

2018

CITY OF PRESCOTT STRATEGIC PLAN



Goal #1: Stabilizing the General Fund, continually supporting the market compensation plan, and providing adequate and stable funding and flexibility to maintain a balanced budget as required by the Charter

Objectives: 1. Stabilize General Fund

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

Tactics: Cash, flexible financing, state matching fund, communications plan

3. Legislative relief regarding PSPRS

Strategies:

- Make impact fees adjustments (time constraints, operations expenses, simplify process, expand purposes)
- Revenue/expense flexibility



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

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

Objectives: 1. Taking better advantage of community assets

Strategies:

- Generate revenues
- Explore strategies for technical trade, vocational, and other opportunities
- Form a technology incubation and innovation center

2. Explore regionalization of the airport

Strategies:

- Convene a Greater Yavapai Regional Airport Summit for potential stakeholders
- Seek federal assistance (FAA grants), state assistance (Commerce Authority, ADOT)

Tactics: bonding authority, transportation authority, airport authority; leverage business community to deliver message; salesmanship – public/private partnerships, airport, and industrial park

Members of potential authority:

Yavapai County
Prescott

Prescott Valley
Chino Valley

Dewey-Humboldt
Ashfork

Seligman

Prescott-Yavapai Indian Tribe (federal dollars)

ERAU

Forest Service (federal dollars)

Other notes:

Larger tax base = reduced individual cost

3. Build a destination passenger terminal and other amenities such as a restaurant and conference meeting space; lengthen the runways

4. Secure reliable commercial essential air service

Strategies:

- Move to regional jet service



Goal #3: Quality of Life – 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:

- 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 but not limited to transportation with improved flow, well-maintained streets, public safety, code enforcement, water and wastewater services

Strategies:

- Consider traffic flow/traffic management
- Study public transit opportunities through political subdivision coalitions (CYMPO)
- Work with State Legislature to free up HURF money

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



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 training
- Customer service feedback/survey kiosks
- 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 (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.

Strategies:

- Include employee’s contribution to improved service levels on employee evaluations
- Foster a culture that encourages employee morale

Tactics: Commitment to the employee market compensation plan

An effective communications plan will be incorporated as a tactic for each of the goals, objectives, and strategies.

