

City of Scottsdale Police Department



Strategic Plan

Fiscal Year

2011/12 – 2015/16

SCOTTSDALE POLICE DEPARTMENT

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MESSAGE FROM THE CHIEF

As Chief of Police, I am pleased to introduce our Department's 2011/12 to 2015/16 Strategic Plan. Our new plan builds upon the many successes of our previous Strategic Plans, 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 throughout our community.

We have enjoyed tremendous support from the Mayor, City Council, and the City Manager's office. It is with their support, and the support of Scottsdale's citizens, that we have been able to move forward with 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.



SCOTTSDALE POLICE DEPARTMENT

ORGANIZATIONAL OVERVIEW

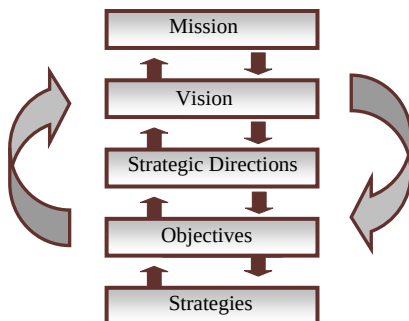
The Scottsdale Police Department proudly serves the City of Scottsdale, a vibrant southwest community of 217,385^a persons in an area of 185 square miles, stretching 31 miles from north to south. The Department remains a progressive and innovative law enforcement agency, possessing strong values that 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 <i>Is a statement of the general purpose of the organization.</i>
Vision <i>Is an image of how the organization desires to operate in the future.</i>
Strategic Directions <i>Are derived from the Department’s Mission & Vision & are high-level statements of what the organization desires to achieve.</i>
Objectives <i>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.</i>
Strategies <i>Are statements of how each Objective will be addressed. Strategies might incorporate multiple initiatives or projects, & are designed to produce measurable results.</i>

^a Population as recently reported by the U.S. Census Bureau. The City has contested this number as low; official number pending Census Bureau ruling.

SCOTTSDALE POLICE DEPARTMENT

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 gradually increase.



Citizen-generated and Officer-initiated calls for service will remain fairly stable or slightly increase.



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



Tourism will remain stable in Scottsdale.



The newly opened Major League Baseball Spring Training facility on adjacent Salt River Pima-Maricopa Indian Community land will impact traffic and possibly criminal activity. The multi-purpose facility is located on 140 acres of adjacent reservation land, and includes an 11,000 seat capacity ballpark, 12 practice fields, and office buildings.



Land use will remain at approximately 53.5% residential, 40% undeveloped/open space/agricultural, and 6.5% industrial/commercial.



The City's revitalization efforts in the Downtown District 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 the downtown area, with expected population growth.



FY2011/12 positions adopted: 413 sworn, 262.6 civilian employees, 675.6 total.



FY2011/12 authorized Officers per 1,000 population: 1.90.



FY2011/12 authorized civilian employees per 1,000 population: 1.21.

Sources: City of Scottsdale: Planning, Neighborhood & Transportation Division, Financial Services Division, & Public Safety Division. Calculations based on City population of 217,385 as recently reported by the U.S. Census Bureau. The City has contested this number as low; official number pending Census Bureau ruling.

SCOTTSDALE POLICE DEPARTMENT

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:



The downtown area is the established, more mature part of Scottsdale. The southernmost part of this area contains neighborhoods typical of the 1960's and early 1970's. The northern part of downtown contains large, master-planned communities built in the late 1970's and early 1980's. Much of the City's retail, entertainment, and office activities are located in this area.



The central Scottsdale area includes a combination of mature neighborhoods and newer developments, with several major master-planned communities, as well as high density single- family homes, town homes, condominiums, and apartments.



The north part of the City includes several newer large master-planned communities, many with golf courses. The area is a lower density, high-desert environment with relatively little commercial development. The area includes 31,400 acres of the McDowell Sonoran Preserve, 24,000 acres of State Trust Land, and other large undeveloped tracts.



The Scottsdale Airpark is the 3rd largest employment center in Arizona, with nearly 30,000 employees in over 2,000 businesses; 35 of which are corporate headquarters like GoDaddy.com, Henkel Corporation, JDA Software, Hypercom, and Taser International. The Airpark is home to Scottsdale Airport, the busiest single-runway, general aviation airport in the country and the largest corporate jet facility in Arizona.



The Central Scottsdale employment area is nestled in the heart of McCormick Ranch and boasts nearly 40,000 employees in over 3,000 businesses; 40 of which are corporate headquarters like Stirling Energy, Medicis Pharmaceutical, Rural/Metro, Night-hawk Radiology, and Trapeze Software. The Southern Scottsdale employment area is anchored by SkySong: The ASU Center for Innovation and major employers include McKesson, Yelp, American Solar Electric, and Ticketmaster.



Homeland Security issues will continue to evolve requiring an all-hazards approach to prevent and respond to natural and man-made disasters.



Calendar years 2009 and 2010 were projected to mark the bottoming out of the recession and the beginning of the economic recovery for Scottsdale and the broader national economy. Arizona is expected to somewhat lag behind the national recovery, and the recovery will be modest.



Scottsdale will continue to have one of the lowest unemployment rates in the metropolitan area.



City revenue will remain flat or experience a decline.

Sources: City of Scottsdale: Planning, Neighborhood & Transportation Division, Community & Economic Development Division, & Public Safety Division.

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 2011 strategic plan update process involved a full-day retreat with attendees representing Police command staff, lieutenants, civilian managers, and the Fire Department. The primary focus of the retreat was to review the Department’s progress during the past year, and update the existing 5-Year 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 and during the annual update retreat, attendees reviewed several key inputs that would serve as a guide during the planning process. The review covered:

-  City demographic, financial, and economic trends.
-  Crime trends and calls for service data.
-  Key accomplishments and strategic plan progress.
-  Personnel and available resources.
-  City capital improvement projects and residential/commercial development plans.
-  Police Department budget allocations.

Attendees considered these inputs while reviewing and making adjustments to the strategic plan throughout the retreat.

REVIEW & UPDATE OF THE 5-YEAR PLAN

The 2011 strategic planning process marked the Department's 9th consecutive year of success with our strategic planning initiative. 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 continued commitment to the existing strategic directions.

