City of Scottsdale
Police Department

Excellence

Initiative

Integrity

Strategic Plan

Fiscal Year 2005/06 - 2009/10

Table of Contents

Chief's Message

Alan G. Rodbell
Chief of Police

As Chief of Police, I am pleased to introduce our Department's 2005/06 to 2009/10 Strategic Plan. Our new plan builds upon the many successes of our previous Strategic Plan, and includes several new Strategies identified during our annual review and prioritization process. It contains our commitment to address community concerns through an insightful examination into emerging City issues and a commitment to our employees to develop their abilities and skills to ensure total quality service.

Credit for our success belongs to the leadership demonstrated by the Police Department's management team (both sworn and civilian), as well as the work being accomplished by many members of our organization and citizens we have built partnerships with within the community.

We have enjoyed tremendous support from the Mayor, both City Councils, and the City Manager's office. It is with their support, and the support of the citizens of Scottsdale, that we have been able to launch many of our strategic priorities.

I encourage you to review our Strategic Plan initiatives, which reaffirm our commitment to proactively and responsively provide police services that enhance safety and the quality of life in the City of Scottsdale.

Organizational Overview

The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community of more than 225,000 persons spread over an area of 185 square miles. The Department remains a progressive and innovative law enforcement agency, possessing strong values that emphasize ethical behavior, principled decision-making, commitment to serving the community and an appreciation for diversity. The organization is proud to be nationally accredited by the Commission on Accreditation for Law Enforcement Agencies, reflecting the commitment of the Department to constantly improve the quality of service provided to the citizens of Scottsdale.

Our Mission

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

Our Vision

"The Scottsdale Police Department is a professional organization with exemplary leadership and employees. We are known as a community that is safe and secure, and have reduced the fear of crime for all of our citizens and visitors. We have collaborative working partnerships with the community and City government. Our resources, including finances, technology and staffing levels, are aligned with our 5-year strategic directions."
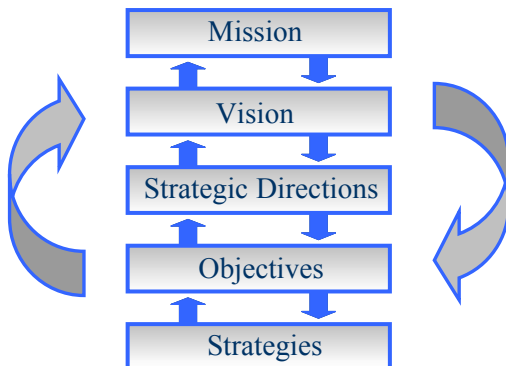
DEFINITIONS
Mission   *Is a statement of the general purpose of the organization.*
Vision   *Is an image of how the organization desires to operate in the future.*
Strategic Directions   *Are derived from the Department's Mission & Vision & are high-level statements of what the organization desires to achieve.*
Objectives   *Are derived from & support the stated Strategic Directions. Objectives are statements of the general means by which the organization will work to meet the Strategic Directions.*
Strategies   *Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, & are designed to produce measurable results.*

Mission → Vision → Strategic Directions → Objectives → Strategies

Trends in Population, Workload & Anticipated Personnel

In developing this Strategic Plan, the Department conducted both an internal and external analysis to identify trends and factors that might possibly impact the successful implementation of the plan. This included a review of population trends, demographics, available resources, and level of demand for police services. During review, the following key trends and factors were identified:

- The population of Scottsdale will continue to increase.

- Calls for Service will continue to increase.

- The center of the population for the City will continue to move north.

- Implementation of the Strategic Plan will call for the addition of personnel as identified in the individual strategies.

- The addition of a new City Fire Department will require the formation of a collaborative partnership between the two agencies to ensure a strong proactive response and the most efficient delivery of emergency services.

- The City's revitalization efforts in the Downtown District will impact the Department's personnel needs and policing strategies over the next 5 years. The revitalization includes over 25 new mixed-use commercial, retail, and residential developments in the downtown area, with expected population growth of approximately 8,000 citizens by 2008/09.

- FY2005/06 positions adopted: 411 sworn, 265 civilian employees.

- FY2005/06 authorized Officers per 1,000 population: 1.78.

- FY2005/06 authorized civilian employees per 1,000 population: 1.15.

| | 2000/01 | 2001/02 | 2002/03 | 2003/04 | 2004/05 | Projected | | | | |
						2005/06	2006/07	2007/08	2008/09	2009/10
Population	211,280	215,320	218,940	222,880	225,680	229,520	233,360	237,200	241,040	244,880
Calls for Service	228,626	244,589	263,635	278,010	271,925	2	311,388	325,197	339,006	352,815

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

Assumptions

This plan was developed under the assumption that it would be implemented under a somewhat stable environment. However, significant changes to the environment could impact successful implementation, which is based on the following key assumptions:

- District 1 includes the Downtown Business/Entertainment District, the Indian Bend Park System, and the most mature neighborhoods in the Community. The City's revitalization efforts will lead to residential and commercial growth in District 1 over the next 5 years.

- District 2 includes a combination of mature neighborhoods and newer developments, and will experience minimal expansion.

- District 3 includes the Scottsdale Airpark, the fastest growing and one of the three largest employment centers in the metropolitan area.

- District 3 encompasses large planned developments, 31,400 acres of the McDowell Sonoran Preserve, 24,000 acres of State Trust Land, and other large undeveloped tracts.

- Revised F.B.I. and Department of Homeland Security policies will require increased encryption and enhanced internal security of Department systems.

- The State Department of Public Safety will migrate to an improved version of the Automated Fingerprint Identification System, requiring the Department to migrate as well.

- The Arizona Criminal Justice Technical Committee will be establishing a policy that data communications between criminal justice agencies comply with the new Justice XML standards, requiring Scottsdale to reprogram existing systems.

- City revenue will hold or marginally change.

The Planning Process

The Strategic Planning process allows our Department to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The Strategic Plan serves as a 5-Year "Roadmap" that steers the Department and promotes effective resource allocation and budget planning. The plan is a "living document" that is annually reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The 2005 Strategic Plan update process involved a 1-day retreat with 40 attendees representing Police Command Staff, Lieutenants, Civilian Managers, and the City's Homeland Security and Emergency Services Offices. The primary focus of the retreat was to review the Department's progress during the past year, and update the existing 5-Year Strategic Plan for continuation into the new fiscal year and beyond. The process involved a review of key inputs, a review of the existing plan, brainstorming to identify additional strategies, modification of existing strategies, and prioritization of strategic issues.

Review of Inputs

Prior to the annual update retreat, attendees thoroughly reviewed several key inputs that would serve as a guide during the update process. The review covered:

- Key accomplishments & Strategies completed the previous fiscal year.
- Adjustments made to the Strategic Plan during the previous fiscal year.
- Current Strategy Leader assignments & availability of resources.
- Expected completion dates & percent complete of continuing Strategies.
- Expected start dates of Strategies scheduled to begin during the current fiscal year.
- Approved & pending Police Capital Improvement Projects.
- Police Department budget & City Public Safety Tax allocations.
- Various City trends & assumptions.

Attendees considered these inputs while reviewing and making adjustments to the Strategic Plan throughout the retreat.

Review & Update of the Existing Strategic Plan

During the retreat, attendees focused on reviewing and updating the existing 5-Year Plan. A review of the Department's Vision and Mission statements confirmed that the Department is still committed to those statements. Attendees also reaffirmed the Department's commitment to the 6 Strategic Directions developed during last year's strategic planning process, and agreed to add an additional Objective under "Organizational Excellence" to address recruitment and retention of probationary employees.

With consensus on the Department's overall goals and the addition of a new Objective, attendees moved on to brainstorm and discuss new Strategies for inclusion in the Strategic Plan. The process resulted in the development of 17 new Strategies focused on crime prevention, enforcement, downtown policing efforts, technology, and employee recruitment, retention and development. The 17 newly identified Strategies were evaluated, defined and then linked to Strategic Plan Objectives.

