COTTONWOOD POLICE DEPARTMENT
STRATEGIC PLAN

2017-2021

Chief's Message ~3

Organizational Overview ~4

Mission and Vision Statement~5

The Planning Process ~6

Assumptions ~7

Implementation and Evaluation ~8

Strategic Directions

Strategic Direction1: Reduce Crime ~12

Strategic Direction 2: Promote Organizational Excellence ~16

Strategic Direction 3: Strengthen Relationships ~22

Strategic Direction 4: Enhance Traffic Safety ~26

Strategic Direction 5: Advance Technology Solutions ~30

Strategic Direction 6: Enhance Infrastructure ~34

Acknowledgments~37

Stephen Gesell
Chief of Police

As Chief of Police, I am pleased to take this opportunity to introduce our Department's 2017-2021 Strategic Plan. Our plan builds on the successes of our Department from previous years and includes many new strategies. The 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 in these economically challenging times. As we continue to emerge from years of recession, we are proud of our adaptability and remain steadfast in our commitment to providing the best possible police service to our community.

Credit for our success belongs to the leadership demonstrated by the Police Department's Management Team, as well as the commitment to duty shown by all members of our Department; sworn, civilian, and volunteer. This professional commitment, in active partnership with our community, has become the essence of our new 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 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.

Stephen Gesell, Chief of Police
Cottonwood Police Department

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 12,000 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 16.75 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.

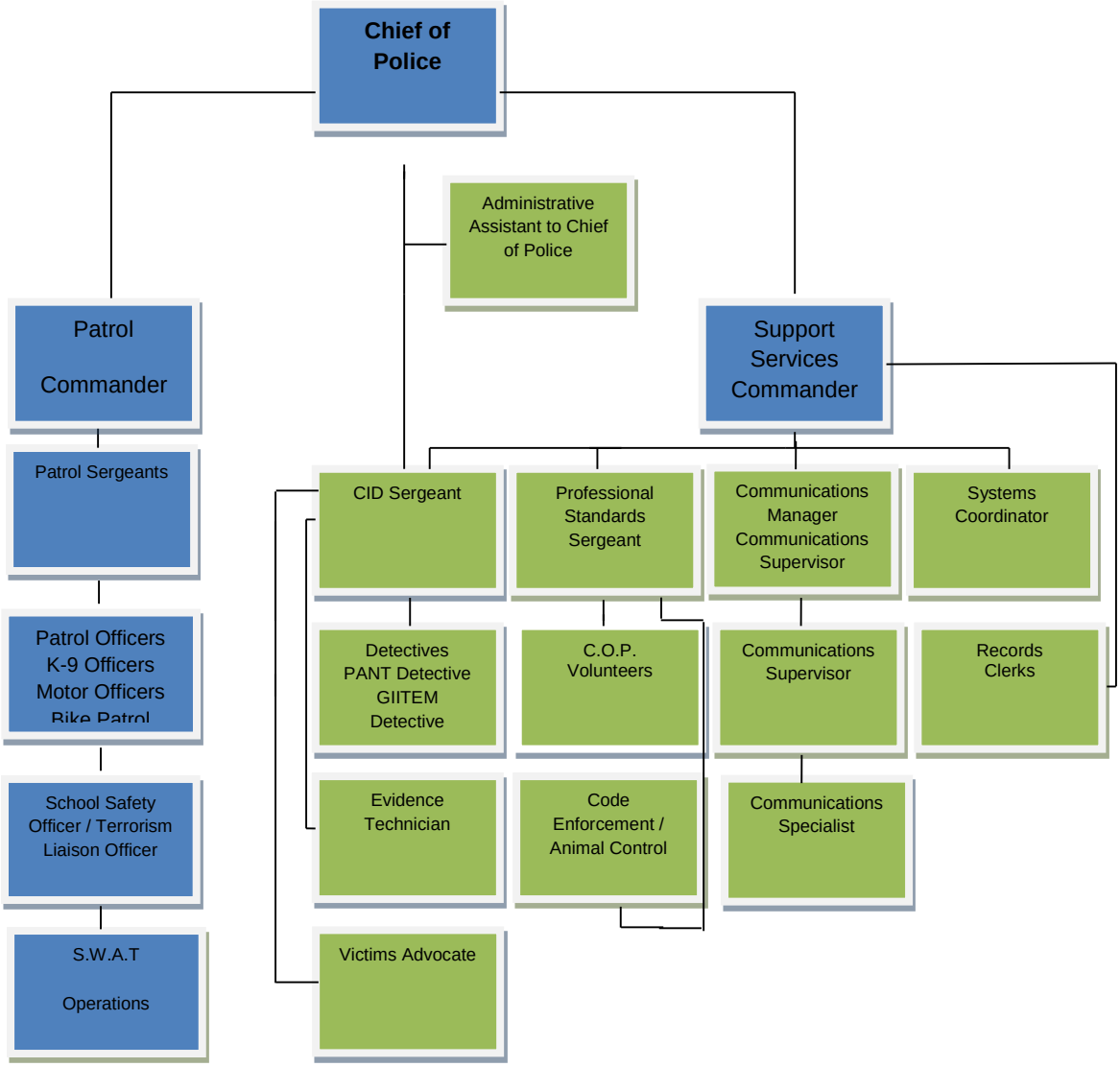
Our organization recently experienced significant personnel changes, particularly at the management level. Additionally, we have a dedicated and predominantly young work force. As so many other organizations have done, we are committed to maintaining service levels with fewer employees. Cottonwood Police Department is currently comprised of 31 sworn and 26 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 and multiple 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.

