



Sierra Vista

FY2024-FY2025
Strategic Plan

6 Month Update
April 2024

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The Mission Statement

Sierra Vista's mission is to provide quality services and opportunities for our community.

Organizational Values

The organizational values define what the organization believes in and how people in the organization are expected to behave—with each other, with customers and suppliers, and with other stakeholders.

- We are accountable to the public.
- We are all responsible for achieving success in the City's strategic focus areas.
- We collaborate across City departments to achieve our goals.
- We value and encourage public participation.
- We embrace every opportunity for partnerships.
- We strive for continuous improvement.

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Focus Areas

Invest: Responsible Stewardship

Sierra Vista practices effective management of public resources to reach short and long-term goals for the benefit of our community.

Priority 1: Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible. (Sharon Flissar)

ON SCHEDULE. A comprehensive streets maintenance strategy requires both addressing roadways which are in poor condition as well as those which are still in acceptable condition but nearing the tipping point. The financial investment required to maintain roadways which are still in acceptable condition is far less than those in poor condition, and thus, the community can get more “bang for its buck” by focusing on roadways which haven’t yet reached poor condition. At the same time, a roadway in poor condition receives far more attention from the public, and repairs to those roadways have a greater impact on the community aesthetic. In order to increase the Pavement Condition Index (PCI) for the City as a whole, both strategies will be important. To support this priority, staff is currently conducting a PCI study with funding assistance through the Sierra Vista Metropolitan Planning Organization. The preliminary results of the study arrived in early March 2024, and staff is still going through the data to identify irregularities. After the data has been validated, study results will then be used to reprioritize roadways in the City’s annual street maintenance program for the next three to five years.

Priority 2: Continue to explore and implement best methods used to reduce or mitigate unfunded liabilities for the City’s Arizona State Retirement System and Public Safety Personnel Retirement System. (David Felix)

ONGOING. Staff will continue to review options to reduce or mitigate its unfunded liabilities to the Arizona State Retirement System and Public Safety Retirement System and recommend any changes to the City’s funding policy to Council during the budget process. Staff will then implement the plan the Council adopts. The mid-year financial review for 2024 was scheduled for March 12.

Priority 3: Maintain a strong bond rating and general fund reserves. (David Felix)

ONGOING. Staff will continue to review its current fiscal policy on its General Fund Reserves and Debt, with an emphasis on maintaining a strong bond rating, and present to Council any

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recommended changes during the budget process, usually during the mid-year budget review which is currently scheduled for March 12, 2024.

Priority 4: Effectively plan for and manage water resources. (Chuck Potucek/Victoria Yarbrough)

Initiative 4: Maintain involvement in and support of Cochise Conservation and Recharge Network projects, and other relevant water resource projects.

ONGOING. Staff regularly attends meetings of all water conservation groups including the Upper San Pedro Partnership, Cochise Conservation and Recharge Network, and the SPRNCA MOU Adaptive Management Committee, as well as coordinating with Fort Huachuca as necessary on its upcoming Biological Assessment/Biological Opinion process. Staff were extremely pleased when Fort Huachuca invited City staff to discuss water issues with its environmental attorneys in early March.

Staff continue working through the process of activating the America the Beautiful Challenge Grant (ATBC) received in Fall 2023. The ATBC grant will fund staffing for coordination of monitoring, modeling, planning and budgeting; monitoring and modeling within the SPRNCA, and the conceptual design of the Bisbee effluent project. Multiple staff continue to actively work with Fort staff on preparing to apply for an endowment to fund the ongoing operations and maintenance costs of the SPRNCA Adaptive Management Committee. In Fall 2023, City staff worked with Fort Huachuca staff to draft amendments to the SPRNCA MOU making the City the fiscal agent and fund manager for future funding opportunities, including the potential endowment.

Priority 5: Explore and leverage resources for identifying additional grant and funding opportunities. (Jennifer Dillaha)

Initiative 5: Continue pursuit of state and federal grants.

ONGOING. The City takes advantage of many grant opportunities throughout the year. The City Manager's Office created a Grants Tracker spreadsheet that will be periodically updated by staff through Microsoft TEAMS. The spreadsheet contains the requesting department, the project, the grant award amount, and any required matching funds. It also tracks by checkbox if the application has been submitted, if it is in design, or if the project is in construction or implementation phase. The spreadsheet also provides a visual progress bar and any notes concerning the grant process.

