



2013 City of Cottonwood Council Retreat

STRATEGIC INITIATIVES

Strategic Initiative #1: Growth should support the cost of new city services

Goals:

- Contract for a cost of growth study. Ensure it includes the cost and benefits of growth, issues of sustainability, impact fees, funding options such as sales/property taxes, impact of no-growth, etc. – Responsible Staff : Doug Bartosh – **An impact fee study is currently underway that will identify the cost of growth. The benefits of growth will not be included.**

Strategic Initiative #2 – Ensure our employees are trained and competitively compensated to ensure a qualified workforce to provide quality services

Goals:

- Ensure funding is available to reimburse employees for continuing education expenses as city revenues permit – Responsible Staff: Doug Bartosh – **Complete – Reimbursements are occurring per policy.**
- Complete employee benefits study – 6/13- Responsible Staff: Rudy Rodriguez – **Complete – Employee benefits are competitive.**

Strategic Initiative #3 – Build and retain a strong diversified economy

Goals:

- Maintain use of Business Assistance Center – Responsible Staff: Casey Rooney – **Complete - Hourly use increased almost 800% over last year, all available offices leased, and 50% of users are outside the city.**
- Enhance our marketing and reputation as a business friendly city, which promotes local businesses and encourages our citizens to “Shop in Cottonwood.” – Responsible Staff: Casey Rooney – **Complete – Cottonwood received an award for our cooperative local marketing from the Office of Tourism. We are routinely complimented on our business friendly attitude and we are continually requested to speak about our success around the state.**
- Promote the development of a resort and Conference Center – 1/14 – Responsible Staff: Doug Bartosh/Casey Rooney – **Discussions have been held with three potential developers who are interested in constructing such a center in Cottonwood pending interest from the hotel industry.**

- Review portal signs for updating based on results of city branding – 6/13 - Responsible Staff: Dan Lueder - **Waiting for completion of branding study in case city logo changes.**
- Continue to promote neighborhood revitalization events such as clean-ups – On-going- Responsible Staff: Dan Lueder – **E-waste and recycling collection bins now available at city compactor station. Citywide clean-up planned for spring.**
- Develop marketing strategies to connect the city to the Verde River – 6/13 - Responsible Staff: Casey Rooney – **Completion of Old Jail parking area that will include river advertising. Much work occurring related to access points.**
- List all businesses with current city business registrations on the City website – 3/13 – Responsible Staff: Rudy Rodriguez - **Complete**
- Achieve Certified Local Government (CLG) and begin historic building survey – 3/13 - Responsible Staff: Berrin Nejad - **Complete -The Historic Preservation Ordinance was approved by the Council and the city has been recognized as a Certified Local Government by the State Office of Historic Preservation.**
- Complete the year 4 and 5 objectives in the Focus on Success program with an emphasis on creating jobs – 1/14 - Responsible Staff: Casey Rooney - **This is the last year of the plan with a wrap-up planned for spring 2014. Discussions are underway to acquire funding from APS for the next Economic Development Plan.**
- Work with the Chamber of Commerce, the Cottonwood Economic Development Commission, the Old Town Association and the general community to develop a “brand” for the city – 6/13 - Responsible Staff: Casey Rooney – **The draft plan has been reviewed and is being finalized. The website architecture is being finalized as well as the brand with anticipated completion by March 2014.**
- Work with the Chamber of Commerce to promote a “Buy Local” Campaign – Responsible Staff: Casey Rooney – **Complete – Ads have been developed and played on Yavapai Broadcasting.**
- Market and expand the transit systems – 6/14 – Responsible Staff: Richard Faust – **Complete – Even with very little funding from the county, staff has been able to reinstitute our three routes and improve fixed route stops to 45 minutes. Staff has also coordinated with YAN to help them develop their transit system to include connections to CAT through the YAN and Camp Verde.**
- Support funding and construction of Hwy 260 – Responsible Staff: Doug Bartosh - **Funding acquired from ADOT Board for design and construction. The Council has approved an IGA with ADOT regarding access points and construction is planned for 2016.**
- Budget for a full time marketing position for the city and establish a marketing program – 8/13 – Responsible Staff: Doug Bartosh – **Position was not budgeted so Kyla Allen has received training and is handling some marketing duties.**

Strategic Initiative #4 – Develop water adequacy for our citizens for today and into the future

Goals:

- Develop an ordinance regarding water reuse and dual plumbing – 9/13 – Responsible Staff: Dan Lueder – **This initiative is targeted for new, large developments that include access to reclaimed water. No such projects are planned at this point.**