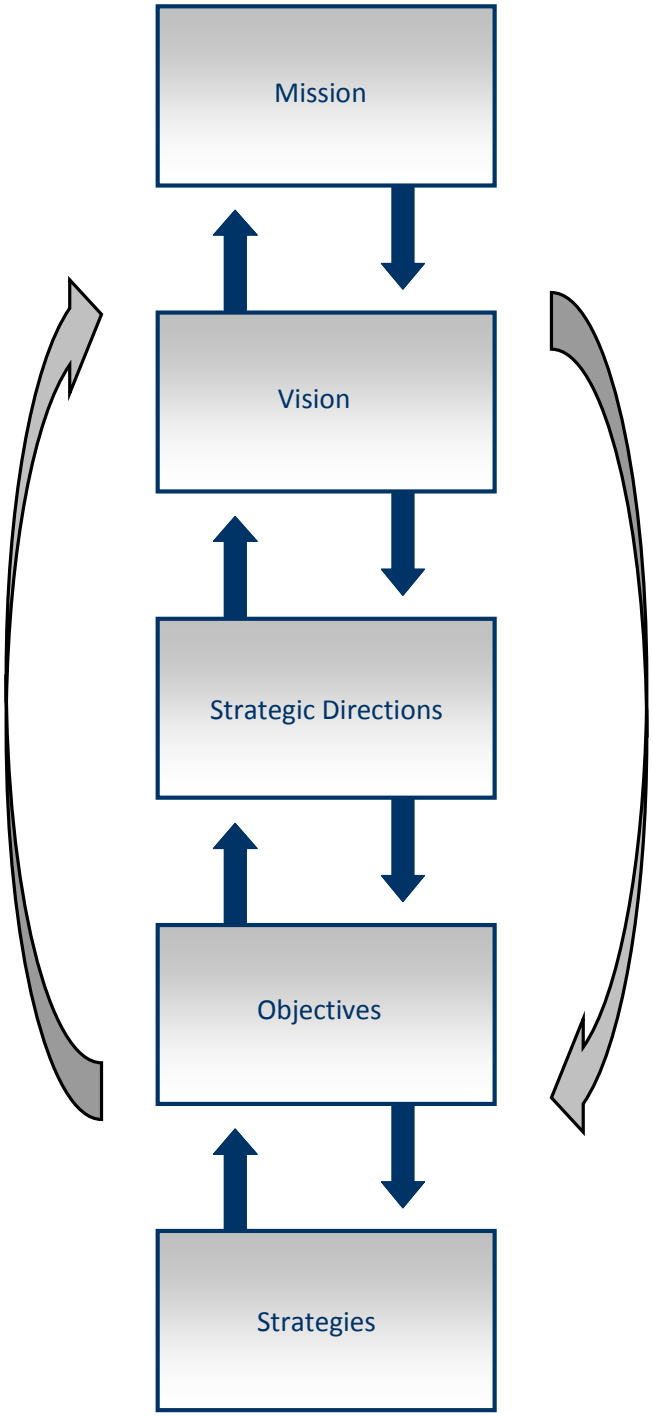
Cottonwood Police Department Mission Statement:

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.*

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

CPD Management Planning Retreat

CPD Employee/Volunteer Contribution - External Contribution

Cottonwood City Department Head Review of Draft Plan

Community Stakeholder Review of Draft Plan

CPD Management review and finalization of 2017-2021 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