With consensus on the Department's overall goals, attendees moved on to brainstorm and discuss new strategies for inclusion in the strategic plan. The process resulted in the development of 20 new strategies focused on enforcement, crime prevention, investigations, scheduling and deployment, technology, employee development, communications, organizational development, and homeland security. The 20 newly identified strategies were discussed and 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 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 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, Assistant 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 need to be addressed. The internal tracking tool is used to produce reports that are reviewed by the Chief and top staff at monthly status update meetings. These 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 "PoliceLine" newsletter.

ANNUAL REVIEW & UPDATE OF THE 5-YEAR PLAN

The strategic plan is reviewed and updated on an annual basis, in line with the City's annual budget review cycle. The Department's overall objectives and 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 annual review. 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. 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 5 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 & OBJECTIVES

STRATEGIC DIRECTIONS	STRATEGIC OBJECTIVES
1.0 REDUCE CRIME	1.1 Enhance Patrol Capabilities 1.2 Enhance Crime Prevention Initiatives 1.3 Increase Investigative Capabilities
2.0 PROVIDE EXEMPLARY TRAINING SOLUTIONS	2.1 Enhance Training Initiatives 2.2 Strengthen Scheduling & Deployment
3.0 ENHANCE RECRUITMENT & RETENTION	3.1 Strengthen Hiring Initiatives 3.2 Develop Employees
4.0 INNOVATE FOR THE FUTURE	4.1 Strengthen Facilities Planning 4.2 Advance Technology Solutions 4.3 Develop the Organization
5.0 STRENGTHEN COMMUNICATIONS	5.1 Strengthen Internal & External Communications
6.0 STRENGTHEN DOMESTIC PREPAREDNESS	6.1 Strengthen Homeland Security

1.0 REDUCE CRIME

Strategic
Direction

1.0

1.1 Enhance Patrol Capabilities

1.2 Enhance Crime Prevention Initiatives

1.3 Increase Investigative Capabilities

Sponsored by:

Asst. Chief John Cocca

1.1

Cmdr. Mike Rosenberger

1.2

Cmdr. Scott Popp

1.3



"A holistic approach is needed in any community to positively affect the quality of life & reduce crime. At the front end, we will continue to invest in the cornerstone of crime prevention through community partnerships & prevention strategies, while further assisting our communities through aggressive enforcement of our State & local laws."

1.1 Enhance Patrol Capabilities

Strategies	Year	Funding Status
1.1.1 Develop search & rescue operations protocol in collaboration with Fire Department.	1*	ER
1.1.2 Evaluate tactical response & warrant service capabilities.	2	ER
1.1.3 Expand on-line report capabilities.	2	NF
1.1.4 Explore feasibility of field processing DUI suspects & other arrestees.	2	ER

1.2 Enhance Crime Prevention Initiatives

Strategies	Year	Funding Status
1.2.1 Formalize a process for the Department to continually address foreclosure issues.	1*	ER
1.2.2 Create collaborative youth intervention programs & initiatives.	1	ER
1.2.3 Conduct a review of Crime Prevention Officer/Police Aide & Crime Analysis Unit in relation to COMPSTAT function & process.	1	ER
1.2.4 Conduct a comprehensive review of community policing (COMPOL) practices to include Homeland Security.	1	ER
1.2.5 Establish a dedicated traffic safety officer.	5	NF

1.3 Increase Investigative Capabilities

Strategies	Year	Funding Status
1.3.1 Acquire, outfit & make operational one or more command vans using "Racketeer Influenced & Corrupt Organizations (RICO) funding.	1	RICO
1.3.2 Conduct a study/pilot program for increasing the use of transcription services for investigators, Internal Affairs & Uniformed Services Bureau specialty units.	1	ER/OP
1.3.3 Establish a process to ensure annual evaluation of task force involvement & outcomes.	1	ER

* = Strategy continuing from previous fiscal year.

Legend

Year	Funding Status
1= FY 2011/12	ER = Existing Resources
2= FY 2012/13	NF = Not Funded
3= FY 2013/14	OP = Operating
4= FY 2014/15	GR = Grant
5= FY 2015/16	SF = Self Funded
	CIP = Capital Improvement Project
	RICO= Assets seized via Racketeer-Influenced & Corrupt Organization Act

2.0 Provide Exemplary Training Solutions

2.1 Enhance Training Initiatives

2.2 Strengthen Scheduling & Deployment

Sponsored by:

Asst. Chief Sean Duggan

2.1

Cmdr. Johnny Cervantes

2.2



"Continued organizational development is a key objective that identifies the need to strive for excellence through the measurement of our performance in each organizational component, maintain the highest level of professional standards in all areas & by always striving to meet or exceed the identified best practices of our industry, all in an effort to continually develop & improve our organization."

"Employees who are properly developed are the essential tool in providing outstanding customer service. It is the responsibility of every professional organization to develop employees to their fullest potential."

2.1 Enhance Training Initiatives

Strategies		Year	Funding Status
2.1.1	Develop & implement an integrated Police/Fire Department training plan.	1*	ER
2.1.2	Enhance new hire awareness of Police & Fire operations, needs, & perspectives.	1*	ER
2.1.3	Assess the training unit & evaluate benefits of acquiring additional full-time instructor positions.	1	ER
2.1.4	Utilize new technology, equipment, & multimedia sources to deliver needed training to employees.	1	NF

2.2 Strengthen Scheduling & Deployment

Strategies		Year	Funding Status
2.2.1	Conduct a workload allocation & deployment study for all Bureaus (non-patrol).	1	ER/NF
2.2.2	Develop District specific allocation & deployment models.	1	ER/NF
2.2.3	Evaluate the impact of the new Salt River Indian Stadium Complex.	1	ER
2.2.4	Assess the impact of Scottsdale Airpark revitalization.	1	ER

*Strategy is continuing from previous FY.

