



CITY OF COTTONWOOD STRATEGIC PLAN

2021-2023



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OUR VISION

The City of Cottonwood strives to maintain a uniquely desirable and sustainable community.

We are unique because of our people, our grand natural resources, public amenities, leadership, diversity, and home town atmosphere.

We will continue to conserve, preserve and manage our precious resources, including the Verde River and its unique riparian habitat.

We will enhance our position as the economic center for the Verde Valley, providing retail, medical services, education, transportation, recreation, and tourism.

The City of Cottonwood provides leadership and solutions to ensure a prosperous community where a diversity of people and nature thrive.





OUR TAGLINE

YOU ARE WELCOME HERE

OUR BRAND

THE HEART OF
ARIZONA WINE COUNTRY





OUR MISSION
INSPIRING A
VIBRANT COMMUNITY



STRATEGIC DIRECTIONS





FOSTER SUSTAINABLE GROWTH AND DEVELOPMENT



1 FOSTER SUSTAINABLE GROWTH AND DEVELOPMENT



Cottonwood will provide opportunities for our residents and local businesses to ensure the city's economic future, vitality and diversity.

Key Priorities

- Economic Development
- Housing
- Airport
- Tourism
- Branding
- Workforce Development
- Annexation

1.1 GUIDING PRINCIPLE: FOCUS ON BUSINESS RETENTION - provide more proactive support, resources, and training for small, local businesses.

STRATEGIC INITIATIVES:

- 1.1.1.** Provide the business community with information that enhances their ability to navigate challenging business realities. (TED)
- 1.1.2.** Coordinate Shop Local programs and marketing efforts. (TED)
- 1.1.3.** Implement new support programs for Spanish-speaking businesses. (TED) (FY 22)
- 1.1.4.** Provide or coordinate educational programs on a quarterly basis for small businesses. (FIN, TED, PUR, CD)
- 1.1.5.** Utilize local financial institutions for some City reserves and savings. (FIN) (FY 21)
- 1.1.6.** Expand partnerships with community partners who help local businesses succeed. (TED) (FY 22)
- 1.1.7** Identify grants to fund the beautification of streets and neighborhoods to include Main Street. (TED, PW, CD)

1.2 GUIDING PRINCIPLE: START AND END WITH "THE CITY IS OPEN FOR BUSINESS."
STRATEGIC INITIATIVES:

- 1.2.1.** Implement formal strategies that enable staff to FIND the YES. (All Departments)
- 1.2.2.** Identify a single point of contact for businesses interfacing with the City. (TED, CD) (FY 21)
- 1.2.3.** Streamline business registration and other City processes. (CD, CRB, P&Z, Council) (FY 22)
- 1.2.4.** Implement an online permit program. (CD, IT) (FY 22)
- 1.2.5.** Conduct updated customer service training every two years. (CM, HR, P&R) (FY 23)
- 1.2.6.** Implement online purchasing for Transit Fare cards. (TR, FIN, IT) (FY 22)
- 1.2.7.** Invest resources and time in upgrading the City's website to be user friendly, transparent, and easy to maintain. (IT) (FY 22)

1.3 GUIDING PRINCIPLE: SUPPORT OUTDOOR ECONOMICS.
STRATEGIC INITIATIVES:

- 1.3.1.** Prioritize City resources on outdoor events and programming. (P&R) (FY 22 & 23)

1.3.2. Maintain, improve, and develop the City's trails system. (P&R, CD, PW) (FY 22 & 23)

1.3.3. Implement a geocaching program. (P&R) (FY 22)

1.3.4. Produce paper and digital trail maps. (P&R, CD, TED, IT) (FY 21)

1.3.5. Promote the Mingus Mountain hang-gliding launch site. (TED, P&R) (FY 22)

1.3.6. Host disc golf programming and competitions. (P&R) (FY 22 & 23)

1.3.7. Support community partners and their outdoor activities and events. (P&R, TED)

1.3.8. Support astronomy events that highlight the City's International Dark Sky Community designation. (TED, CD, P&R)

1.4 GUIDING PRINCIPLE: EVALUATE OPPORTUNITIES FOR ANNEXATION.

STRATEGIC INITIATIVES:

1.4.1. Provide education on the process and potential outcomes of annexation to interested property owners. (CD) (FY 22)

1.4.2. Annex land in support of state parks. (CD)

1.4.3. Evaluate smaller annexation areas that enhance connectivity with city boundaries and services. (CD)

1.4.4. Assess potential annexation of state land along SR 89A and SR 260. (CD) (FY 22)

1.4.5. Evaluate potential expansion of infrastructure and services into potential annexable areas. (U, TED, CD) (FY 23)

1.5 GUIDING PRINCIPLE: SUPPORT EDUCATIONAL INSTITUTIONS AND ORGANIZATIONS ENGAGED IN WORKFORCE DEVELOPMENT.

STRATEGIC INITIATIVES:

1.5.1. Strengthen the City's internship opportunities with Northern Arizona Council of Governments, Mingus Union High School, and Yavapai College. (HR)

1.5.2. Partner with business community stakeholders to identify and implement workforce development solutions. (TED) (FY 22)

1.5.3. Connect Northern Arizona University mentorship program with regional

partners to identify internships that lead to permanent employment. (HR, TED) (FY 22)

1.5.4. Create and market the Library Digital Media Lab to provide technology to local businesses and teens by offering graphic design, website, social media, podcasts assistance, and education. (LIB) (FY 22)

1.6 GUIDING PRINCIPLE: CONTINUE WITH CURRENT MARKETING AND TOURISM DIRECTION.

STRATEGIC INITIATIVES:

1.6.1. Market Parks & Recreation events and programs that align with the City's economic development priorities to a wider audience. (P&R)

1.6.2. Design, launch and evaluate the new Visit Cottonwood website. (TED) (FY 21)

1.6.3. Launch a retargeting online campaign to attract additional demographics to the City's tourism website. (TED) (FY 22)

1.6.4. Refine relationship with the Chamber of Commerce as it relates to marketing responsibilities. (CM, TED) (FY 22)

1.6.5. Develop seasonal itinerary programs for business writers, travel bloggers, and tourists. (TED) (FY 23)

1.6.6. Track tourism and economic development outcomes by researching and monitoring the hotel/motel and short-term rental revenues. (FIN, TED) (FY 22)

1.7 GUIDING PRINCIPLE: CREATE ORGANIZATIONAL FLEXIBILITY IN SUPPORT OF LOCAL BUSINESSES AND HOUSING.

STRATEGIC INITIATIVES:

1.7.1. Conduct annual needs assessment survey of local businesses. (TED) (FY 22)

1.7.2. Develop an action plan to evaluate and implement the results of the business needs assessment. (TED) (FY 23)

1.7.3. Evaluate and amend the Zoning Ordinance to ensure flexible land-use requirements. (CD, Council) (FY 22)

1.7.4. Create Historic Design Guidelines for an established historic district in the Old Town area. (CD) (FY 22)

1.7.5 Adopt pre-approved single-family residential home plans as an option for residents and home builders. (CD) (FY 21)

1.8 GUIDING PRINCIPLE: PROMOTE SUSTAINABLE TOURISM.

STRATEGIC INITIATIVES:

- 1.8.1.** Host a Tourism Information booth at community events. (P&R, TED)
- 1.8.2.** Host and maintain a public calendar of events that entices visitors to return. (TED, P&R, IT, ACM) (FY 22)
- 1.8.3.** Collaborate with neighboring communities to develop marketing strategies that encourage respect for our environment and natural resources. (TED) (FY 22)
- 1.8.4.** Implement a balanced approach to tourism while there are still pandemic health concerns. (TED, CM)
- 1.8.5.** Expand the transit system to include a regional "Wine Line," servicing riders visiting local tasting rooms and wineries. (TRT, FIN) (FY 22)