In addition to the development of new Strategies, the overall process allowed for proposal and concurrence on various other modifications to previously existing Strategies in the 5-Year Strategic Plan. The modifications included title changes, movement of Strategies, and combination or removal of some Strategies.

Prioritization

During the month following the retreat, the Chief and Command Staff worked to prioritize the newly aggregated list of Strategies, position them on a 5-year calendar, and identify funding requirements and funding status. Strategies scheduled to begin during the first year of the plan were positioned by Quarter and assigned Strategy Leaders responsible for implementation. Strategy Leaders then worked with Command Staff to develop Strategy Definitions, Measures of Success, and Action Plans for each first-year Strategy.

Implementation & Evaluation

Sponsorship & Accountability

The Department's top staff is committed to the successful implementation of the Strategic Plan. The Chief of Police, Deputy Chiefs and Commanders take personal responsibility for the Strategic Plan Objectives. As "Sponsors", they work together as a team to assign Strategy Leaders and balance resources as the Department moves forward with the Plan.

Strategic Plan Review, Tracking & Measurement

Progress toward the Strategic Plan is reviewed and tracked using an internal tool that is updated by Strategy Leaders on a monthly basis. The tracking tool contains detailed information about Department Strategies, and includes key accomplishments, percent complete, current status, timelines, history of extensions and any issues that might need to be addressed. The internal tracking tool is used to produce reports that are reviewed by the Chief of Police and top staff at monthly status update meetings. The monthly meetings provide a forum for recognizing accomplishments and open discussion if a Sponsor or Strategy Leader indicates they need resolution of issues or resource assistance to keep the Strategy "on-schedule".

In addition to the monthly update process, the tracking tool is used for the generation of Quarterly Progress Reports that highlight "Key Accomplishments" during each Quarter. These reports are reviewed at Quarterly management meetings, and are distributed department-wide via the "Police-line" newsletter.

Annual Review & Update of the 5-Year Plan

The 5-Year Strategic Plan is reviewed and updated on an annual basis, prior to the City's annual budget review cycle. The Department's overall Objectives and 5-year Strategies are assessed and reprioritized if necessary, based on operating expenses, service indicators, crime statistics, or special initiatives. A revised 5-Year Plan is created each fiscal year based upon the outcome of the Department's review and revision of the 5-Year Plan. This process ensures reliability of the Strategic Plan as a tool that can be used for annual operating budget development, Capital Improvement Project (CIP) development, and equipment and personnel planning.
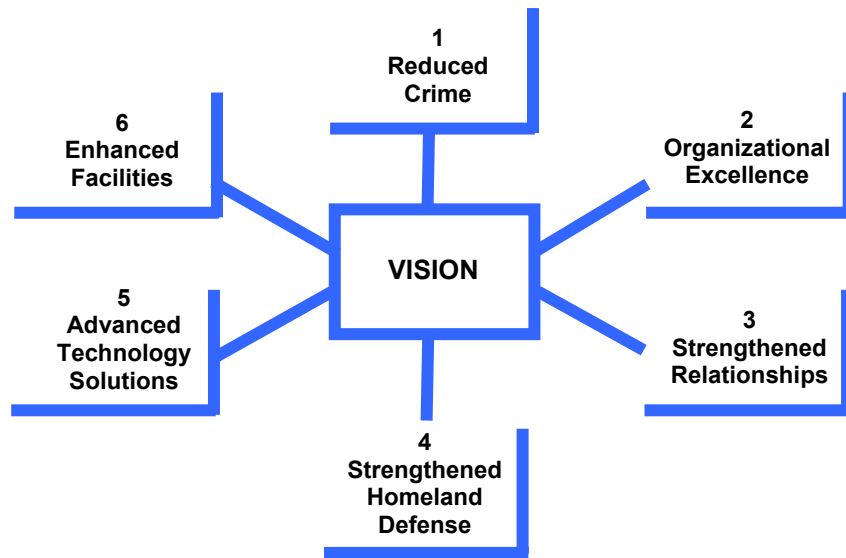
Annual Performance Report

An Annual Performance Report is prepared each fiscal year and is published to the Department's website to provide public access. The report provides information on the progress and status of each Strategy initiated that fiscal year. The report is available for download from the City's website at http://www.scottsdaleaz.gov/ .

Strategic Directions & Objectives

The primary focus of the 5-Year Strategic Plan is to improve service delivery to the Citizens of Scottsdale. The following chart summarizes the 6 Strategic Directions, or priorities, that the Department will focus on over the next 5 years. Below the chart are the supporting Objectives for each of the Strategic Directions.

Strategic Directions

Strategic Objectives

1. Reduced Crime	4. Strengthened Homeland Defense
1.1 Enhance Crime Prevention Initiatives	4.1 Strengthen Readiness & Recovery Protocols
1.2 Enhance Enforcement Initiatives	
2. Organizational Excellence	**5. Advanced Technology Solutions**
2.1 Develop Exemplary Leadership	5.1 Advance Integration Capabilities
2.2 Develop Employees	5.2 Advance Communications Technology
2.3 Develop the Organization	5.3 Advance Technology Support & Infrastructure
2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees	
3. Strengthened Relationships	**6. Enhanced Facilities**
3.1 Strengthen Intra-Governmental Relations	6.1 Develop New Facilities
3.2 Strengthen Internal & External Communications	6.2 Reallocate & Enhance Existing Facilities
3.3 Strengthen Community Relations	6.3 Enhance Facility Support & Administration

Strategic Direction 1
Reduced Crime

Objective 1.1
Enhance Crime Prevention Initiatives

"Prevention is the cornerstone to safe communities and neighborhoods. By investing in prevention programs, we know we have an impact on the quality of life for our citizens and we are able to reduce victimization occurring within our community."
- Deputy Chief John Cocca

Objective 1.2
Enhance Enforcement Initiatives

"In an effort to impact Crime Reduction, we intend to assist neighborhoods with resolving crime related issues specific to their community. We will strive to provide each District Commander with the necessary resources to affect the quality of life within their specific area of responsibility."
- Deputy Chief John Cocca

Year 1 Strategy Leaders:			
Lt. Craig Chrzanowski	*Lt. Tony Gibson*	*Lt. Frank O'Halloran*	*Lt. Scott Popp*

1. Reduced Crime

Objective 1.1
Enhance Crime Prevention Initiatives

Responsibility:
Deputy Chief
John Cocca

Strategies		Year	Funding Status
1.1.1	Develop & implement a juvenile delinquency prevention initiative program for school-aged children.	1*	ER
1.1.2	Resurrect the "Lock-Em-Out" security improvement program.	2	NF
1.1.3	Increase District-based tactical crime analysis capabilities.	2	NF

*Strategy is continuing from previous FY.