3.0 Enhance Recruitment & Retention

3.1 Strengthen Hiring Initiatives

3.2 Develop Employees

Sponsored by:

Asst. Chief Sean Duggan

3.1

Cmdr. Bill Wilton

Cmdr. Bruce Ciolli

3.2



"Hiring the best possible police applicant is pivotal in keeping our city one of the safest in the nation. We are committed to recruiting, hiring, training & retaining employees who whole-heartedly embrace the values of the City of Scottsdale"

"The Department is committed to performance improvement & continuous learning by employees. For this reason, strategies under this Objective provide a multi-faceted approach to training & organizational development through leadership development, mentoring & training"

3.1 Strengthen Hiring Initiatives

Strategies	Funding	
	Year	Status
3.1.1 Evaluate additional recruit sources.	1*	ER

3.2 Develop Employees

Strategies	Funding	
	Year	Status
3.2.1 Create a formalized mentoring plan for sworn & civilian employees.	1*	ER
3.2.2 Create interdivisional training program for sworn & civilian employees.	1	ER
3.2.3 Enhance the department's current employee recognition processes.	1	ER
3.2.4 Create & implement a sworn structured "Officer in Charge" (OIC) program.	1	ER
3.2.5 Implement an on-line professional development school.	3	ER/NF
3.2.6 Enhance opportunities for rotational detective positions in Investigative Bureau units.	3	ER

*Strategy is continuing from previous FY.

4.0 Innovate for the Future

4.1 Strengthen Facilities Planning

4.2 Advance Technology Solutions

4.3 Develop the Organization

Strategic
Direction

4.0

Sponsored by:

Dir. Helen Gandara

4.1, 4.2, 4.3

Asst. Chief John Cocca

4.3



“A key component of public safety providing quality service to the community is having & maintaining facilities that provide the community accessibility to the police. It's also important to provide space for the essential functions critical to effective law enforcement that are both functional & current in technologies. This will allow personnel to accomplish their mission in serving our community. This strategic direction is focused on ensuring that we continually evaluate our facility needs & provide new facilities & appropriate enhancements of existing facilities to meet the law enforcement objectives of the Department & community in the most cost effective manner possible.”

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

The goal of Objective 4.3 is the development of the organization. We will evaluate past performance through self-analysis, aimed at improving systems to deliver the best practices policing has to offer.

4.1 Strengthen Facilities Planning

Strategies		Year	Funding Status
4.1.1	Implement a process to coordinate staffing & facility planning.	1*	ER
4.1.2	Develop a long-range comprehensive Police Department space-needs study.	1	ER
4.1.3	Expand District 2 Jail facility.	2	NF

4.2 Advance Technology Solutions

Strategies		Year	Funding Status
4.2.1	Establish a process for continual identification & prioritization of technology needs for each Bureau.	1	ER
4.2.2	Assess the benefit & feasibility of implementing Microsoft Share-point server technology department-wide.	1	ER/NF
4.2.3	Explore & utilize available technology for on-line meetings & social media.	1	ER/NF

* = Strategy continuing from previous fiscal year.

4.3 Develop the Organization

Strategies		Year	Funding Status
4.3.1	Revise previous Department performance measures process into an integrated process with meaningful workloads indicators.	1*	ER
4.3.2	Conduct a Police/Fire Department process evaluation to identify areas for integration.	1*	ER
4.3.3	Enhance employee work safety.	1	ER
4.3.4	Assess the Department's processes & resources for acquiring grants & donations.	1	ER
4.3.5	Develop a defined succession plan.	2	ER/NF
4.3.6	Assess need for District administrative support.	2	ER/NF
4.3.7	Create an Internal Audit Unit.	4	ER/NF

* = Strategy continuing from previous fiscal year.

5.0 Strengthen Communications

5.1 Strengthen Internal & External Communications

Strategic
Direction

5.0

Sponsored by:

Cmdr. Jeff Walther

5.1



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

5.1 Strengthen Internal & External Communications

Strategies	Year	Funding
		Status
5.1.1 Share & communicate community outreach initiatives with the Fire Department.	1*	ER
5.1.2 Create a Scottsdale Police Department yearbook to capture history.	1	ER/SF
5.1.3 Reinstitute the annual Citywide participation Public Safety Day program.	1	ER
5.1.4 Evaluate establishing a formal process for continual Public Safety involvement in the	1	ER

* = Strategy continuing from previous fiscal year.

6.0 Strengthen Domestic Preparedness

6.1 Strengthen Homeland Security

Strategic
Direction

6.0

Sponsored by:

Asst. Chief Steve Randall

6.1



"In today's world we must expect the unexpected & prepare accordingly. What we believed could never happen is what we must now be prepared for. This objective ensures that we utilize the best & most current information, strategies, training & community education to minimize those possibilities. Should an event occur, we will be prepared & equipped to safely & effectively mitigate the event & swiftly restore the safety, quality & vitality of our community."

6.1 Strengthen Homeland Security

Strategies		Year	Funding Status
6.1.1	Implement all Hazards Incident Management training.	1	ER/NF
6.1.2	Strengthen the City Emergency Operations Center (EOC) capabilities & knowledge.	1	ER/NF

FISCAL YEAR 2011/12 STRATEGIES

1.1 ENHANCE PATROL CAPABILITIES

STRATEGY

1.1.1 DEVELOP SEARCH & RESCUE OPERATIONS PROTOCOL IN COLLABORATION WITH FIRE DEPARTMENT.

DESCRIPTION:

To successfully coordinate and use available department resources to facilitate search, rescue or recovery operations. The police department has primary responsibility and “command” for operations where a search or recovery of persons is necessary. Scottsdale Fire has primary responsibility and “command” for rescue operations.

MEASURES OF SUCCESS:

Watch Commanders will have the resources, personnel, equipment and policy to use in deployment for search and recovery operations. PD personnel will be able to co-locate and assist SFD in rescue operations. PD personnel will have delineated roles when working joint operations with SFD.

STRATEGY LEADER:

Lt. Tom Henny

1.2 ENHANCE CRIME PREVENTION INITIATIVES

STRATEGY

1.2.1 FORMALIZE A PROCESS FOR THE DEPARTMENT TO CONTINUALLY ADDRESS FORECLOSURE ISSUES.

DESCRIPTION:

This strategy will outline methods and procedures for dealing with foreclosed properties that pose a public safety threat within the city. An analysis to establish and define the problem and scope will be completed. The objective is to effectively and efficiently identify stakeholders, apply problem solving strategies, and share information to reduce or eliminate the need for police action at properties in question.

MEASURES OF SUCCESS:

Reduce or eliminate adverse public safety issues or calls for service to the foreclosed property.

STRATEGY LEADER:

Lt. Joe Kertesz

STRATEGY

1.2.2 CREATE COLLABORATIVE YOUTH INTERVENTION PROGRAMS & INITIATIVES.

DESCRIPTION:

Spearhead an overall collaborative effort involving PD, Youth and Family Services and external partner agencies to develop programs, services, and public safety announcement's targeted toward Scottsdale youth as an early intervention/diversion strategy.