1.9 GUIDING PRINCIPLE: EXPLORE MORE DIVERSITY IN HOUSING SOLUTIONS.

STRATEGIC INITIATIVES:

- 1.9.1.** Pursue the development of a regional housing authority. (CD, CM, FIN) (FY 22)

1.9.2. Explore opportunities to provide incentives for the development of housing. (CD, CM) (FY 21)

1.9.3. Explore opportunities to work with non-profits to develop workforce housing. (CD, DCM, TED)

1.9.4. Complete the Verde Valley Regional Housing Study and develop an action plan to address identified issues. (CM, CD, TED, DCM) (FY 22)

1.10 GUIDING PRINCIPLE: THE AIRPORT IS AN ECONOMIC DRIVER.

STRATEGIC INITIATIVES:

- 1.10.1.** Develop and promote the airport as an aviation hub for travel and tourism. (AP, TED) (FY 22)
- 1.10.2.** Encourage aviation-related development at the airport. (AP, TED)
- 1.10.3.** Create a welcoming environment that attracts students, instructors, and aviation experts. (AP)
- 1.10.4.** Encourage training young aviators and provide an aviation mentoring program for future aviation administrators, aviators, and educators. (AP) (FY 22)
- 1.10.5.** Host community events at the airport. (AP) (FY 22)





2

ENSURE OUR QUALITY OF LIFE



2 ENSURE OUR QUALITY OF LIFE



Cottonwood will commit resources to improve the quality of life of our community.

Key Priorities

- Parks & Trails
- Awareness & Education
- Events
- Citizen Engagement
- Police & Fire

2.1 GUIDING PRINCIPLE: HOST AND SUPPORT EVENTS CONSISTENT WITH OUR BRAND.

STRATEGIC INITIATIVES:

- 2.1.1.** Develop and host a signature wine-themed event. (TED, P&R, DCM) (FY 22)
- 2.1.2.** Create a marketing standards guide. (P&R, TED) (FY 22)
- 2.1.3.** Include the wine industry in appropriate Parks & Recreation events. (P&R)
- 2.1.4.** Assess potential improvements to the current Thunder Valley Rally format. (P&R) (FY 22)
- 2.1.5.** Host or support a community artist and wine event. (CC, P&R) (3rd Qtr. FY 22)

2.2 GUIDING PRINCIPLE: OFFER AWARENESS AND EDUCATIONAL PROGRAMS FOR RESIDENTS.

STRATEGIC INITIATIVES:

- 2.2.1.** Assist or coordinate local non-profit efforts to reduce/eliminate redundancies. (DCM, LIB, P&R) (FY 21)
- 2.2.2.** Increase American Red Cross educational offerings. (P&R) (FY 22)
- 2.2.3.** Increase "Learn To Swim" opportunities to include winter lessons. (P&R) (FY 22)

- 2.2.4.** Enhance the Bike Rodeo and Bicycle Safety Awareness Program. (P&R) (FY 22)

- 2.2.5.** Host a "Kids at Hope Town Hall." (P&R) (FY 22)

- 2.2.6.** Engage community stakeholders with "Fire-Wise" information to promote resilience and sustainability. (FD) (FY 22)

- 2.2.7.** Expand public safety and educational programs. (FD) (FY 22)

2.3 GUIDING PRINCIPLE: ENHANCE PARTNERSHIPS WITH COMMUNITY GROUPS TO IMPROVE PARK FACILITIES.

STRATEGIC INITIATIVES:

- 2.3.1.** Partner with community groups to help develop, clean, and maintain trails. (P&R, DCM, CD) (FY 22)
- 2.3.2.** Create an "Adopt a Park" program that allows civic groups the opportunity to service dedicated City parks. (P&R) (FY 22)
- 2.3.3.** Create an "Adopt a Trail" program that allows civic groups to maintain a dedicated trail. (P&R) (FY 22)
- 2.3.4.** Work with community partners to assist with the purchasing and installation of additional playground equipment. (P&R, PW) (FY 22)
- 2.3.5.** Work with community partners to improve the City's hockey rink and skate

park. (P&R, DCM) (FY 23)

