



COTTONWOOD POLICE DEPARTMENT STRATEGIC PLAN

2022-2026

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Stephen Gesell
Chief of Police

As Chief of Police, I am pleased to take this opportunity to introduce our Department's 2022-2026 Strategic Plan. Our plan builds on the successes of our Department's inaugural 2017-2021 Strategic Plan. The previous plan served as our agency's roadmap and chronicled the completion of 155 initiatives. The new plan incorporates both our continued 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 ethical and progressive policing practices. We are proud of our adaptability and remain steadfast in our commitment to providing the best possible police service to our community.

Much of the credit for our success belongs to the leadership demonstrated by the commitment to duty shown by all members of our Department; sworn, civilian, and volunteer. This professional commitment, in active partnership with our community, is foundational to our Mission Statement.

We enjoy tremendous support from our City Council, City Manager, other City Departments, and Community groups. It is with their support, and the support of Cottonwood's citizens, that we have been able to move forward with initiatives that serve our community at a higher level. We look forward to this continued relationship as we progress through the implementation phase of our second five-year Strategic Plan.

I encourage you to review our Strategic Plan initiatives and let us know what's important to you and whether you believe there is something missing. I'm confident this plan affirms our commitment to proactively and responsively provide police services that enhance the safety and the quality of life for our citizens and visitors in the City of Cottonwood.

A handwritten signature in black ink, appearing to read "S. Gesell".

Stephen Gesell, Chief of Police
Cottonwood Police Department

Organizational Overview

The Cottonwood Police Department (CPD) proudly serves the City of Cottonwood, Arizona, a beautiful community located centrally in the Verde Valley with a resident population of approximately 12,400 though the service population hovers around 40,000 people due the City's role as an employment hub and tourism destination. The City's brand is "The Heart of Arizona Wine Country" as many award-winning wines are produced here. Cottonwood occupies an area of 27.61 square miles near the scenic Verde River. The Cottonwood Police Department embraces the value of fostering and maintaining positive relationships both externally and within our organization in providing superior quality service delivery. We understand our ability to be effective in reducing crime largely hinges on the relationship we have with the community.

