

June 15, 2023

MEMORANDUM TO: Honorable Mayor and City Council
THRU: Charles P. Potucek, City Manager
FROM: Victoria Yarbrough, Assistant City Manager
SUBJECT: Request for Agenda Item Placement
Resolution 2023 – 052, Approving the FY2024-FY2025
Strategic Plan Framework

Recommendation:

The City Manager recommends approval.
The Assistant City Manager recommends approval.

Background

In 2007, the City Council adopted its first iteration of “Our Future Vistas” Strategic Leadership Plan, a document outlining the Council’s 20 year vision, strategic focus areas, goals, and two-year objectives. Since then, the City Council has met every two years to develop a new plan, which is then used by City staff to set the goals, priorities and budget for each fiscal year.

In March, the Council and senior management team met with facilitators to develop the new strategic plan for FY2024-FY2025.

The updated plan reaffirms goals and accompanying actions under the following focus areas:

- Invest: Responsible Stewardship
- Ignite: Economic Development and Community Prosperity
- Innovate: Quality of Life
- Include: Citizen Engagement

Within these focus areas, the Council identified 21 priorities for action over the coming two years. The priorities will be assigned to key staff who will be tasked with creating an action plan that will insure completion by June 30, 2025.

Once approved, the new strategic plan framework will be reflected within the upcoming budget, added to the city's website, and incorporated into departmental work plans. In addition, staff will communicate the plan to the City staff, boards and commissions, as well as key community, regional and state leaders. Status reports will continue to be provided to the Council every six months.

Fiscal Impact

This plan will direct the allocation of resources within each budget annually.

RESOLUTION 2023-052

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; APPROVING THE FY2024-FY2025 CITY COUNCIL STRATEGIC PLAN FRAMEWORK; AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY, OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS, TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS RESOLUTION.

WHEREAS, the City has developed a number of plans designed to set short and long-term visions for the future of Sierra Vista; and

WHEREAS, the Mayor and City Council desired to take those plans and build upon them by developing the City's first, formal strategic plan to promote strategic leadership and performance and guide the community into the future; and

WHEREAS, each adoption of the City Council strategic leadership plan since 2007 included a variety of goals and objectives designed to set the priorities of staff and resources each fiscal year; and

WHEREAS, eight versions of the City Council strategic leadership plan have been successfully implemented to date, and the City Council has now met to develop the next iteration that reflects the near-future priorities of the community; and

WHEREAS, this plan is not designed to be a rigid blueprint to be put on the shelf, but rather a living and flexible guideline designed to assist the Mayor and Council and the entire community focus limited resources on making Sierra Vista the very best it can.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, AS FOLLOWS:

Section 1

The Mayor and City Council hereby restates its established policy approving a strategic plan for the City of Sierra Vista.

Section 2

That the Mayor and City Council hereby approve the FY2024-FY2025 City Council Strategic Plan Framework attached hereto and made a part hereof by this reference.

Section 3

That the City Manager, City Clerk, City Attorney, or their duly authorized officers and agents are hereby authorized and directed to take all steps necessary to carry out the purposes and intent of this resolution.

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 22ND DAY OF JUNE 2023.

Clea McCaa II
Mayor

Approval as to Form:

Attest:

Nathan Williams
City Attorney

Jill Adams
City Clerk

Prepared by:
Victoria Yarbrough, Assistant City Manager



Sierra Vista

FY2024-FY2025

Strategic Plan

Created: March 2023

Sierra Vista FY2024-2025 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 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.

Sierra Vista FY2024-2025 Strategic Plan

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 FY2024-2025 Strategic Plan

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.

Initiative 12.1: Develop a special event policy.

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

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.

**Sierra Vista
FY2024-2025
Strategic Plan**

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

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.