MEASURES OF SUCCESS:

Success will be defined when a sustainable program/initiative has been put in to place. Sustainability will not come from more specific member or group. It would be able to be replicated by other departments or agencies.

STRATEGY LEADER:

Lt. Frank O'Halloran

STRATEGY

1.2.3 CONDUCT A REVIEW OF CRIME PREVENTION OFFICER/POLICE AIDE & CRIME ANALYSIS UNIT IN RELATION TO COMPSTAT FUNCTION & PROCESS.

DESCRIPTION:

Determine the viability of a smaller Crime Analysis Unit and its functioning with limited staffing and the relationship with District Crime Prevention Officers/Police Aides and the function and effectiveness of the COMPSTAT process.

MEASURES OF SUCCESS:

Process and units would be utilized to their maximum effectiveness, and COMPSTAT process would be evaluated to determine if it is meeting our crime reduction, information sharing needs.

STRATEGY LEADER:

Lt. Eric Williams & Michael Keran

STRATEGY

1.2.4 CONDUCT A COMPREHENSIVE REVIEW OF COMMUNITY POLICING (COMPOL) PRACTICES TO INCLUDE HOMELAND SECURITY.

DESCRIPTION:

The intent of this strategy is to examine our current definition, practices, training, tracking and documentation related to our community policing efforts to include homeland security. This will also include a review of our patrol allocation model.

MEASURES OF SUCCESS:

Completed product: review, recommendations for patrol allocation model, activities, incorporation of community policing with Homeland Security.

STRATEGY LEADER:

Lt. Jamie Buckler & Lt. Todd Larson

1.3 INCREASE INVESTIGATIVE CAPABILITIES

STRATEGY

1.3.1 ACQUIRE, OUTFIT & MAKE OPERATIONAL ONE OR MORE COMMAND VANS USING "RACKETEER INFLUENCED & CORRUPT ORGANIZATIONS (RICO) FUNDING.

DESCRIPTION:

Receive stakeholder direction on the utility of the command van (CV): police-only or public safety shared resource. Receive stakeholder direction on the purchase of one large CV or multiple smaller CVs. Work with stakeholders to research, award, acquire, outfit and make operational the CV(s). Acquisition includes both the vehicle platform(s) and materials (hardware, software, communications gear, etc.), the entirety of which makes for a CV.

MEASURES OF SUCCESS:

Success will be achieved when the Command Van or Vans are in Scottsdale, fully outfitted (internal/external) and capable of being used in an actual operations setting.

STRATEGY LEADER:

Lt. Jeff Trillo

STRATEGY

1.3.3 ESTABLISH A PROCESS TO ENSURE ANNUAL EVALUATION OF TASK FORCE INVOLVEMENT & OUTCOMES.

DESCRIPTION:

TBD

MEASURES OF SUCCESS:

TBD

STRATEGY LEADER:

Lt. Ernie Anderson

STRATEGY

1.3.2 CONDUCT A COMPREHENSIVE PILOT PROGRAM TO EVALUATE THE POTENTIAL BENEFITS OF INCREASED TRANSCRIPTION SERVICE USE FOR INVESTIGATORS, INTERNAL AFFAIRS & UNIFORMED SERVICES BUREAU SPECIALTY UNITS.

DESCRIPTION:

Conduct a comprehensive pilot program evaluating transcription service benefits for the Investigative Services Bureau, Internal Affairs, and Uniformed Services Bureau. Studies have shown that police agencies pay three times more for detectives to type their own supplements as opposed to using a transcription service. This study will help identify potential benefits (number of new leads generated, increased closure rate, qualitative summaries and overtime reduction) of increased use of transcription services.

MEASURES OF SUCCESS:

Increased number of new leads generated by investigators, increased case closure, more thorough reports, and a reduction in overtime.

STRATEGY LEADER:

Lt. Todd Larson

2.1 ENHANCE TRAINING INITIATIVES

STRATEGY

2.1.1 DEVELOP & IMPLEMENT AN INTEGRATED POLICE/FIRE DEPARTMENT TRAINING PLAN.

DESCRIPTION:

Develop a method for identifying training needs that are shared by both PD and Fire personnel and then implement individual or joint training events that share or integrate training resources and training staff to present the training in a mutually beneficial and effective manner.

MEASURES OF SUCCESS:

An open line of communication is established and maintained between PD/FD Training Staff. A joint PD/FD Training Calendar is created that is accessible to key personnel. A list of prioritized mutual training topics is established. Joint training is planned and implemented.

STRATEGY LEADER:

Lt. Todd Muilenberg

STRATEGY

2.1.2 ENHANCE NEW HIRE AWARENESS OF POLICE & FIRE OPERATIONS, NEEDS & PERSPECTIVES.

DESCRIPTION:

Implement mutual PD/FD training during FD Academies and PD Post Academies that enhance new hire awareness of joint PD/FD operations and as they apply to the safety and support of all first responders in the execution of their respective missions.

MEASURES OF SUCCESS:

A recurring meeting schedule is established. Mutual training needs are identified. Curriculum for PD/FD academy training is developed. Relevant training is delivered in an effective manner.

STRATEGY LEADER:

Lt. Todd Muilenberg

STRATEGY

2.1.3 ASSESS THE TRAINING UNIT & EVALUATE BENEFITS OF ACQUIRING ADDITIONAL FULL-TIME INSTRUCTOR POSITIONS.

DESCRIPTION:

This strategy will address the need to assess the current number of full time training officers and evaluate the benefit of acquiring additional full-time training officer positions.

MEASURES OF SUCCESS:

Training Unit staffing is sufficient to efficiently address our training needs.

STRATEGY LEADER:

Lt. Todd Muilenberg

STRATEGY

2.1.4 UTILIZE NEW TECHNOLOGY, EQUIPMENT & MULTIMEDIA SOURCES TO DELIVER NEEDED TRAINING TO EMPLOYEES.

DESCRIPTION:

This strategy will address the need to utilize new technology, equipment, and multimedia sources to produce and/or deliver quality training on a variety of topics needed by all SPD employees.

MEASURES OF SUCCESS:

SPD training is enhanced by the addition of new technology and multimedia delivery options.