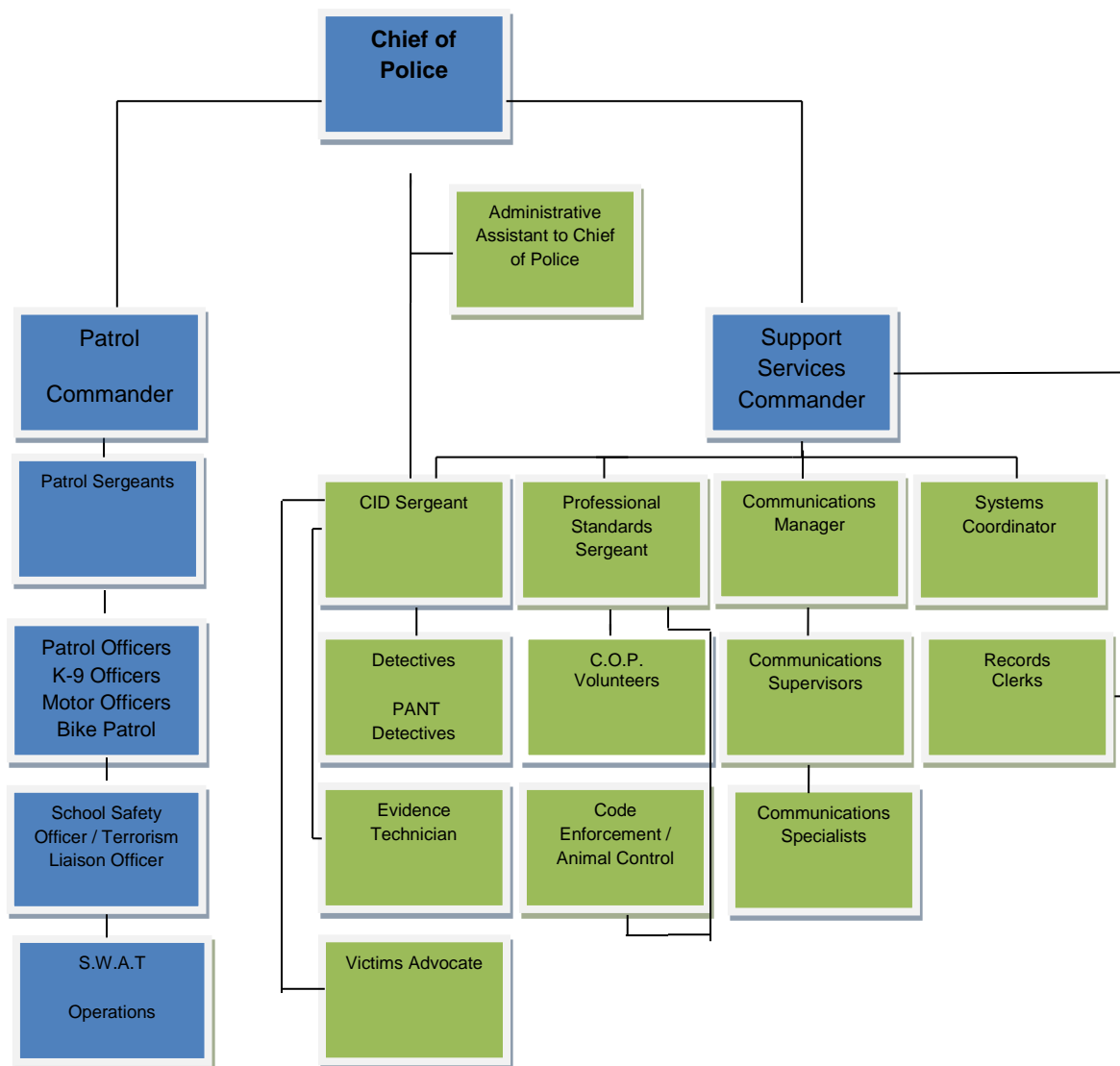
Our organization recently experienced significant personnel changes, particularly at the management level. Additionally, we have a dedicated and predominantly young work force. As so many other organizations have done, we are committed to maintaining service levels with fewer employees. Cottonwood Police Department is currently comprised of 36 sworn and 28 civilian employees. We operate the Cottonwood Public Safety Communications Center, a state-of-the-art regional communications facility serving Cottonwood Police Department, Cottonwood Fire and Medical Services as well as other Police Departments and Fire Districts in our region. Our Department enjoys an invaluable Citizen on Patrol (COPS) volunteer program. Our agency's volunteers donate many hours of their personal time each year, enabling us to bolster our ability to serve our citizenry. The Cottonwood Police Department typically responds to nearly 16,000 calls for service, makes over 1,500 arrests and issues approximately 2,500 traffic citations each year.

The rollout of this strategic plan comes with renewed confidence in our ability to perform at the highest levels with optimism that our vibrant City will continue to recover from the adverse impacts of the Great Recession.

