

2020

# CITY OF PRESCOTT STRATEGIC PLAN



## **Vision:**

To be the premier community in the Southwest

## **Mission:**

We will embrace our unique past, maximize our current opportunities, and be a catalyst for our future prosperity.

**Goal #1: Stabilize the General Fund, continue supporting the market compensation plan, and provide adequate and stable funding and flexibility to maintain a balanced budget as required by the Charter**

Objectives:

1. Continue to stabilize the General Fund

Strategy:

- Consider hiring a grant writer for the City to apply for and obtain greater grant funding

2. Retire the PSPRS unfunded liability based on FY17/18 actuarial, administrative, and financial assumptions as soon as possible.

Strategies:

- Use the dedicated sales tax of .75%
- Seek state assistance

3. Monitor Legislative Actions

Strategies:

- Make impact fees adjustments (time constraints, operations expenses, simplify process, expand purposes)
- Revenue/expense flexibility
- Continue to monitor compliance of sales tax remittance from vacation rental websites and online remote sellers (WayFair decision)
- Further assess the Section 115 Trust option for pension costs

**Goal #2: Economic Development** – providing an environment to enable prosperity and job/career creation

Drivers: tourism, medical, government, education, growth, aviation/aerospace, supply chain industries, high-tech, and cyber security

Objectives:

1. Take better advantage of community assets

Strategies:

- Maximize revenues at existing city-owned/operated locations (airport, golf course, etc.) by seeking reasonable market rate for leases/services, and enforcement of collection of delinquencies.
- Explore strategies with academic/trade institutions to build future workforce capabilities
- Encourage business/industry partnerships with local colleges and universities to encourage innovation and student retention for employment, including the creation of a Center for the Future

Tactic: Ensure Aviation's continued presence and location in Prescott as well as the associated supply-chain

2. Utilize a regionalization approach to support necessary airport and airpark growth and development

Strategies:

- Seek Federal, State and Arizona Commerce Authority financial support for current and future airport development.
- Encourage private development at the airport and surrounding areas, in keeping with the airport master plan, public disclosure map, and grant assurances.
- Work with neighboring jurisdictions to seek compatible land uses and reduce non-compatible encroachment around the airport.
- Support future commercial air service growth and airport safety by:
  1. Constructing the new airport passenger terminal
  2. Lengthening the main commercial service runway to address commercial air carrier weight restrictions and relocating Taxiway "C" and eliminating safety "hotspots", to meet FAA standards for aircraft separation and airfield safety

3. Continue to monitor a moderate, healthy, and sustainable rate of growth to act as a renewal of the City and to support the local economy

**Goal #3: Quality of Life** – create a community of well-being, a clean and safe city that provides superior essential services and enhances opportunities that allow for retention and attraction of people who want to live, learn, work, and play in Prescott

Objectives:

1. Natural Resource Preservation and Conservation – Engage in cooperative efforts with political entities, subdivisions, and private property owners to work to assure the preservation and conservation of our natural resources

Strategies:

- Preserve the Arizona Groundwater Management Act
- Support conservation measures to maximize water availability
- Acquisition of land for public ownership
- Conservation easements (hiking/biking)
- Clean water bodies
- Fire-wise communities
- Forest health

Other notes: accessible; preserve open space

2. Highly-Rated City Services – Perceived as and are (measurably) delivering efficient and effective services including transportation with improved flow, well-maintained streets, public safety, code compliance, water and wastewater services

Strategies:

- Consider traffic flow/traffic management
- Study public transit opportunities through political subdivision coalitions (CYMPO)
- Continue to work with State Legislature to restore HURF money

3. Cultural and Recreational Experiences – To facilitate intergovernmental agreements and public-private partnerships to provide opportunities for cultural and recreational experiences.

Tactics: Hilton Garden project, Granite Creek Corridor, ECHO Commission, Opportunity Zones

#### 4. Further promote well-being and enhance our vibrant community

##### Strategy:

- Create a commission on well-being

#### **Goal #4: Service-Oriented Culture** – Promote an accountable organizational culture of excellent/superior/solutions-driven service

##### Objectives:

1. Measurably promote excellent service delivery based on trustworthy, timely, problem-solving, engaging, valuable, accessible, actionable, fair, consistent, and common-sense service as permitted by existing resources and by effective use of those resources

##### Strategies:

- Continued customer service and other trainings
- Customer service feedback
- Performance measures from each department
- **Shared vision** culture among employees at all levels of departments

Other notes: culture of enforcement changed to culture of service and facilitation (attitude); seeking to have a culture of “yes”

2. Promote continuous process improvement which fosters better processes and procedures to improve customer service and provide quality services at the lowest possible cost to taxpayers.

##### Strategy:

- Foster a culture that encourages employee morale

Tactic: Commitment to the employee market compensation plan