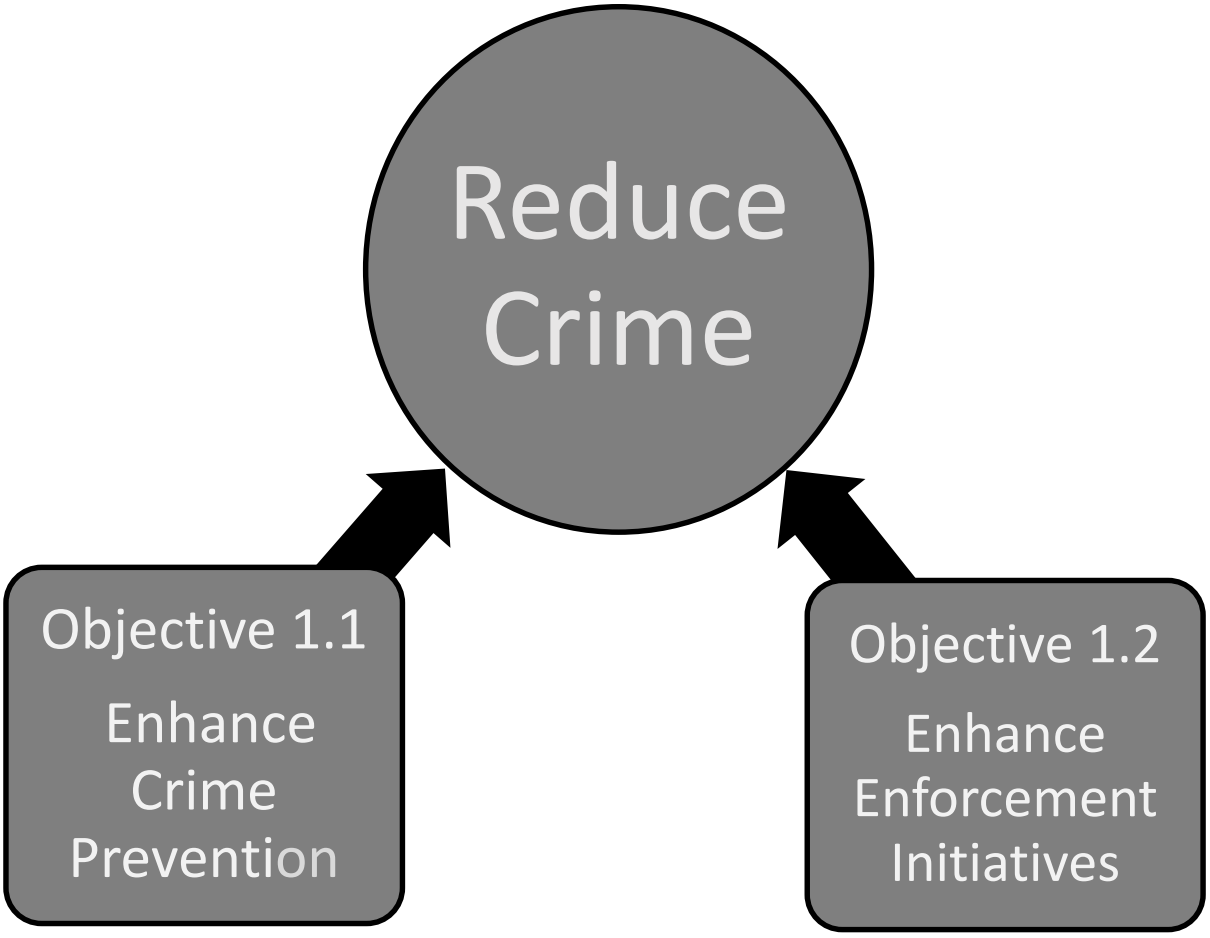
1. Reduce Crime	4. Enhance Traffic Safety
1.1 Enhance Crime Prevention Initiatives 1.2 Enhance Enforcement Initiatives	4.1 Traffic Safety Through Enforcement Initiatives 4.2 Traffic Safety Through Engineering 4.3 Enhance Traffic Educational Initiatives
2. Promote Organizational Excellence	**5. Advance Technology Solutions**
2.1 Develop Exemplary Leadership 2.2 Develop the Organization	5.1 Advance Communications Technology 5.2 Advance Technology Support and Infrastructure
3. Strengthen Relationships	**6. Enhance Infrastructure**
3.1 Strengthen Inter and Intra-Governmental Relationships 3.2 Strengthen Community Relations	6.1 Enhance Existing Facility 6.2 Address Long-Term Public Safety Facility Needs

Legend

Year	Funding Source (FS)	City Council Directive (CD)
1= 2017	NF= Not Funded	CD 1-5 (if applicable)
2= 2018	GF= General Fund	1- Community Engagement
3= 2019	CIP= Capital Improvement Project	2- Promote a vibrant, healthy and educated community
4= 2020	GR= Grant Funds	3- Marketing Cottonwood
5= 2021	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 Makuch

Strategies		Year	FS	CD
1.1.1	Improve and expand Crime-Free Multi-Housing Program	1	ER	1
1.1.2	Increase Neighborhood Watch participation	3	ER	1
1.1.3	Acquire Record Management System (RMS) “Dashboard” module to enhance crime analysis capabilities	2	NF	
1.1.4	Collaborate with Chamber of Commerce and business community to increase safety on private property	1	ER	1
1.1.5	Develop and implement a “Neighborhood Officer” Program creating areas of “ownership” for officers and giving citizens a personal police contact when desired	1	ER	1
1.1.6	Review current K-9 Program and augment to maximize effectiveness and acquire new K-9	1	GF	
1.1.7	Collaborate with City Prosecutor, Public Defender, Municipal Court, Mental Health and Social Service Providers to reduce recidivism among habitual low-level offenders with mental health or substance addictions	1	ER	1
1.1.8	Partner with Spectrum Healthcare and the Chamber of Commerce to create a mechanism enabling citizens to donate to programs designed to aid those in transitioning out of homelessness rather than enabling destructive behaviors by giving money to panhandlers	1	ER	1,2

		Year	FS	CD
1.1.9	Reduce the number of aggressive panhandlers through proactive consensual contacts with officers and closer working relationships with social service providers	1	ER	1
1.1.10	Explore feasibility of ROP program (Repeat Offender Program)	3	NF	
1.1.11	Add 1-2 Community Service Specialist positions	1	NF	
1.1.12	Explore feasibility of Drug Resistance education within Oak Creek School Districts and Mingus Union High School	4	NF	1, 2
1.1.13	Partner with Cottonwood Unified School District and Mingus Union High School to produce and present Domestic Violence awareness programs	4	ER	1, 2
1.1.14	Improve communication and tracking of alternative sentencing participants by including court orders in computer aided dispatch	1	ER	
1.1.15	Develop funding stream for Automated Offender Watch Notification Mailing System (Sex Offender registration)	2	NF	1
1.1.16	Explore solutions to low-level offenders deemed incompetent	1	NF	
1.1.17	Craft a regulatory framework mitigating the adverse community Impacts of poorly managed sober-living homes.	1	NF	