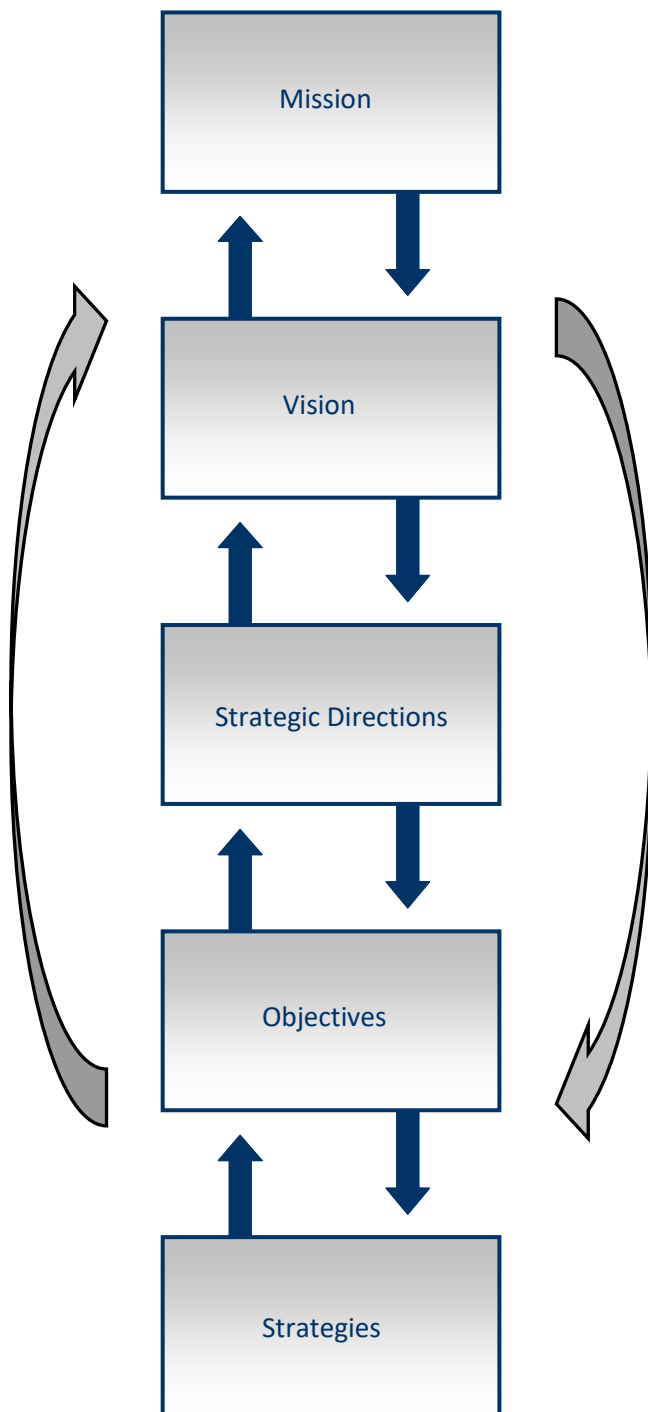
Cottonwood Police Department Mission Statement:

To enhance the safety and well-being of our community through partnerships, professionalism, compassion, and integrity with an unwavering commitment to reduce crime and protect quality of life.

Organizational Chart



Components of Strategic Planning



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 and Vision and are high-level statements of what the organization desires to achieve.

Objectives

Are derived from and 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, and are designed to produce measurable results.

The Planning Process

In developing this strategic plan, it was imperative the Cottonwood Police Department make certain assumptions concerning critical factors in the environment. Significant changes to the environment could impact our ability to implement this plan, which is based on the following key assumptions contained in our environmental scan:

Trending and Assumptions

- Population growth over the next five years is projected to increase the City's population by approximately 1,000 residents.
- Social service agencies will continue to face challenging workloads, resulting in adverse impacts on the quality of life including Cottonwood's crime rate.
- CPD will continue to rely on assistance from neighboring law enforcement agencies through recognition of informal mutual-aid agreements.
- Grant availability may increase slightly.
- Recruitment of qualified police officers will be more challenging than ever.
- The City of Cottonwood continues to make strides in increasing tourism.
- CPD will continue to receive overwhelming support from the Office of the City Manager, other City Departments, Mayor and City Council, as well as Cottonwood residents and the business community.

The strategic planning process allows the Cottonwood Police Department to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The strategic plan will serve as a "roadmap" that will steer our Department for the next 5 years and assist with resource allocation and budget planning. This plan is a "living document" that will be continually reviewed and updated as community issues, organizational goals and the economy continue to change. This strategic plan is also linked to the current strategic plan drafted by our City Council and exemplifies how policy directions translate to strategic initiatives at the operational level.

Planning Milestone Chronology

Implementation & Evaluation

CPD Management Planning Retreat
CPD Employee/Volunteer Contribution - External Contribution
Cottonwood City Department Head Review of Draft Plan
Community Stakeholder Input for Draft Plan
CPD Management review and finalization of 2022-2026 Strategic Plan

Prioritization

Following stakeholder input, the combined list of strategic directions and objectives were reviewed and prioritized by the police department's management team. Strategic issues were evaluated to determine funding sources and Council directive, then positioned on a 5-year calendar. Strategies scheduled to begin during the first year of the plan are linked with measures of success and implementation responsibility to ensure accountability and effective execution of the plan.

