

2019

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. Continue to stabilize the 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. Monitor Legislative Actions

Strategies:

- Make impact fees adjustments (time constraints, operations expenses, simplify process, expand purposes)
- Revenue/expense flexibility
- Continue to monitor and support sales tax remittance from vacation rental websites and online remote sellers (WayFair decision)

Tactics: Closely watch Prop 126 definitions, outcomes, potential court proceedings



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
- Partner with ERAU on creating the Center for the Future (incubation/innovation)

2. Utilize a regionalization approach to attain financial stability for airport development

Strategies:

- Seek federal assistance (FAA grants), state assistance (Commerce Authority, ADOT)

Tactics: Leverage catchment area of the market

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

4. Expand and enhance current commercial essential air 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 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
- Support statewide hands-free driving legislation
 - Tactics: Evaluate signage around the city to communicate more effectively

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



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
- 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.