2.4 GUIDING PRINCIPLE: ENCOURAGE AND DEVELOP COMMUNITY PRIDE.

STRATEGIC INITIATIVES:

- 2.4.1.** Implement a community pride program for City employees. (CM, HR) (FY 22)
- 2.4.2.** Continue to foster community involvement in local events. (P&R)
- 2.4.3.** Launch a "You are Welcome Here" campaign targeting both residents and visitors. (TED) (FY 22)
- 2.4.4.** Collaborate with local artists to make the library a reflection of our community's expression. (LIB) (FY 22)
- 2.4.5.** Sponsor video/photo contests that celebrate life in Cottonwood and showcase entries in marketing products. (LIB, P&R, TED) (FY 22)
- 2.4.6.** Create a landscaping beautification recognition program. (CD, P&R) (FY 22)
- 2.4.7.** Increase event opportunities for city council members to engage directly with citizens in neighborhoods throughout the city. (CC, P&R, CD) (FY 22)
- 2.4.8.** Create a community recognition program for local leaders, volunteers, philanthropists, etc. (TED, CM) (3rd Qtr. FY 22)
- 2.4.9.** Introduce the community to local businesses, institutions, and destinations through free programming that educates, informs, and entertains. (LIB) (FY 22)

2.5 GUIDING PRINCIPLE: ENCOURAGE VOLUNTEERISM IN AREAS OF INTEREST THAT ARE CONSISTENT WITH OUR BRAND.

STRATEGIC INITIATIVES:

- 2.5.1.** Identify a method to have citizen involvement and/or oversite of the city's trails system. (P&R, CD, TED, PW) (FY 22)
- 2.5.2.** Implement a Parks & Recreation Volunteer program. (P&R) (FY 21)
- 2.5.3.** Create, maintain and promote a centralized web-based volunteer notice board. (LIB, P&R, IT) (FY 21)
- 2.5.4.** Promote City employee volunteerism. (HR) (FY 22)

2.5.5. Implement an "Adopt a Street" program. (PW) (FY 22)

2.6 GUIDING PRINCIPLE: SUPPORT SAFE NEIGHBORHOOD POLICIES AND PROGRAMS.

STRATEGIC INITIATIVES:

- 2.6.1.** Support and enhance the Police Department's Neighborhood Officer program. (PD) (FY 22)
- 2.6.2.** Implement a Police Community Outreach program improving interface with the homeless community and stakeholders to include service providers. (PD) (FY 22)
- 2.6.3.** Explore Drug Resistance Education and Domestic Violence Awareness Education with both Cottonwood Oak Creek School and MUHS. (PD) (FY 22)
- 2.6.4.** Assess feasibility of collaboration with residents with exterior web-enabled cameras to reduce crime in neighborhoods. (PD) (FY 22)
- 2.6.5.** Acquire Crime Analysis Module (Spillman Command Solutions) that incorporates public interface capability. (PD) (FY 22)
- 2.6.6.** Develop and implement Community Emergency Response Team (CERT) to promote community awareness, safety, and support for emergency response. (FD) (FY 22)
- 2.6.7.** Conduct Aircraft Rescue Firefighting (ARFF) training at the airport. (AP, FD) (FY 23)



2.7 GUIDING PRINCIPLE: SUPPORT THE CREATION OF THIRD SPACES FOR INCREASED SOCIALIZATION.

STRATEGIC INITIATIVES:

2.7.1. Provide monthly opportunities for community connections by utilizing the Cottonwood Recreation Event Hall or the Cottonwood Community Club House. (P&R) (FY 22)

2.7.2. Add new recreational opportunities to the Cottonwood parks system. (P&R) (FY 22)

2.7.3. Expand library capacity by creating outdoor seating areas for patrons to read, wait for the bus, or utilize the Wi-Fi. (LIB) (FY 23)

2.7.4. Develop and maintain a Fire Department Fuels Mitigation program to support “Fire-Wise” communities and City Parks & Recreation sites and facilities in coordination with Public Works. (FD) (FY 22)

2.8 GUIDING PRINCIPLE: BEGIN WORK TO

UPDATE THE CITY'S GENERAL PLAN.