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Objective 1.2
Enhance Enforcement Initiatives

Responsibility: Commander Makuch

Strategies		Year	FS	CD
1.2.1	Properly train and equip the CPD bicycle patrol detail	1	ER	
1.2.2	Improve ability to investigate technology-based crimes	4	NF	
1.2.3	Recover two officer positions lost to budgetary constraints	2	NF	
1.2.4	Acquire a lightweight tactical robot to reduce threat exposure to officers and suspects	1	NF	
1.2.5	Establish L.E.A.D.S. online program within the department	3	ER	
1.2.6	Establish minimum staffing levels for dispatch and patrol officer – formalize patrol staffing model	3	NF	
1.2.7	Explore feasibility of Neighborhood Enforcement Program	4	NF	
1.2.8	Enhance ability to rapidly deploy a trained team to investigate shootings	2	ER	
1.2.9	Improve execution of arrest warrant details	2	ER	
1.2.10	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	3	ER	
1.2.11	Acquire and deploy spike strips in all patrol vehicles	1	ER	
1.2.12	Enhance less than lethal options through improved technology	2	NF	

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Strategic Direction 2

Promote Organizational Excellence

2. Promote Organizational Excellence

Objective 2.1
Develop Exemplary Leadership

Responsibility: Commander Eisenga

Strategies		Year	FS	CD
2.1.1	Identify and promptly address leadership training, mentoring and educational needs (i.e. FBI National Academy, Arizona Leadership Program (ALP)	2	ER	
2.1.2	Provide supervisory and leadership training opportunities to personnel	1	ER	
2.1.3	Enhance a culture of accountability and empowerment	1	ER	
2.1.4	Establish well-defined expectations and skill levels for leadership	2	ER	
2.1.5	Provide professional growth opportunities for employees through project and program management	1	ER	
2.1.6	Re-establish internal continuing education training program	1	ER	
2.1.7	Revise performance evaluation criteria and policy to link with departmental objectives, philosophy and position	1	ER	
2.1.8	Analyze, revise and improve system for tracking and delivery of job-related training	3	ER	
2.1.9	Review promotional requirements for sworn and civilian employees, including prerequisite training/work experience/education that may be mandated or suggested	2	ER	

		Year	FS	CD
2.1.10	Develop a "career roadmap" for each employee to assist in professional development, matching skill sets to specific training and/or work experience	3	ER	
2.1.11	Develop and present training for every employee designed to improve customer service levels and improve individual performance	2	ER	
2.1.12	Implement a program for patrol officers to gain exposure to special assignments	3	ER	
2.1.13	Draft policy and train PD personnel in the use of Automatic Electronic Defibrillators (AED's)	3	ER	
2.1.14	Improve system to better enable employees to request training	2	ER	
2.1.15	Administer True Colors Personality Assessment to management	1	ER	
2.1.16	Establish superior performance program	1	NF	
2.1.17	Re-establish tuition re-imbursement program	1	NF	

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Objective 2.2
Develop the Organization

Responsibility: Commander Eisenga

Strategies		Year	FS	CD
2.2.1	Revise and automate the CPD Policy Manual to ensure policies are consistent with current industry best practices	1	ER	
2.2.2	Partner with Mental Health Professionals to create a Crisis Intervention Training (CIT) Program in Yavapai County to improve Officer interaction with mentally ill	1	ER	
2.2.3	Ensure all sworn Officers and Dispatchers receive Crisis Intervention Training (CIT) at the earliest feasible point after hire	1	ER	
2.2.4	Re-establish Chaplain Program	2	ER	1
2.2.5	Enhance focus on Employee Mental Health	3	ER	2
2.2.6	Enhance focus on Employee Physical Health	1	ER	2
2.2.7	Review and improve Employee Fitness Testing Policy	1	ER	2
2.2.8	Form a CPD Honor Guard detail	4	NF	3
2.2.9	Create a new CPD Mission Statement though the formation of an ad-hoc Employee committee	1	ER	
2.2.10	Form Employee Uniform Committee	1	ER	
2.2.11	Form Employee Awards Board	1	ER	
2.2.12	Revise Employee Awards Policy	1	ER	

		Year	FS	CD
2.2.13	Review and improve job applicant processing	1	ER	
2.2.14	Develop program to improve recruitment and retention efforts	2	GF	
2.2.15	Institute psychological testing for Police Officers and Communication Technicians	1	GF	
2.2.16	Enhance volunteer recognition program	1	NF	
2.2.17	Implement a pre-academy training program for newly hired officers	1	GF	
2.2.18	Promote, improve and expand Police Explorer Program	2	GF	
2.2.19	Implement a High School “Teen Academy” program for students interested in policing careers	3	NF	
2.2.20	Develop and implement a Victim Advocate Program to enhance support for victims of crime	1	GR	
2.2.21	Reconcile/reorganize and reduce property and evidence backlog	1	ER	
2.2.22	Assign a professional standards sergeant position responsible for internal affairs, public information, background investigations and administrative projects	1	ER	
2.2.23	Implement a new employee orientation/mentoring program for all employees	2	ER	
2.2.24	Review the report approval process with clear tracking methods to ensure complete and timely investigations are conducted	2	ER	
2.2.25	Enhance use-of-force review process	1	ER	

