



COTTONWOOD STRATEGIC PLAN

2023 - 2025



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BACK
GROUND



**Vision**

The City of Cottonwood strives to maintain a uniquely desirable and sustainable community.

We are unique because of our people, our grand natural resources, public amenities, leadership, diversity, and hometown atmosphere.

We will continue to conserve, preserve and manage our precious resources, including the Verde River and its unique riparian habitat.

We will enhance our position as the economic center for the Verde Valley, supporting retail, medical services, education, transportation, recreation, and tourism.

The City of Cottonwood provides leadership and solutions to ensure a prosperous community where a diversity of people and nature thrive.

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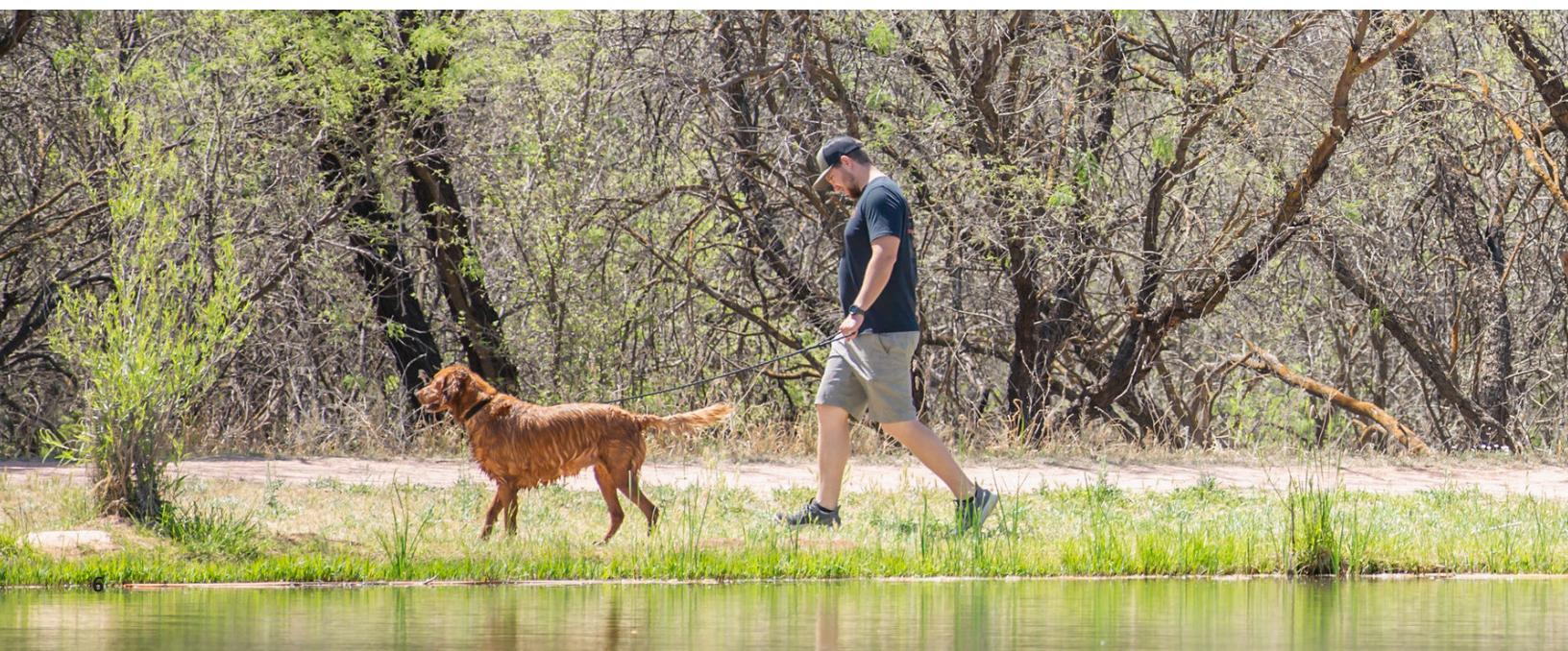
You are welcome here

Brand

The Heart of Arizona Wine Country

Mission

Inspiring a Vibrant Community





Cottonwood Community Profile

Population

12,296

Median Household Income

\$39,437

Education

- » 90.5% have a high school degree or higher
- » 22.8% have a Bachelor's degree or higher