Legend

Year	Funding Status
1= FY 2005/06 2= FY 2006/07 3= FY 2007/08 4= FY 2008/09 5= FY 2009/10	NF = Not Funded OP = Operating CIP = Capital Improvement Project PST= Public Safety Tax GR = Grant ER = Existing Resources

Objective 1.2
Enhance Enforcement Initiatives

Responsibility:
Deputy Chief
John Cocca

Strategies		Year	Funding Status
1.2.1	Establish an additional Traffic Squad to address community needs.	1*	PST
1.2.2	Develop a Computer Crimes Investigation Unit.	1*	PST
1.2.3	Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.	1	NF**
1.2.4	Provide Public Safety service to urban Parks & Preserve.	1	PST
1.2.5	Evaluate & enhance Department initiatives to curtail gang-related criminal activity.	1	NF/ER
1.2.6	Establish an Air-Support Unit.	2	CIP
1.2.7	Establish a Bike Unit in District 2 using Officers on Squads on a rotating basis.	3	NF
1.2.8	Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.	3	NF
1.2.9	Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.	3	NF
1.2.10	Enhance law enforcement capabilities dedicated to the airport.	3	NF
1.2.11	Formalize the Downtown District.	3	ER
1.2.12	Increase community traffic safety by adding a District 3 Traffic Squad & 2 commercial vehicle inspectors.	4	NF***
1.2.13	Implement an effective warrant process.	4	NF
1.2.14	Establish a youth services section to centralize youth intervention & enforcement efforts.	4	NF
1.2.15	Expand the K-9 Unit.	4	NF
1.2.16	Add a full-time Organized Crime Investigations Detail to include an expanded Asset Forfeiture function.	4	NF
1.2.17	Establish a Bike Unit in District 3 using Officers on Squads on a rotating basis.	5	NF
1.2.18	Expand tactical response & warrant service capabilities.	5	NF

  * Strategy is continuing from previous FY.

 ** Redflex incurring construction costs; court personnel PSN's paid through revenue generated by paid citations.

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

Strategic Direction 2
Organizational Excellence

Objective 2.1
Develop Exemplary Leadership

"LEADERSHIP DEVELOPMENT is one of the most important objectives of the Police Department's 5 Year Plan. It is paramount that we develop our personnel and prepare them for the leadership role of the future. Preparation includes not only Training and Education, but opportunities to experience leadership situations as well."
- **Chief Alan G. Rodbell**

Objective 2.2
Develop Employees

"Providing our employees with opportunities to grow professionally and personally is one of the top priorities of the Department's Strategic Plan. Continued development of our most prized asset will ensure that the citizens of Scottsdale receive the best quality service available for years to come." **–Acting Deputy Chief Barry Vassall**

Objective 2.3
Develop the Organization

"The Organizational Development component of this strategic plan is focused on developing and implementing strategies that will meet current workloads while identifying deployment models to meet future growth. It is to ensure that employees are provided the training to maximize their productivity within their current position and provide opportunities, training and mentorship for career advancement through promotion or lateral options. The final but equally critical component of this objective is to ensure that we continue to promote a culture of support, encouragement, empowerment and sense of family among all employees, volunteers and stakeholders within the City of Scottsdale." - **Commander Dave Marshall**

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

"Above all else, our agency is distinguished by the quality and commitment of our employees. Selecting, training, and retaining our most important asset -- our people -- is imperative to maintaining a force that responds professionally and safely to community needs." - **Acting Deputy Chief Barry Vassall**

Year 1 Strategy Leaders:			
Lt. Ernie Anderson	Mgr. Tom Dworzanski	Lt. Marcy Miller	Lt. Jeff Smythe
Mgr. Paul Bentley	Mgr. Steve Garrett	Lt. Frank O'Halloran	Lt. Mike Stauffer
Mgr. Holly Christian	Lt. Steve Gesell	Lt. Scott Popp	Sgt. Jimmy Wasson
Lt. Pat Conner	Lt. Tony Gibson	Mgr. Cynthia Sawyer	Lt. Steve Yturralde

2. Organizational Excellence

Objective 2.1
Develop Exemplary Leadership

Responsibility:
Commander
Bill Wilton

Strategies		Year	Funding Status
2.1.1	Include Department Strategic Action Plan goals & assignments as a component of performance evaluations.	1*	ER
2.1.2	Assess the feasibility of using 360 interview information for promotion.	1*	ER
2.1.3	Develop a program to address leadership training needs.	1*	NF
2.1.4	Train management to provide career counseling to employees.	1*	ER
2.1.5	Evaluate & enhance diversity & cultural awareness training programs for management.	1	ER
2.1.6	Provide early intervention behavior identification training to management.	1	ER/NF
2.1.7	Develop an Executive Development Program for middle level management.	1	ER/NF
2.1.8	Implement approved leadership training & assess effectiveness.	1	OP

*Strategy is continuing from previous FY.

Year	Funding Status
1= FY 2005/06	NF = Not Funded
2= FY 2006/07	OP = Operating
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	ER = Existing Resources

Objective 2.2
Develop Employees

Responsibility:
Acting Deputy Chief
Barry Vassall

Strategies		Year	Funding Status
2.2.1	Formalize career development "roadmaps" for line personnel & develop suggested training plans to assist on-going employee development.	1*	ER
2.2.2	Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	1*	OP
2.2.3	Evaluate & enhance the Master Police Officer (MPO) program.	1*	ER
2.2.4	Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.	2	ER
2.2.5	Evaluate & enhance diversity & cultural awareness training programs for line employees.	2	ER
2.2.6	Complete study of special assignment rotation policy for Supervisors.	3	ER
2.2.7	Implement standardized briefing training.	3	ER
2.2.8	Determine the need for creating a civilian training manager position.	4	NF

*Strategy is continuing from previous FY.

Objective 2.3
Develop the Organization

Responsibility:
Commander
Dave Marshall

Strategies		**Year**	**Funding Status**
2.3.1	Conduct a department-wide General Order assessment & system redesign.	1*	ER/NF
2.3.2	Assess the Police Department's current award & recognition system, & revise it if necessary.	1*	NF
2.3.3	Establish funding for pipeline positions (stairstep).	1	OP/NF**
2.3.4	ISO Accreditation for Crime Lab.	1	OP
2.3.5	Establish a grant-writer position to seek grants & donations.	2	NF
2.3.6	Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.	2	ER
2.3.7	Develop/improve 911/Communications protocol.	2	ER
2.3.8	Staff each District & Division with secretarial support.	2	NF
2.3.9	Establish a department-wide project tracking & analysis process.	3	NF
2.3.10	Create an Internal Audit Unit.	3	NF
2.3.11	Strengthen the volunteer program by acquisition of full-time Volunteer Program & Explorer Program Manager.	3	NF

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

Responsibility:
Acting Deputy Chief
Barry Vassall

Strategies		**Year**	**Funding Status**
2.4.1	Reduce the loss of civilian employees during the probationary/training phase.	1	ER
2.4.2	Evaluate staffing & resources of the Personnel Unit.	1	ER/NF
2.4.3	Reduce Sworn Recruit turnover.	1*	ER
2.4.4	Establish a Scottsdale Police Training Academy.	2	NF

* Strategy is continuing from previous FY.
** Incrementally funding over 5 years.

Strategic Direction 3
Strengthened Relationships

Objective 3.1
Strengthen Intra-Governmental Relations

"The purpose and importance of this objective is to establish two-way multi-directional communication among the city police department, other city departments and the city council in order to enhance understanding and promote cooperation for the purpose of achieving department goals and objectives."
- Acting Deputy Chief Barry Vassall

Objective 3.2
Strengthen Internal / External Communications

"Effective communication, both internally and externally, is the foundation for all of the department's programs, goals, and objectives. The department is committed to developing and maintaining meaningful lines of communication within the police department, the larger City organization, and with the community we serve."
- Commander Mike Rosenberger

Objective 3.3
Strengthen Community Relations

"One of our primary operational goals is to develop safer neighborhoods through community partnerships and participation. In order for us to be successful, we must have the confidence, support and respect of the people who live and work in Scottsdale. The community relations objective will enable us to develop a strong constituency base of public support, confidence and partnerships in order to help deliver effective police service."
- Commander Sean Duggan

Year 1 Strategy Leaders:	
Lt. Mike Anderson	*Lt. Marcy Miller*
Lt. Johnny Cervantes	*Acting Deputy Chief Barry Vassall*
Sgt. Mark Clark	

3. Strengthened Relationships

Objective 3.1
Strengthen Intra-Governmental Relations

Responsibility:
Acting Deputy Chief
Barry Vassall

Strategies		Year	Funding Status
3.1.1	Establish shared initiatives with the new City Fire Department.	1	ER
3.1.2	Assign liaison responsibilities & educational curriculum/program development responsibilities to personnel.	2	ER

Objective 3.2
Strengthen Internal & External Communications

Responsibility:
Commander Mike
Rosenberger

Strategies		Year	Funding Status
3.2.1	Conduct a methods assessment of the Department's existing internal & external communications processes.	1*	ER
3.2.2	Create a process to maintain a web-based organizational chart.	2	NF

*Strategy is continuing from previous FY.

