

MEMORANDUM

May 19, 2023

TO: Honorable Mayor and Members of City Council
THRU: Charles P. Potucek, City Manager
FROM: Victoria Yarbrough, Assistant City Manager
SUBJECT: Draft FY2024-2025 strategic plan documents

Council is receiving two documents regarding the draft FY2024-2025 strategic plan – the file titled ‘Sierra Vista 2023 Retreat doc’ is the file received from the consultant with the redlines and notes from the retreat. The file titled ‘Sierra Vista FY24-25 Strategic Plan draft’ is the file I edited to create coherence and complete sentences.

I am sending both to you so you can compare what was sent after the retreat to the updates I have made to ensure what I captured is what you want to see in your final plan. There is no set timeline to approve the strategic plan; it’s finished whenever there is consensus that Council has a final plan.

Sierra Vista FY2024-2025 Draft Strategic Plan

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.

Sierra Vista
FY2024-2025
Draft Strategic Plan

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.

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.

Priority 3: Maintain a strong bond rating and general fund reserves.

Priority 4: Effectively plan for and manage water resources.

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

Priority 5: Explore and leverage resources for identifying additional grant and funding opportunities.

Initiative: Continue pursuit of state and federal grants.

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

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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.

Initiative 7.1: Expand the Fry Boulevard streetscape.

Initiative 7.2: Prioritize abatements and reducing the vacancy rates in older and abandoned buildings.

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

Priority 8: Conduct effective marketing efforts.

Initiative 8.1: Promote the development of the West End Entertainment District.

Initiative 8.2: Continue to fund and promote the West Sierra Vista Partnership Program.

Priority 9: Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.

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

Initiative 10.1: Evaluate strategies for engaging Economic Development stakeholders.

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

Sierra Vista
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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.

Initiative: Evaluate disc golf course options.

Priority 12: Increase reach of community events both in person and virtual.

Priority 13: Prioritize implementation of the Parks Master Plan.

Initiative: Construct Roadrunner Park.

Priority 14: Continually evaluate facility needs.

Initiative 14.1: Evaluate/study the implementation of a municipal court.

Initiative 14.2: Evaluate and consider Visitors Center and Museum options.

Initiative 14.3: Design and develop the Fab Avenue property.

Initiative 14.4: Conduct a feasibility study for a regional convention center.

Initiative 14.5: Evaluate and determine OYCC replacement options.

Priority 15: Maintain properly staffed city departments.

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

Initiative: Develop a Transit master plan.

Priority 17: Continually improve the image and aesthetics of the city.

**Sierra Vista
FY2024-2025
Draft Strategic Plan**

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.

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

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

Priority 21: Strive to simplify digital access to city processes and information.

Sierra Vista 2023 Retreat Working Document

The Mission Statement

The Mission Statement describes what the organization needs to do now to achieve the vision. The current Vision Statement for the city is:

~~"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."~~

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 ~~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.

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.

Goal Emphasis/Priority/Principle/bp 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.

2: Continue to explore best methods used to reduce or mitigate unfunded liabilities for the City's Arizona State Retirement System and Public Safety Personnel Retirement System.

3: Maintain a strong bond rating and general fund reserves.

4: Effectively plan for and manage water resources.

5: Explore and leverage resources for identifying additional grant and funding opportunities.

Ignite: Economic Development and Community Prosperity

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

1: Enhance and improve **infrastructure that supports** Economic Development ~~infrastructure.~~

2: ~~Increase and implement~~ **Conduct** effective marketing efforts.

3: Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.

4: **Active engagement of** economic development stakeholders **(current and future businesses).**

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.

1: Continue to pursue ~~Increase sports tourism~~ **activities** that increase revenues. ~~by \$3M over the next 2 years.~~

2: Increase reach of community events both in person and virtual.

3: Implement ~~Fully fund~~ the Parks Master Plan ~~over the next 10 years.~~

4: Continually evaluate ~~future~~ facility needs.

5: Maintain properly staffed city departments including, ~~but not limited to public safety to provide citizens with exceptional service and safety.~~

6: Continually improve the current levels of service in programs, services, and amenities provided by Sierra Vista.

7: Continually improve the image and aesthetics of the city. ~~form, function, and character of the built environment of Sierra Vista.~~

Include: Citizen Engagement

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

1: ~~As the media landscape is changing, we will~~ Continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.

2: ~~Increase City Council appearances/engagements capabilities and resources to~~ expand the communication reach and impact of the city.

3: Continue to leverage departmental engagement with the community for improved citizen connections.

4: Strive to simplify digital access to city processes and information.

Current Projects Identified in 2023 Surveys

Current Projects	Focus Area (and location in former plan)
Continue to Fund West End Incentive Programs	Ignite, Goal 6.b.iv.
Develop Strategies to reduce/mitigate PSPRS underfunding	Invest, Goal 2
Target and Pursue State and Federal Grants	Invest, Goal 5
Support CCRN Projects	Invest, Goal 4
Evaluate Strategies for Engaging Econ Dev Stakeholders	Ignite: Economic Development and Community Prosperity
Continue to Fund West End Incentive Programs	Ignite, Goal 6.b.iv.
Expand the Fry Boulevard Streetscape	Ignite, 6.b.
Address Old and Abandoned Buildings	Ignite, 6.c.
Promote Development of Arts and Entertainment District	Ignite, Goal 6.b.iii
Prioritize Implementation of Park Master Plan	Innovate, Goal 10.d

Proposed Projects

Proposed Project	Focus Area	Include in Strategic Plan
Establish Funding Agreements with Fort Huachuca to support environmental projects	NA	NO
Evaluate EV for City Fleet	INVEST	YES/NO
Acquisition of Fort's 203 Acres near the Airport	IGNITE	YES
Evaluate/Study the implementation of a local court (JP5)	INVEST	YES
Promote Expansion of Local Colleges	IGNITE	NO
Develop Business Start Up/ Expansion Communication	IGNITE	NO
Construct Road Runner Park	INVEST	YES
OYCC Replacement Options	INNOVATE	YES
Enhance Virtual Platform Surveys	INCLUDE	NO
Evaluate Effectiveness of Current Citizen Engagement	INCLUDE	NO
Increase Online services for Citizens to Access	INCLUDE	NO
Update the Plan for Prosperity (ED plan)	IGNITE	NO

Vistor's Center - Museum Options	INNOVATE	YES
Fab Ave Property	INNOVATE	YES
DISC golf options	INNOVATE	YES
Feasibility Study for Regional Convention Center	INNOVATE	YES
Process Improvement Program Development	INVEST	YES
Transit Options study	INNOVATE	YES