

**2024
2027**



Scottsdale Police Department

Strategic Plan

Contents

Message from the Chief.....	1
Vision & Mission.....	2
Planning Inputs.....	3
Planning Outputs.....	4
Implementation.....	5
Strategic Directions, Objectives, and Strategies.....	6
Thank you.....	10



About This Plan

Every few years, we put in writing what this department intends to do and how we intend to do it.

The pages that follow are our current plan. We publish it so the people we serve can see where we are headed, what we are focused on, and how we are preparing for the future.

The plan was written by the people who carry it out. In 2023, about sixty employees from every rank and role, officers, dispatchers, forensic scientists, analysts, records and support staff, came together over three sessions to refine our guiding principles, take an honest look at our strengths and our gaps, and set direction for the years ahead. It was adopted in 2024 under Chief Jeff Walther. I am grateful for the foundation he and that team built.

I became Chief of Police on April 21, 2025. The plan remains in force, and its priorities remain ours: attracting high-quality employees, investing in their wellness and development, pursuing industry-leading infrastructure and technology, and deepening our partnership with the community. Those are the right priorities for this department, and we remain committed to them.

What has changed is the structure that delivers them. In 2026, we reorganized into four bureaus, Patrol, Operations, Investigations, and Support, grouping related work together and creating clearer lines of responsibility as the city grows. The plan assigns every goal to a specific level of leadership, so those assignments are being updated to match the new structure. The goals themselves are unchanged.

Some of this work is already underway or complete. We have created a Wellness Unit and a peer support team of roughly forty trained employees who help colleagues and their families through difficult calls. Our drone program has grown into a Drone as First Responder capability that allows our Real Time Crime Center to see a scene and provide officers with critical information before they arrive, earning national recognition in 2026. We also created new career paths for the dispatchers who answer every emergency before anyone else does.

To the employees reading this: thank you for the work behind every line of this plan. To the residents reading it: we want you to understand where we are headed, what matters to us, and how we are working to keep Scottsdale safe while continuing to build a police department worthy of the community we serve.

Joe LeDuc – Chief of Police





Message from the Chief of Police

I am incredibly excited to introduce our new three-year Strategic Plan for the Scottsdale Police Department. We proudly serve almost 250,000 full-time residents, 12 million visitors, and host national and international special events in a city of 185 square miles. We remain committed to adapting to the evolving needs of our vibrant and dynamic community and enhancing the quality of life for our residents, visitors, and businesses.

This Strategic Plan is the result of extensive input and collaboration across our organization. In three comprehensive one-day retreat phases, approximately sixty employees from various ranks and roles within the department came together to refine our guiding principles, assess our strengths and weaknesses, and set a new vision for the future. Our mission, "As part of our community, we are united in purpose and selfless in action to ensure a safe Scottsdale," reflects our deep-rooted commitment to being an integral part of the community we serve.

Our plan focuses on clear objectives and strategic directions to attract high-quality employees, invest in wellness, leverage technology, and expand our outreach efforts. I am confident that through our united efforts, we will continue to make Scottsdale one of the safest and most desirable places to live, work, and visit. Thank you for your dedication, hard work, and commitment to our shared mission.

Mission and Vision



As part of our community, we are united in purpose and selfless in action to ensure a safe Scottsdale.

United in purpose, we commit to:

- ▶ A culture of comprehensive wellness and community outreach;
- ▶ Innovative and competitive recruitment with career enhancement through professional development and
- ▶ Integrated technology and expanded infrastructure.



PLANNING INPUTS

The 2023 strategic planning efforts facilitated a cross-section of our organization in three one-day retreat phases. Phase one was dedicated to refining our guiding principles and shaping our actions and interactions within our department and community. Phase two focused on our Strengths, Weaknesses, Opportunities, and Threats (SWOT), and Phase three launched the start of new vision statement and strategic plan. Phase three inputs included:

- ▶ 2018/2019 Strategic Plan Accomplishments
- ▶ Mission and Foundational Behaviors
- ▶ SWOT Analysis
- ▶ City District Demographics and anticipated workload in relation to population
- ▶ Technology Projects Facility Projects Recruitment and Retention Efforts
- ▶ Anticipated personnel and available resources.

PLANNING OUTCOMES



Each strategic planning phase resulted in Planning, Research, and Accreditation reviewing, compiling, validating, and presenting the outcomes to Command Staff. The tiered approach ensures a collaboration of efforts to support and achieve a unified outcome. The Chief of Police and Command Staff adopt the Mission and Vision statements, Strategic Directions, Objectives, and Strategies.



The implementation of this plan is led by the Chief of Police. Assignments are structured as follows: the Assistant Chiefs oversee the Strategic Directions, Commanders and Directors are responsible for objectives, and Managers are assigned strategies. The implementation of this plan allows for provisions for review and revisions as needed through regular updates and through an internal tracking tool.