STRATEGIC INITIATIVES:

2.8.1. Dedicate adequate resources to create a plan for updating the City's General Plan. (All Departments) (FY 23)





LEAD WITH ENVIRONMENTAL STEWARDSHIP



3 LEAD WITH ENVIRONMENTAL STEWARDSHIP



Cottonwood will actively work to ensure the sustainability of our natural resources in a manner that promotes the diverse use of and accessibility to our natural resources.

Key Priorities

- Water
- Land
- Preservation of Open Space
- Preservation of Local Natural Habitats

3.1 GUIDING PRINCIPLE: IMPLEMENT DIRECT POTABLE WATER REUSE.

STRATEGIC INITIATIVES:

3.1.1. Complete the feasibility assessment for modifying the Mingus Wastewater Treatment Plant to treat effluent to potable water standards for Direct Potable Reuse (DPR). (U)

3.1.2. Present results of Direct Potable Reuse (DPR) feasibility assessment and staff recommendations to City Council. (U) (FY 23)

3.2 GUIDING PRINCIPLE: PURSUE OPPORTUNITIES TO ACQUIRE SURFACE WATER RIGHTS.

STRATEGIC INITIATIVES:

3.2.1. Continue to explore and evaluate potential opportunities to acquire valid surface water rights. (U)

3.3 GUIDING PRINCIPLE: SUPPORT LOCAL PROGRAMS TO INCREASE A CULTURE OF CONSERVATION.

STRATEGIC INITIATIVES:

3.3.1. Continue funding the K-8th grade water conservation education program. (U)

3.3.2. Continue working with the Verde Natural Resource Conservation District Education Center to bring the Discovery Center to fruition. (U)

3.3.3. Continue to support "Project Wet" by providing funding assistance and resources for annual water festival. (U)

3.3.4. Re-examine various ordinances/ requirements in the Zoning Ordinance and Subdivision Ordinance to enhance minimum open space, landscaping, streetscape design, etc. (CD) (FY 22)

3.3.5. Partner with the Nature Conservancy to create and implement a stormwater management plan at the Cottonwood Public Library. (LIB) (FY 23)

3.4 GUIDING PRINCIPLE: MAXIMIZE THE INJECTION AND THE REUSE OF RECLAIMED WATER.

STRATEGIC INITIATIVES:

3.4.1. Complete the design, engineering and construction of the necessary infrastructure and begin injecting reclaimed water at the Mingus Wastewater Treatment Plant. (U) (FY 21)

