

2022

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: Maintain a Stable General Fund.

Objectives:

1. Continue supporting the market compensation plan.
2. Provide adequate and stable funding and flexibility to maintain a balanced budget as required by the City Charter.
3. Monitor the City's PSPRS unfunded liability status to ensure that past issues don't occur.
4. 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%.
 - Evaluate the elimination of the sales tax in fiscal year 2023.
 - Seek state assistance and ensure the \$1M per year for PSPRS is included in the annual state budget.
5. Monitor Legislative, State Executive, and other Political Subdivision Actions.

Strategies:

- Seek adjustments to impact fees to allow for more local control (time constraints, operations expenses, simplify process, expand purposes).
- Maintain the City's ability to manage its revenues and expenses at the local level.
- Continue to monitor compliance of sales tax remittance from and other allowable regulatory municipal functions for vacation rentals.
- 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.
- Continue to establish multiple-jurisdictional partnerships to achieve legislative, executive, and political subdivision actions.

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 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

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

Strategies:

- Establish and review quantitative data regarding growth at least annually utilizing federal, state, and local data to track the number of jobs, number of residences, and the population in Prescott.

Goal #3: Airport - an airport which is preserved, dynamic, and has the capacity to accommodate current and future needs.

Objectives:

1. Protect the airport from encroachment by development that would impede its airspace.

Strategies:

- Create compatible zoning around the airport in collaboration with neighboring jurisdictions.
 - Evaluate land-use planning and strategic land position and the placement of infrastructure to incentivize compatible land use around the airport.
 - Bolster industry and business growth, job creation, and sales tax revenues.
 - Update the Airport Area Specific Plan, Airport Master Plan, Airport Layout Plan, and Land Development Code to reduce the potential for incompatible residential encroachment and to support future airport evolution.
2. Acknowledge and better utilize regional commonalities to support necessary airport and airpark growth and development.
 3. Seek federal, state, and regional financial support for current and future airport development.
 4. Support future commercial air service growth.
 5. Support airport safety.

Strategies:

- Take steps (fiscal, environmental, land acquisition, design) toward constructing a commercial runway extension.
- Explore future locations for the Aircraft Rescue Firefighting Facility, Snow Removal Facility, and the Air Traffic Control Tower.
- Assure user-friendly access and roadway guidance to the new terminal.

Goal #4: Quality of Life – create 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. Establish several methods to ensure funding and other mechanisms to create a park in or near the Dells.

Strategy:

- Evaluate whether the park needs to be a state, regional, or city park.

2. Evaluate, within the calendar year, the feasibility and establishment of an ongoing, dedicated funding mechanism for the purchase of open space in Prescott.

3. Continue to monitor legislation affecting sober living homes.

4. Assess, within the calendar year, the vulnerabilities of environmental impacts that could affect the City.

5. 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.
- Conservation easements (hiking/biking).

6. 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.

7. Plan and budget to improve response times and additional, necessary facilities for first responders.

Strategy:

- Ensure effective recruitment and retention of first responders.
- Evaluate, within the calendar year, the feasibility and establishment of an ongoing, dedicated funding mechanism for the funding of police and fire capital and operational needs.

8. Improve planning, budgeting, and management of the traffic flow, traffic enforcement, and pedestrian interface within the City.

9. Cooperate with the state to improve traffic flow on state highways in City limits (Highways 89 and 69).

Strategies:

- Study public transit opportunities through political subdivision coalitions (CYMPO).
- Continue to work with State Legislature to restore HURF money.

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

Strategies:

- Plan to expand library services in north Prescott.
- Improve eco-tourism.

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

Goal #5: Service-Oriented Culture – Promote an accountable organizational culture of excellent/superior/solutions-driven service by the Mayor, Council, and City staff.

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.

3. Dispose of City real property assets that will go towards paying down the internal loan for the new City Hall.

Goal #6: Establish a Charter Review Commission to make recommendations to the Council to determine which Charter adjustments will go to the voters.