

COCHISE COUNTY SHERIFF'S OFFICE

Strategic Plan

Fiscal Year 2017 to 2020

Mark J Dannels

Cochise County

Sheriff



The Mission, Vision, and Core Values of the Cochise County Sheriff's Office

Mission Statement

It is the mission of the Cochise County Sheriff's Office to provide professional, high quality and effective law enforcement and correctional services in partnership with the community. We are committed to the protection of life and property; the preservation of peace, order, and safety; the vigorous enforcement of Local and State Laws; and the defense of the Constitution of the State of Arizona and the Constitution of the United States of America in a fair and impartial manner.

Vision Statement

Providing citizens of Cochise County with effective and efficient public safety services since **1881**, the Sheriff's Office will continue its legacy to "*lead the way.*" We will perform our duties with the utmost character, competence, and open communications.

Organizational Values

Integrity: Is the firm adherence to a code or standard of moral and ethical values. Integrity causes one to be honest in everything they do and say and thereby develops trust.

Respect: Treat others with consideration and professionalism. Being respectful of others does not imply you have to accept every suggestion or thought; there are different approaches in dealing with day to day issues without having to compromise your values.

Fairness: The quality of being pure in thought and deed; the act of being just and honest in all situations and to all person(s).

Honor: Integrity maintained without legal or other obligation. Honor is the epitome of ethical and moral behavior; it starts with being honest with one's self and being truthful and sincere in all our actions.

Duty: As part of our dutiful stewardship, we will be responsible and do what is right even when no one else is watching. Accomplish all assigned or implied tasks to the best of our ability.

Courage: Encompasses both physical and moral strengths. Physical courage is the ability to overcome our fears when faced with personal harm in the performance of our duties. Moral courage is the ability to face personal fear when faced with ethically challenging situations.

A Message from the Sheriff

After serving in Cochise County since 1984, it is a true honor and blessing to have been elected again as your 26th Sheriff. The legacy of the Cochise County Sheriff's Office is rich in history and serves as a legacy agency for all that have previously and currently serve our mission. I am proud to call Cochise County my home and to have the distinct privilege to serve for some of the best people that have too, called Cochise County their home.

As your Sheriff, I have established an organizational culture based on trust, transparency and teamwork supported by professionalism and a high standard of quality of service. Our three primary objectives are Organizational Development (embracing our employees), Border Security and Community Outreach in hopes of promoting active partnerships and relationships to sustain our mission for all the citizens and guests of Cochise County.

Our valued partnerships with our fellow law enforcement agencies and citizens are vital to our mission and quality of life that we all cherish and embrace. We will continue to work toward the betterment of this organization to ensure that we are doing business in a way that is most effective and efficient.

I do not take my constitutionally elected office for granted. I serve for and with the people of Cochise County in a manner that represents their best interests to guarantee their freedoms and liberties. As a Sheriff for all the people, I am vigilant in my duties and responsibilities to do what is right, not what is always popular.

I have an open door policy for all that work with me and for those I serve. Please take some time to visit your Sheriff's Office as the men and women of the Sheriff's Office are the genuine backbone to our successes. I encourage each one of you to get to know these great folks, as their dedicated efforts are why your Sheriff's Office is and has been "Leading the Way since 1881."

Thank You for Your Continued Support,

Mark J. Dannels

Mark J. Dannels
Sheriff

Goals and Objectives for the Cochise County Sheriff's Office

Sheriff Dannels has developed six distinct agency goals and subsequent objectives. These goals are based on three concepts, which were central tenets in his platform when running for sheriff. These concepts have led him and the Sheriff's Office in changing the culture over the last 4 years. These concepts are education, prevention and enforcement.

Given the recent tragedies across the country relative to school shootings and continuing public attitudes toward law enforcement, Sheriff Dannels feels strongly about the safety of children in Cochise County Schools and strong community involvement. To meet this goal and through a grant from a private foundation, Sheriff Dannels is placing a dedicated radio in every Cochise County Public School to ensure immediate communication with first responders in the event of any critical incident.

Sheriff Dannels has directed his administration to annually review these goals to ensure they still align with community concerns, are effective, and are applicable. These goals are comprised of the following:

- • Professional Law Enforcement, Detention, and Communications Services,
- • Focus on Public Safety and Public Service,
- • Traffic Safety,
- • Drug Demand Reduction,
- • School Safety, and
- • Management of Detainee Population.

The six goals and their subsequent objectives are meant to better evaluate the services the Sheriff's Office provides while demonstrating to the community the progression toward successful attainment of these goals. Not only will there be transparency, but with each goal, contributing sections within the organization will be held accountable to meeting these goals. Should particular objectives or strategies not yield the anticipated results, they will be reevaluated and appropriate actions taken. We are confident that by engaging in a systematic, objective, service endeavor, the citizens and visitors to Cochise County will recognize that their Sheriff's Office is taking proactive, voluntary steps to demonstrate and account for service excellence.