STRATEGY LEADER:

Lt. Todd Muilenberg

2.2 STRENGTHEN SCHEDULING & DEPLOYMENT

STRATEGY

2.2.1 CONDUCT A WORKLOAD ALLOCATION & DEPLOYMENT STUDY FOR ALL BUREAUS (NON-PATROL).

DESCRIPTION:

Examine the current workload of all units in all bureaus to determine if we have the correct number of employees allocated to each bureau and if they are deployed in the correct manner.

MEASURES OF SUCCESS:

We will have the proper amount of personnel deployed in the most efficient manner to meet the needs of the bureaus and the new staffing/workload realities.

STRATEGY LEADER:

Lt. Tom Henny

STRATEGY

2.2.3 EVALUATE THE IMPACT OF THE NEW SALT RIVER INDIAN STADIUM COMPLEX.

DESCRIPTION:

Examine CFS within the immediate vicinity of the Salt River/Talking Stick Stadium to determine if there is increase that would require an alternate deployment to meet need.

MEASURES OF SUCCESS:

Data obtained from analysis will clearly indicate whether stadium has increased our CFS in immediate vicinity and numbers/percentage of increase will determine whether alternate deployment needs are necessary.

STRATEGY LEADER:

Lt. Chris Hall

STRATEGY

2.2.2 DEVELOP DISTRICT SPECIFIC ALLOCATION & DEPLOYMENT MODELS.

DESCRIPTION:

Develop a District deployment model based on individual district needs to assist in assigning the appropriate number of officers on squads. The staffing needs will be based on workload for the specific days of week, hours, and shifts.

MEASURES OF SUCCESS:

Identifying recommendations for allocating personnel to Districts based on workload. This could mean identifying set criteria that would be helpful in basing our staffing decisions or determining there isn't an issue with how staffing is deployed at a district level.

STRATEGY LEADER:

Lt. Tom Henny

STRATEGY

2.2.4 ASSESS THE IMPACT OF SCOTTSDALE AIRPARK REVITALIZATION.

DESCRIPTION:

TBD

MEASURES OF SUCCESS:

TBD

STRATEGY LEADER:

Lt. Chris Hall

3.1 STRENGTHEN HIRING INITIATIVES

STRATEGY

3.1.1 EVALUATE ADDITIONAL RECRUIT SOURCES.

DESCRIPTION:

Evaluate hiring processes and implement pilot programs to determine effectiveness. Identify effective marketing techniques and make adjustments to the changing applicant pool to attract and hire the most qualified civilian and sworn personnel.

MEASURES OF SUCCESS:

Completion of hiring process evaluation and pilot programs. Identification of effective marketing techniques and establishment of a process for on-going adjustments for a continually changing applicant pool.

STRATEGY LEADER:

Lisa Angelini

3.2 DEVELOP EMPLOYEES

STRATEGY

3.2.1 CREATE A FORMALIZED MENTORING PLAN FOR SWORN & CIVILIAN EMPLOYEES.

DESCRIPTION:

TBD

MEASURES OF SUCCESS:

TBD

STRATEGY LEADER:

Lt. Aaron Minor & Steve Garrett

STRATEGY

3.2.2 CREATE INTERDIVISIONAL TRAINING PROGRAM FOR SWORN & CIVILIAN EMPLOYEES.

DESCRIPTION:

TBD

MEASURES OF SUCCESS:

TBD

STRATEGY LEADER:

Lt. Todd Muilenberg & Lisa Angelini

STRATEGY

3.2.3 ENHANCE THE DEPARTMENT'S CURRENT EMPLOYEE RECOGNITION PROCESSES.

DESCRIPTION:

Enhance the police department's current employee recognition processes. Research successful employee recognition programs and develop recommendations for command staff. Include information on various scopes of programs, and possible processes for formalization, tracking, and outcome measurement.

MEASURES OF SUCCESS:

Completion of research process, documentation, and development of recommendations to command staff. A future strategy will be responsible for implementation of recommendations.

STRATEGY LEADER:

Lt. Todd Larson

STRATEGY

3.2.4 CREATE & IMPLEMENT A SWORN STRUCTURED "OFFICER IN CHARGE" (OIC) PROGRAM.

DESCRIPTION:

The OIC Program will put into place a mechanism to attract, test, and thoroughly train the future leaders of the organization in both a systematic and comprehensive manner. The program will also provide higher quality sergeant candidates in larger numbers than are currently being seen without the program. Finally, this program must be applied to all sworn units within the police department, equally, if it is to truly be effective.

MEASURES OF SUCCESS:

The success of the program will be measured in terms of its ability to more adequately identify, test, train, deploy and evaluate the future front line leaders of the organization. In addition, the OIC program will also be evaluated on its ability to produce a larger and more highly trained group of OIC's able to immediately step into a Sergeant's position at the conclusion of an abbreviated promotional process.

STRATEGY LEADER:

Lt. Jimmy Wasson & Lt. Chris Hall

4.1 STRENGTHEN FACILITIES PLANNING

STRATEGY

4.1.1 IMPLEMENT A PROCESS TO COORDINATE STAFFING CHANGES & FACILITY PLANNING.

DESCRIPTION:

Developed a process to facilitate the movement of employees to new workspaces.

MEASURES OF SUCCESS:

The development and implementation of a process to fully coordinate the movement of personnel or workgroups.

STRATEGY LEADER:

Tom Melton

STRATEGY

4.1.2 DEVELOP A LONG-RANGE COMPREHENSIVE POLICE DEPARTMENT SPACE-NEEDS STUDY.

DESCRIPTION:

Determine the general long term facilities needs of the Police Department.

MEASURES OF SUCCESS:

A strategy to identify priority space needs with potential funding sources.

STRATEGY LEADER:

Tom Melton

4.2 ADVANCE TECHNOLOGY SOLUTIONS

STRATEGY

4.2.1 ESTABLISH A PROCESS FOR CONTINUAL IDENTIFICATION & PRIORITIZATION OF TECHNOLOGY NEEDS.

DESCRIPTION:

TBD

MEASURES OF SUCCESS:

TBD

STRATEGY LEADER:

Michael Keran

STRATEGY

4.2.2 ASSESS THE BENEFIT & FEASIBILITY OF IMPLEMENTING MICROSOFT SHARE-POINT SERVER TECHNOLOGY DEPARTMENT-WIDE.

DESCRIPTION:

Assess the benefit & feasibility of implementing Microsoft Share-point technology department-wide. Include benefits, costs, hardware and software requirements, solutions it might provide, and annual maintenance requirements. Develop recommendation report.