Strategic Plan Review, Tracking and Measurement

A strategic plan means little if there is no system in place to track progress. Progress is reviewed and tracked using an internal tool that is updated by Strategy Leaders as implementation steps and action items are completed. Employees responsible for individual strategies are identified in a tracking tool. The tracking tool also contains information about Department objectives, strategies, measures of success, timelines and accountability. The tracking tool is used to create progress reports that are monitored by management during monthly strategy review meetings.

Annual Review and Update of 5-Year Plan

The CPD 5-Year Strategic Plan is reviewed and updated in conjunction with the City of Cottonwood's 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. This process ensures reliability of the Strategic Plan as a tool that can be used for operating budget development, Capital Improvement Project (CIP) development, equipment and personnel planning.

Strategic Directions and Objectives

The primary focus of the 5-Year Strategic Plan is to improve police service delivery to the Citizens of Cottonwood. The chart below summarizes the 6 Strategic Directions the Cottonwood Police Department will pursue over the next 5 years.

Strategic Directions



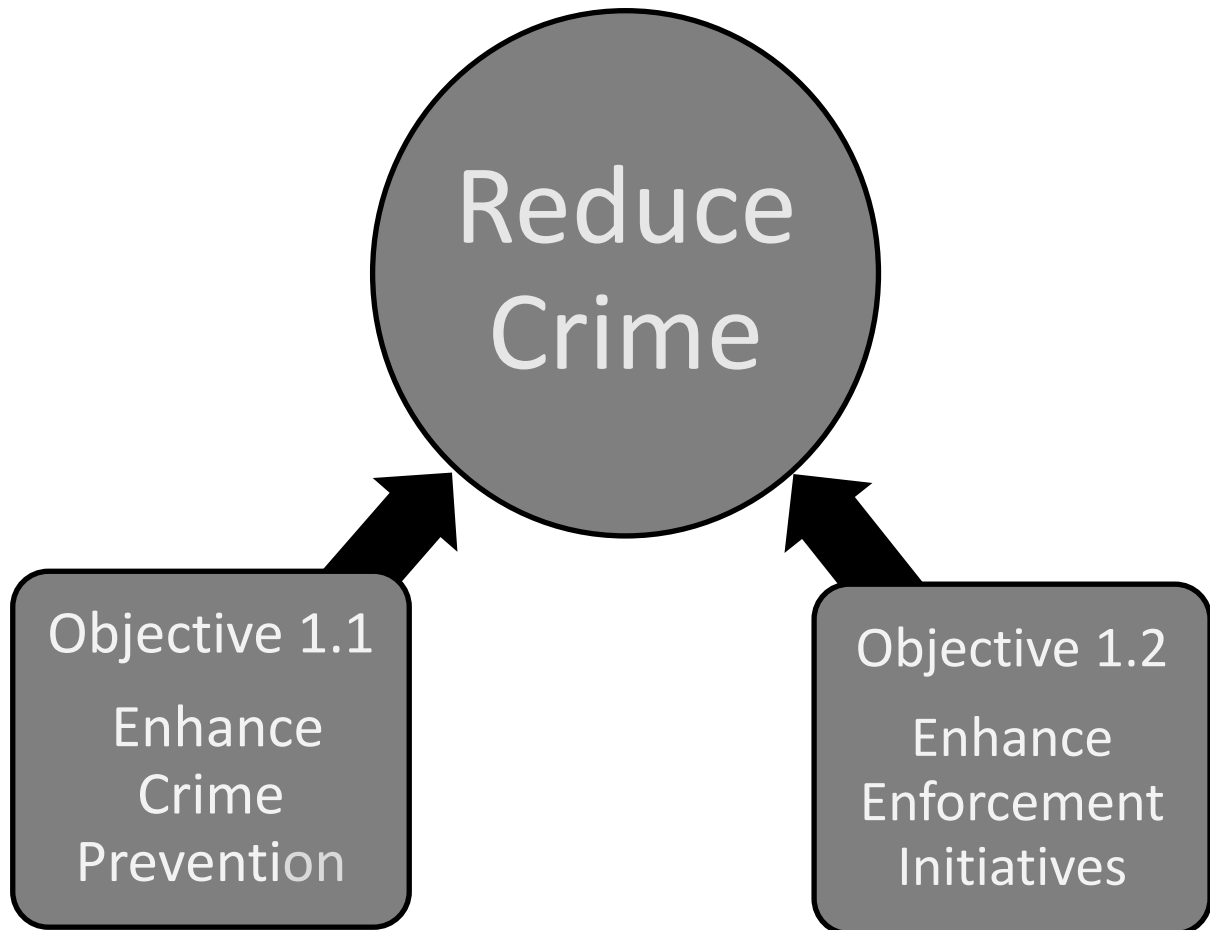
1. Reduce Crime	3. Enhance Traffic Safety
1.1 Enhance Crime Prevention Initiatives	3.1 Strengthen Inter and Intra-Governmental Relationships
1.2 Enhance Enforcement Initiatives	3.2 Strengthen Community Relations
2. Promote Organizational Excellence	4. Enhance Traffic Safety
2.1 Advance Technology Solutions	4.1 Traffic Safety Through Enforcement Initiatives
2.2 Enhance Infrastructure	4.2 Traffic Safety Through Engineering
	4.3 Enhance Traffic Educational Initiatives