Staff are currently working on 32 active grants.

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Priority 6: Inventory and evaluate City processes by department/division and identify areas for improvement. (Victoria Yarbrough)

ONGOING. The City Manager's Office continues to work with department directors and division managers in a multi-phase process. Directors and managers were asked to first identify and evaluate their current processes and where issues exist or room for improvement identified, also identifying bottlenecks and their reasons. At the end of this phase, an assessment will be made if a multi-functional team is needed to implement changes, if the process should continue internally, or both. Then, improvements will be prioritized, solutions identified, and implemented.

A recruitment/retention project team was established in fall 2023 to address both this priority and Priority 15. The project team first identified its priorities to focus on over the next two years including the recruitment process and speed of hiring, staff growth opportunities, and internal communications. Most recently the team worked through improving job descriptions, and identifying and addressing roadblocks in the steps of the hiring process. The team is currently meeting every two weeks.

Another major effort underway has been the ongoing safety survey in partnership with ADOSH. Jill Adams has been working with ADOSH to survey the safety environment and processes of every city building and identify areas of correction and improvement. The process is nearly finished, and will result in a comprehensive safety plan for the City.

A few other areas of improvement departments are working on include establishing a process for requesting to keep vehicles that are due to rotate out, better tracking for purchase orders and invoices, moving payment for dog licenses online, and new forms for departments to request jobs from the Communications division.

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Ignite: Economic Development and Community Prosperity

Sierra Vista facilitates the conditions for developing a strong workforce and retention, attraction, and expansion of businesses.

Priority 7: Enhance and improve infrastructure that supports Economic Development. (Tony Boone)

ON SCHEDULE. Staff will continue to work across departments as actions impact the economic viability and future growth of the city such as the streetscape project and the Defense Community Infrastructure Pilot (DCIP) Program for the airport sewer line extension. Economic Development staff will continue to work with Public Works and Community Development on projects and grant opportunities. The key area in this priority is to synchronize city projects to support economic growth and viability to attract new businesses. Infrastructure plays a role in business expansion and relocation as well as sets conditions for workforce quality of life in the city.

Staff met with Fort Huachuca personnel to work through the environmental studies and other supporting work in preparation for the resubmission of the DCIP grant summer of 2024.

Initiative 7.1: Expand the Fry Boulevard streetscape. (Irene Zuniga)

ON SCHEDULE. In 2022 the first phase of improvements on Fry Boulevard were completed. Last year, Engineering and Community Development teamed up to submit a USDOT RAISE Grant to construct all the remaining planned improvements along Fry Blvd and North Garden Ave. Although the application was not selected to receive funding, the review committee provided feedback to inform the City that our petition made the Highly Rated List, was considered a “Project of Merit”, and encouraged to re-apply.

The grant team reconvened in December 2023 to update the application, addressing all the recommendations made during our debrief with USDOT. It was resubmitted on February 29, 2024, in the amount of \$20M. The results of this application will be announced later this year.

Initiative 7.2: Prioritize abatements and reducing the vacancy rates in older and abandoned buildings. (Matt McLachlan)

ONGOING. Abandoned buildings negatively affect both the physical environment and the wellbeing of the community. They can lead to a decline in property values in the surrounding area, as they are often seen as eyesores that create a negative perception of the neighborhood and deter continued investment. Moreover, vacant buildings can attract criminal activity such as vandalism, squatting, or illegal dumping. They also may pose safety hazards including structural instability, the risk of collapse, or the presence of hazardous materials.

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The ongoing enforcement of building and property maintenance codes and foreclosure registry requirements to mitigate the negative impacts created by vacant, abandoned buildings is critically important. Staff will continue to proactively identify and prioritize these cases to motivate compliance using voluntary means whenever possible and court ordered abatements as necessary using available funds. Staff will also continue to monitor vacant non-residential buildings through the business inventory that will be updated every six months to measure progress. Staff will continue to highlight the availability of these properties to investors and market available incentive programs.

The most significant abatement project carried out during the reporting period was demolition and removal of dilapidated structures, utilities, junk and debris from six properties along N 1st Street between Fry Boulevard and Denman Avenue via court order and an administrative consent order signed by the new property owner that acquired the properties last May in a Trustee's sale. The cases leading up to the abatements involved significant support from both the police and fire departments.