Transportation

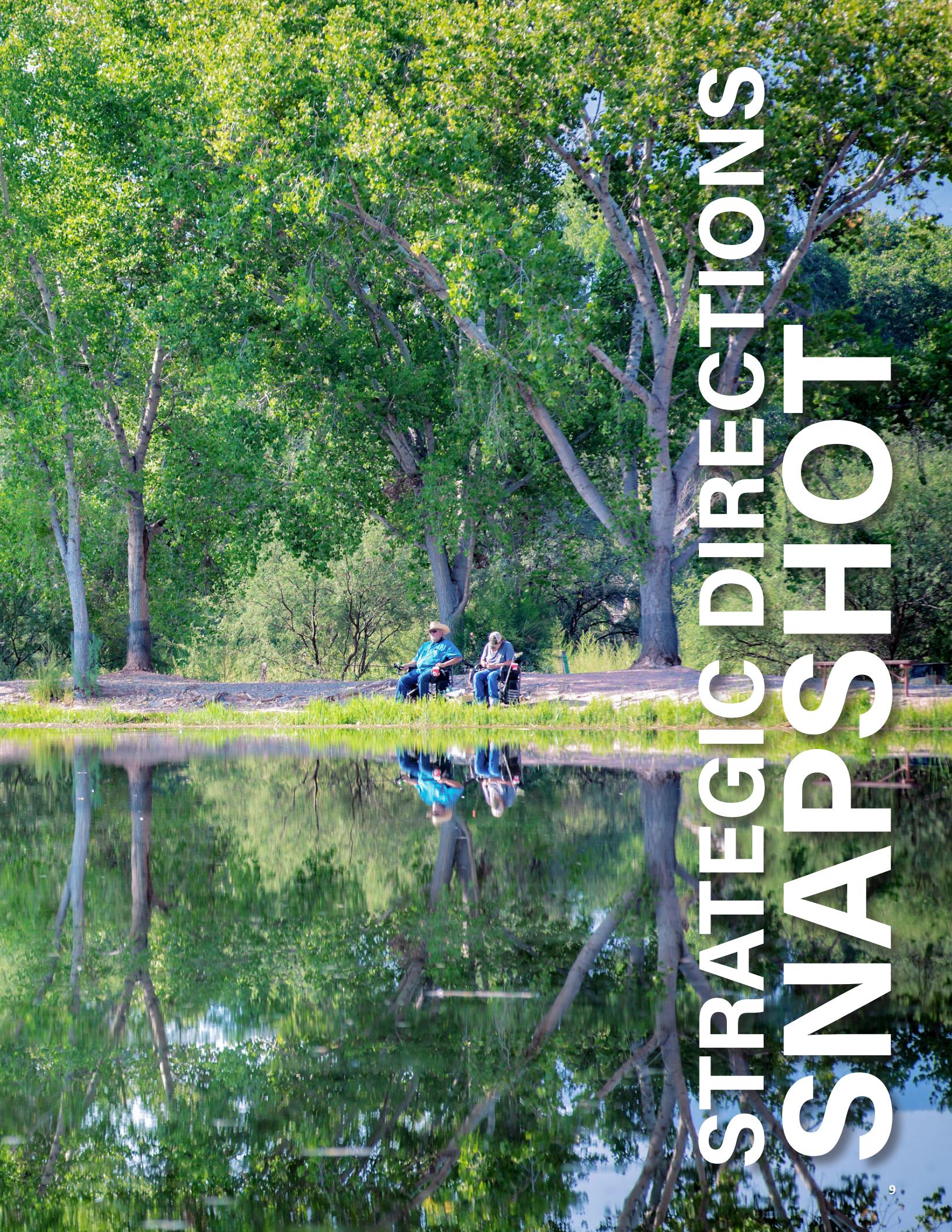
- » Average commute: 18 minutes
- » 2 miles to freight rail
- » 1 airport (+5 within 50 miles)
- » Local public transportation available (Cottonwood Area Transit/Verde Shuttle)