Legend

Year	Funding Source (FS)	City Council Directive (CD)
1= 2022	NF= Not Funded	CD 1-5 (if applicable)
2= 2023	GF= General Fund	1- Community Engagement
3= 2024	CIP= Capital Improvement Project	2- Promote a vibrant, healthy and educated community
4= 2025	GR= Grant Funds	3- Marketing Cottonwood
5= 2026	ER- Existing Resources	4- Promote and preserve historic and natural resources
		5- Manage future growth
		6- Develop, support and maintain infrastructure

Strategic Direction 1

Reduce Crime



1. Reduce Crime

Objective 1.1 Enhance Crime Prevention Initiatives

Responsibility:
Commander Dowell

	Strategies	Year	FS	CD
1.1.1	Increase Neighborhood Watch participation		ER	
1.1.2	Explore feasibility of ROP program (Repeat Offender Program)		NF	
1.1.3	Reevaluate police activity (time on call/for service considerations vs. "unaccounted for time/patrol/10-8 time)		NF	
1.1.4	Develop Community Service Specialist (Internship Position/Paid or Unpaid)			
1.1.5	Partner with The Coalition Against Human Trafficking to raise awareness of Human Trafficking			
1.1.6	Acquire Records Management Module that allows online public interface and access to agency crime data			
1.1.7	Post daily crime stats / police calls for service on website and smartphone app			
1.1.8	Develop and conduct Crime Suppression Details			

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Responsibility:
Commander Dowell

Objective 1.2

Enhance Enforcement Initiatives

	Strategies	Year	FS	CD
1.2.1	Enhance ability to rapidly deploy a trained team to investigate shootings		ER	
1.2.2	Improve execution of arrest warrant details		ER	
1.2.3	Train detectives in the "Rapid DNA" system being put into place by DPS. This will allow detectives' access to the Arizona DNA database 24/7 with results within a few hours		ER	
1.2.4	Enhance less than lethal options through improved technology		NF	
1.2.5	Conduct "Know Your Limit Campaigns" during year and/or during special events (i.e.; TVR)			
1.2.6	Conduct and complete Threat Vulnerability Assessments through TLO Haystacks system and Mingus Union High School and Cottonwood Community School			
1.2.7	Organize and Lead in Warrant Service for On-Duty Patrol for the numerous City Court Warrant (to include developing a yearly formalized plan for handling outstanding warrants, such as, Email, Phone, Postal Letter, Flyer notification, instructing patrol follow up within 30 days from Court Issuance, etc. (except place of business/work)			

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Strategic Direction 2

Promote Organizational Excellence



2. Promote Organizational Excellence

Objective 2.1

Develop Exemplary Leadership

Responsibility:
Commander
Braxton

	Strategies	Year	FS	CD
2.1.1	Analyze, revise and improve system for tracking and delivery of job-related training		ER	
2.1.2	Develop a “career roadmap” for each employee to assist in professional development, matching skill sets to specific training and/or work experience		ER	
2.1.3	Implement a program for patrol officers to gain exposure to special assignments		ER	
2.1.4	Evaluate and Improve Patrol Shift Selection Process			
2.1.5	Implement Carfax for Police			
2.1.6	Acquire eScribers Transcription services			
2.1.7	Implement Covertrack for crime suppression details			
2.1.8	Implement Data Pilot 10 system			