The property owner agreed to donate 106 N 1st Street to the Cochise College Foundation which will be developed with a site-built single-family home during the next school year by residential construction program students. Other significant abatements carried out during the reporting period include the removal of a substantial amount of junk and debris from properties on Charles Drive and Mesquite Drive.

Initiative 7.3: Evaluate the expansion of EV charging infrastructure for the community, and the feasibility of electric vehicles for the City's fleet. (Gabe Squires)

ON SCHEDULE. There are currently four City facility locations that have public EV chargers: Cyr Center Park, Sierra Vista Public Library, Veteran's Memorial Park Sports Complex, and Stone Field. To evaluate the expansion of EV charging infrastructure, staff will use data from the existing four charging locations to analyze charging sessions and connection durations. If the data shows sufficient usage levels, then other City facilities will be evaluated as possible public EV charging locations.

Fleet electrification is currently working on a feasibility assessment with GM. The assessment will weigh the possibility and quantify the total cost of ownership of converting to an EV fleet. The study will provide information on the economic, operational, and environmental benefits of fleet electrification and identify challenges and opportunities. Once the study is complete, staff will report on the results and make recommendations.

Priority 8: Conduct effective marketing efforts. (Adam Curtis)

ONGOING. Communications staff will continue to implement marketing campaigns that deliver key City messages via numerous different channels. In today's fractured media environment,

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it's necessary to leverage a variety of media to reach citizens. This includes paid and earned messaging in external media to include print, online, and radio. It also means leveraging the City's diverse array of in-house media including print materials, the City's website, social media platforms, and a podcast. Content must be repurposed in different formats to include photo/text social media posts and videos.

A particular emphasis will be placed on marketing the City's West Sierra Vista Partnership Program, overall revitalization efforts in the West End, Citywide and public safety specific recruitment efforts, the City's role in facilitating and supporting businesses, and the impact of the City's sports tourism efforts. Other marketing campaigns will focus on timely safety messages and the impact/importance of City services, programs, and events. Communications staff will strive to tell engaging stories that show the City's responsiveness to citizen concerns and the positive impact the City has on residents. Staff will also continue to share success stories of community partners when possible.

In fall 2023, Communications staff featured the West Sierra Vista Partnership Program on the cover of *Vistas*, focusing on interviews of the business owners that highlight the value of the program and how much they appreciate the City's support. This issue also spotlighted the Better Bucks and Better Work programs, which grew out community concern and a resulting City Council objective focused on addressing homelessness.

Initiative 8.1: Promote the development of the West End Entertainment District. (Laura Wilson)

ONGOING. With the lessons learned from previous efforts, staff feels a more organic development of events through partnership with local event organizers may work better. Staff will explore more ways to attract activities to the area by promoting its availability to event organizers through marketing efforts and exploring other potential partnerships with existing businesses in the West End.

The first public event held by a third party was held in the West End in October 2023. It was a Halloween themed event that included participation by several of the area businesses. The street was closed, and businesses and vendors participated by handing out candy to children and hosting contests and games. The organizer said it was a lot of fun and that he hopes to grow interest and participation over time.

Initiative 8.2: Continue to fund and promote the West Sierra Vista Partnership Program. (Matt McLachlan)

ONGOING. The West Sierra Vista Partnership Program is a matching grant program designed to:

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- Reduce storefront vacancies to increase vitality and grow local tax base by encouraging entrepreneurs exploring opportunities in Sierra Vista to consider the West End as a place to start a business.
- Make older properties more accessible and ready for occupancy by reducing the initial startup costs associated with needed tenant improvements (signage, restroom/ADA modifications, fire suppression, plumbing, mechanical, electrical upgrades, site utilities, etc.)
- Add curb appeal to increase vibrancy by improving the architectural and landscape character of properties through façade upgrades, landscaping, public art, outdoor seating areas, and the concealment of dumpsters.

The program is available to business and property owners inside the West Sierra Vista Redevelopment Area. The City Council budgeted \$85,000 for the program in FY 2024. Staff will continue to advertise the availability of funds to existing and future business and property owners through courtesy inspections, permit requests, meetings, and other engagements.