3.4.2. Implement the use of reclaimed water at the Cottonwood Cemetery. (PW, U) (FY 22)

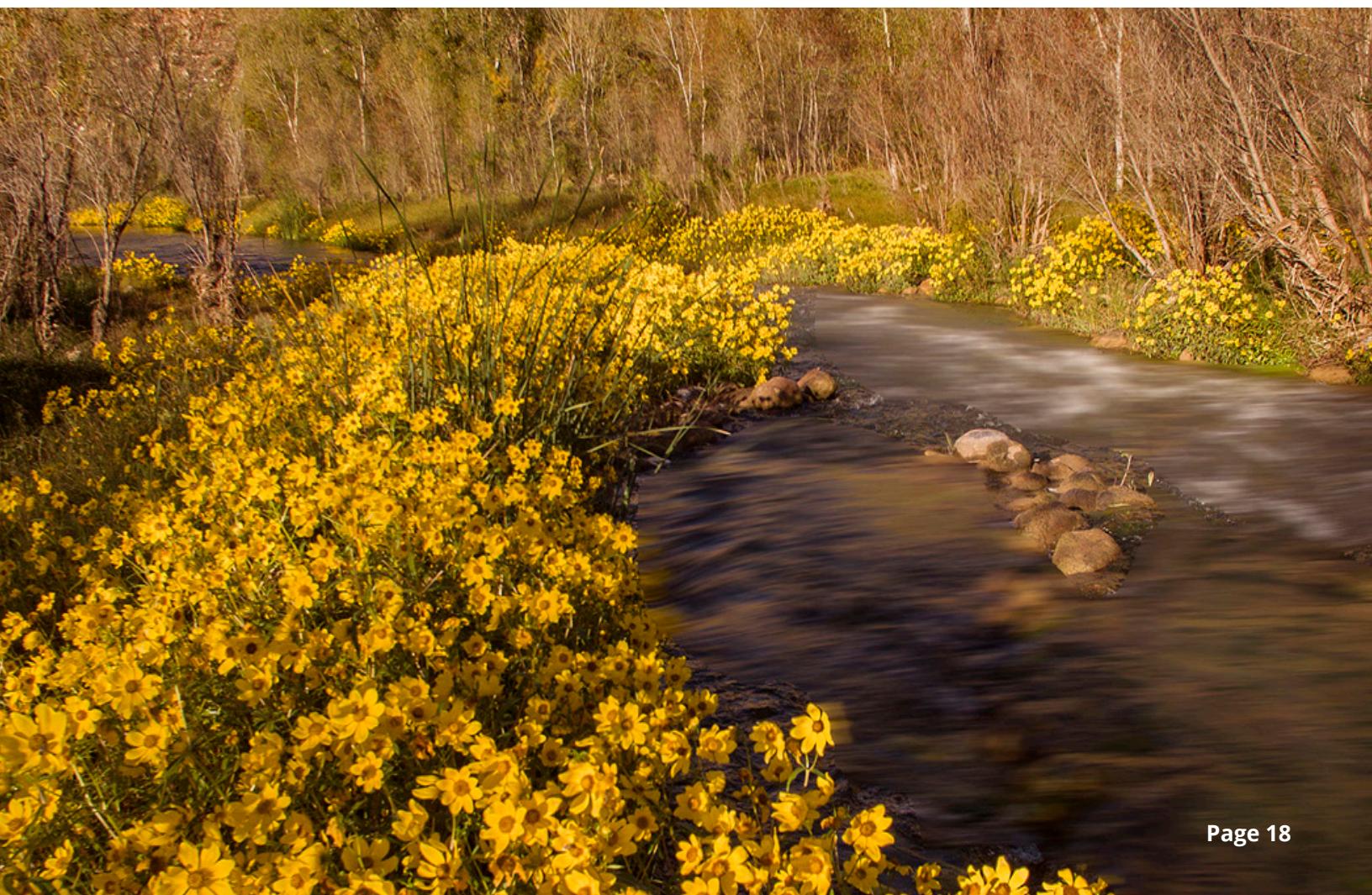
3.4.3. Evaluate and implement, where cost-effective, the use of reclaimed water at City parks. (U, PW)

3.5 GUIDING PRINCIPLE: ENCOURAGE THE STATE TO FUND AGENCIES THAT SUPPORT THE ADJUDICATION PROCESS.

STRATEGIC INITIATIVES:

3.5.1. Continue to lobby the Arizona State Legislature to ensure appropriate funding of Arizona Department of Water Resources and other priorities that ensure Cottonwood's future natural resources. (NR, CM)

3.5.2. Educate the state legislature on the city's water priorities. (NR, CM)





IMPROVE OUR INFRASTRUCTURE



4 IMPROVE OUR INFRASTRUCTURE



Cottonwood will develop, maintain, and improve the City's infrastructure.