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Objective 2.2

Develop the Organization

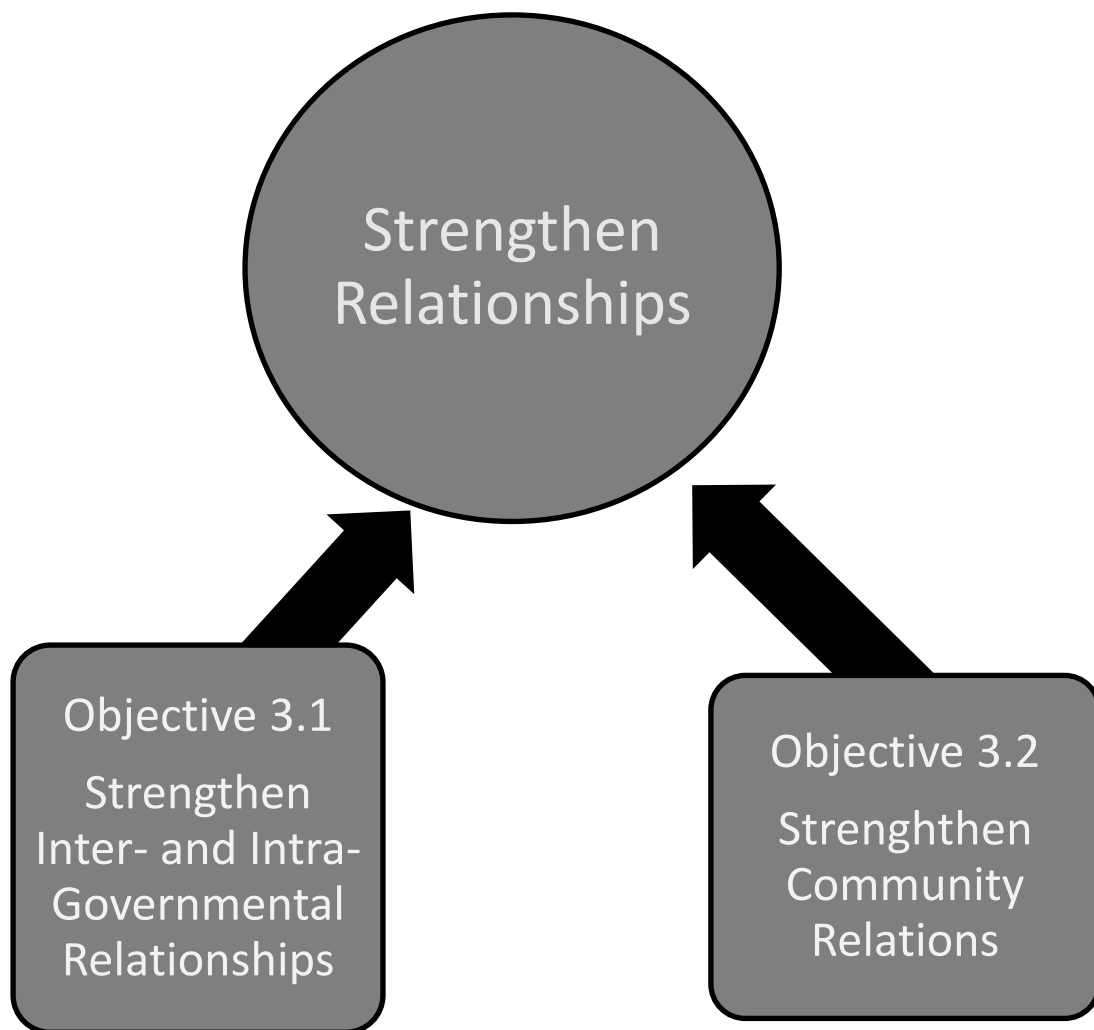
Responsibility:
Commander
Braxton

	Strategies	Year	FS	CD
2.2.1	Re-establish Chaplain Program		ER	
2.2.2	Enhance focus on Employee Mental Health		ER	
2.2.3	Form a CPD Honor Guard detail		NF	
2.2.4	Implement a High School “Teen Academy” program for students interested in policing careers		NF	
2.2.5	Seek instructor/facilitator training on Excited Delirium and the prevention of In-Custody Deaths			
2.2.6	Establish CISM/Peer Support Program			
2.2.7	Review and assess current victim notification, interface, and customer satisfaction processes.			
2.2.8	Paint interior facility walls of Police Department and replace metal screening on enclosed/secured patio area with solid roofing material			
2.2.9	Identify and implement storage solution for the primary tactical vehicle			
2.2.10	Technology Division – to include the development internal resources for LINUX administration			
2.2.11	Review and Implement enhanced radio infrastructure			
2.2.12	Test and evaluate enhanced portable radios			
2.2.13	Acquire records management backup server (Spillman Server)			
2.2.14	Spillman Server Geo Validation upgrade			
2.2.15	Transition from UCR (Unified Crime Reporting) to NIBERS (National Incident Based Report System)			
2.2.16	Evaluate secured web-based communications technology to relay			
2.2.17	Improve functionality of the City’s Emergency Operations Center (EOC)			

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Strategic Direction 3

Strengthen Relationships



Objective 3.1**Strengthen Inter- and Intra-Governmental Relations**

Responsibility:
Commander Dowell

	Strategies	Year	FS	CD
3.1.1	Reaffirm or enter in to updated IGA's with partner agencies (SWAT/VVRST)		NF	
3.1.2	Work with surrounding agencies to develop a digital network consortium			
3.1.3	Explore feasibility of implementing tactical operations/dispatchers with the ability to work outside of our Center in satellite locations			
3.1.4	Implementation of the Complete Mobile Data Terminal (MTD) for subscribing fire agencies			