Since the start of the fiscal year, 59% of the WSVPP budget has been used to fund six applications. Most of the applications were started last fiscal year that carried over and were completed last fall. These include new or replacement signage for Rainey Pain and Performance, Zen Tattoo, and High Desert Urgent Care. The program also funded interior renovations for Tell Mamma and a complete building façade renovation at the former Sun N' Spokes location that's currently available for lease. Projects that are in process include interior renovations at 209 W Fry Boulevard (Gyfted Creations, LLC.) and exterior improvements at 400 W Wilcox (ALLO Fiber).

Priority 9: Expand support for, awareness of, and opportunity for military missions on Fort Huachuca. (Chuck Potucek/Victoria Yarbrough)

ONGOING. This is an ongoing effort that will continue through existing partnerships with the Huachuca 50 and Cochise County, and the groups' consultant in Washington, DC. Annual trips to Washington, DC will be made when feasible, periodic engagement with our Congressional delegation and staff, and regular discussions and meetings with Fort leadership will continue. Staff will continue to actively participate in Fort Huachuca Installation Planning Board meetings, strategic planning, and any other efforts as invited.

Staff worked with the Huachuca 50 consultant last year to have language inserted into the Senate notes of the FY24 National Defense Authorization Act requiring a report to Congress on the status of the 203 acre conveyance in March 2024. While the report has been delayed to an unknown time, City staff worked with Fort staff to submit the information for the report.

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Priority 10: Actively engage economic development stakeholders, especially current and future potential businesses. (Tony Boone)

Initiative 10.1: Evaluate strategies for engaging Economic Development stakeholders.

ONGOING. With the creation of the economic development commission, staff continues to work engagement with the commissioners while recognizing local businesses. The commission has been engaged on feedback for the General Plan and in the coming months will support the update to the “Plan for Prosperity”. Coordination and participation with the Sierra Vista Area Chamber, Small Business Development Center, Hispanic Chamber, Veteran’s Business Outreach Center, and other business and educational partners will continue. Opportunities to expand and partner will be explored while supporting ongoing initiatives such as the business incubator with the University of Arizona’s Center for Innovation (UACI) and the pitch contest with Moonshot in early 2024. Other engagement will continue with Arizona’s Commerce Authority and membership on the Rural Business Development Advisory Council (RBDAC) for external stakeholders to Sierra Vista. Staff will also continue to engage with the Team Huachuca Strategic Plan across all four lines of efforts.

In the first half of the fiscal year the economic development commission provided feedback that was incorporated into the General Plan update supporting the future economic vitality of the city.

Initiative 10.2: Pursue the acquisition of 203 acres near airport.

ON SCHEDULE. Staff continues a series of parallel efforts with the goal of achieving the final conveyance of the Department of Army’s 203 acres north of the municipal airport. The land conveyance was included in the Team Huachuca strategic plan so coordination with Fort Huachuca will continue throughout the process. Engagement with our Congressional delegation will continue to shape the land conveyance such as with the current National Defense Authorization Act (NDAA) while staff works with the Army’s Corps of Engineers on an appraisal of the land for purchase. This 203-acre initiative is a multi-year project that will include environmental studies with additional layers of coordination through a land purchase or a no-cost conveyance by the Army. In either case there will be a cost to the City of Sierra Vista in purchase price and the Corps of Engineers work such as environmental and administration.

There were several key meetings between city and fort staff to determine the way forward and next steps to pursue the land conveyance. Additional work included the city funding the Corps of Engineers to complete the land appraisal which is expected in early 2024.

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Innovate: Quality of Life

Sierra Vista continues to foster an environment that will make our city a great place to live; work; raise a family; retire; and play.

Priority 11: Continue to pursue sports tourism activities that increase revenues. (Laura Wilson)

ONGOING. Staff is discussing sports tourism marketing strategies with the Communications Division and looking at options such as adding a webpage and materials to specifically market Sierra Vista as a sports tourism destination for tournaments. In addition, staff is evaluating other popular sports, especially pickleball and disc golf, for expansion and promotion options.

Initiative 11: Evaluate disc golf course options.

Staff is speaking to an organization about a concept design for a potential new disc golf course on the West End and will pursue grant funding to implement if approved. The organization has completed a high-level concept of the space, and we are working with them to investigate process and costs.

Staff will also continue working with local disc golf advocates to evaluate the A.V. Anderson Disc Golf Course and improve as needed. The improvements made last fiscal year with adding the new and improved tee boxes and cleaning up the area has made a positive impact in the space.