		Year	FS	CD
2.2.26	Reduce propensity for loss of life during police pursuits through technology, training and policy review	1	ER	
2.2.27	Add additional records clerk position	2	NF	
2.2.28	Complete comprehensive audit of property and evidence procedures, practice and facility	1	ER	
2.2.29	Implement consulting recommendations to ensure best evidence storage practices are adopted and practiced	1	ER	
2.2.30	Transition primary responsibility for Code Enforcement from Community Development to Police	1	ER	
2.2.31	Increase proactive Code Enforcement utilizing a voluntary compliance model whenever feasible	1	ER	
2.2.32	Develop Line-of-Duty Death protocols	2	ER	
2.2.33	Explore feasibility of partnering Cottonwood Explorer Post with Boy Scouts of America, Inc.	1	ER	
2.2.34	Review current Officer off duty employment practices to limit liability	1	NF	
2.2.35	Develop policy and train personnel on the use of Naloxone for Opioid overdoses.	1	NF	

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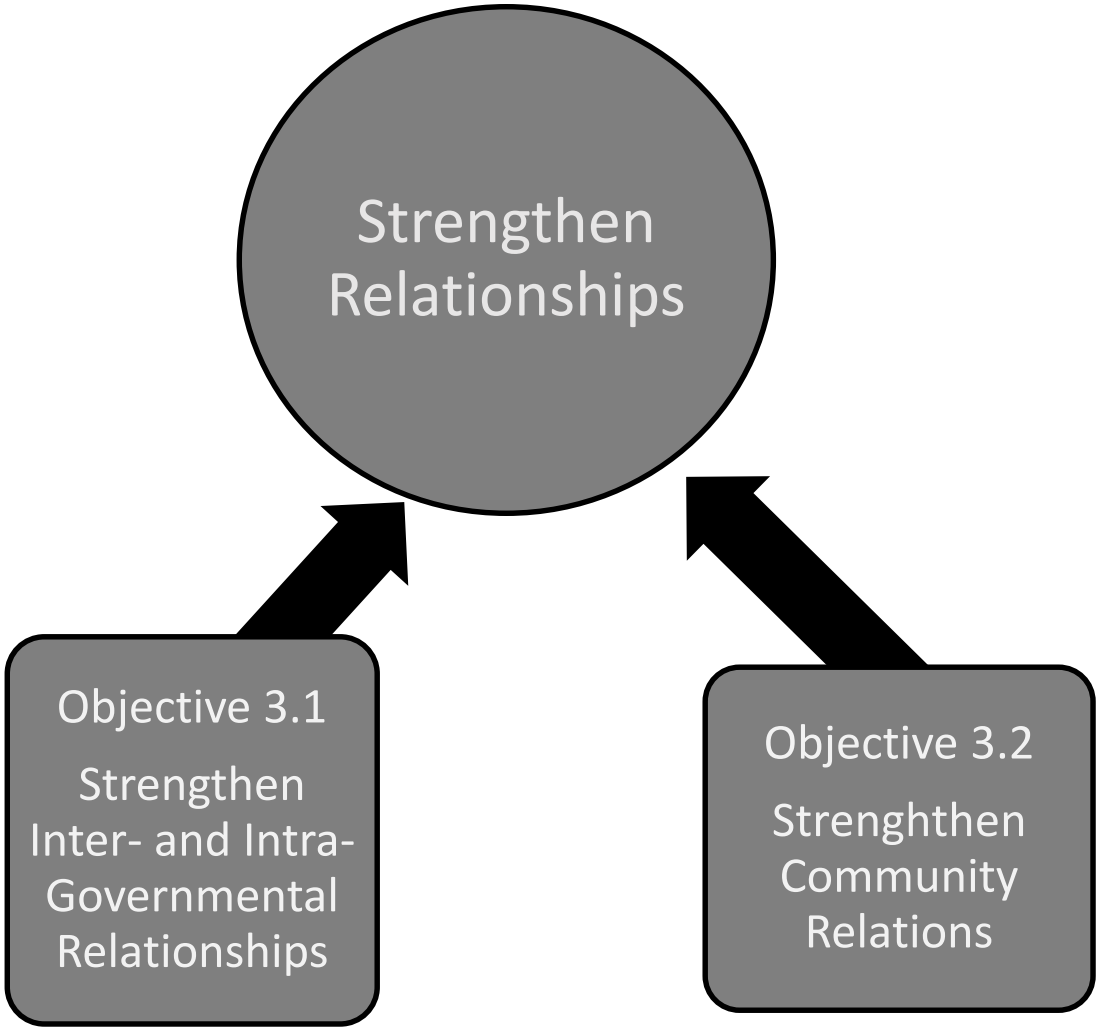
Strategic Direction 3

Strengthen Relationships



Objective 3.1
Strengthen Inter- and Intra-Governmental Relations

Responsibility: Commander Makuch

Strategies		Year	FS	CD
3.1.1	Enhance working relationships with Public Safety Partners subscribers to Public Safety Communications	1	ER	
3.1.2	Involve City Departments in CPD strategic planning process	1	ER	
3.1.3	Increase partner agency participation in the Verde Valley Regional SWAT Team	2	ER	
3.1.4	Implement an "Intra-city guest program" for CPD staff meetings	1	ER	
3.1.5	Collaborate with City Manager, Human Resources and City Attorney to improve employee disciplinary process	1	ER	
3.1.6	CID to lead out in creating a multi-agency "Shoot Team" to respond to any Officer involved Shootings/In Custody deaths in Yavapai County of Firearms related homicides	1	ER	
3.1.7	Solidify partnership with Cottonwood and Verde Valley Fire Departments in E.M.S. deployment into "tactical warm zones"	1	ER	
3.1.8	Partner with community stakeholders in mock active-shooter scenario	3	ER	1
3.1.9	Enhance security for Riverfront Reclamation Plant	1	ER	
3.1.10	Partner with Mingus Union High School District to obtain grant funding to support a full-time School Resource Officer position with expanded responsibilities	1	GF	
3.1.11	Partner with Adult Probation to improve relationships and inter-agency Support	1		
3.1.12	Collaborate with multi-disciplinary regional team to address human trafficking in Yavapai County.			