Key Priorities

- Wastewater Treatment
- Streets & Sidewalks
- Transit
- Traffic

4.1 GUIDING PRINCIPLE: CONTINUE TO PRIORITIZE INFRASTRUCTURE PROJECTS.

STRATEGIC INITIATIVES:

- 4.1.1.** Provide \$750k biennially for pavement preservation. (PW, FIN)
- 4.1.2.** Prioritize funding of sidewalk infill projects. (PW, FIN)
- 4.1.3.** Complete flood study for Railroad Wash and Silver Spring Gulch. (PW) (FY 22)
- 4.1.4.** Design and complete pavement preservation on Main Street. (PW) (FY 23)
- 4.1.5.** Complete the construction of Mingus Avenue from 8th Street to Main Street. (PW) (FY 22)
- 4.1.6.** Complete design and construction of the Fir Street sidewalk project. (PW) (FY 22)
- 4.1.7.** Design and construct additional parking lots in Old Town. (PW) (FY 23)
- 4.1.8.** Seek Economic Development grants for infrastructure expansion. (TED)

4.2 GUIDING PRINCIPLE: ADVOCATE FOR THE MAINTENANCE AND CARE OF STATE-OWNED ROADS AND IMPROVED SIGNAGE.

STRATEGIC INITIATIVES:

- 4.2.1.** Work with ADOT to identify and fund pavement preservation projects on SR89A. (PW)
- 4.2.2.** Seek grant funding for wayfinding

and gateway signage. (PW, P&R, CD)

4.3 GUIDING PRINCIPLE: IDENTIFY OPTIONS AND A STRATEGY FOR FUNDING A CONSOLIDATED CITY HALL FACILITY.

STRATEGIC INITIATIVES:

- 4.3.1.** Assess potential locations for a consolidated City Hall. (DCM) (FY 21)
- 4.3.2.** Obtain financing with the option for early debt retirement. (DCM, FIN) (FY 21)
- 4.3.3.** Look for tenants as an option to assist with debt service. (DCM) (FY 22)
- 4.3.4.** Liquidate identified City-owned buildings, applying proceeds to offset costs incurred through acquisition of a consolidated City Hall. (DCM) (FY 23)

4.4 GUIDING PRINCIPLE: PRIORITIZE REGIONAL AND LOCAL BROADBAND INITIATIVES.

STRATEGIC INITIATIVES:

- 4.4.1.** Pursue federal funding for broadband development. (FIN, TED) (FY 22)
- 4.4.2.** Cooperate with Verde Valley Regional Economic Organization (VVREO) and other regional partners in support of their Economic Development Administration (EDA) grant application for the design

and construction of the “middle mile” for broadband. (TED)

4.5 GUIDING PRINCIPLE: CONTINUE TO PRIORITIZE CITY INFRASTRUCTURE PROJECTS.

STRATEGIC INITIATIVES:

4.5.1. Prioritize infrastructure projects, grant applications, and appropriate development on airport property. (AP, TED)

4.5.2. Explore opportunities to implement the completed Parks & Recreation Master Plan. (P&R)

4.5.3. Complete the assessment of the blower systems at Mingus Wastewater Treatment Plant and implement recommended changes. (U) (FY 21)

4.5.4. Invest in the City’s IT infrastructure and operating systems to ensure workflow optimization, and enhanced security and City operations are responsive, modern, and efficient. (IT)

4.5.5. Establish protected internal service fund during FY 22 budget process. (IT, FIN) (FY 22)

4.5.6. Add to internal service fund during FY 23 budget process (and all future budgets). (IT, FIN) (FY 23)

4.5.7. Plan for potential Transit expansion to Jerome, Cornville, and new developments, such as The Vineyards, 89 and Vine, and Spring Creek Ranch. (TR) (FY 23)

4.5.8. Identify viable funding source for proposed multi-departmental (PD/IT/FD) building on the public safety campus. (PD, CM, FIN)

4.5.9. Complete engineering design of the preferred optimization scenario for the Mingus Wastewater Treatment Plant and initiate implementation of the engineered scenario. (U, PW)



City of Cottonwood



FINANCE DEPARTMENT

RESOURCES

5

EMBRACE FINANCIAL
ACCOUNTABILITY &
TRANSPARENCY



5 EMBRACE FINANCIAL ACCOUNTABILITY AND TRANSPARENCY



Cottonwood will foster a culture of transparency and fiscal responsibility that maintains a long-range perspective.