Legend

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Objective 3.3
Strengthen Community Relations

Responsibility:
Commander
Sean Duggan

Strategies		Year	Funding Status
3.3.1	Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Department.	1*	ER**
3.3.2	Create & maintain community outreach programs with targeted populations.	1*	ER
3.3.3	Develop a Spanish language Public Information Officer (PIO) program.	1*	ER
3.3.4	Evaluate & enhance the Spanish Translator program.	1*	ER/NF

* Strategy is continuing from previous FY.
** Also supported by Donations.

Strategic Direction 4
Strengthened Homeland Defense

Objective 4.1
Strengthen Readiness & Recovery Protocols

"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."

- Commander Burl Haenel

Year 1 Strategy Leaders:			
Lt. Pat Conner	*Dir. Marc Eisen*	*Lt. Todd Muilenberg*	*Lt. Matt Roadifer*

4. Strengthened Homeland Defense

Objective 4.1
Strengthen Readiness & Recovery Protocols

Responsibility:
Commander
Burl Haenel

Strategies		Year	Funding Status
4.1.1	Test emergency/recovery protocols & develop citywide business recovery plans.	1*	NF
4.1.2	Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	1*	GR
4.1.3	Create a system to update & train on all emergency response plans.	1	ER
4.1.4	Enhance ability to respond to weapons of mass destruction events (Explosive Ordinance Device Unit).	2	CIP
4.1.5	Develop a mobile command center as the platform for incident control.	2	NF

*Strategy is continuing from previous FY.

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Strategic Direction 5

Advanced Technology Solutions

Objective 5.1

Advance Integration Capabilities

Objective 5.2

Advance Communications Technology

Objective 5.3

Advance Technology Support & Infrastructure

"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."
- Director Helen Gandara-Zavala

Year 1 Strategy Leaders:	
Dir. Joe Hindman	*Mgr. Tom Melton*

5. Advanced Technology Solutions

Objective 5.1
Advance Integration Capabilities

Responsibility:
Director Helen
Gandara-Zavala

Strategies		Year	Funding Status
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 & Message Switch.	1*	CIP
5.1.2	Eliminate duplicate data entry required for multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	1*	CIP
5.1.3	Improve automated information sharing with other Criminal Justice agencies.	2	CIP
5.1.4	Migrate to State mandated META MORPHO fingerprint identification system.	2	CIP

*Strategy is continuing from previous FY.

Legend

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Objective 5.2
Advance Communications Technology

Responsibility:
Director Helen
Gandara-Zavala

Strategies		Year	Funding Status
5.2.1	Identify alternative mobile devices for data communications.	1*	CIP
5.2.2	Conduct refresher radio training for all employees who use radios.	1*	ER
5.2.3	Establish a plan to provide adequate radio coverage to the Preserve area.	1	ER
5.2.4	Acquire a new radio system.	1	CIP
5.2.5	Improve information available to Patrol.	2	ER

Objective 5.3
Advance Technology Support & Infrastructure

Responsibility:
Director Helen
Gandara-Zavala

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

*Strategy is continuing from previous FY.

Strategic Direction 6
Enhanced Facilities

Objective 6.1
Develop New Facilities

Objective 6.2
Reallocate & Enhance Existing Facilities

Objective 6.3
Enhance Facility Support & Administration

"Our facilities assist in the promotion of professional public safety service delivery and are therefore vital to our growing organization. Adequate and well-planned facilities ensure the effective and efficient delivery of public safety services to our community". **- Commander Burl Haenel**

Year 1 Strategy Leaders:	
Dir. Marc Eisen	*Lt. Scott Popp*

6. Enhanced Facilities

Objective 6.1
Develop New Facilities

Responsibility:
Commander
Burl Haenel

Strategies		Year	Funding Status
6.1.1	Plan, design & construct District 1 facility.	1*	CIP
6.1.2	Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	1*	CIP
6.1.3	Plan, design & construct the expanded Police & Fire Training facility.	1*	CIP
6.1.4	Replace Mounted Unit facility.	1*	CIP
6.1.5	Plan, design & construct the District 4 facility.	2	NF

*Strategy is continuing from previous FY.

Legend

Year	Funding Status
1= FY 2005/06 2= FY 2006/07 3= FY 2007/08 4= FY 2008/09 5= FY 2009/10	NF = Not Funded OP = Operating CIP = Capital Improvement Project PST= Public Safety Tax GR = Grant ER = Existing Resources

Objective 6.2
Reallocate & Enhance Existing Facilities

Responsibility:
Commander
Burl Haenel

Strategies		Year	Funding Status
6.2.1	Implement Homeland Security facility improvement projects for the Police Department & City.	1*	**
6.2.2	Expand District 3 covered parking & locker facilities.	1*	CIP
6.2.3	Remodel District 2 Communications Center & Basement floor.	2	CIP
6.2.4	Consolidate jail facilities.	3	CIP

*Strategy is continuing from previous FY.
**Funded by City Council special action and State Homeland Security funds.

Objective 6.3
Enhance Facility Support & Administration

Responsibility:
Commander
Burl Haenel

Strategies		Year	Funding Status
6.3.1	Hire Police Facility Manager for construction & maintenance coordination.	2	NF

Year 1 - Measures of Success
FY 2005/06

Objective 1.1
Enhance Crime Prevention Initiatives

1.1.1 Develop & implement a juvenile delinquency prevention initiative program for school-aged children.			
Strategy Definition Develop & implement a replacement alternative to the DARE program following its dissolution. Implement an initiative for grade school aged students that reduces drug & alcohol abuse, teaches respect for others, develops courage & ways to reduce stressors, while providing positive conflict resolution & role modeling. The initiative will include community stakeholders such as qualified parents, health care professionals, teachers, law enforcement personnel, & youth counselors. It will include three stages: development, implementation, & instructional.			
Measure of Success A reduction in the number of "illegal substance abuse" arrests of Juveniles who are residents of Scottsdale. A reduction in the number of "Part I" (more serious) & Part II (less serious) crime arrests of juveniles by Scottsdale Police Department. Survey responses from schools indicating a reduction in reported juvenile drug & alcohol use.	**Initiation Date** 09/2003	**Target Date** 09/2005	**Responsibility** Lt. Frank O'Halloran

Objective 1.2
Enhance Enforcement Initiatives

1.2.1 Establish an additional Traffic Squad to address community needs.			
Strategy Definition This strategy will add a second traffic squad to the Traffic Enforcement Section. It will staff, house & equip the squad.			
Measure of Success A traffic squad in addition to the current traffic squad will be staffed with a Sergeant & Officers & will be operational.	**Initiation Date** 01/2005	**Target Date** 01/2006	**Responsibility** Lt. Frank O'Halloran

1.2.2 Develop a Computer Crimes Investigation Unit.

Strategy Definition
Staff, equip & train a Computer Crimes Unit which will be assigned to the Crimes Against Property Section. This unit will be responsible for the investigation of computer related crimes.

Measure of Success	Initiation Date	Target Date	Responsibility
The Computer Crimes Unit is operational, staffed with a supervisor & detectives & available to work on mission-specific violations & investigations.	04/2005	04/2006	Lt. Craig Chrzanowski

1.2.3 Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.