Priority 12: Increase reach of community events both in person and virtual. (Laura Wilson)

ONGOING. Parks, Recreation & Library Staff is working with the IT Division on options to provide wi-fi capability to patrons and vendors and provide ease and accessibility to new services such as online payment systems and streaming during special events and sports tournaments. With the recent implementation of Square to take payments during events, permanent wi-fi located within that area would streamline payments for staff, while also allowing vendors and third-party event organizers to utilize it during special events. Staff will also be exploring options at ballfields for new streaming services to provide additional revenue to the city.

Once infrastructure is in place, staff will work together on how to market these services in a way that encourages organizers to choose Sierra Vista as a special event and sports tourism destination.

Staff is currently working with the Communications team who has been creating wonderful videos to attract new visitors to our events. They have been cross sharing those videos across social media platforms, which is creating more interest.

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Initiative 12.1: Develop a special event policy.

COMPLETE. Staff developed a draft special event policy in summer 2023 and presented it to the Mayor and Council for review and recommendations. The consensus was not to establish a special event policy beyond current policy to charge all organizations the same established fees.

Initiative 12.2: Evaluate and present to Council an option for a new city-wide event.

ON SCHEDULE. Staff evaluated the feasibility of creating a Hummingbird Festival in Sierra Vista. After reaching out to several organizations and meeting with departmental staff, it was recommended that the City proclaim August as Hummingbird Celebration month. Instead of holding a single day, large event, staff recommended partnering with organizations and local businesses to create a month-long celebration. The Department of Parks, Recreation and Library will create activities throughout the department themed around hummingbird celebration and education. A calendar of activities and promotion will be made available for the public. This was presented to Council in September 2023 and received consensus to move forward. Staff held their initial coordination meeting and will be working together to implement. The initial launch for this task will take place in August 2024.

Staff is developing partnerships and creating a calendar for activities with Southwest Wings, the San Pedro House, and others. Staff is also scheduling hummingbird themed programs throughout the department for the month of August. Programming includes, but is not limited to, hummingbird themed speakers, arts and crafts, Rec & Roll, storytimes, and other activities which will celebrate the City's designation as the Hummingbird Capital of Arizona.

Priority 13: Prioritize implementation of the Parks Master Plan. (Laura Wilson)

ONGOING. Staff continues to work through smaller Master Plan items utilizing O&M dollars and is prioritizing Master Plan implementation through the budgeting process and applying for grants.

Staff is working on designing Roadrunner Park and the West End future park location located on the vacant land on Fry Blvd./Fab Avenue, constructing the slides at Soldier Creek Park and adding landscaping, adding a large storage unit at Veterans Memorial Sports Complex, and replacing the MUP at Forest Doerner Linear Park with desert landscaping.

During the March work sessions, the Mayor and Council were briefed on the two concepts for the Roadrunner Park site and a community survey was launched. The results of that survey will help to develop the final concept for the site. Once Council approves of the final concept, the park will enter the design phase.

The slide at Soldier Creek Park is scheduled to begin construction in April 2024. The storage unit to be placed at Veterans Memorial Sports Complex has been ordered and is on track to be completed by the end of the current fiscal year.

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The asphalt MUP at Forest Doerner Linear Park has been removed and replaced with a packed gravel path. The surrounding location has been cleared, cleaned, and looks much better.

Staff is working on parking improvements on the north side of the Stone Complex fields on Tacoma Street and applying for a Land Water Conservation Fund grant to improve parking, establish water/sewer infrastructure and add RV parking options at the Domingo Paiz Sports complex. Utility infrastructure in that space will permit future restrooms and snack bar facilities. New fencing and dugouts have been added to Stone 1 and new foul poles have been added to Stone 1 – 4 baseball fields. These will be nice additions to the space, especially during tournament season this summer, where Sierra Vista Little League will be hosting the State Boys Majors Tournament here.

Initiative 13: Construct Roadrunner Park.

ON SCHEDULE. Funding was included in the FY2024 budget to develop a conceptual design as the first step in the design process. Wheat Design Group was awarded the contract to deliver two options for the layout of Roadrunner Park. Wheat completed the two conceptual designs, which was presented to Council on March 12th and March 26th. Wheat Design Group is currently working on high level cost estimates. The concepts have also been shared and discussed with relevant commissions. The Parks and Recreation Commission stated they believe the concepts are on the right track for what was gathered during the public input process last year. They will be bringing their recommendations regarding specific elements of both designs to consider for consolidating them into a final conceptual plan recommendation to the Mayor and Council. Once the final concept is approved, it will move into the design phase and developed into construction plans with cost estimates for funding consideration.