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Objective 3.2

Strengthen Community Relationships

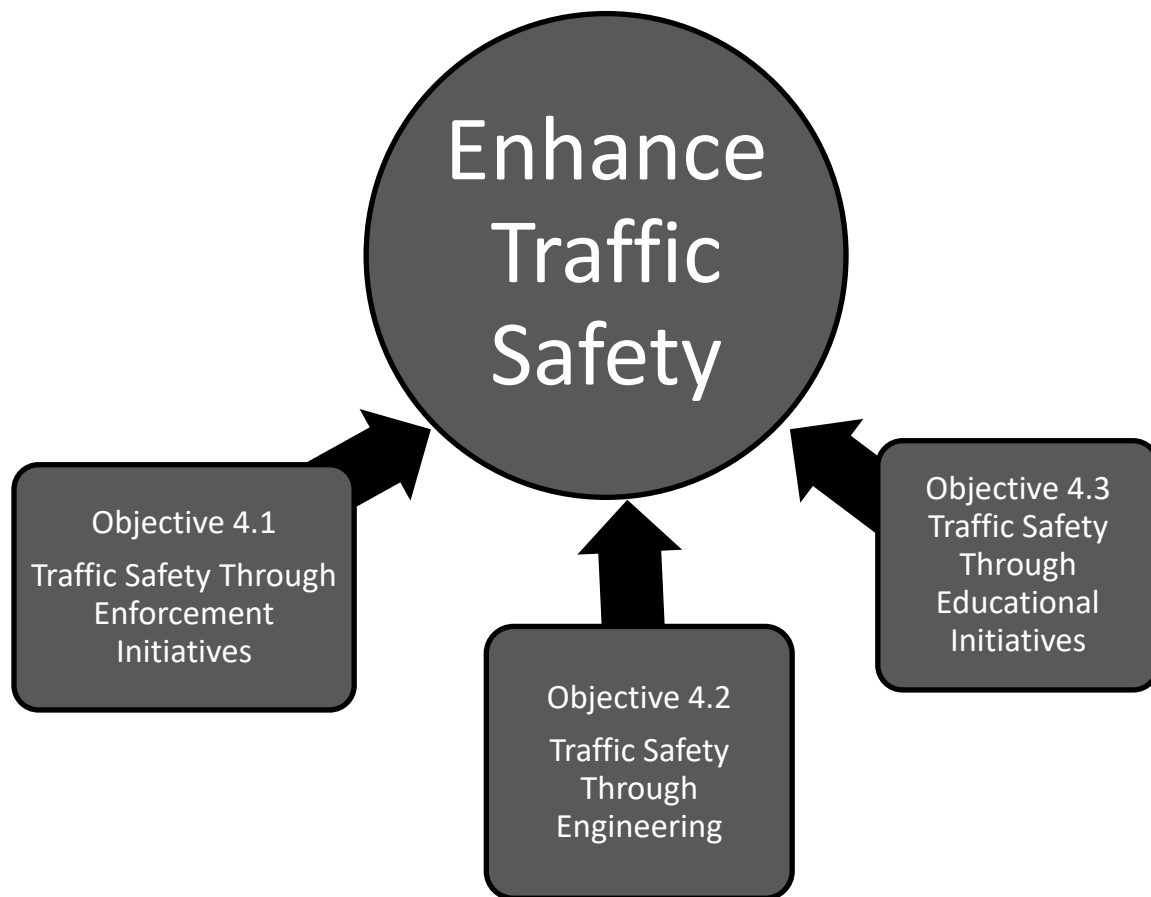
Responsibility:
Commander Dowell

	Strategies	Year	FS	CD
3.2.1	Form a "Police Chiefs Citizens Advisory Council" improving communication and transparency		ER	1,2
3.2.2	Develop and publish online crime map		NF	1,2
3.2.3	Develop Project Lifesaver Program to better serve community members who have Alzheimer's, Dementia, Autism or other medical conditions which contribute to wandering		ER	1,2
3.2.4	Create City-wide directory/registry of area businesses that have Operating camera systems			
3.2.5	Strengthen PD/private sector partnerships through Chamber of Commerce Mixers/Trainings to share crime trends and TLO Training (CLP Program) and Threat Assessments			
3.2.6	Revise Cottonwood Police Department rotational tow agreement and free structure		NF	

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Strategic Direction 4

Enhance Traffic Safety



4. Enhance Traffic Safety

Objective 4.1

Traffic Safety Through Enforcement Initiatives

Responsibility:
Commander Dowell

	Strategies	Year	FS	CD
4.1.1	Participate in regional and statewide DUI enforcement campaigns		GR	
4.1.2	Train and certify all patrol officers on RADAR operation		ER	
4.1.3	Implement focused enforcement program based on traffic collision trends		ER	

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Objective 4.2
Traffic Safety Through Engineering**Responsibility:**