Sources: Arizona Office of Economic Opportunity (OEO); censusreporter.org





STRATEGIC DIRECTIONS SNAPS HOT





OUR MISSION INSPIRING A VIBRANT COMMUNITY



1
BUILDING QUALITY OF LIFE
THROUGH SUSTAINABLE
GROWTH & DEVELOPMENT



5
INITIATE AND MAINTAIN
OPPORTUNITIES FOR
COLLABORATION, EDUCATION,
COMMUNICATION, &
LEGISLATIVE ADVOCACY



2
LEAD WITH
ENVIRONMENTAL STEWARDSHIP



3
PRIORITYZIE OUR
INFRASTRUCTURE



4
FURTHERING FINANCIAL
ACCOUNTABILITY AND
TRANSPARENCY

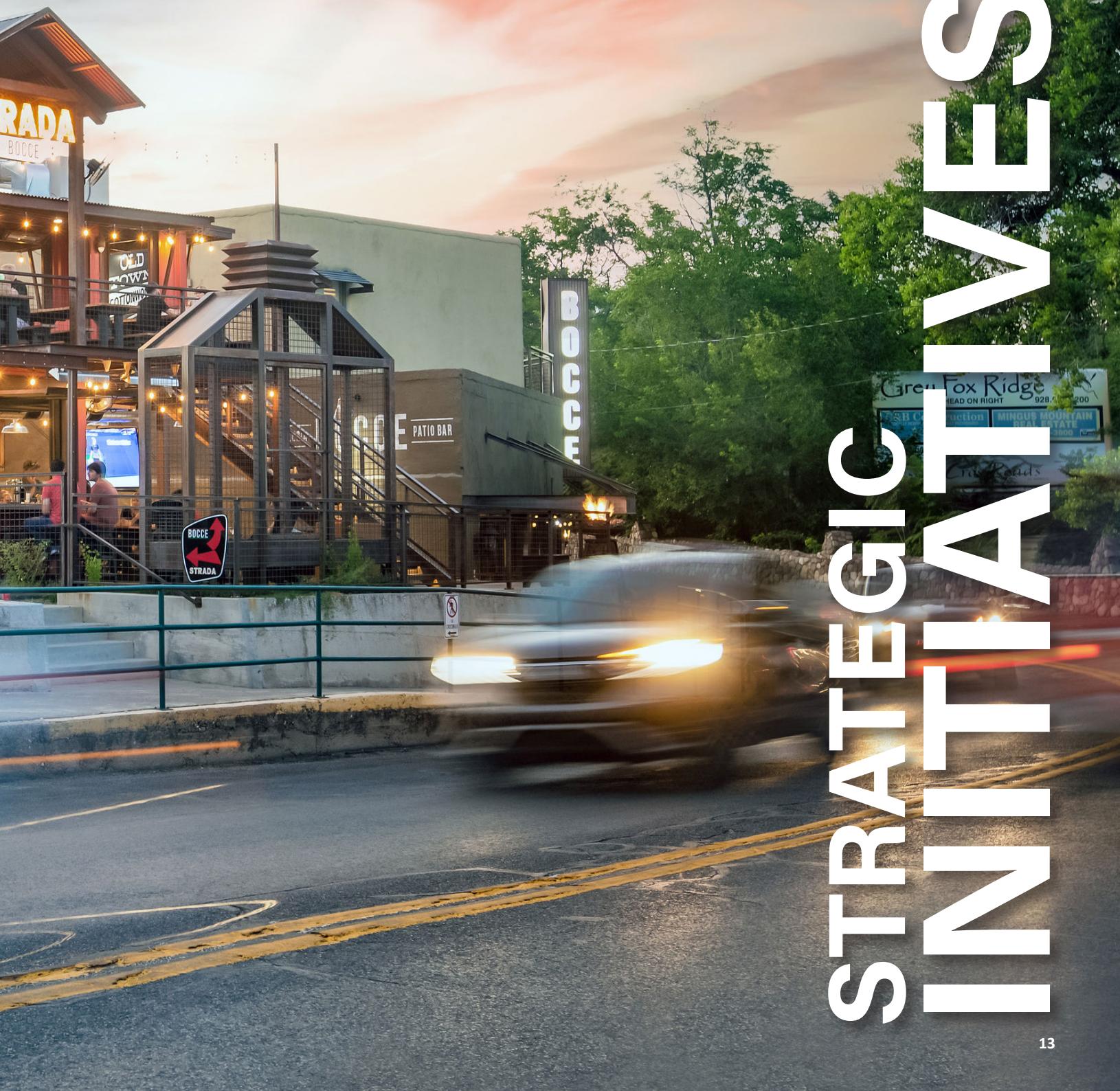


Department Key

AIRPORT = Cottonwood Municipal Airport
ALL = All departments
CC = City Council
CD = Community Development Department
CLERK = City Clerk
CM = City Manager
DCM = Deputy City Manager
FIN = Finance Department
FIRE = Fire and Medical Department
HOUSING = Housing Department
HR = Human Resources Department
IT = Information Technology Department
LIB = Cottonwood Public Library
PD = Police Department
P&R = Parks & Recreation Department
PW = Public Works Department
TED = Tourism & Economic Development Department
TRANSIT = Cottonwood Area Transit/Verde Shuttle
UTILITIES = Utility Department



STRATEGIC SITES







1 BUILDING QUALITY OF LIFE THROUGH SUSTAINABLE GROWTH & DEVELOPMENT

The City of Cottonwood will provide opportunities for our residents and local businesses to ensure the City's economic future, vitality, diversity, and quality of life.

Key Priorities

Economic Development • Workforce Development • Housing • Airport • Tourism • Citizen Engagement
Parks & Trails • Events • Police & Fire and Medical • Recreation Opportunities

1.1 GUIDING PRINCIPLE: FOCUS ON BUSINESS

RETENTION

STRATEGIC INITIATIVES:

- 1.1.1.** Provide the business community with information that enhances their ability to navigate challenging business realities. (TED, LIB)
- 1.1.2.** Provide or coordinate educational programs on a quarterly basis for small businesses. (TED)
- 1.1.3.** Coordinate Shop Local programs and marketing efforts. (TED)
- 1.1.4.** Implement new support programs for Spanish-speaking businesses. (TED)
- 1.1.5.** Embrace the Sustainable Business Certification program, including discussing the benefits of promoting sustainability in the business community. (TED)

1.2 GUIDING PRINCIPLE: START AND END WITH “THE CITY IS OPEN FOR BUSINESS”

STRATEGIC INITIATIVES:

- 1.2.1.** Support the Chamber of Commerce with its business programs and workshops. (TED)
- 1.2.2.** Continue to conduct City staff customer service training every two years. (HR)
- 1.2.3.** Implement formal strategies that enable staff to “find the yes.” (ALL)
- 1.2.4.** Implement technology solutions that expand on line access to City services and increase organizational capacity through improving or automating services. (ALL)
- 1.2.5.** Continue to produce seasonal itinerary programs for business writers, travel bloggers, and tourists. (TED)
- 1.2.6.** Track tourism and economic development outcomes by researching and monitoring the hotel/motel and short-term rental revenues. (TED)
- 1.2.7.** Conduct an annual needs assessment survey of

local businesses and create an action plan based on the results. (TED)

- 1.2.8.** Attract employers that pay competitive wages. (TED)

1.3 GUIDING PRINCIPLE: EXPLORE MORE DIVERSITY IN HOUSING SOLUTIONS

STRATEGIC INITIATIVES:

