

**2024  
2027**



**Scottsdale Police Department**

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# **Strategic Plan**

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# Message from the Chief of Police

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

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

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

# Mission and Vision



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

## **United in purpose, we commit to:**

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



# PLANNING INPUTS

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

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

# PLANNING OUTCOMES



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



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



### **Strategic Directions**

Assistant Chiefs



### **Objectives**

Commanders and Directors



### **Strategies**

Managers



## Strategic Direction

# Attracting High-Quality Employees

### **Bolster Staffing Objective**

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





## Strategic Direction

# Empowering Employees by Investing in Wellness and Development

### **Prioritize Wellness Objective**

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

### **Invest in a Formalized Employee Development Objective**

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



## Strategic Direction

# Pursuing Industry-Leading Infrastructure and Technology

### Support Facilities Objective

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

### Leverage Technology Objective

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



# Strategic Direction

# Focusing on Community Collaboration and Partnership

## Expand Outreach Objective

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



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