Strategic Directions

Assistant Chiefs



Objectives

Commanders and Directors



Strategies

Managers



Strategic Direction

Attracting High-Quality Employees

Bolster Staffing Objective

- ▶ Partner with East Valley Institute of Technology (EVIT) to develop recruitment programs.
- ▶ Make improvements to our webpage related to recruitment and hiring.
- ▶ Explore hiring a recruitment marketing company to implement a strategic plan of attracting top job candidates.
- ▶ Evaluate the use of decentralized assignments.
- ▶ Evaluate various staffing models for targeted deployment of resources.
- ▶ Evaluate external recruitment methods.
- ▶ Evaluate the skill bridges program to utilize service members and spouses in a civilian work environment, leading to potential career in law enforcement.



Strategic Direction

Empowering Employees by Investing in Wellness and Development

Prioritize Wellness Objective

- ▶ Create a wellness unit dedicated to individual and department wellness programs.
- ▶ Foster a supportive environment that encourages and normalizes a wellness culture through education and resources.
- ▶ Evaluate the Struggle Well Program for implementation.
- ▶ Evaluate annual wellness check-ins for all department personnel.
- ▶ Expand and implement a structured peer support program.

Invest in a Formalized Employee Development Objective

- ▶ Implement a mandatory leadership training academy for all supervisors and managers.
- ▶ Evaluate a formal succession plan for both sworn and professional staff.
- ▶ Evaluate the creation of a Scottsdale Police Department Insider Program.
- ▶ Produce unit-specific videos to share information.
- ▶ Build a formalized mentoring program for all employees, including at the hiring stage.
- ▶ Evaluate opportunities for consistent integration of wellness time in schedules.



Strategic Direction

Pursuing Industry-Leading Infrastructure and Technology

Support Facilities Objective

- ▶ Create a comprehensive facility plan.
- ▶ Create a facility coordinator position.

Leverage Technology Objective

- ▶ Enhance E-Citation program.
- ▶ Expand drone program.
- ▶ Execute the deployment of diverse software solutions and cutting-edge technologies, emphasizing integration across existing and future software infrastructure to enhance overall operational efficiency.
- ▶ Update, improve, and modernize the Police department website.
- ▶ Integrate Axon/CAD with evidence.com for improved efficiencies.
- ▶ Continue to evaluate grants and other funding sources for technology.



Strategic Direction

Focusing on Community Collaboration and Partnership

Expand Outreach Objective

- ▶ Produce a series of day-in-the-life videos of Scottsdale Police staff.
- ▶ Expand the community engagement unit.
- ▶ Create a public safety campaign on defensive driving for external outreach.
Increase School Resources Officers to intensify school safety in the Scottsdale Unified Schools and strengthen youth programs within the city.
- ▶ Increase School Resources Officers to intensify school safety in the Scottsdale Unified Schools and strengthen youth programs within the city.

Thank you to
our participants in the
development of this plan



Adams, Wiley
Adan, Leon
Allen, Kyle
Barrett, Melanie
Beamer, Vickie
Bermudez, Virginia
Bingham, Kevin
Blumling, Chris
Boehm, Jill
Bokinsky, Bo
Bolin, Aaron
Browning, Drew
Cabrera, Chuck
Campbell, Lee
Clark, Brandi
Coffee, Chris
Cohen, Steve
Conway, Mike
Davidson, Lance
DeShotel, Keegan
Devlin, Jason
Evans, Matt

Fielding, Zack
Fleming, Scott
Galbraith, Toni
Gandara, Helen
Garcia, Danny
Gaucher, Sylvia
Gollihar, George
Gregg, Derrik
Greene, JoBeth
Hash, Stephen
Hatch-Millis, Valerie
Hawkins, Jeffrey
Hernandez, Jesseca
Hiner, Brian
Hutson, Andrew
Johnson, Cassie
Kalkbrenner, Amanda
Keran, Michael
Klages, Summer
Kosecki, Patrick
Kracke, Kacey
Leduc, Joe

Lewis, Joel
Lovell, Chance
Mahler, Karl
Martel, Renee
McBroom, Kimberly
Mendoza, Damien
Myers, Tom
O'Meara, Jeromie
O'Neill, Amanda
Pagliuca, Anthony
Paolillo, Tracie
Parrow, Jr
Polasky, Evan
Priel, Patrick
Quon, Kevin
Raines, Mindy
Rawlins, Kelvin
Regan, Patrick
Ristuccia, Alex
Rodriguez, Elaine
Ruscitti, Chris
Ryan, Sean

Sachs, Alex
Schoeffler, Traci
Sempsis, Allison
Serbalik, Dan
Silva, Anthony
Slavin, Rich
Smith, Scott
Steel, Brian
Steele, Marcus
Sutherland, Karen
Thornton, Gary
Tines, Trey
Vattuone, Dominique
Wahl, Nancy
Walther, Jeff
Watson, Christopher
Whitcomb, Michael
Wilkinson, Tracey
Williamson, Scott
Winslow, Mike
Wood, Marie
Zawadski, Mike