- 1.3.1.** Adopt a proposed incentive program for housing development. (CD, HOUSING)
- 1.3.2.** Explore opportunities to partner in the development of affordable housing. (HOUSING)
- 1.3.3.** Explore pre-approved single-family and multi-family residential home plans as options for residents and home builders. (CD)
- 1.3.4.** Support local nonprofits in funding and developing supportive housing. (HOUSING, CD)
- 1.3.5.** Promote greater density in new housing developments. (HOUSING, CD)
- 1.3.6.** Evaluate and amend the Zoning Ordinance to ensure flexible land-use requirements. (CD)

1.4 GUIDING PRINCIPLE: UTILIZE THE AIRPORT AS AN ECONOMIC DRIVER

STRATEGIC INITIATIVES:

- 1.4.1.** Develop and promote the airport as an aviation hub for travel and tourism. (AIRPORT)
- 1.4.2.** Encourage aviation-related development at the airport. (AIRPORT)
- 1.4.3.** Encourage training young aviators and provide an aviation mentoring program for future aviation



administrators, aviators, and educators. (AIRPORT)

1.5 GUIDING PRINCIPLE: PROMOTE SUSTAINABLE TOURISM

STRATEGIC INITIATIVES:

1.5.1. Continue leading the region with strong tourism campaigns that demonstrate that people are welcome in Cottonwood, while also being mindful of overtourism. (TED)

1.5.2. Capture the quality of life in Cottonwood with solid marketing and video campaigns to support recruitment efforts for key staff positions at the City of Cottonwood. (TED, HR)

1.5.3. Host a tourism information booth at community events. (TED)

1.5.4. Host and maintain a public calendar of events that entices visitors to return. (TED)

1.6 GUIDING PRINCIPLE: SUPPORT AND PROMOTE CITIZEN ENGAGEMENT

STRATEGIC INITIATIVES:

1.6.1. Host an educational open house for citizens interested in engaging in volunteer opportunities with the City. (HR)

1.6.2. Engage citizens through City Council neighborhood meetings (three are to be scheduled). (CC, CLERK)

1.6.3. Increase event opportunities for City Council members to engage directly with citizens in neighborhoods throughout the city. (CC, P&R, CD)

1.6.4. Schedule a candidate information workshop for the 2024 city council election to inform and engage Citizens. (HR, CC)

1.6.5. Continue the Art Exhibit program in the city council chambers. (CC)

1.6.6. Create, maintain, and promote a centralized web-based volunteer notice board. (HR)

1.6.7. Promote City employee volunteerism. (HR)

1.6.8. Dedicate adequate resources for creating a plan to update the City of Cottonwood's General Plan. (CD)

1.7 GUIDING PRINCIPLE: SUPPORT OUTDOOR ECONOMICS

STRATEGIC INITIATIVES:

1.7.1. Create a REC On Wheels Program that allows for the Cottonwood Recreation Center to meet the community's recreation needs in spaces that are meaningful to them. (P&R)

1.7.2. Reinvest in Cottonwood's current park systems to ensure the health and longevity of the spaces. (P&R)

1.7.3. Collaborate with local partners to help increase and expand the special event options within our community. (P&R)

1.7.4. Prioritize City resources on outdoor events and

programming. (P&R)

1.7.5. Maintain, improve, and develop the city's trails system. (P&R, CD)

1.7.6. Support community partners and their outdoor activities and events. (ALL)

1.8 GUIDING PRINCIPLE: PRIORITIZE PUBLIC SAFETY AWARENESS

STRATEGIC INITIATIVES:

1.8.1. Expand public safety and educational programs. (FIRE)

1.8.2. Conduct and complete threat vulnerability assessments through the Threat Liaison Officer (TLO) Haystacks system and Mingus Union High School and Cottonwood Community School. (PD)

1.8.3. Produce public service messages addressing traffic safety issues, including areas of high collision occurrences. (PD)

1.8.4. Develop and implement a Fire Corps program to promote community awareness, safety, and support for emergency response. (FIRE)

1.8.5. Provide exceptional public safety and emergency services. (FIRE)

1.8.6. Create Capital Improvement Plans (CIP) that keep the Fire and Medical Department current and progressive. (FIRE)

1.8.7. Implementation of a Community Risk Reduction Division within the Fire and Medical Department. (FIRE)

1.9 GUIDING PRINCIPLE: ENCOURAGE AND DEVELOP COMMUNITY PRIDE

STRATEGIC INITIATIVES:

1.9.1. Develop a historic walking tour in Old Town Cottonwood that highlights historical aspects of old buildings. (TED)

1.9.2. Implement local history programs and/or improve access to and knowledge retention of local history. (LIB)

1.9.3. Maintain the "You are Welcome Here" campaign targeting both residents and visitors. (TED)

1.9.4. Support astronomy events that highlight the Cottonwood's International Dark Sky Community designation. (CD)

1.9.5. Develop and host a signature wine-themed event. (P&R)

1.9.6. Increase American Red Cross educational offerings. (P&R)

1.9.7. Continue to foster community involvement in local events. (P&R)



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2 LEAD WITH ENVIRONMENTAL STEWARDSHIP

The City of Cottonwood will actively work to ensure the sustainability of our natural resources in a manner that promotes the diverse use of our natural resources.