Key Priorities

- Budget
- Finances
- Employees
- Physical Resources

5.1 GUIDING PRINCIPLE: PREPARE AN ACCESSIBLE AND TRANSPARENT BUDGET THAT IS EASY TO READ AND UNDERSTAND. STRATEGIC INITIATIVES:

5.1.1. Create “budget in brief” document for easy reading and understanding by residents, Council, and staff. (FIN) (FY 22, 4th Qtr.)

5.1.2. Develop additional opportunities for citizen involvement in the budget process. (FIN) (FY 22)

5.2 GUIDING PRINCIPLE: RECRUIT AND RETAIN HIGHLY QUALIFIED EMPLOYEES. STRATEGIC INITIATIVES:

5.2.1. Continually evaluate position qualifications and market availability, and ensure recruitment marketing highlights City employment benefits, and the quality of life the Verde Valley offers. (HR)

5.2.2. Conduct a compensation study to ensure employees are appropriately placed in the City’s pay structure according to market findings. (HR, FIN) (FY 21, 4th Qtr.)

5.2.3. Establish a professional certification bonus or salary escalator, or increased

accrual amounts. (HR, CM, FIN) (FY 22)

5.2.4. Evaluate employee benefits currently not offered: tuition reimbursement, vacation buyback, vacation conversion to sick time, etc. (HR, FIN) (FY 22)

5.2.5. Evaluate, implement, and fund strategies to incentivize selected applicants to accept City positions. (HR, FIN) (FY 22)

5.2.6. Evaluate each department’s succession plan and address any deficiencies. (All Departments) (FY 22)

5.3 GUIDING PRINCIPLE: CONTINUE TO RIGHT-SIZE CITY STAFFING CONSISTENT WITH COMMUNITY NEEDS. STRATEGIC INITIATIVES:

5.3.1. Assess and evaluate each vacancy before filling positions. (CM, HR)

5.3.2. Evaluate current operations within the departments and analyze appropriate service levels. (All Departments)

5.3.3. Evaluate the number of FTEs currently budgeted versus the actual number of service hours needed and then make adjustments where necessary. (P&R)

5.4 GUIDING PRINCIPLE: REMAIN FISCALLY CONSERVATIVE.

STRATEGIC INITIATIVES:

- 5.4.1.** Identify a percentage benchmark for City (cash) reserves. (FIN) (FY 21)
- 5.4.2.** Implement technology solutions that expand online access to City services and increase organizational capacity through improving or automating services. (All Departments)
- 5.4.3.** Collaborate with Yavapai County Flood Control District for projects/solutions for 6th Street drainage. (PW)
- 5.4.4.** Explore adding partners to the Regional Communications Center. (PD) (FY 22)
- 5.4.5.** Implement best operating policies and procedures at the Cottonwood Recreation Center with the goal of reaching an 80% cost recovery while maintaining exceptional customer service and delivering the best in class services. (P&R)

5.5 GUIDING PRINCIPLE: MAINTAIN PHYSICAL RESOURCES.

STRATEGIC INITIATIVES:

- 5.5.1.** Create a replacement program for all City capital assets. (FIN, CM, PW) (FY 22)

5.5.2. Adopt a five-year Capital Improvement Plan that is 100% deliverable as presented. (FIN, CM) (FY 22)

5.5.3. Create a maintenance schedule for HVAC, painting, and roof and flooring replacements for all buildings. (PW) (FY 22)

5.5.4. Continue to analyze and study the City of Cottonwood's drainage areas. (PW) (FY 23)

5.6 GUIDING PRINCIPLE: ENSURE UPDATED BUDGET INFORMATION IS AVAILABLE TO THE COMMUNITY.

STRATEGIC INITIATIVES:

- 5.6.1.** Develop and publish monthly budget reports (budget in brief), to include posting budget updates on the City's website and the City's social media sites. (FIN) (FY 22)
- 5.6.2.** Conduct community budget priority survey. (FIN) (FY 22)





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