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

Measure of Success	Initiation Date	Target Date	Responsibility
Arizona Department of Transportation's agreement of cooperation. Implementation of the pilot study. A reduction in speed & collisions on the SR 101.	07/2005	12/2005	Lt. Frank O'Halloran

1.2.4 Provide Public Safety service to urban Parks & Preserve.

Strategy Definition
Select, train, develop unit operational orders & provide necessary resources in order to develop & field this new unit (7 Officers / 1 Sergeant) which will be primarily assigned to the flat land parks & Sonora Preserve.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of Strategy outline, selection of personnel, completion of training, implementation of patrol.	07/2005	07/2006	Lt. Tony Gibson

1.2.5 Evaluate & enhance Department initiatives to curtail gang-related criminal activity.			
Strategy Definition Partner with the community to evaluate & recommend initiatives designed to curtail gang related criminal activity in the City.			
Measure of Success Completion of community forum. Identification of key issues related to curtailing gang-related criminal activity in the City. Completion & submittal of recommendation report. Identification & communication of approved enhancements. Creation of an implementation plan for approved enhancements.	**Initiation Date** 01/2006	**Target Date** 01/2007	**Responsibility** Lt. Scott Popp

Objective 2.1
Develop Exemplary Leadership

2.1.1 Include Department Strategic Action Plan goals & assignments as a component of performance evaluations.			
Strategy Definition This strategy will determine how to get the progress of the strategies assigned to employees documented in their performance evaluations.			
Measure of Success Participation & progress made on Strategic Initiatives will be incorporated as part of the Lieutenant/Civilian Manager Evaluations.	**Initiation Date** 10/2004	**Target Date** 10/2005	**Responsibility** Lt. Scott Popp

2.1.2 Assess the feasibility of using 360 interview information for promotion.			
Strategy Definition This strategy will address the necessity &/or benefit of using 360 interviews or a similar product as part of the promotion process for all promotions through the level of Commander & the civilian equivalent.			
Measure of Success 360 interviews or a similar product will be implemented as part of the promotion process or will have been determined to not be necessary or of benefit.	**Initiation Date** 10/2004	**Target Date** 10/2005	**Responsibility** Lt. Steve Gesell

2.1.3 Develop a program to address leadership training needs.

Strategy Definition
This strategy will address the need for leadership training utilizing a needs assessment that will be the basis for creating a development road map for sworn & non-sworn supervisors & above. Training vendors will also be identified.

Measure of Success	Initiation Date	Target Date	Responsibility
Identification & approval of a leadership training curriculum. Funding approval for conducting the training.	04/2004	10/2005	Lt. Jeff Smythe

2.1.4 Train management to provide career counseling to employees.

Strategy Definition
Train all supervisors in effective methods of dialoguing with their employees about career paths & opportunities in the organization.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of supervisor training; an increase in employee knowledge about career paths & opportunities in the organization.	04/2005	10/2006	Lt. Frank O'Halloran

2.1.5 Evaluate & enhance diversity & cultural awareness training programs for management.

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

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of current program assessment & development of recommendation report.	07/2005	07/2006	Lt. Ernie Anderson

2.1.6	Provide early intervention behavior identification training to management.

Strategy Definition
Train managers to recognize warning signs that an employee might need assistance & to effectively utilize intervention techniques.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of training for all managers. Establishment of a process to allow for continued training of existing managers & all incoming new managers.	01/2006	01/2007	Mgr. Paul Bentley

2.1.7	Develop an Executive Development Program for middle level management.

Strategy Definition
This strategy will develop a program to assist interested Lieutenants & civilian equivalents with defining & developing their career paths. It will identify a tool that can be used to help the mid-level manager determine what areas he/she needs to focus on.

Measure of Success	Initiation Date	Target Date	Responsibility
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	04/2007	Lt. Mike Stauffer

2.1.8	Implement approved leadership training & assess effectiveness.

Strategy Definition
This strategy will implement the LTPS leadership training approved as a result of Strategy 2.1.3, "Develop a program to address leadership training needs". The Strategy includes Train-the-Trainer instruction & incorporation of the training in the City's ASPEN system to ensure on-going training & management of the process. A final component of the Strategy is an assessment of the effectiveness of the training & the formalized process.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of training, completion of training class critiques, incorporation of training in the City's ASPEN system, completion of survey to all supervisors & above on satisfaction of training needs & effectiveness of the formalized process.	07/2005	07/2006	Lt. Jeff Smythe

Objective 2.2
Develop Employees

2.2.1 Formalize career development "roadmaps" for line personnel & develop suggested training plans to assist on-going employee development.

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

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of survey to all supervisors verifying satisfactory identification of core competencies & personnel training needs. Identification of specific training needs based on assignment, beyond entry assignment. Identification of training outside of the SPD necessary to maintain & expand proficiency.	10/2003	04/2006	Lt. Mike Stauffer & Sgt. Jimmy Wasson

2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.

Strategy Definition
This strategy will target Patrol, Records & Communications service providers (all ranks) & establish expectations & critical service practice methods for increased customer service. Every identified service provider will receive training. It will develop a base-line tracking mechanism for citizen complaints regarding professional demeanor.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of customer service training; decreased citizen complaints related to attitude & lack of professional demeanor; improved citizen satisfaction during Lt. & management quarterly inspections; increased citizen praise & reduced complaints received via PD website & citizen survey. Completion of training.	10/2003	10/2005	Lt. Tony Gibson Mgr. Tom Dworzanski

2.2.3 Evaluate & enhance the Master Police Officer (MPO) program.

Strategy Definition
A comprehensive assessment of the current MPO program to determine if the program is providing for non-supervisory career enhancement. Strategies will be developed to get the MPO Program back on course if necessary.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of the MPO Program; completion of recommendation report.	04/2005	12/2005	Lt. Marcy Miller

Objective 2.3
Develop the Organization

2.3.1   Conduct a department-wide General Order assessment & system redesign.

Strategy Definition
This strategy is to assess & redesign the process, content, format, & structure of the Department General Orders system. To eliminate obsolete policy, improve readability, increase usability as a reference, & provide for timely review & update.

Measure of Success	Initiation Date	Target Date	Responsibility
Creation of new General Order format & streamlined structure providing for easier reference; creation of recommendations for future policy development & on-going review & update.	01/2004	01/2007	Lt. Steve Yturralde & Lt. Pat Conner

2.3.2   Assess the Police Department's current award & recognition system, & revise it if necessary.

Strategy Definition
To assess the Police Department's current award & recognition system, & if appropriate, make recommendations for improvement, & facilitate implementation.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of assessment & recommendation report. Completion of facilitation role during implementation of any recommended changes.	04/2005	04/2006	Lt. Ernie Anderson

2.3.3   Establish funding for pipeline positions (stairstep).

Strategy Definition
Obtain budgetary funding for all Police Department pipeline hiring positions.

Measure of Success	Initiation Date	Target Date	Responsibility
Successful approval & adoption of this funding package in the FY 06/07 budget.	10/2005	07/2006	Mgr. Holly Christian

2.3.4   ISO Accreditation for Crime Lab.

Strategy Definition
Provide international acceptance for the quality of the work product produced within the crime laboratory by obtaining ISO/IEC 17025-1999 accreditation as administered through ASCLD/LAB-International.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of Crime Laboratory inspection process & award/recognition as ISO/IEC 17025-1999 accredited.	10/2005	07/2008	Mgr. Steve Garrett

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

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

Measure of Success	Initiation Date	Target Date	Responsibility
Eighty percent of newly hired employees will complete the probationary period.	07/2005	07/2007	Mgr. Steve Garrett

Strategy Definition
Evaluate current staffing levels in relation to workload, time constraints, & productivity. Examine workflow to ensure all tasks are necessary, add value to the outcome, & are accomplished by the proper employee. Add additional staffing, if required, on a temporary basis & re-evaluate staffing level in relation to workload, time constraints, & productivity. Complete budget decision packages for additional staff as justified through evaluation.

