (Lt. Smith, Year 1)

*Objective 4.2: Promote Emergency Preparedness (Commander Nichols)*

Strategic Initiatives:

- 4.2.1: Create and implement "High Density Traffic" Response Plans and Training. (Lt. Bonnette, Year 3)

4.2.2: Establish a Downtown Plan for soft targets. (Lt. DiPiazza, Year 1)

4.2.3: Establish a long-term plan for hardening of all police facilities. (Lt. Myers, Year 1)

*Objective 4.3: Re-evaluate response to crime trends (Commander Nichols)*

Strategic Initiatives:

4.3.1: Create and implement "High Density Property" Response Plans and Training. (Lt. Weaver, Year 2)

4.3.2: Evaluate drone identification and mitigation in regards to public safety concerns with the use of drones. (Lt. Smith, Year 2)

4.3.3: Evaluate the capacity for response to cyber crimes. (Lt. Evans, Year 2)

## Retreat Participants



*Attendees of the 2017 Fall Strategic Planning meeting facilitated by Courtney Lonergan (bottom left)*

The Scottsdale Police Department would like to extend our thanks to all the individuals who participated in this process. This includes attending meetings, facilitating groups as strategy sponsors, leaders and those involved in the teams. It is with your hard work, commitment and continued participation that this process is a success. Attendees of the 2017 Strategic Planning meeting (photo above) are:

Christy Alonzo	Sherri Hawkinson	Joe Nichols
Alina Baer	Tom Henny	Melissa Palopoli
Mary Bertuccelli	Mike Hitt	Tracie Paolillo
Chris Blumling	Ben Hoster	Whitney Pitt
Jill Boehm	Azra Hussain	Scott Popp
Eric Bolles	Cassie Johnson	Cindy Quenneville
Weston Brown	Michael Keran	Kevin Rawlings
Art Buck	Jacob Kerger	Alan Rodbell
Kris Cano	Kevin Kilday	Amii Ruscitti
Bruce Ciolli	Robert Kravitz	Milissa Sackos
Brandi Clark	Louise Lamb	Rich Slavin
Lance Davidson	Joe Leduc	Brian Steele
Will Davis	Hugh Lockerby	Karen Sutherland
Joy Estes	Courtney Lonergan	Rick Ueable
Matt Evans	Chelly Maniuszko	Jeff Walther
Helen Gandara	Aric Manore	Devlin Walther
Steve Garrett	Matt Metz	Tim Wesloski
Jennifer Hagen	Aaron Minor	Tracey Wilkinson
Chris Hall	Tom Myers	Eric Williams

**City of Scottsdale  
Mayor and City Council**

**Mayor W.J. "Jim" Lane**



**Councilwoman Suzanne Klapp**



**Councilmember Virginia Korte**



**Vice Mayor Kathy Littlefield**



**Councilwoman Linda Milhaven**



**Vice Mayor Guy Philips**



**Councilwoman Solange Whitehead**



**City Manager  
Dr. Jim Thompson**