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Responsibility: Commander Makuch

Objective 3.2
Strengthen Community Relationships

Strategies		Year	FS	CD
3.2.1	Improve and enhance meaningful Police-Community partnerships (e.g., Citizen Academy, Citizen on Patrol (COP), participation in business community and residential meetings, etc.)	1	ER	1, 2
3.2.2	Enhance departmental support of volunteer program	1	ER	
3.2.3	Implement a marketing plan for the Neighborhood Officer Program	1	ER	1
3.2.4	Form a "Police Chiefs Citizens Advisory Council" improving communication and transparency	1	ER	1, 2
3.2.5	Develop a one-day citizen class focused on Police Use-of-Force	1	ER	1, 2
3.2.6	Evaluate and improve the ability to send critical public safety information to the public – Emergency Notification System (ENS)	2	NF	1, 2
3.2.7	Embark on a Public Education Campaign regarding homelessness, mental health, social service resources and limitations, police use-of-force and recidivism	1	NF	1, 2
3.2.8	Leverage improvement of the City's website to include interactive neighborhood officer map	1	ER	1, 2
3.2.9	Develop and publish online crime map	3	NF	1, 2
3.2.10	Increase community involvement in National Night Out	1	ER	1, 2

		Year	FS	CD
3.2.11	Improve web content and social media focused on enhancing community relationships	2	ER	1,2,3
3.2.12	Enhance public service messages focusing on personal safety and crime prevention information	3	NF	1, 2
3.2.13	Implement a police application for smart phones	1	ER	1, 2
3.2.14	Develop Project Lifesaver Program to better serve community members who have Alzheimer's, Dementia, Autism or other medical conditions which contribute to wandering	1	ER	1, 2
3.2.15	Assemble and share an annual crime trends report with the public	1	ER	1, 2
3.2.16	Share annual Strategic Plan "Measures of Success" report with the public	2	ER	1, 2
3.2.17	Increase visibility of Law Enforcement Heroes, a non-profit foundation	1	ER	1
3.2.18	Enhance program donating bicycles to community children	1	ER	1,2
3.2.19	Expand ability to partner with community businesses to extend the Dump the Drugs program	1	ER	

Year	Funding Status (FS)	City Council Directive (CD)
1= FY 2017/18 2= FY 2018/19 3= FY 2019/20 4= FY 2020/21 5= FY 2021/22	NF= Not Funded GF= General Fund CIP=Capital Improvement Project GR= Grant Funds ER= Existing Resources	CD 1-5 (If applicable)

Strategic Direction 4

Enhance Traffic Safety

4. Enhance Traffic Safety

Objective 4.1
Traffic Safety Through Enforcement Initiatives

Responsibility: Commander Makuch

Strategies		Year	FS	CD
4.1.1	Acquire a grant-funded variable messaging sign	4	GR	
4.1.2	Participate in regional and statewide DUI enforcement campaigns	1-5	GR	
4.1.3	Conduct DUI checkpoint operations each fiscal year	1-5	GR	
4.1.4	Improve the public's ability to report traffic concerns	2	ER	1
4.1.5	Establish an in-house fatality traffic collision investigations team and explore feasibility of a joint team with allied agencies	1	ER	
4.1.6	Train and certify all patrol officers on RADAR operation	2	ER	
4.1.7	Implement focused enforcement program based on traffic collision trends	2	ER	
4.1.8	Implement "Focus on Bike Safety" annual enhanced enforcement period with educational component	2	ER	1

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Objective 4.2
Traffic Safety Through Engineering

Responsibility: Commander Makuch

Strategies		Year	FS	CD
4.2.1	Conduct comprehensive speed survey	4		
4.2.2	Collaborate with Public Works to address roadway engineering issues through the Cottonwood Traffic Advisory Group (CTAG), Traffic Survey Committee, and on an as-needed basis for problem solving meetings	1	ER	
4.2.3	Improve visibility in crosswalks in collaboration with Cottonwood Public Works Department	3	NF	2

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Objective 4.3
Traffic Safety Through Educational Initiatives

Responsibility: Commander Makuch

Strategies		Year	FS	CD
4.3.1	Utilize media outlets to relay local and national trends and tips in traffic safety	3	NF	1, 2
4.3.2	Produce public service messages addressing traffic safety issues including areas of high collision occurrences	1	ER	1, 2
4.3.3	Partner with Mingus Union High School District to produce and present a DUI awareness program	3	ER	1, 2
4.3.4	Provide advanced accident investigation training to selected patrol officers	1	ER	
4.3.5	Partner with Fire Department to enhance child safety seat education	3	ER	2
4.3.6	Develop traffic safety class for public education	4	ER	2
4.3.7	Develop educational media to elevate awareness of bicycle safety	2	NF	1, 2
4.3.8	Partner with Parks and Recreation in annual bike safety rodeo for young riders	2	ER	1, 2
4.3.9	Partner with Cottonwood Fire Department and other stakeholders to facilitate "Every 15 Minutes" program at Mingus Union High School to reduce alcohol –related tragedies	3	ER	1, 2