Key Priorities

Water • Wastewater • Stormwater • Stewardship of Local Natural Resources • Management of Open Spaces

2.1 GUIDING PRINCIPLE: SUPPORT LOCAL PROGRAMS TO INCREASE A CULTURE OF CONSERVATION

STRATEGIC INITIATIVES:

- 2.1.1.** Continue to support our environmental community partners in projects and programs that benefit Cottonwood and the region. (TED)
- 2.1.2.** Continue funding and providing technical support for the K-8th grade water conservation education program. (UTILITIES)
- 2.1.3.** Continue providing technical and administrative support for the Verde Natural Resource Conservation District Education Center. (UTILITIES)
- 2.1.4.** Continue providing funding to "Project Wet" for the annual water festival. (UTILITIES)
- 2.1.5.** Monitor, track, and actively participate in statewide water adjudication proceedings to protect and enhance Cottonwood's water resources portfolio. (UTILITIES)

2.2 GUIDING PRINCIPLE: MAXIMIZE THE INJECTION AND THE REUSE OF RECLAIMED WATER

STRATEGIC INITIATIVES:

- 2.2.1.** Complete the feasibility assessment for modifying the Mingus Wastewater Treatment Plant in order to treat effluent to potable water standards for Direct Potable Reuse (DPR). (UTILITIES)
- 2.2.2.** Present results of DPR feasibility assessment and staff recommendations to Cottonwood City Council. (UTILITIES)

2.3 GUIDING PRINCIPLE: PURSUE OPPORTUNITIES TO ACQUIRE SURFACE WATER RIGHTS

STRATEGIC INITIATIVES:

- 2.3.1.** Continue to explore and evaluate potential opportunities to acquire valid surface water rights. (UTILITIES)

2.4 GUIDING PRINCIPLE: ENCOURAGE THE RESPONSIBLE USE OF COTTONWOOD'S NATURAL RESOURCES

STRATEGIC INITIATIVES:

- 2.4.1.** Develop and maintain a Fire and Medical Department Fuels Mitigation Program to support "Firewise" communities as well as City Parks & Recreation sites and facilities in coordination with Public Works. (FIRE, P&R, PW)
- 2.4.2.** Continue to find ways to limit the use of natural resources at the Cottonwood Recreation Center (REC). (P&R)
- 2.4.3.** Partner with the Nature Conservancy to create and implement a stormwater management plan for the Cottonwood Public Library. (LIB, PW)
- 2.4.4.** Include environmental education in the existing library program offerings, such as Storytime, Family Craft, and the Summer Reading Program. (LIB)
- 2.4.5.** Implement a program to monitor the condition and enforce maintenance of commercial development's drainage detention infrastructure. (PW)







3 PRIORITIZE OUR INFRASTRUCTURE

The City of Cottonwood will develop, maintain, and improve the city's infrastructure.

Key Priorities

Streets & Sidewalks • Traffic Circulation & Public Transportation • Wastewater Treatment • City Facilities

3.1 GUIDING PRINCIPLE: CONTINUE TO PRIORITIZE INFRASTRUCTURE PROJECTS IN COTTONWOOD

STRATEGIC INITIATIVES:

- 3.1.1.** Complete the pavement rehabilitation of Main Street from SR 89A to the northern city limits. (PW, CD)
- 3.1.2.** Construct a roundabout at the crossing of 10th Street and Main Street. (PW)
- 3.1.3.** Construct a roundabout at the crossing of Main Street and Kindra Heights. (PW)
- 3.1.4.** Prioritize infrastructure projects, grant applications, and appropriate development on airport property. (AIRPORT)
- 3.1.5.** Budget \$750k biennially for pavement preservation. (PW)
- 3.1.6.** Prioritize funding of sidewalk infill projects. (PW)
- 3.1.7.** Design and construct additional parking lots in Old Town Cottonwood. (PW)
- 3.1.8.** Continue to analyze and study Cottonwood's drainage areas. (PW, AIRPORT)
- 3.1.9.** Identify the City's infrastructural priorities for Old Town Cottonwood to maintain a healthy, vibrant corridor. (TED)
- 3.1.10.** Continue to fill gaps in the digital divide by providing free access to high-speed internet through the library's checkout programs. (LIB)

3.2 GUIDING PRINCIPLE: PRIORITIZE OUR PUBLIC TRANSPORTATION

STRATEGIC INITIATIVES:

- 3.2.1.** Establish marketing initiatives for Cottonwood Area Transit (CAT), Verde Shuttle, and the airport that highlight the importance of these resources for all users. (TED)
- 3.2.2.** Seek to locate housing near transit stops and retail businesses. (HOUSING)
- 3.2.3.** Conduct a Transit Study Update to include

the outcome of services being provided and where efficiency changes can be made, including micro transit. (TRANSIT)

- 3.2.4.** Complete cross-training of drivers on all transit routes and services and cross-training of supervisors in dispatching and reports. (TRANSIT)

- 3.2.5.** Evaluate opportunities for cashless fare transactions via a fare collection app or similar technology. (TRANSIT)



3.3 GUIDING PRINCIPLE: MAXIMIZE THE INJECTION AND THE REUSE OF RECLAIMED WATER

STRATEGIC INITIATIVES:

- 3.3.1.** Initiate and complete all upgrades and enhancements to the Mingus Wastewater Treatment Plant. (UTILITIES)
- 3.3.2.** Initiate and complete the construction of the new lift station 2. (UTILITIES)
- 3.3.3.** Initiate and complete the engineering and design of lift station 3. (UTILITIES)
- 3.3.4.** Identify, assess, prioritize, and develop a schedule for implementation of water and wastewater infrastructure projects. (UTILITIES)