Priority 14: Continually evaluate facility needs. (Sharon Flissar)

ONGOING. The two phases of the Schneider Electric Energy Efficiency Project helped to address a backlog of facility maintenance needs, including lighting systems and heating, ventilation, and air-conditioning units. However, the new items will need to be programmed for replacement prior to reaching the end of their useful life in order to avoid getting into a backlog situation again. To assist with this effort, staff is currently completing a Facilities Condition Assessment Study. The study will document the existing condition of all existing City facilities and the expected remaining useful life of its components. This data will then be used to prioritize the annual capital maintenance and replacement plan and operations and maintenance budget requests. The study is currently about 99% complete, with staff making final updates to the budget figures and prioritization of projects.

Initiative 14.1: Evaluate/study the implementation of a municipal court. (Jennifer Dillaha)

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ON SCHEDULE. Staff conducted an analysis for a potential City of Sierra Vista Municipal Court in 2008, 2020, and 2022. Previous research included revenue versus expenditure forecasts, data from municipal courts of comparable cities, a breakdown of projected capital equipment and personnel, estimated costs for a new building versus a leased building, and other contingencies. Proposals from third party consultants to conduct a feasibility study for a City of Sierra Vista Municipal Court were solicited in spring 2024.

The first round of proposals for the feasibility study came in higher than expected at \$65,000. Staff restructured the request for proposals into a needs assessment and reposted on February 7, 2024. The due date for proposals was on March 15, 2024, with the same bidder from the first time again bidding \$65,000. Staff are currently working with the existing bidder to find out what can be accomplished with a much lower budget, and have one other potential option if the parties cannot agree to terms.

Initiative 14.2: Evaluate and consider Visitors Center and Museum options. (Tony Boone/Laura Wilson)

ON SCHEDULE. Staff from the Parks, Recreation, and Library Department and Tourism & Economic Development Department will explore and evaluate three potential courses of action.

- 1) Maintain current location with smaller improvements/refinements that does not consolidate both functions.
- 2) Consolidate and expand the Visitor Center/Museum in the Ethel Berger Center. The Henry F. Hauser Museum is currently undergoing a renovation/update which will expand its available display areas and add a children's room within its current footprint.
- 3) Identify funding and opportunities for a new consolidated facility potentially on the West End or another location within the city.

Initiative 14.3: Design and develop the Fab Avenue property. (Laura Wilson)

ON SCHEDULE. Staff will develop a scope for the design of the Fab Avenue property and work with Procurement to launch an RFP by April of this year. Once a firm is under contract, staff will work with them to develop plans and a construction cost, which will be a part of next year's capital budget request as funding permits.

Initiative 14.4: Conduct a feasibility study for a regional convention center. (Tony Boone)

Staff will begin the review of the convention center study next spring in preparation for inclusion in the next budget year. Staff expects that to support this initiative, a third-party consultant will be needed to accurately review other regional convention centers to determine the feasibility. Additionally, if the project is found to be viable the study should provide

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potential models such as public private partnership to achieve the desired outcome. Those studies and potential models would be presented to council for their consideration.

Staff engaged the tourism commission concerning a convention center to hold initial conversations about the upcoming study. Staff also began research into convention center feasibility studies to inform the budget request next year.

Initiative 14.5: Evaluate and determine OYCC replacement options. (Laura Wilson)

ON SCHEDULE. The Oscar Yrun Community Center is the oldest city building in its inventory and not very conducive to community center activities in its current state. It is the current home of staff offices, the Art Studio, the Visitors Center, and has one conference room and two activity rooms available for public use. To replace it, staff will pursue and consider several options, including:

1. Developing a community survey to find out what amenities and services the community would like to see in an improved community center. Staff are discussing survey questions with Marketing. The survey is planned to launch in April.
2. Holding discussions with potential partners regarding joint efforts. Staff will speak to organizations like YMCA, Cochise College, the school district, and various charter schools in the area.
3. Rebuilding the OYCC in its current footprint.
4. Demolishing the OYCC and improving the gymnasium located at Veterans Memorial Park Sports Complex into a full-service Community Center. Staff will take results from the public survey to develop preliminary conceptual plan and will look at similar community center designs located in other cities to develop estimated costs.
5. Considering impacts on Visitor Center operations and alternatives related to Initiative 14.2.