Measure of Success	Initiation Date	Target Date	Responsibility
A reduction in the average hiring timeframe for processing candidates (from background investigation to job offer). Meeting established hiring goals by filling all available positions within the year.	07/2005	07/2006	Mgr. Cynthia Sawyer

2.4.3 Reduce Sworn Recruit Turnover.

Strategy Definition
This strategy will identify areas of the department that are experiencing higher than expected employee turnover. Identify root causes & recommend solutions.

Measure of Success	Initiation Date	Target Date	Responsibility
Identify & verify areas where higher than normal employee turnover is occurring. Determine & mitigate root causes. Reduce vacancies.	01/2005	12/2005	Lt. Marcy Miller Mgr. Cynthia Sawyer

Objective 3.1
Strengthen Intra-Governmental Relations

3.1.1 Establish shared initiatives with the new City Fire Department.

Strategy Definition
Establish a method for communication with the new City Fire Department in order to promote an understanding of respective roles, needs & functions allowing for coordination, collaboration & feedback.

Measure of Success	Initiation Date	Target Date	Responsibility
The identification & implementation of a communication plan encouraging a free flow of information regarding specific issues & shared initiatives.	07/2005	07/2006	Acting Deputy Chief Barry Vassall

Objective 3.2
Strengthen Internal & External Communications

3.2.1 Conduct a methods assessment of the Department's existing internal & external communication processes.

Strategy Definition
Assess current methods of media communication both internally & externally related to the PD, & determine if further communication needs exist.

Measure of Success	Initiation Date	Target Date	Responsibility
Increased awareness & accessibility to desired or needed information by employees & our citizens. Completed survey of internal & external recipients of Department media communications requesting feedback on usefulness & suggestions for improvement. Completed analysis of survey responses & implementation of identified & approved changes.	12/2004	12/2005	Lt. Mike Anderson

Objective 3.3
Strengthen Community Relations

3.3.1 Develop a Scottsdale Police Department Museum to celebrate the history & culture of the Scottsdale Police Department.			
Strategy Definition Recognize & promote the culture & history of the Scottsdale Police Department by creating a museum with a corp of volunteers that ultilizes static & interactive displays.			
Measure of Success A permanent police display supported by favorable citizen/police feedback & attendance records.	**Initiation Date** 10/2003	**Target Date** 01/2006	**Responsibility** Lt. Marcy Miller

3.3.2 Create & maintain community outreach programs with targeted populations.			
Strategy Definition Develop a process to maintain citywide community outreach programs with targeted populations based on community support, input & respect. This will be achieved by gathering data & identifying best practices & by designing a methodology to incorporate the best practices.			
Measure of Success Establishment of process of constituting outreach programs to targeted populations that are meaningful & useful to both the community & the police. Conduct an annual survey to measure successes.	**Initiation Date** 10/2004	**Target Date** 09/2005	**Responsibility** Lt. Johnny Cervantes

3.3.3 Develop a Spanish language Public Information Officer (PIO) program.			
Strategy Definition This Strategy will develop & implement a program where Spanish-speaking employees will be trained in Public Information Officer (PIO) duties & then utilized as spokespersons (Assistant PIO's) for the Department when requested by or necessary for Spanish-speaking media outlets.			
Measure of Success This Strategy will be completed when the Department has identified, trained & utilized assistant PIO's who possess bi-lingual capabilities.	**Initiation Date** 04/2005	**Target Date** 10/2005	**Responsibility** Sgt. Mark Clark

3.3.4	Evaluate & enhance the Spanish Translator program.

Strategy Definition
This strategy will conduct a comprehensive assessment of the current translator program & determine how useful the program is; how it is being utilized & what can be done to improve the efficiency & effectiveness of the program.

Measure of Success	Initiation Date	Target Date	Responsibility
Completed assessment of the current translator program & evaluation/verification of usefulness. Identification & implementation of a process to identify new translators. Completed design & implementation of a plan/process to conduct additional outreach to both internal & external customers of the translator program.	04/2005	04/2006	Lt. Johnny Cervantes

Objective 4.1
Strengthen Readiness & Recovery Protocols

4.1.1	Test emergency / recovery protocols & develop citywide business recovery plans.

Strategy Definition
Implement a system to develop exercises of various scopes in partnership with the City's E.S.A.P. team. Develop emergency business recovery plans for every City Department, planning how each Department would resume business after the closure/reduction of service after a catastrophic event.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of recurring emergency exercises of various scopes that will involve Police, Fire, & other City Departments. Establishment of a system for each Department allowing resumption of services after an interruption.	10/2003	12/2005	Dir. Marc Eisen & Lt. Pat Conner

4.1.2	Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.

Strategy Definition
This strategy will facilitate the development of a "regional" approach to Personal Protective Equipment (PPE) in WMD environments. This includes the identification of equipment, required training to implement, maintenance & inspection criteria, & ongoing WMD training & adoption of standard SOP's to facilitate up-to-date awareness levels by all police officers in Hazardous material environments.

Measure of Success	Initiation Date	Target Date	Responsibility
Establishment of program administration; identification & purchase of equipment; identification of training needs; delivery of initial & on-going training; revision of Standard Operating Procedures; identification & implementation of grant administration; recognition & institutionalization of Federal & State operational mandates.	04/2003	12/2005	Lt. Matt Roadifer

4.1.3   Create a system to update & train on all emergency response plans.

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

Measure of Success	Initiation Date	Target Date	Responsibility
Availability of emergency response plans for review. Implementation of a system for review & update of response plans. Identification of a method & timetable for training first responders.	07/2005	07/2006	Lt. Todd Muilenberg

Objective 5.1
Advance Integration Capabilities

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 & Message Switch.

Strategy Definition
This is a three-budget year project that is carrying over from FY 04/05. To implement a new integrated suite of Police Applications to include a Record Management System, Computer Aided Dispatch, Jail Management, Field Reporting & a new Message Switch. Includes RFP development, solicitation, procurement, negotiation, project management, installation, configuration, training, & maintenance.

Measure of Success	Initiation Date	Target Date	Responsibility
Implementation & operational use of planned components & final system acceptance.	07/2003	07/2006	Dir. Joe Hindman

5.1.2   r multiple Police Department databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.

Strategy Definition
This strategy will provide an electronic data feed of arrest information from the current & future RMS eventually through the County's integration project for all prisoners who are transported & booked into MCSO.

Measure of Success	Initiation Date	Target Date	Responsibility
Booking data is entered once & transferred electronically to all other systems including County systems.	01/2005	06/2006	Dir. Joe Hindman

Objective 5.2
Advance Communications Technology

5.2.1 Identify alternative mobile devices for data communications.

Strategy Definition
To provide PD mobile divisions (Motors, Bikes, Special Assignments) handheld mobile digital terminals for operational Patrol usage, which includes receiving Calls for Service & performing criminal justice information requests.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of research, testing, purchase & installation of both hardware & software components of a fully integrated handheld mobile connectivity solution.	04/2005	06/2006	Dir. Joe Hindman

5 2.2 Conduct refresher radio training for all employees who use radios.

Strategy Definition
Ensure that users of the City's radio system have an adequate understanding of radio operations including backup communications in the case of a primary radio system failure.

Measure of Success	Initiation Date	Target Date	Responsibility
Completion of refresher radio training for all employees who use radios. A reduction in reported issues that are attributed to user error or training.	10/2003	12/2005	Mgr. Tom Melton

5.2.3 Establish a plan to provide adequate radio coverage to the Preserve area.

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

Measure of Success	Initiation Date	Target Date	Responsibility
Acceptance & approval of the plan by the Chief; initiation of process required to obtain funding.	10/2005	11/2005	Dir. Joe Hindman

5.2.4   Acquire a new radio system.

Strategy Definition
Purchase a new radio system that provides improved coverage, interoperability with other public safety agencies, & increased bandwidth to handle growth in voice & data transmission traffic.