Year	Funding Status (FS)	
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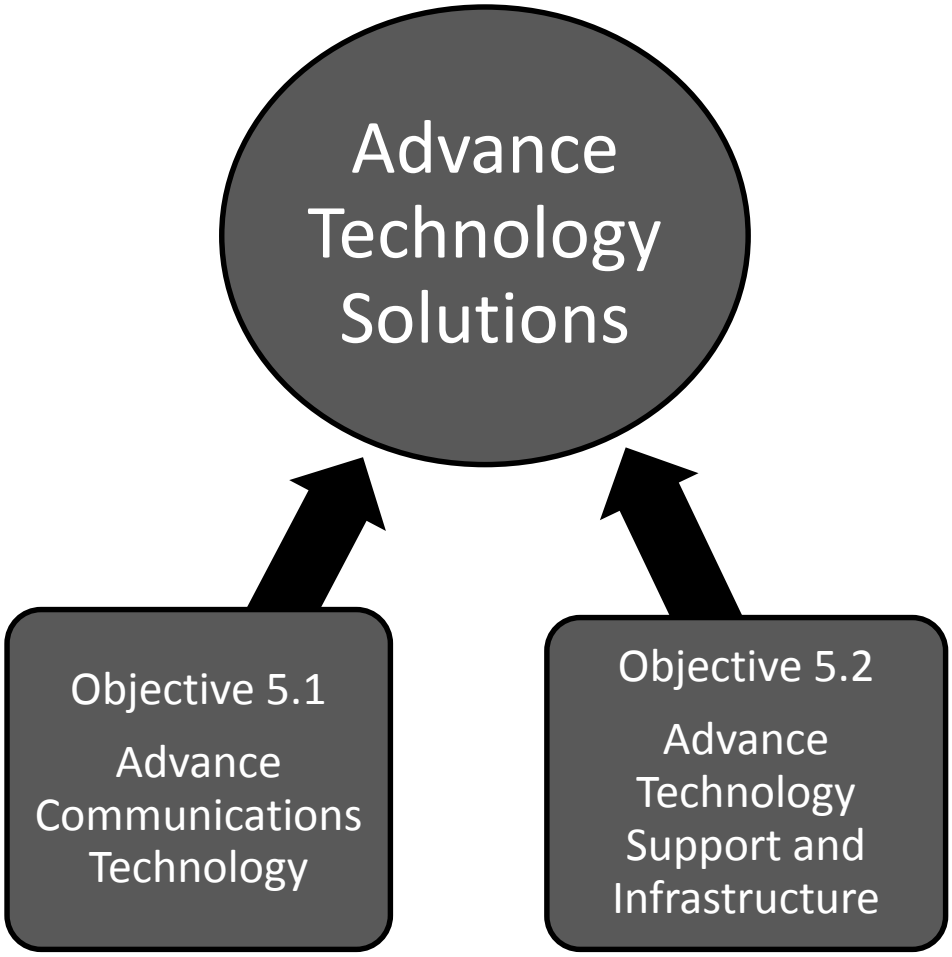
Strategic Direction 5

Advance Technology Solutions



5. Advance Technology Solutions

Objective 5.1

Advance Communications Technology

Responsibility: Commander Eisenga

Strategies		Year	FS	CD
5.1.1	Work with State 9-1-1 to move toward Next Generation 9-1-1 in the Communications Center	3	GR	
5.1.2	Complete Mobile Data Terminal (MTD) implementation for subscribing fire agencies	2	NF	
5.1.3	Acquire Records Management Module that allows online public interface and access to agency crime data	1	NF	
5.1.4	Conduct a review of body-worn camera policy to ensure best practices are in place	2	ER	
5.1.5	Technology Division – to include the development internal resources for LINUX administration	3	NF	
5.1.6	Update body camera evidence library storage to accommodate retention recommendations from Arizona Department of Library, Archives and Public Records	1	NF	
5.1.7	Upgrade body camera evidence library to the current version; improve performance; save labor hours archiving; and improve compatibility with newer camera components	2	NF	
5.1.8	Review and Implement enhanced radio infrastructure	4	NF	

		Year	FS	CD
5.1.9	Test and evaluate enhanced portable radios	4	ER	
5.1.10	Acquire records management backup server (Spillman Server)	2	NF	

Year	Funding Status (FS)	City Council Directive (CD)
1= 2017 2= FY 2018 3= FY 2019 4= FY 2020 5= FY 2021	NF= Not Funded GF= General Fund CIP=Capital Improvement Project GR= Grant Funds ER= Existing Resources	CD 1-5 (If applicable)