Priority 15: Maintain properly staffed city departments. (Victoria Yarbrough)

ONGOING. A staff recruitment and retention team was formed in Fall 2023 and currently meets every two weeks. As also stated in Priority 6, the project team first identified its priorities to focus on over the next two years including the recruitment process and speed of hiring, staff growth opportunities, and internal communications. Most recently the team worked through improving job descriptions, and identifying and improving roadblocks in the steps of the hiring process.

Priority 16: Continually improve the current levels of service in programs, services, and amenities provided by Sierra Vista. (Victoria Yarbrough)

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ONGOING. Similar to Priority 6, the City Manager’s Office will work with department directors and division managers in a multi-phase process. Directors and managers will be asked to first identify and evaluate all programs, services, and amenities provided to the community by their department or division. Then, issues within the programs or services should be identified, and any room for improvement. At the end of this phase, an assessment will be made if a multi-functional team is needed to implement changes, if the process should continue internally, or both. Then, improvements will be prioritized, solutions identified, and implemented.

Some of the improvements staff have been working on include planning for the Nancy J. Brua Animal Care Center expansion and reviewing current operations. Staff are also working to move payments for dog licenses online, which will be more convenient for the public instead of the current requirement to go to the shelter in person.

In 2023 staff established a Technology Team to discuss IT-related projects, concerns, questions, and share information. Through this team, one project staff are working on to improve service both internally and to the community is an evaluation of a new software system for managing permitting, plan reviews, inspections, code compliance, reporting, and business licenses, all with a citizen portal to track the status of requests and applications. Funding for the software will be proposed in the FY25 budget.

The Henry Hauser Museum is finishing up a renovation to improve its programs and services to the community. Thanks to a generous donation from the Historical Society and Tohono O’odham grant funds, the museum now has new floors, lighting, and paint. Three walls were removed to increase exhibition space by over 50%, and what was formerly a work room is now open to the main museum. Demolition of a wall between a storage room and a former office also created the space to form a large children’s area.

Initiative 16: Develop a Transit master plan. (Sharon Flissar)

ON SCHEDULE. Vista Transit needed to make a variety of route adjustments and consolidations in the last year and a half due to reduced staffing levels. As new staff were hired, the question arose as to which services should be restored and when. In addition, some of the changes which were made from necessity proved to be popular with riders. It is therefore an opportune time to challenge previous assumptions and consider new opportunities. The City’s FY2024 budget includes funding to start on a master plan with prioritization for a route study to help develop a new routing plan for Vista Transit to meet the needs of the current ridership. A scope of work is currently being developed and is expected to be released in the summer of 2024. The results of the study will then be used to solicit public feedback and submit a revised routing plan to the Federal Transit Administration for approval. With new routes in place, staff will then be able to consider future fleet and staffing needs to improve the efficiency and effectiveness of transit operations.

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Priority 17: Continually improve the image and aesthetics of the city. (Matt McLachlan)

ONGOING. The image of a city is composed of various elements, including, but not limited to:

- **Architecture:** The design and style of buildings and structures.
- **Infrastructure:** Quality of roads, public transportation, and utilities.
- **Green Spaces:** Parks contribute to a city’s aesthetics and wellbeing.
- **Public Art:** Murals, sculptures, and installations enhance cultural vibrancy.
- **Cultural Offerings:** Museums, theaters and events contribute to a city’s cultural image.
- **Cleanliness and Maintenance:** Well-kept streets and public spaces create a positive perception.

This strategic plan addresses several of these aspects to improve the image and aesthetics of the community. Staff will continue to administer the City’s Architecture and Design Review Standards on site plan applications. Staff will also coordinate with Public Works staff to identify areas within existing street rights-of-way where irrigation is present and landscaping can be augmented. Moreover, staff will continue to engage with the community on identifying and implementing beautification projects including public art through existing grant programs and capital improvement projects. Cleanliness and maintenance initiatives such as graffiti abatement and trash removal on public lands will be facilitated using Better Work crews, Adopt-An-Area volunteers, civic and neighborhood groups, and city staff. Code enforcement will continue to proactively address maintenance codes on private property.