We look forward to working toward the following goals and objectives so that we can make Cochise County a safer, more secure, and enjoyable community!

Goal

To provide the citizens of Cochise County with the highest degree of professional services by investing in and developing the resources and staff of the Sheriff's Office.

Rationale

The Sheriff's Office strives to develop qualified individuals who not only demonstrate integrity, professionalism, and competence, but also promote and encourage quality decision making. Creative problem solving, and effective communication is important for the continuity of the Sheriff's operations. Developing tenured members ensures they are properly selected and developed based on the competencies and experience required to fill critical roles within the organization and thus better serve the community. These efforts should ensure when the public comes in contact with any member of the Sheriff's Office, they will be treated in a respectful, professional manner.

Contributors

All Division of the Sheriff's Office

Objectives

- Recruit and retain individuals who demonstrate integrity, professionalism, and competence.
- Train and provide educational opportunities to individuals in relevant and critical areas related to public safety and the proper care, custody, and control of the detainee population.
- Ensure compliance with professional standards.
- Maintain functionality, security, and efficiency of information technology for the Sheriff's Office and its ability to serve the public.
- Coach, mentor, develop, and invest in tenured members who demonstrate quality decision making, creative problem solving, and effective communication.
- Develop a leadership succession plan which addresses current staffing and assets as a framework to appropriately assign human capital to meet current and future organizational needs.

Goal

To maintain a high quality of life through the effective, transparent and efficient delivery of public safety services through Intelligence-Led Policing and community partnerships.

Rationale

The elimination or reduction of crime and domestic threats are paramount to the safety and security of the citizens of Cochise County. Collaborative efforts with the members of the Sheriff's Office, law enforcement partners and the community will make Cochise County a safer place to live, work, and visit.

Contributors

Patrol Division

Criminal Investigations Division

Support Division

Communications Division

Jail Operations

Public Information Office

Community and Law Enforcement Partners

Objectives

- Reduce crime through proactive initiatives, Intelligence-Led Policing, and partnerships with the community.
- Safe care, custody, and control of detainees.
- Facilitate resolving neighborhood issues through collaborative partnerships.
- Partner with community organizations to enhance overall quality of life.
- Enhance public awareness through social media and information technologies.

Goal

To make the roadways of Cochise County safe for those who use them.

Rationale

Traffic enforcement has a direct, proportional relationship to safety. Traffic enforcement allows citizens to travel safely, knowing that drivers are complying with traffic laws.

Contributors

All Divisions

Objectives

- Enforce laws on roadways within the county, concentrating on intersections and roads historically identified as problematic.
- Reduce traffic accidents, injuries and fatalities related to traffic accidents.
- Respond to citizen complaints regarding neighborhood traffic issues.

Goal

To curtail illegal drug, and alcohol activities, and reduce the illegal use and demand for these substances.

Rationale

Many of the crimes committed in Cochise County are predicated on the use, sale, and distribution of illegal substances, the abuse of drugs and alcohol. Enforcement, while beneficial, should not be the only response to this issue. Through collaborative efforts with community partners, we must also take a proactive approach to educate the Cochise County community regarding the negative effects of such activities.

Contributors

All Divisions

Objectives

- Investigate and arrest individuals who participate in illegal drug trafficking, use, sales, or distribution.
- Increase community awareness, particularly with Cochise County youth, regarding the impact, dangers, and consequences of illegal drug and alcohol use.

- Participate in and enhance community partnerships for the successful achievement of this goal.

Goal

Enhance the safety and security of students and staff in and around schools and colleges within Cochise County.

Rationale

Collectively, the United States Departments of Education, Homeland Security, and Defense have identified schools as one of several soft targets in communities which can be exploited for personal, criminal, or political gain. Students and school staff within Cochise County deserve a safe environment in which to learn and work.

Contributors

COPS Unit
Support Division
Patrol Divisions
Investigation Division

Objective

- Provide a campus environment where students and staff can feel safe and secure while arriving, attending, and leaving school grounds.

Goal

To improve the process of the case disposition system, reduce recidivism rates by utilizing all available resources in order to minimize current and future encumbrances on County taxpayers.

Rationale

Multiple factors contribute to the direct costs associated with the daily operations of a jail. The average length of stay and the detainee population levels influence the majority of the funds required.

Contributor

Jail Operations

Objectives

- Reduce the recidivism rate of incarcerated individuals by providing educational opportunities and programs.
- Work as a team to streamline cases with the primary focus concentrating on an expected disposition.
- Implement programs that reduce the tax burden on County taxpayers.