Objective 5.2
Advance Technology Support and Infrastructure

Responsibility: Commander Eisenga

Strategies		Year	FS	CD
5.2.1	Develop Radio Technician position with IT Department for City-wide radio infrastructure	1	GF	
5.2.2	Purchase additional mobile radios for vehicles to replace aging equipment	3	NF	
5.2.3	Expand facility security camera server storage capacity	1	NF	
5.2.4	Develop public safety GIS position with regard to 9-1-1 mapping	1	GF	
5.2.5	Evaluate secured web-based communications technology to relay	1	ER	
5.2.6	Improve the public's ability to provide information to law enforcement critical information to the public	1	ER	1
5.2.7	Improve officer body-worn camera system	3	NF	
5.2.8	Post daily crime statistics/police calls for service on website and smartphone app	4	NF	2
5.2.9	Implement electronic records storage system	4	NF	

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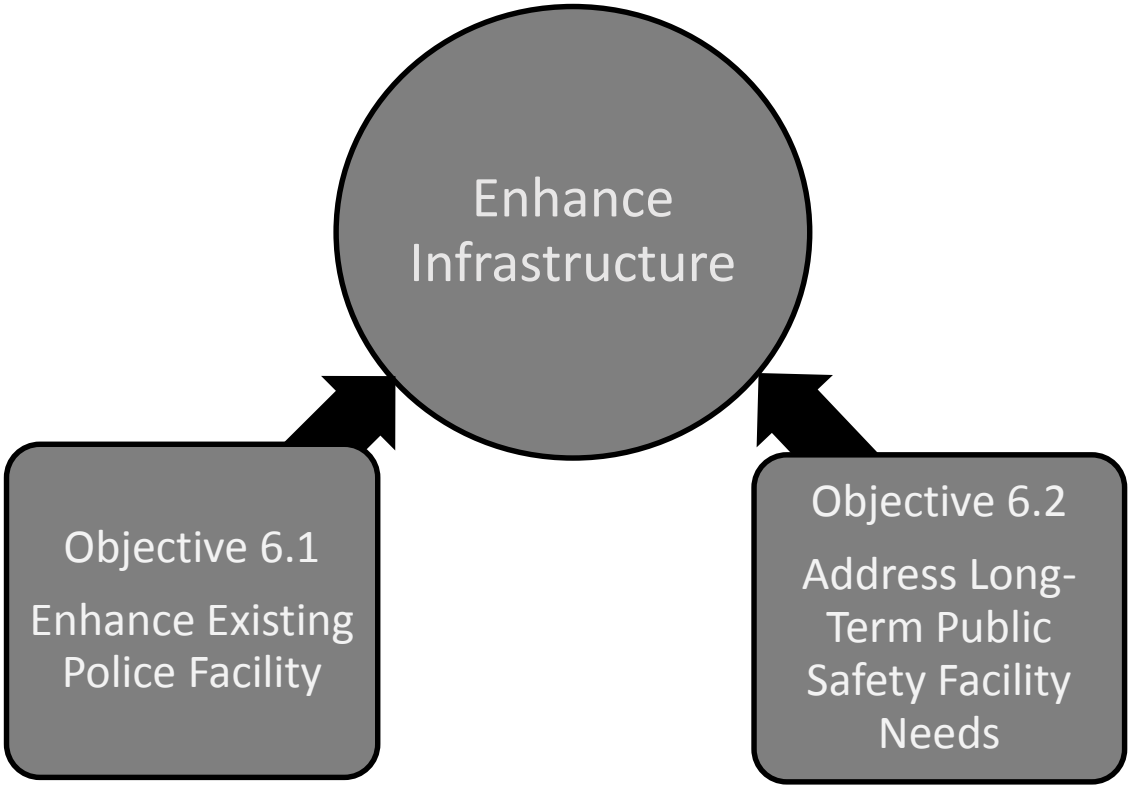
Strategic Direction 6

Enhance Infrastructure



6. Enhance Infrastructure

Objective 6.1
Enhance Existing Police Facility

Responsibility: Commander Eisenga

Strategies		Year	FS	CD
6.1.1	Replace existing facility flooring	2	NF	
6.1.2	Paint interior facility walls	1	NF	
6.1.3	Paint deteriorating exterior doors and structures of the facility	1	NF	
6.1.4	Expand fitness faciltiy into the old dispatch center to include a cardio room	1	ER	
6.1.5	Create new report room for officers utilizing a portion of the former dispatch center	3	NF	
6.1.6	Replace metal screening on enclosed/secured patio area with solid roofing material	5	NF	
6.1.7	Allow appropriate access to the police facility to other city employees with a justified need	1	ER	
6.1.8	Replace antiquated fitness room equipment	3	NF	
6.1.9	Install awnings in parking lots to extend the life of patrol vehicles	5	NF	
6.1.10	Identify and implement storage solution for the primary tactical vehicle	1	NF	
6.1.11	Improve functionality of the City's Emergency Operations Center (EOC)	2	GR	
6.1.12	Replace worn furniture with ergonomically designed chairs and work stations	2	GF/GR	

		Year	FS	CD
6.1.13	Improve facility security system	3	GF	
6.1.14	Install seating area outside Police front doors for citizen's comfort after public hours	1	ER	

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Objective 6.2
Address Long-Term Public Safety Facility Needs

Responsibility: Commander Eisenga

Strategies	Year	FS	CD
6.2.1 Explore feasibility of on-site combined evidence storage / Public Safety Training / I.T. office space	4	NF	5

Year	Funding Status (FS)	Council Directive (CD)
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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
- 2016 Cottonwood PD Citizen's Police Academy Class
- Cottonwood Police Explorer Post
- Crestview Neighborhood Watch
- Verde Valley Habitat for Humanity
- Spectrum Healthcare
- 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 928.340.2106