

STRATEGIC LEADERSHIP PLAN



FY 2024 - 2025
CREATED: March 2023





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.

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.





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.

Focus Areas

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.

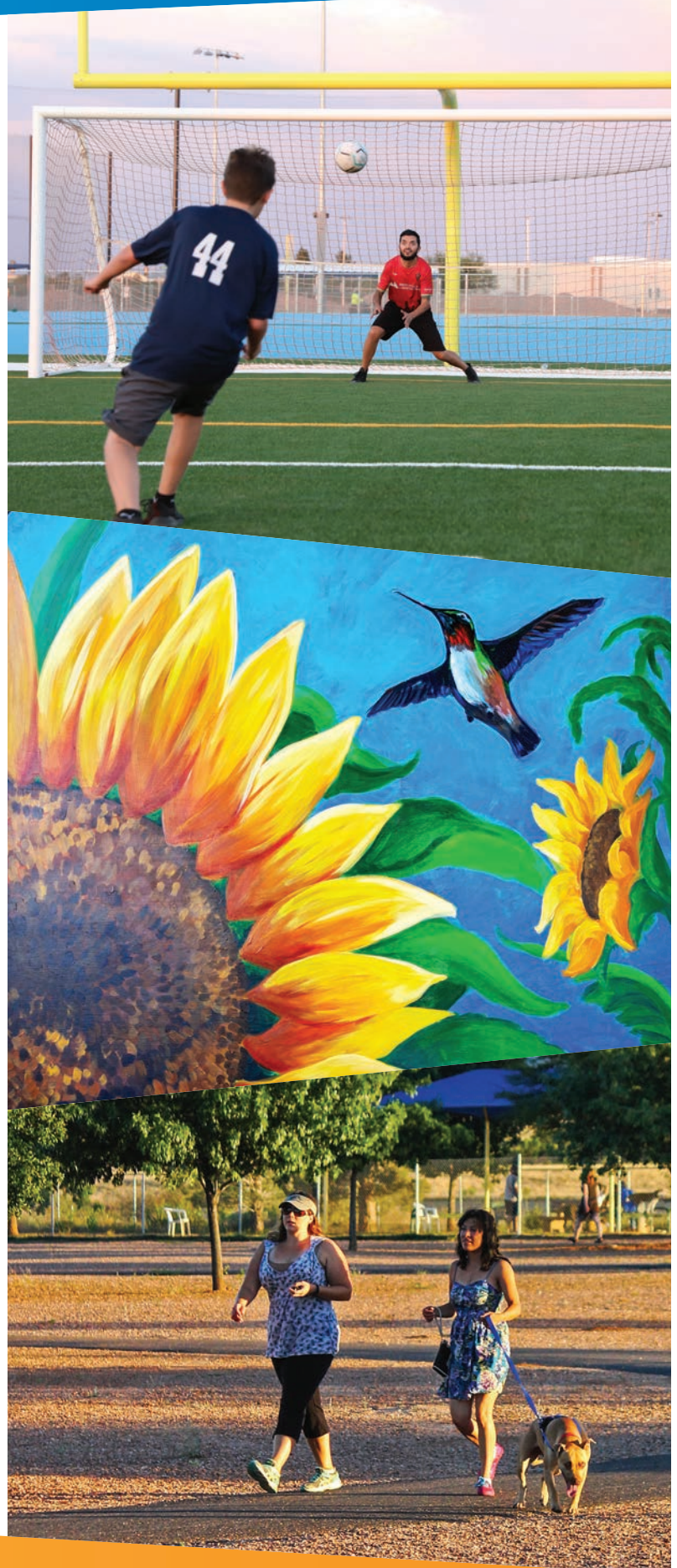
INITIATIVE 14.5: Evaluate and determine OYCC replacement options.

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.

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.



City Council

Clea McCaa II, *Mayor*

Carolyn Umphrey, *Mayor Pro Tem*

William Benning, Gregory L. Johnson,
Angelica Landry, Marta Messmer,
Mark Rodriguez

City of Sierra Vista

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Sierra Vista
A R I Z O N A

**EXTRAORDINARY SKIES.
UNCOMMON GROUND.**



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