On December 7, 2023, the City entered into a license and landscape agreement with Reap Goodness and Echoing Hope Ranch for two lots in the Sulger Subdivision located at 340 E. Busby Drive and 345 Sheila Lane. The City previously removed substandard housing and other nuisance violations on the lots and eventually acquired them. The Agreement allows the non-profits to plant a “food forest” that will improve the aesthetics of the property and benefit neighborhood residents. Clients of Echoing Hope Ranch will maintain the site for at least the next ten years with the understanding that required maintenance will diminish over time while the plants and trees fully establish.

On January 15, 2024, members of the Sierra Vista Neighborhood Commission, supported by volunteers, spruced up the corner across from Carmichael Elementary School through the City’s Neighborhood Partner Program. The City’s Street Division grubbed the right-of-way. Volunteers installed weed barrier, spread two tons of landscape rock, and planted shrubs to improve the curb appeal. Pavers were installed in the street right-of-way at the driveway entrance to the water tower site.

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Include: Citizen Engagement

Sierra Vista promotes transparent two-way citizen interaction and participation about community issues.

Priority 18: Continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement. (Adam Curtis)

ONGOING. The Communications Division continues to support its existing platforms and methods of communications, while emphasizing an increase in short video content delivered via social media. Traditional communications methods like the City's print and email newsletters have proven to be a desirable and effective way for residents to receive City information. The shift to use direct mail for the print newsletter several years ago has helped reached residents that may not engage in other City communications channels. The email newsletter continues to grow its subscriber base and remains one of the most popular ways for residents to receive City news.

Communications staff is emphasizing growth in this content on Facebook and Instagram by generating more reels and other short videos. Staff are also exploring the use of YouTube Shorts. The division will also continually assess evolving methods of communications and consider implementation based on priority and staff capacity.

Podcasts were restarted in 2024 with a very popular episode with Chief Hiser followed by an also popular episode with Mayor McCaa. Public engagement with the Engage platform included surveys on Roadrunner Park, the roadway design manual and code amendments, Vista 2040 General Plan update, and CDBG Consolidated Plan Community Survey 2024-28.

Priority 19: Increase City Council appearances/engagements to expand the communication reach and impact of the city. (Victoria Yarbrough)

ONGOING. The City Manager's Office coordinates official engagements for City Council and will continue to schedule Council meet and greets throughout the year as well as any other requested activities of Council. Opportunities for additional interaction with the community through the Communications Division will also be recommended to Council.

A Council meet and greet has been scheduled every month, and support for Business at Twilight and Hispanic Chamber monthly events provided. Councilmembers also regularly attend monthly SACA speaker lunches and events, Good Morning Sierra Vista events, MAC lunches, school events such as reading to students and tours, and events on Fort Huachuca.

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Priority 20: Continue to leverage departmental engagement with the community for improved citizen connections. (Adam Curtis)

ONGOING. Communications staff will continue to work across City departments to engage staff Citywide in discovering and sharing citizen-centric stories that demonstrate the value and impact of City programs, services, and events. An emphasis will be made on capturing more small interactions with citizens to more routinely show how the City serves its residents. The Communications Division will also look for creative ways and opportunities to engage with citizens on social media and through its online engagement platform to stimulate citizen input and foster goodwill.

As covered in Priority 18, public engagement with the Engage platform included surveys on Roadrunner Park, the roadway design manual and code amendments, Vista 2040 General Plan update, and CDBG Consolidated Plan Community Survey 2024-28. The Communications division also works with other departmental social media pages to share content, with a substantial number of videos highlighting staff/public interaction particularly from SVF&MS.

Priority 21: Strive to simplify digital access to city processes and information. (Victoria Yarbrough)

ONGOING. The CIO began a Technology Team in 2023 focused on IT project updates, training, review and evaluation of proposed IT solutions, and discussion of future IT needs. This team regularly reviews access to city processes and information, and makes changes, updates, and budget recommendations as necessary. Its most recent relevant project in this area was also covered in Priority 16, which is a software package spearheaded by Community Development that would improve service both internally and to the community. The software would manage permitting, plan reviews, inspections, code compliance, reporting, and business licenses, all with a citizen portal to track the status of requests and applications. Funding for the software will be proposed in the FY25 budget.