

Strategic Leadership Plan

FY2020 - FY2021



Sierra Vista, Arizona

Mission

As stewards of the public trust, the City of Sierra Vista provides quality services and amenities through strategic and ethical leadership and is committed to building a strong, healthy, and vibrant community where its residents can prosper.

Organizational Values

- We serve and 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.

Planning for the Future

Sierra Vista voters approved the City's 10-year general plan, Vista 2030, in November 2014. This plan defines a flexible roadmap for our future and is a reflection of the community's vision for tomorrow's Sierra Vista. In support of that vision, City Council engaged in a strategic planning session, distilling ideas into four meaningful and measurable objectives, along with goals and action items that will be acted upon in the next two years.

Council's two-year strategic plan helps define where available resources should be spent — both time and money — to help achieve the long-term vision through incremental actions, answering the question, "What needs to be taken care of today to achieve what we want tomorrow?"

Engage

Engaging with our citizenry is one of the best ways for the City to understand the desires and needs of people who live, work, and play here. Three goals were defined to fulfill this focus area:

1. Improve our engagement with citizens and their awareness of City operations
2. Double our engagements with potential new visitors and business owners
3. Record at least 1,000 positive mentions across all social media platforms by the end of 2020

These goals will be achieved with the following initiatives:

- Take a deep dive into how information is shared, and recommend improvements, including enhancing the City's websites
- Explore ways to better engage in meaningful conversations with our citizens
- Evaluate and balance marketing strategies
- Enhance the use of social media as part of the feedback loop
- Improve the City's website for ease of use, including ADA accommodations
- Encourage citizen participation in the 2020 Census



Enhance

Enhancing Sierra Vista means both providing better service as well as elevating the appearance of the city to better reflect our core values and utilizing partnerships for a stronger community. This focus area touches several departments, with three goals defined to fulfill this focus area:

1. Explore and implement methods to improve the efficiency and effectiveness of public safety
2. Improve streetscapes and public places by implementing at least two projects per year
3. Revitalize the West End by reducing the commercial vacancy rate

Many of the initiatives to achieve these goals are built on prior years' efforts and will ultimately move Sierra Vista closer to its long-term vision. A handful will have highly visible results.

Initiatives for West End revitalization include:

- Continuing incentives for business owners through the West Sierra Vista Partnership Program
- Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements
- Investigate the feasibility of establishing an entertainment district and business incubator
- Explore ways to improve stormwater management to reduce flooding



Initiatives that will enhance community quality of life include:

- Renegotiate the master plan for the Tribute subdivision to reflect new community needs and priorities
- Develop a comprehensive Parks master plan to guide future improvements
- Develop a plan to replace the Oscar Yrun Community Center, the oldest City building
- Identify funding sources to expand the multi-use path system throughout the City
- Identify funding sources and complete the engineering design for the Avenida Escuela extension bridge, which will link the sports complex with major thoroughfares
- Explore ways with the Sierra Vista Unified School District (SVUSD) to better use SVUSD assets for an expanded slate of activities for the public

With community partners, the City will improve public safety by:

- Reducing response times to emergency incidents south of town by 25%
- Implementing a new police officer recruitment strategy focusing on military bases, credit for veterans, and experienced lateral hires
- Develop and implement an emergency medical dispatching plan that improves communications with all Southeastern Arizona Communications (SEACOM) member communities



Empower

In the next two years, the City will leverage partnerships even further to influence the economic prosperity of both the City and its residents and focus on issues affecting the most vulnerable city residents. The two goals to fulfill this focus area include:

1. Increase annual revenue growth by 3-5% by the end of fiscal year 2022
2. Explore and implement methods to address homelessness, mental health, and affordable housing

To achieve these goals, the City will:

- Continue to advocate for Fort Huachuca mission expansion and infrastructure growth
- Expand intergovernmental service agreements and partnerships that support the Fort's missions, create revenue, and take advantage of economies of scale
- Evaluate opportunities for business incubation where feasible
- Partner with local organizations to develop and implement a plan to encourage local shopping
- Seek partnerships with higher education institutions to enhance workforce development efforts
- Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer
- Explore homelessness, mental health issues, and affordable housing obstacles, and identify partners and plans to address these issues, under Council direction, where feasible



Enjoy

Sierra Vista is already a great place to call home, thanks to its year-round, temperate climate and abundant, easily accessible outdoor activities like hiking and bicycling. In order to provide a variety of recreation opportunities—especially ones that will attract overnight visitors—over the next two years, we set the following goals:

1. Increase public participation in community events by 25%
2. Increase sports tourism revenue by \$1 million annually
3. Record at least 1,000 positive mentions across social media platforms by the end of 2020

To reach these goals, we will:

- Take a critical look at community and cultural events for fit, diversity, draw, and potential partners, then realign our strategy to increase public participation in events
- Evaluate potential locations to build a venue for large, outdoor events, then draft a plan for future implementation
- Evaluate park space in the historic West End with an eye on creating small event venues
- Complete the master plan for the Sierra Vista Sports Complex
- Create a plan to fully utilize the Rothery Center's recreational properties, and implement improvements
- Redevelop the event permitting process
- Develop a catalog of projects to fund using crowdsourcing



Extraordinary Skies.
Uncommon Ground.



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