Measure of Success	**Initiation Date**	**Target Date**	**Responsibility**
Completed purchase of new radio system & system is operational.	07/2005	07/2009	Dir. Joe Hindman

Objective 5.3
Advance Technology Support & Infrastructure

5.3.1   Ensure backup of all mission-critical job functions.

Strategy Definition
To ensure that every mission critical Police Department application has more than one employee trained to maintain the application. The employees are to be a combination of Police Technology Services Division staff & City Information Systems staff.

Measure of Success	**Initiation Date**	**Target Date**	**Responsibility**
Completion of training on mission critical police applications so that more than one TSD &/or Information Systems staff member are trained to maintain each application. Development & implementation of a plan to ensure continued redundancy in support for all Police applications.	04/2004	06/2006	Dir. Joe Hindman

Objective 6.1
Develop New Facilities

6.1.1   Plan, design & construct District 1 facility.

Strategy Definition
To build facilities to house the District One Patrol Function.

Measure of Success District One facility is complete & occupied.	Initiation Date	Target Date	Responsibility
	07/2004	06/2007	Dir. Marc Eisen

6.1.2   Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.

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

Measure of Success Police Operational Support facility is complete & occupied.	Initiation Date	Target Date	Responsibility
	10/2003	06/2007	Dir. Marc Eisen

6.1.3   Plan, design & construct the expanded Police & Fire Training facility.

Strategy Definition
To expand & enhance current facilities for Police & Fire training needs.

Measure of Success Police & Fire Training facility is complete & occupied.	Initiation Date	Target Date	Responsibility
	07/2004	06/2007	Dir. Marc Eisen

6.1.4   Replace Mounted Unit facility.

Strategy Definition			
Replace existing facility, which can no longer be adequately repaired or maintained, with a more modern facility sized to meet current & anticipated growth. The replacement facility will include office space for personnel & storage capability for feed & supplies.			
Measure of Success Mounted Unit facility is complete & occupied.	**Initiation Date**	**Target Date**	**Responsibility**
	07/2004	12/2005	Lt. Scott Popp

Objective 6.2
Reallocate & Enhance Existing Facilities

6.2.1   Implement Homeland Security improvement projects for the Police Department & City.

Strategy Definition			
To enhance security in City facilities through the use of access control, lighting, barriers, & other physical additions to existing facilities.			
Measure of Success Completion of operational new security enhancements at each facility.	**Initiation Date**	**Target Date**	**Responsibility**
	10/2003	01/2006	Dir. Marc Eisen

6.2.2   Expand District 3 covered parking & locker facilities.

Strategy Definition			
Provide additional locker space & parking structures at District 3 facility.			
Measure of Success Completion of additional lockers & parking shade structures.	**Initiation Date**	**Target Date**	**Responsibility**
	01/2004	02/2006	Dir. Marc Eisen

5-Year Overview

Scottsdale Police Department Strategies	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Strategic Direction 1 - Reduced Crime					
1.1 Enhance Crime Prevention Initiatives					
1.1.1 Develop & implement a juvenile delinquency prevention initiative for school-aged children.	√				
1.1.2 Resurrect the "Lock 'Em Out" security improvement program.		√			
1.1.3 Increase District-based tactical crime analysis capabilities.		√			
1.2 Enhance Enforcement Initiatives					
1.2.1 Establish an additional Traffic Squad to address community needs.	√				
1.2.2 Develop a Computer Crimes Investigation Unit.	√				
1.2.3 Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.	√				
1.2.4 Provide Public Safety service to urban Parks & Preserve.	√				
1.2.5 Evaluate & enhance Department initiatives to curtail gang-related criminal activity.	√				
1.2.6 Establish an Air-Support Unit.		√			
1.2.7 Establish a Bike Unit in District 2 using Officers on Squads on a rotating basis.			√		
1.2.8 Establish a High Enforcement Arrest Team (HEAT) Unit in District 2.			√		
1.2.9 Establish a High Enforcement Arrest Team (HEAT) Unit in District 3.			√		
1.2.10 Enhance law enforcement capabilities dedicated to the airport.			√		
1.2.11 Formalize the Downtown District.			√		
1.2.12 Increase community traffic safety by adding a D3 Traffic Squad & 2 commercial vehicle inspectors.				√	
1.2.13 Implement an effective warrant process.				√	
1.2.14 Establish a Youth Services section to centralize youth intervention & enforcement efforts.				√	
1.2.15 Expand the K-9 Unit.				√	
1.2.16 Add a full-time Organized Crime Investigations Detail to include an expanded Asset Forfeiture function.				√	
1.2.17 Establish a Bike Unit in District 3 using Officers on Squads on a rotating basis.					√
1.2.18 Expand tactical response & warrant service capabilities.					√
Strategic Direction 2 – Organizational Excellence					
2.1 Develop Exemplary Leadership					
2.1.1 Include Dept. Strategic Action Plan goals & assignments as a component of performance evaluations.	√				
2.1.2 Assess the feasibility of using 360 interview information for promotion.	√				
2.1.3 Develop a program to address leadership training needs.	√				
2.1.4 Train management to provide career counseling to employees.	√				
2.1.5 Evaluate & enhance diversity & cultural awareness training programs for management.	√				
2.1.6 Provide early intervention behavior identification training to management.	√				
2.1.7 Develop an Executive Development Program for middle level management.	√				
2.1.8 Implement approved leadership training & assess effectiveness.	√				
2.					
2.2.1 Formalize career development "roadmaps" for line personnel & develop suggested training plans to assist on-going employee development.					
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	√				
2.2.3 Evaluate & enhance the Master Police Officer (MPO) program.	√				

Scottsdale Police Department Strategies	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
2.2 Develop Employees (continued)					
2.2.4 Allow Supervisors access to training "roadmap" information for employees to match skills to specific training/work experience.		√			
2.2.5 Evaluate & enhance diversity & cultural awareness training programs for line employees.		√			
2.2.6 Complete study of special assignment rotation policy for Supervisors.			√		
2.2.7 Implement standardized briefing training.			√		
2.2.8 Determine the need for creating a civilian training manager position.				√	
2.3 Develop the Organization					
2.3.1 Conduct a department-wide General Order assessment & system redesign.	√				
2.3.2 Assess the Police Department's current award & recognition system, & revise it if necessary.	√				
2.3.3 Establish funding for pipeline positions (stairstep).	√				
2.3.4 ISO Accreditation for Crime Lab.					
2.3.5 Establish a grant-writer position to seek grants & donations.		√			
2.3.6 Integrate revised 5-Year Strategic Plan goals with PD Performance Measures & Annual Progress Report.		√			
2.3.7 Develop/improve 911/Communications protocol.		√			
2.3.8 Staff each District & Division with secretarial support.		√			
2.3.9 Establish a department-wide project tracking & analysis process.			√		
2.3.10 Create an Internal Audit Unit.			√		
2.3.11 Strengthen the volunteer program by acquisition of full-time Volunteer Program & Explorer Program Manager.			√		
2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees					
2.4.1 Reduce the loss of civilian employees during the probationary/training phase.	√				
2.4.2 Evaluate staffing & resources of the Personnel Unit.	√				
2.4.3 Reduce Sworn Recruit turnover.	√				
2.4.4 Establish a Scottsdale Police Training Academy.		√			
Strategic Direction 3 – Strengthened Relationships					
3.1 Strengthen Intra-Governmental Relations					
3.1.1 Establish shared initiatives with the new City Fire Department.	√				
3.1.2 Assign liaison responsibilities & educational curriculum/program development responsibilities to personnel.		√			
3.2 Strengthen Internal & External Communications					
3.2.1 Conduct a methods assessment of the Dept's existing internal & external communications processes.	√				
3.2.2 Create a process to maintain a web-based organizational chart.		√			
3.3 Strengthen Community Relations					
3.3.1 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Dept.	√				
3.3.2 Create & maintain community outreach programs with targeted populations.	√				
3.3.3 Develop a Spanish language Public Information Officer (PIO) program.	√				
3.3.4 Evaluate & enhance the Spanish Translator program.	√				
Strategic Direction 4 – Strengthened Homeland Defense					
4.1.1 Test emergency/recovery protocols & develop citywide business recovery plans.	√				
4.1.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	√				
4.1.3 Create a system to update & train on all emergency response plans.	√				
4.1.4 Enhance ability to respond to weapons of mass destruction events (Explosive Ordinance Device Unit).		√			
4.1.5 Develop a mobile command center as the platform for incident control.		√			