3.4 GUIDING PRINCIPLE: CONTINUE TO PRIORITIZE

THE CITY'S INFRASTRUCTURE PROJECTS

STRATEGIC INITIATIVES:

3.4.1. Improve facilities, equipment, and technology to provide needed safety services. (FIRE)

3.4.2. Compile historical data, perform trend analysis, and forecast deployment workloads (hot maps) to provide needed information to support the City in determining future fire stations, deployment modeling, funding needs, and service transparency. (FIRE)

3.4.3. Invest in the City's information technology (IT) infrastructure and operating systems to ensure workflow optimization, enhanced security, and that City operations are responsive, modern, and efficient. (IT, CD, HR, PD, AIRPORT)

3.4.4. Complete the replacement of the 911 radio system. (IT)

3.4.5. Upgrade internet infrastructure in all City buildings to fiber internet. (IT)

3.4.6. Upgrade and replace server infrastructure. (IT)

3.4.7. Prioritize conducting a Wi-Fi system refresh. (IT)

3.4.8. Complete the design and begin the construction of the Cottonwood Municipal Center. (PW)

3.4.9. Explore opportunities to implement the completed Parks & Recreation Master Plan. (P&R)

3.4.10. Establish a protected internal service fund during the FY 25 budget process. (FIN)

3.4.11. Add funding to the internal service fund during the FY 23 budget process (and all future budgets). (FIN)



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**CITY OF
COTTONWOOD**



**Finance & Human
Resources Department**





4 FURTHERING FINANCIAL ACCOUNTABILITY AND TRANSPARENCY

The City of Cottonwood will foster a culture of transparency and fiscal responsibility that maintains a long-range perspective.

Key Priorities

Budget • Finance • Physical Resources • Employees

4.1 GUIDING PRINCIPLE: REMAIN FISCALLY CONSERVATIVE

STRATEGIC INITIATIVES:

- 4.1.1. Identify a percentage benchmark for City (cash) reserves. (FIN)
- 4.1.2. Continue to serve the tourism industry with Tourism Advisory Committee (TAC) meetings, focused on transparency of the bed-tax budget and its spending. (TED)
- 4.1.3. Create a financial tracking and accounting policy for grants. (FIN)
- 4.1.4. Maintain a cost recovery of no less than 65% at the Cottonwood Recreation Center (REC). (P&R)

4.2 GUIDING PRINCIPLE: RECRUIT AND RETAIN HIGHLY QUALIFIED EMPLOYEES

STRATEGIC INITIATIVES:

- 4.2.1. Continually evaluate position qualifications and market availability, and ensure the recruitment marketing highlights City employment benefits, and the quality of life the Verde Valley offers. (HR)
- 4.2.2. Conduct a compensation study to ensure employees are appropriately placed in the City's pay structure according to job market findings. (HR)
- 4.2.3. Evaluate employee benefits not currently offered, such as vacation buyback, vacation conversion to sick time, etc. (HR)
- 4.2.4. Evaluate, implement, and fund strategies to incentivize selected applicants to accept City positions. (HR)
- 4.2.5. Assess and evaluate each vacancy before filling positions. (HR)
- 4.2.6. Evaluate each department's succession plan and address any deficiencies. (CD, HR)
- 4.2.7. Develop a "career roadmap" for each employee in the Police Department to assist in professional development and matching skill sets to specific training and/or work experience. (PD)

4.2.8. Embrace a healthy and productive work environment. (ALL)

- 4.2.9. Increase opportunities for personal growth and professional development of Fire and Medical Department staff to meet the needs of the community. (FIRE, HR)

- 4.2.10. Create a Mentorship at Work program to help new employees acclimate to their new position and to the City of Cottonwood. (HR)

- 4.2.11. Implement a community pride program for City employees. (HR)

- 4.2.12. Reimplement the City of Cottonwood Safety Team or similar programs to ensure employee and citizen safety. (HR)

4.3 GUIDING PRINCIPLE: MAINTAIN PHYSICAL RESOURCES

STRATEGIC INITIATIVES:

- 4.3.1. Maintain a schedule for HVAC maintenance, building painting, and roof and flooring replacements for all the City's buildings. (PW)
- 4.3.2. Multi-year plan for scheduled fire apparatus replacement. (FIRE)
- 4.3.3. Acquire new agenda software for the City Clerk's office. (CLERK)
- 4.3.4. Develop the City's safety webpage as a resource for employees and allow for community access to the City's safety plans and initiatives. (HR)

4.4 GUIDING PRINCIPLE: ENSURE UPDATED BUDGET INFORMATION IS AVAILABLE TO THE COMMUNITY

STRATEGIC INITIATIVES:

- 4.4.1. Develop and publish monthly budget reports (budget in brief), including posting budget updates on the City's website and the City's social media. (FIN)
- 4.4.2. Conduct a community budget priority survey. (FIN)

4.5 GUIDING PRINCIPLE: SECURE ALTERNATE

FUNDING SOURCES

STRATEGIC INITIATIVES:

