

2021

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 and ensure the \$1M per year for PSPRS is included in the annual state budget

3. Monitor Legislative, State Executive, and other Political Subdivision 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)
- Prepare to receive funding for city needs by having “shovel-ready” infrastructure projects
- Take a leadership role in forming local partnerships to seek infrastructure and other funding

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 opportunities for private sector businesses, especially the visitor industry
- Maximize economic opportunities at existing city-owned/operated locations (airport, golf course, etc.) by seeking reasonable and appropriate rates 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 the K-12 community, local colleges and universities to encourage innovation and student retention for employment, including the support of the Center for the Future
- Ensure aviation, aerospace, defense and high-tech companies' new and continued presence in Prescott as well as the associated supply-chain

2. Utilize established regional commonalities to support necessary airport and airpark growth and development, and sewer, water, and other transportation infrastructure growth and development

Strategies:

- Plan regional road infrastructure needs in collaboration with CYMPO and ADOT to determine estimated costs for these projects over the next 5-10 years in order to be prepared for potential state and federal infrastructure funding
- Seek Federal, State and Arizona Commerce Authority financial support for current and future airport development.
- Creation of compatible zoning around the airport, in collaboration with neighboring jurisdictions, to bolster industry and business growth, job creation, and sales tax revenues and updating the Airport Area Specific Plan and Land Development Code to eliminate the potential for incompatible residential encroachment.
- Evaluate land-use planning and the placement of utility infrastructure to incentivize compatible land use around the airport

- Support future commercial air service growth and airport safety by:
 1. Taking necessary steps (fiscal, environmental, land acquisition, design, construction) needed for future commercial service runway extension, as well as Aircraft Rescue Firefighting (ARFF), snow removal equipment and operations facility
 2. Engaging with USFS for possible strengthening of runway and FAA ATO (possible air traffic control tower move) to support the runway extension project
 3. Completing the relocation of Taxiway “C” to assure optimal airfield safety
 4. Ensuring appropriate ingress/egress to new airport terminal

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: Granite Creek Corridor, ECHO Commission, Opportunity Zones, a regional park in and near the Dells in partnership with other jurisdictions, evaluate the feasibility of providing a municipal swimming pool

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

Strategy:

- Promote broad delivery of COVID-19 vaccines

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 experience 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
- Carry out the co-location of city facilities

Tactic: Commitment to the employee market compensation plan