Scottsdale Police Department Strategies	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10
Strategic Direction 5 – Advanced Technology Solutions					
5.1 Advance Integration Capabilities					
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	√				
5.1.2 Eliminate duplicate data entry required for multiple Police Dept. databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	√				
5.1.3 Improve automated information sharing with other Criminal Justice agencies.		√			
5.1.4 Migrate to State mandated META MORPHO fingerprint identification system.		√			
5.2 Advance Communications Technology					
5.2.1 Identify alternative mobile devices for data communications.	√				
5.2.2 Conduct refresher radio training for all employees who use radios.	√				
5.2.3 Establish a plan to provide adequate radio coverage to the Preserve area.	√				
5.2.4 Acquire a new radio system.	√				
5.2.5 Improve information available to Patrol.		√			
5.3 Advance Technology Support & Infrastructure					
5.3.1 Ensure backup of all mission-critical job functions.	√				
Strategic Direction 6 – Enhanced Facilities					
6.1 Develop New Facilities					
6.1.1 Plan, design & construct District 1 facility.	√				
6.1.2 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	√				
6.1.3 Plan, design & construct the expanded Police & Fire Training facility.	√				
6.1.4 Replace Mounted Unit facility.	√				
6.1.5 Plan, design & construct the District 4 facility.		√			
6.2 Reallocate & Enhance Existing Facilities					
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√				
6.2.2 Expand District 3 covered parking & locker facilities.	√				
6.2.3 Remodel District 2 Communications Center & Basement floor.		√			
6.2.4 Consolidate jail facilities.			√		
6.3 Enhance Facility Support & Administration					
6.3.2 Hire Police Facility Manager for construction & maintenance coordination.		√			

Year 1 Overview by Quarter

FY 2005/06

Scottsdale Police Department Strategies		Q1	Q2	Q3	Q4
Strategic Direction 1 - Reduced Crime					
1.1 Enhance Crime Prevention Initiatives					
1.1.1 Develop & implement a juvenile delinquency prevention initiative for school-aged children.		√			
1.2 Enhance Enforcement Initiatives					
1.2.1 Establish an additional Traffic Squad to address community needs.		√			
1.2.2 Develop a Computer Crimes Investigation Unit.	√	√			
1.2.3 Conduct a Photo-Enforcement pilot on the Scottsdale section of SR 101.	√	√			
1.2.4 Provide Public Safety service to urban Parks & Preserve.	√	√			
1.2.5 Evaluate & enhance Department initiatives to curtail gang-related criminal activity.	√			√	
Strategic Direction 2 – Organizational Excellence					
2.1 Develop Exemplary Leadership					
2.1.1 Include Dept. Strategic Action Plan goals & assignments as a component of performance evaluations.	√	√			
2.1.2 Assess the feasibility of using 360 interview information for promotion.	√	√			
2.1.3 Develop a program to address leadership training needs.	√	√			
2.1.4 Train management to provide career counseling to employees.	√	√			
2.1.5 Evaluate & enhance diversity & cultural awareness training programs for management.	√	√			
2.1.6 Provide early intervention behavior identification training to management.	√			√	
2.1.7 Develop an Executive Development Program for middle level management.	√				√
2.1.8 Implement approved leadership training & assess effectiveness.	√	√			
2.2 Develop Employees					
2.2.1 Formalize career development "roadmaps" for line personnel & develop suggested training plans to assist on-going employee development.	√	√			
2.2.2 Develop training for every employee (sworn & civilian) that will result in improved customer service to the community & heighten employee awareness of measurable standards.	√	√			
2.2.3 Evaluate & enhance the Master Police Officer (MPO) program.	√	√			
2.3 Develop the Organization					
2.3.1 Conduct a department-wide General Order assessment & system redesign.	√	√			
2.3.2 Assess the Police Department's current award & recognition system, & revise it if necessary.	√	√			
2.3.3 Establish funding for pipeline positions (stairstep).	√			√	
2.3.4 ISO Accreditation for Crime Lab.	√			√	
2.4 Enhance Recruitment, Hiring, Training & Retention of Probationary Employees					
2.4.1 Reduce the loss of civilian employees during the probationary/training phase.	√	√			
2.4.2 Evaluate staffing & resources of the Personnel Unit.	√	√			
2.4.3 Reduce Sworn Recruit turnover.	√	√			

Scottsdale Police Department Strategies	FY 05/06	Q1	Q2	Q3	Q4
Strategic Direction 3 – Strengthened Relationships					
3.1 Strengthen Intra-Governmental Relations					
3.1.1 Establish shared initiatives with the new City Fire Department.	√	√			
3.2 Strengthen Internal & External Communications					
3.2.1 Conduct a methods assessment of the Dept's existing internal & external communications processes.	√	√			
3.3 Strengthen Community Relations					
3.3.1 Develop a Scottsdale Police Museum to celebrate the history & culture of the Scottsdale Police Dept.	√	√			
3.3.2 Create & maintain community outreach programs with targeted populations.	√	√			
3.3.3 Develop a Spanish language Public Information Officer (PIO) program.	√	√			
3.3.4 Evaluate & enhance the Spanish Translator program.	√	√			
Strategic Direction 4 – Strengthened Homeland Defense					
4.1 Strengthen Readiness & Recovery Protocols					
4.1.1 Test emergency/recovery protocols & develop citywide business recovery plans.	√	√			
4.1.2 Identify Personal Protective Equipment (PPE) & required OSHA & Weapons of Mass Destruction (WMD) training to implement & sustain program.	√	√			
4.1.3 Create a system to update & train on all emergency response plans.	√	√			
Strategic Direction 5 – Advanced Technology Solutions					
5.1 Advance Integration Capabilities					
5.1.1 Implement a new integrated suite of police applications to include RMS, CAD, Jail Management, Field Reporting & Message Switch.	√	√			
5.1.2 Eliminate duplicate data entry required for multiple Police Dept. databases during initial booking process, & implement subsequent electronic transfer of booking information into Maricopa County (MCSO) booking system.	√	√			
5.2 Advance Communications Technology					
5.2.1 Identify alternative mobile devices for data communications.	√	√			
5.2.2 Conduct refresher radio training for all employees who use radios.	√	√			
5.2.3 Establish a plan to provide adequate radio coverage to the Preserve area.	√		√		
5.2.4 Acquire a new radio system.	√	√			
5.3.1 Ensure backup of all mission-critical job functions.	√	√			
Strategic Direction 6 – Enhanced Facilities					
6.1.1 Plan, design & construct District 1 facility.	√	√			
6.1.2 Design & construct the Police Operational Support Facility for Crime Lab & Property/Evidence.	√	√			
6.1.3 Plan, design & construct the expanded Police & Fire Training facility.	√	√			
6.1.4 Replace Mounted Unit facility.	√	√			
6.2 Reallocate & Enhance Existing Facilities					
6.2.1 Implement Homeland Security facility improvement projects for the Police Department & City.	√	√			
6.2.2 Expand District 3 covered parking & locker facilities.	√	√			

Acknowledgments

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