- 4.5.1.** Pursue federal funding for broadband development. (CD, IT)
- 4.5.2.** Apply for grants to fix the cracking of the pickleball and tennis courts. (P&R)
- 4.5.3.** Apply for grants or other funding types to address improvements at the Cottonwood skate park and skate rink. (P&R)
- 4.5.4.** Seek funding and development partnerships to expand needed infrastructure to support affordable housing development. (HOUSING)
- 4.5.5.** Advocate for state funding to support housing development and infrastructure expansion, rather than state zoning overreaching. (HOUSING)
- 4.5.6.** Identify grants to fund the beautification of streets and neighborhoods, including Main Street. (PW, TED, CD)
- 4.5.7.** Seek economic development grants for infrastructure expansion. (TED)
- 4.5.8.** Seek grant funding for wayfinding and gateway signage. (PW)
- 4.5.9.** Liquidate identified City-owned buildings and apply the proceeds to offset costs incurred through identified acquisition of a consolidated City Hall. (FIN)
- 4.5.10.** Apply for and receive the 5339 Grant for five transit buses and an Americans with Disabilities Act (ADA) compliant van. (TRANSIT)



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5 INITIATE AND MAINTAIN OPPORTUNITIES FOR COLLABORATION, EDUCATION, COMMUNICATION, & LEGISLATIVE ADVOCACY

The City of Cottonwood commits to working collaboratively with legislators, governments, and community partners towards shared goals.

Key Priorities

Regional Collaboration • Legislative Advocacy • Awareness & Education • Citizen Outreach

5.1 GUIDING PRINCIPLE: INCREASE EFFICIENCY

THROUGH PARTNERSHIPS

STRATEGIC INITIATIVES:

- 5.1.1.** Strengthen and expand the City's role in Greater Arizona Mayors Association (GAMA). (CC, CLERK, CM)
- 5.1.2.** Continue to assist in the facilitation and hosting of the Verde Valley Community Coalition of Nonprofits. (LIB)
- 5.1.3.** Continue membership of and relationships with water organizations Northern Arizona Municipal Water Users Association (NAMWUA), Arizona Municipal Water Users Association (AMWUA), and Southern Arizona Water Users Association (SAWUA). (UTILITIES)
- 5.1.4.** Actively input City's needs to Arizona Department of Transportation's (ADOT) 5-year plan through council and staff participation in the annual plan. (PW, HR)
- 5.1.5.** Collaborate with other Verde Valley cities and towns to create a nonprofit housing development organization. (HOUSING)
- 5.1.6.** Explore opportunities to share resources, such as employees, with surrounding governmental agencies to improve regional efficiencies. (HR)
- 5.1.7.** Expand partnerships with community partners who help local businesses succeed. (TED)
- 5.1.8.** Partner with the Coalition Against Human Trafficking to raise awareness of human trafficking. (PD)
- 5.1.9.** Partner with business community stakeholders to identify and implement workforce development solutions. (TED)
- 5.1.10.** Collaborate with neighboring communities to develop marketing strategies that encourage respect

for our environment and natural resources. (TED)

5.1.11. Partner with community groups to help develop, clean, and maintain trails. (P&R, DCM, CD)

5.1.12. Work with community partners to improve the Cottonwood's hockey rink and skate park. (P&R, DCM)

5.1.13. Collaborate with Yavapai County Flood Control District for projects/solutions for the 6th Street drainage. (PW)

5.1.14. Explore adding partners to the Cottonwood Regional Communications Center. (PD, FIRE)

5.2 GUIDING PRINCIPLE: PARTICIPATE IN LEGISLATIVE ADVOCACY

STRATEGIC INITIATIVES:

- 5.2.1.** Advocate for funding and projects with legislators that benefit the region. (PW, FIN)
- 5.2.2.** Develop and maintain relationships with state and federal elected officials and their staff. (CM, DCM, CLERK, CC)
- 5.2.3.** Encourage participation by Cottonwood City Council members in one of the five State Legislative Policy Committees. (CM, DCM, CLERK)
- 5.2.4.** Include links and information for community members to connect to legislative advocacy opportunities on City webpages. (HR)
- 5.2.5.** Continue to monitor and lobby the Arizona State Legislature on water-related legislation to minimize potential impacts on Cottonwood's water resources management efforts and to ensure that the integrity of the City's water portfolio is maintained. (UTILITIES)
- 5.2.6.** Participate in opportunities to educate and inform the state legislature on the City's water priorities and on water-related issues, both locally

and statewide. (UTILITIES)

5.2.7. Monitor legislative activities concerning short-term rentals. (HOUSING, CD, TED, FIN, PD)

5.3 GUIDING PRINCIPLE: ENGAGE EDUCATIONAL INSTITUTIONS

STRATEGIC INITIATIVES:

5.3.1. Collaborate with the Cottonwood Community School, including in the Bridgeway and RISE programs, to provide free education and resources. (LIB)

5.3.2. Continue to seek and develop programs for Firewise communities and water conservation in Cottonwood. (FIRE)

5.3.3. Create and implement marketing campaigns i.e., April Pools, Summer Preparedness 101, etc. (FIRE)

5.3.4. Cottonwood Police Department will partner with Cottonwood Fire and Medical Department and other stakeholders to facilitate the “Every 15 Minutes” program at Mingus Union High School to reduce alcohol-related tragedies. (PD, FIRE)

5.3.5. Continue partnerships with the Dark Sky Committee, Discovery Center, and the Science Vortex for annual programs. (LIB)