MEASURES OF SUCCESS:

Assessment of technology completed within a Recommendation Report.

STRATEGY LEADER:

Michael Keran

STRATEGY

4.2.3 EXPLORE & UTILIZE AVAILABLE TECHNOLOGY FOR ON-LINE MEETINGS & SOCIAL MEDIA.

DESCRIPTION:

Innovative advancements have made possible on-line meetings, social media, internet training and various other, constantly changing ideas to reach law enforcement partners and the public. Utilize available technologies to improve efficiencies and save money.

MEASURES OF SUCCESS:

Successful implementation would result in the ability to host or attend meetings via web, distribute and track trainings inside or out of Scottsdale PD, and utilize popular media to deliver timely information.

STRATEGY LEADER:

Michael Keran

4.3 DEVELOP THE ORGANIZATION

STRATEGY

4.3.1 REVISE PREVIOUS DEPARTMENT PERFORMANCE MEASURES PROCESS INTO AN INTEGRATED PROCESS WITH MEANINGFUL WORKLOAD INDICATORS.

DESCRIPTION:

This strategy will revise the performance measures process into meaningful workload indicators and ensure integration with budget, strategic plan, and ICMA performance measures.

MEASURES OF SUCCESS:

Meaningful workload indicators are collected to support budget and staffing decisions, program evaluation, strategic planning, and ICMA performance measures submittals.

STRATEGY LEADER:

Will Davis

STRATEGY

4.3.3 ENHANCE EMPLOYEE WORK SAFETY.

DESCRIPTION:

Develop a program(s) and/or create a culture that focuses on plus creates opportunities to foster employee work safety.

MEASURES OF SUCCESS:

Establishment of work safety committee; completion of research and gap analysis; development and communication of recommendations; formalization of a process to ensure continued evaluation and enhancements.

STRATEGY LEADER:

Lt. Jeff Trillo & James Tonda (Fire Dept.)

STRATEGY

4.3.2 CONDUCT A POLICE/FIRE DEPARTMENT PROCESS EVALUATION TO IDENTIFY AREAS FOR INTEGRATION.

DESCRIPTION:

The Process Improvement Team will conduct a review of areas between the PD and FD for possible integration based on efficiency improvements and will develop and propose recommendations.

MEASURES OF SUCCESS:

This strategy will be complete when the Process Improvement Team has concluded reviews, identified areas, and compiled and proposed recommendations.

STRATEGY LEADER:

Will Davis

STRATEGY

4.3.4 ASSESS THE DEPARTMENT'S PROCESSES & RESOURCES FOR ACQUIRING GRANTS & DONATIONS.

DESCRIPTION:

TBD

MEASURES OF SUCCESS:

TBD

STRATEGY LEADER:

Budget Manager

5.1 STRENGTHEN INTERNAL & EXTERNAL COMMUNICATIONS

STRATEGY

5.1.1 SHARE & COMMUNICATE COMMUNITY OUTREACH INITIATIVES WITH THE FIRE DEPARTMENT.

DESCRIPTION:

Identify and communicate joint Police/Fire outreach efforts and deliver shared participation when appropriate.

MEASURES OF SUCCESS:

The existence of a spreadsheet outlining joint / collaborative outreach initiatives which are regularly tracked and updated.

STRATEGY LEADER:

Lt. Ron Bayne & Lori Schmidt (Fire Dept.)

STRATEGY

5.1.3 REINSTITUTE THE ANNUAL CITYWIDE PARTICIPATION PUBLIC SAFETY DAY PROGRAM.

DESCRIPTION:

Initiate an annual City of Scottsdale Public Safety Day Event that would include the involvement of all functions of the Police and Fire departments as well as interested and pertinent City departments. This will be an all day activity with specialty unit demonstrations, youth activities and instructional workshops.

MEASURES OF SUCCESS:

A Citywide Public Safety Day event will be held and a committee established with the mandate to produce this event annually.

STRATEGY LEADER:

Lt. Pat Conner

STRATEGY

5.1.2 CREATE A SCOTTSDALE POLICE DEPARTMENT YEARBOOK TO CAPTURE HISTORY.

DESCRIPTION:

Develop a yearbook which showcases 50 years of the Scottsdale Police Department and have available for the 50th anniversary celebration. This project will be funded via private purchase of individual yearbooks.

MEASURES OF SUCCESS:

We will have a final product which is desirable to past and present SPD employees as measured through product sales.

STRATEGY LEADER:

Lt. Ron Bayne

STRATEGY

5.1.4 EVALUATE ESTABLISHING A FORMAL PROCESS FOR CONTINUAL PUBLIC SAFETY INVOLVEMENT IN THE CITY'S PLANNING & DEVELOPMENT PROCESS.

DESCRIPTION:

Establish a formal process for continual Public Safety involvement in the City's planning and development process. Establish relationships with other City Departments to ensure involvement of Police and Fire Departments early in the zoning/land use discussion, specifically with projects or businesses that may have a direct impact to public safety and police/fire resource allocation. (For example, impact on public safety associated with opening bars in certain areas of the City).

MEASURES OF SUCCESS:

Success is determined when PD staff has been integrated into the planning process.

STRATEGY LEADER:

Lt. Aaron Minor & Steve Garrett

6.1 STRENGTHEN HOMELAND SECURITY

STRATEGY

6.1.1 IMPLEMENT ALL HAZARDS INCIDENT MANAGEMENT TRAINING.

DESCRIPTION:

The Emergency Management/Homeland Security Bureau will strengthen incident management capabilities by providing AHIMT training opportunities (ICS 300, 400) for sworn Public Safety supervisors and managers.

MEASURES OF SUCCESS:

TBD

STRATEGY LEADER:

Lt. Jeff Trillo

STRATEGY

6.1.2 STRENGTHEN THE CITY EMERGENCY OPERATIONS CENTER (EOC) CAPABILITIES & KNOWLEDGE.

DESCRIPTION:

Emergency Management/Homeland Security Bureau will develop an EOC capability through training, testing and actual activations.