Commander Dowell**Strategies****Year FS CD**

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Objective 4.3**Traffic Safety Through Educational Initiatives**

Responsibility: Commander Dowell

	Strategies	Year	FS	CD
4.3.1	Produce public service messages addressing traffic safety issues including areas of high collision occurrences		ER	1,2
4.3.2	Develop traffic safety class for public education		ER	2
4.3.3	Partner with Cottonwood Fire Department and other stakeholders to facilitate "Every 15 Minutes" program at Mingus Union High School to reduce alcohol – related tragedies		ER	1,2
4.3.4	Enhance focus on reduction of speed violations through education and enforcement		GR	

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Acknowledgments

- Employees and Volunteers of Cottonwood Police Department
- Cottonwood City Council
- City of Cottonwood Department Head Team
- Verde Valley Leadership Class VI
- Cottonwood PD Citizen's Police Academy Class
- Cottonwood Police Explorer Post
- Crestview Neighborhood Watch
- Verde Valley Habitat for Humanity
- Spectrum Healthcare
- Verde Valley Homeless Coalition
- MATFORCE
- Cottonwood Chamber of Commerce
- Cottonwood Oak Creek School District

A copy of the Cottonwood Police Department Strategic Plan is available online at www.cottonwoodaz.org or through the Cottonwood Police smartphone app available on Google Play or the App Store

Feedback regarding this strategic plan can be directed to jmathe@cottonwoodaz.gov or 928.295.7206