5.3.6. Work with healthcare providers to create a regional health and wellness program. (CC, CM, FIRE)

5.3.7. Strengthen the City’s internship opportunities with Northern Arizona Council of Governments (NACOG), Mingus Union High School, and Yavapai College. (HR)

5.4 GUIDING PRINCIPLE: MEET CITIZENS WHERE THEY ARE

STRATEGIC INITIATIVES:

5.4.1. Engage the public through an affordable housing support campaign, while providing resources for housing and homeownership. (HOUSING)

5.4.2. Increase Neighborhood Watch participation. (PD)

5.4.3. Conduct research to identify the opinions and priorities of the community and rate their awareness and support for current and proposed Fire and Medical Department programs. (FIRE)

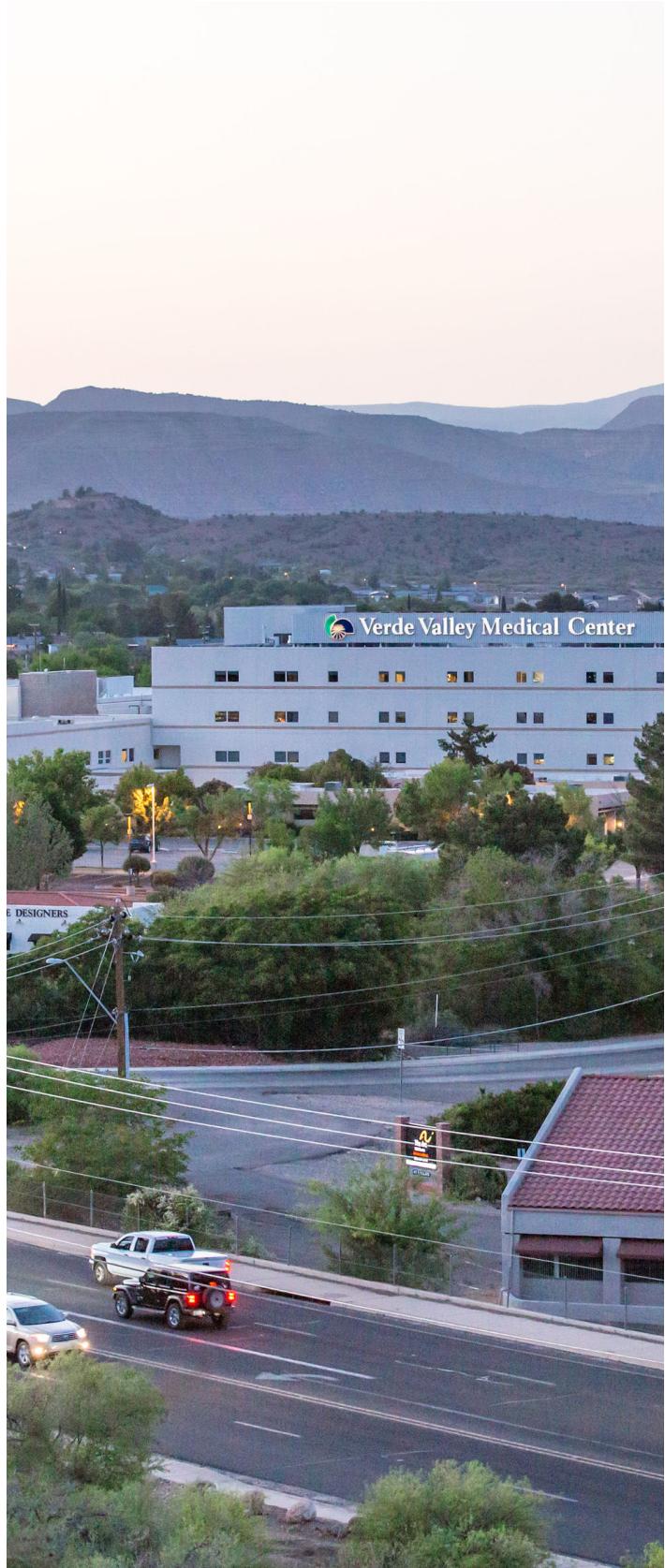
5.4.4. Continue to share and highlight City resources and programs that provide public information. (LIB)

5.4.5. Teach the business community on how to utilize free library online resources through partnerships with the Greater Cottonwood Chamber of Commerce. (LIB)

5.4.6. Create a sustainable means of communication with our Spanish speaking community. (LIB)

5.4.7. Develop community public safety education for our Spanish speaking population. (FIRE)

5.4.8. Apply for grant funding from the Library Services and Technology Act (LSTA) to assist in the facilitation and production of a community needs assessment. (LIB)



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OUR MISSION
**INSPIRING A
VIBRANT
COMMUNITY**





Acknowledgements & Contributions

City Council

Tim Elinski, Mayor
Debbie Wilden, Vice Mayor
Stephen DeWillis, Councilmember
Lisa DuVernay, Councilmember
Helaine Kurot, Councilmember
Jackie Nairn, Councilmember
Derek Palosaari, Councilmember

City Staff

Scotty Douglass, City Manager
Jesus Rudy Rodriguez, Deputy City Manager
Ryan Bigelow, Library Director
Tami Mayes, Deputy City Clerk
Danielle Gressly, Executive Assistant to the City Manager
Laura Herrera, Marketing & Public Information Specialist
Helen Bartels, Budget Analyst
Executive & Leadership Teams

Additional Thanks To

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Blushing Cactus Photography