MEASURES OF SUCCESS:

Update Major Emergency Operations Plan to reflect EOC changes. Conduct periodic training exercises to update and test EOC Activation and Planning. Develop Standard Operating Procedure for EOC. Conduct emergency management training for key administrators describing their role in the EOC. Build personnel depth in EOC Command and General Staff positions.

STRATEGY LEADER:

John Moede (Fire Dept.)

SCOTTSDALE POLICE DEPARTMENT

FIVE YEAR CALENDAR

C = continuing from previous fiscal year

Strategies	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
STRATEGIC DIRECTION 1 – REDUCE CRIME					
1.1 ENHANCE PATROL CAPABILITIES <i>ASST. CHIEF JOHN COCCA</i>					
1.1.1 Develop search & rescue operations protocol in collaboration with Fire Department.	C				
1.1.2 Evaluate tactical response & warrant service capabilities.		√			
1.1.3 Expand on-line report capabilities.		√			
1.1.4 Explore feasibility of field processing DUI suspects & other arrestees.		√			
1.2 ENHANCE CRIME PREVENTION INITIATIVES <i>CMDR. MIKE ROSENBERGER</i>					
1.2.1 Formalize a process for the Department to continually address foreclosure issues.	C				
1.2.2 Create collaborative youth intervention programs & initiatives.	√				
1.2.3 Conduct a review of Crime Prevention Officer/Police Aide & Crime Analysis Unit in relation to COMPSTAT function & process.	√				
1.2.4 Conduct a comprehensive review of community policing (COMPOL) practices to include Homeland Security.	√				
1.2.5 Establish a dedicated traffic safety officer.					√
1.3 INCREASE INVESTIGATIVE CAPABILITIES <i>CMDR. SCOTT POPP</i>					
1.3.1 Acquire, outfit & make operational one or more command vans using “Racketeer Influenced & Corrupt Organizations (RICO) funding.	√				
1.3.2 Conduct a comprehensive pilot program to evaluate the potential benefits of increased transcription service use for investigators, IA & USB specialty units.	√				
1.3.3 Establish a process to ensure annual evaluation of task force involvement & outcomes.	√				
STRATEGIC DIRECTION 2 – PROVIDE EXEMPLARY TRAINING SOLUTIONS					
2.1 ENHANCE TRAINING INITIATIVES <i>ASST. CHIEF SEAN DUGGAN</i>					
2.1.1 Develop & implement an integrated Police/Fire Department training plan.	C				
2.1.2 Enhance new hire awareness of Police & Fire operations, needs, & perspectives.	C				
2.1.3 Assess the training unit & evaluate benefits of acquiring additional full-time instructor positions.	√				
2.1.4 Utilize new technology, equipment, & multimedia sources to deliver needed training to employees.	√				
2.2 STRENGTHEN SCHEDULING & DEPLOYMENT <i>CMDR. JOHNNY CERVANTES</i>					
2.2.1 Conduct a workload allocation & deployment study for all Bureaus (non-patrol).	√				
2.2.2 Develop District specific allocation & deployment models.	√				
2.2.3 Evaluate the impact of the new Salt River Indian Stadium Complex.	√				
2.2.4 Assess the impact of Scottsdale Airpark revitalization.	√				

SCOTTSDALE POLICE DEPARTMENT

Strategies		FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
STRATEGIC DIRECTION 3 – ENHANCE RECRUITMENT & RETENTION						
3.1	<i>STRENGTHEN HIRING INITIATIVES</i>	<i>ASST. CHIEF SEAN DUGGAN</i>				
3.1.1	Evaluate additional recruit sources.	C				
3.2	<i>DEVELOP EMPLOYEES</i>	<i>CMDR. BILL WILTON / CMDR. BRUCE CIOLLI</i>				
3.2.1	Create a formalized mentoring plan for sworn & civilian employees.	C				
3.2.2	Create interdivisional training program for sworn & civilian employees.	√				
3.2.3	Enhance the department's current employee recognition processes.	√				
3.2.4	Create & implement a sworn structured "Officer in Charge" (OIC) program.	√				
3.2.5	Implement an on-line professional development school.			√		
3.2.6	Enhance opportunities for rotational detective positions in Investigative Bureau units.			√		
STRATEGIC DIRECTION 4– INNOVATE FOR THE FUTURE						
4.1	<i>STRENGTHEN FACILITIES PLANNING</i>	<i>ASST. CHIEF HELEN GANDARA</i>				
4.1.1	Implement a process to coordinate staffing changes & facility planning.	C				
4.1.2	Develop a long-range comprehensive Police Department space-needs study.	√				
4.1.3	Expand District 2 Jail facility.		√			
4.2	<i>ADVANCE TECHNOLOGY SOLUTIONS</i>	<i>ASST. CHIEF HELEN GANDARA</i>				
4.2.1	Establish a process for continual identification & prioritization of technology needs for each Bureau.	√				
4.2.2	Assess the benefit & feasibility of implementing Microsoft Share-point server technology department-wide.	√				
4.2.3	Explore & utilize available technology for on-line meetings & social media.	√				
4.3	<i>DEVELOP THE ORGANIZATION</i>	<i>ASST. CHIEF HELEN GANDARA</i>				
4.3.1	Revise previous Department performance measures process into an integrated process with meaningful workload indicators.	C				
4.3.2	Conduct a Police/Fire Department process evaluation to identify areas for integration.	C				
4.3.3	Enhance employee work safety.	√				
4.3.4	Assess the Department's processes & resources for acquiring grants & donations.	√				
4.3.5	Develop a defined succession plan.		√			
4.3.6	Assess the need for District administrative support.		√			
4.3.7	Assess the need to create an Internal Audit Unit.				√	

SCOTTSDALE POLICE DEPARTMENT

Strategies		FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
STRATEGIC DIRECTION 5 – STRENGTHEN COMMUNICATIONS						
5.1	<i>STRENGTHEN INTERNAL & EXTERNAL COMMUNICATIONS</i>	<i>CMDR. JEFF WALTHER</i>				
5.1.1	Share & communicate community outreach initiatives with the Fire Department.	C				
5.1.2	Create a Scottsdale Police Department yearbook to capture history.	√				
5.1.3	Reinstitute the annual Citywide participation Public Safety Day program.	√				
5.1.4	Evaluate establishing a formal process for continual Public Safety involvement in the City's planning & development process.	√				
STRATEGIC DIRECTION 6 – STRENGTHEN DOMESTIC PREPAREDNESS						
6.1	<i>STRENGTHEN HOMELAND SECURITY</i>	<i>ASST. CHIEF STEVE RANDALL</i>				
6.1.1	Implement all Hazards Incident Management training.	√				
6.1.2	Strengthen the City Emergency Operations Center (EOC) capabilities & knowledge.	√				

SCOTTSDALE POLICE DEPARTMENT

FISCAL YEAR 2011/12 QUARTERLY CALENDAR

C = continuing from previous fiscal year

Strategies	Q1	Q2	Q3	Q4
STRATEGIC DIRECTION 1 – REDUCE CRIME				
1.1 ENHANCE PATROL CAPABILITIES <i>ASST. CHIEF JOHN COCCA</i>				
1.1.1 Develop search & rescue operations protocol in collaboration with Fire Department.	C			
1.2 ENHANCE CRIME PREVENTION INITIATIVES <i>CMDR. MIKE ROSENBERGER</i>				
1.2.1 Formalize a process for the Department to continually address foreclosure issues.	C			
1.2.2 Create collaborative youth intervention programs & initiatives.		√		
1.2.3 Conduct a review of Crime Prevention Officer/Police Aide & Crime Analysis Unit in relation to COMPSTAT function & process.		√		
1.2.4 Conduct a comprehensive review of community policing (COMPOL) practices to include Homeland Security.		√		
1.3 INCREASE INVESTIGATIVE CAPABILITIES <i>CMDR. SCOTT POPP</i>				
1.3.1 Acquire, outfit & make operational one or more command vans using “Racketeer Influenced & Corrupt Organizations (RICO) funding.	√			
1.3.2 Conduct a comprehensive pilot program to evaluate the potential benefits of increased transcription service use for investigators, IA & USB specialty units.		√		
1.3.3 Establish a process to ensure annual evaluation of task force involvement & outcomes.				√
STRATEGIC DIRECTION 2 – PROVIDE EXEMPLARY TRAINING SOLUTIONS				
2.1 ENHANCE TRAINING INITIATIVES <i>ASST. CHIEF SEAN DUGGAN</i>				
2.1.1 Develop & implement an integrated Police/Fire Department training plan.	C			
2.1.2 Enhance new hire awareness of Police & Fire operations, needs, & perspectives.	C			
2.1.3 Assess the training unit & evaluate benefits of acquiring additional full-time instructor positions.	√			
2.1.4 Utilize new technology, equipment, & multimedia sources to deliver needed training to employees.	√			
2.2 STRENGTHEN SCHEDULING & DEPLOYMENT <i>CMDR. JOHNNY CERVANTES</i>				
2.2.1 Conduct a workload allocation & deployment study for all Bureaus (non-patrol).				√
2.2.2 Develop District specific allocation & deployment models.				√
2.2.3 Evaluate the impact of the new Salt River Indian Stadium Complex.	√			
2.2.4 Assess the impact of Scottsdale Airpark revitalization.	√			

SCOTTSDALE POLICE DEPARTMENT

Strategies	Q1	Q2	Q3	Q4
STRATEGIC DIRECTION 3 – ENHANCE RECRUITMENT & RETENTION				
3.1 STRENGTHEN HIRING INITIATIVES <i>ASST. CHIEF SEAN DUGGAN</i>				
3.1.1 Evaluate additional recruit sources.	C			
3.2 DEVELOP EMPLOYEES <i>CMDR. BILL WILTON / CMDR. BRUCE CIOLLI</i>				
3.2.1 Create a formalized mentoring plan for sworn & civilian employees.	C			
3.2.2 Create interdivisional training program for sworn & civilian employees.				√
3.2.3 Enhance the department's current employee recognition processes.			√	
3.2.4 Create & implement a sworn structured "Officer in Charge" (OIC) program.				√
STRATEGIC DIRECTION 4– INNOVATE FOR THE FUTURE				
4.1 STRENGTHEN FACILITIES PLANNING <i>ASST. CHIEF HELEN GANDARA</i>				
4.1.1 Implement a process to coordinate staffing changes & facility planning.	C			
4.1.2 Develop a long-range comprehensive Police Department space-needs study.		√		
4.2 ADVANCE TECHNOLOGY SOLUTIONS <i>ASST. CHIEF HELEN GANDARA</i>				
4.2.1 Establish a process for continual identification & prioritization of technology needs for each Bureau.	√			
4.2.2 Assess the benefit & feasibility of implementing Microsoft Share-point server technology department-wide.				√
4.2.3 Explore & utilize available technology for on-line meetings & social media.			√	
4.3 DEVELOP THE ORGANIZATION <i>ASST. CHIEF HELEN GANDARA</i>				
4.3.1 Revise previous Department performance measures process into an integrated process with meaningful workload indicators.	C			
4.3.2 Conduct a Police/Fire Department process evaluation to identify areas for integration.	C			
4.3.3 Enhance employee work safety.		√		
4.3.4 Assess the Department's processes & resources for acquiring grants & donations.		√		

SCOTTSDALE POLICE DEPARTMENT

Strategies	Q1	Q2	Q3	Q4
STRATEGIC DIRECTION 5 – STRENGTHEN COMMUNICATIONS				
5.1 STRENGTHEN INTERNAL & EXTERNAL COMMUNICATIONS <i>CMDR. JEFF WALTHER</i>				
5.1.1 Share & communicate community outreach initiatives with the Fire Department.	C			
5.1.2 Create a Scottsdale Police Department yearbook to capture history.	√			
5.1.3 Reinstitute the annual Citywide participation Public Safety Day program.			√	
5.1.4 Evaluate establishing a formal process for continual Public Safety involvement in the City's planning & development process.			√	
STRATEGIC DIRECTION 6 – STRENGTHEN DOMESTIC PREPAREDNESS				
6.1 STRENGTHEN HOMELAND SECURITY <i>ASST. CHIEF STEVE RANDALL</i>				
6.1.1 Implement all Hazards Incident Management training.	√			
6.1.2 Strengthen the City Emergency Operations Center (EOC) capabilities & knowledge.	√			

ACKNOWLEDGMENTS

The Department would like to express thanks to the following individuals who provided input into the development of the 2011/12-2015/16 Strategic Plan. We acknowledge the valuable contributions of all who participated in the process, and have made our best attempt below to include those involved with updating the plan.

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