- Pursue the Council’s Seven Water Strategies to include exploring opportunities for more productive use of reclaimed water – On-going – Responsible Staff: Tom Whitmer – **Making good progress regarding water resources research and creating plans for the injection of reclaimed water.**
- Market the city’s “Water Adequacy” designation by ADWR - Responsible Staff: Tom Whitmer/Casey Rooney – **This information has been shared with several potential developers along with the State Land Department**
- Participate in Water Literacy education programs – Responsible Staff: Dan Lueder – **Complete – Program has been expanded to include kindergarteners to 8th graders and the program has been shared with other school districts.**
- Develop a comprehensive water conservation education program and combine with creative incentives for citizens – 6/13 - Responsible Staff: Tom Whitmer – **Draft conservation plan is complete and being implemented. Council approval of the ordinance in early 2014**
- Update water retention basin update – 7/13 – Responsible Staff: Berrin Nejad

Strategic Initiative #5 – Develop initiatives that protect the environment of the Verde Valley for future generations

Goals:

- Create design standards to encourage “green” building and LEED certification – 7/13 - Responsible Staff: Berrin Nejad - **Staff compiling appropriate design standards**
- Pursue the annexation of the 10 sections of state trust land north of the city with the goal of preserving as much open space as allowable – 9/13 - Responsible Staff: Doug Bartosh / Berrin Nejad - **ASLD has requested that the city put this annexation on hold and concentrate their efforts on the South Hwy 260 ASLD land across from Steve Courey.**
- Construct Riverfront Reclamation Facility – 12/13 – Responsible Staff: Dan Lueder - **Project delayed due to serious medical event for the lead design engineer. Staff is currently reviewing the 60% plans.**
- Proceed with update of the General Plan. – 6/13 – Responsible Staff: George Gehlert - **Draft plan is done and has been presented to the Council in a work session. Currently in comment period.**

Strategic Initiative #6 - Quantify our street standards and improvement plans including funding options

Goals:

- Complete design and construction of 12th St from Hwy 89A to Fir Street – 12/13 – Responsible Staff: Dan Lueder - **APS and Unisource utility relocation complete on majority of project. Final easements required being negotiated and easements currently agreed upon with homeowners will be presented to Council for approval beginning in January of 2014. Waiting for appraisal on one parcel that owners have refused to grant an easement.**

- Complete an analysis of the need and costs of all street improvements along with funding options – 02/13 – Responsible Staff: Dan Lueder - **Staff will present options for sidewalk replacement/installation to Council in February work session.**
- Complete remodel of Mingus Avenue between Main Street and Willard to include complete sidewalks and bike lanes – 2014 – Responsible Staff: Dan Lueder - **Staff has interviewed three engineering firms provided by ADOT and is waiting on formal ADOT approval of selected firm so they can negotiate a scope of work which would be presented to Council.**
- Complete reconstruction of 10th Street between Main Street and Mingus Street – 10/13 – Responsible Staff: Dan Lueder - **Complete except for a few punch list items.**

Strategic Initiative #7 – Determine options involving collection and disposal of recyclables and trash.

Goals:

- Establish a truck route / truck weight limits on residential streets – 3/13 – Responsible Staff: Morgan Scott - **Item will be presented to Council in February.**
- Explore creation of ordinance to place waste disposal cans on one side of the street for pick-up – 8/13 – Responsible Staff: Dan Lueder – **The issue of curbside trash and recycling pick-up is being prepared for Council discussion at the January 2014 Work Session**

Strategic Initiative #8 – Support recreation, neighborhood health, and quality of life initiatives.

Goals:

- Complete upgrades to back ramada parking area at Riverfront Park – 10/13 - Responsible Staff: Dan Lueder - **Funding was not available in the FY 2014 budget and will be requested in the FY 2015 budget.**
- Slag Pile Removal Initiated with the construction of the crushing plant – 1/14 – Responsible Staff: Berrin Nejad - **Crushing plant construction is underway**
- Continue implementation of bicycle plan and seek Silver Level Bicycle Friendly Community designation – 9/13 - Responsible Staff: Richard Faust – **The Bicycle Plan has moved forward very little since the departure of Planner Nikki Arbiter. The responsibility for the Bicycle Plan has been moved to Parks and Recreation with Planning Dept. support. The committee is beginning to meet again and will focus on creating goals consistent with achieving a Bicycle Friendly Community designation of Silver.**
- Complete West Mingus Trail planning and development – 6/14 – Responsible Staff: Charlie Scully – **The Forest Service is conducting a NEPA study of the proposed trail area.**
- Complete Centennial Trail planning and development – 6/13 – Responsible Staff: Charlie Scully - **Complete**
- Complete Del Monte Trail planning and development – 6/13 – Responsible Staff: Charlie Scully – **One easement is still required by one property owner**

- Address Parks and Recreation needs through a consultant study – 6/14 – Responsible Staff: Richard Faust – **This study was not funded in the FY 2014 budget and will be requested in the FY 2015 budget**
- Develop marketing strategies for the Verde Greenway, the Jail Trail and other city trail systems in an effort to educate our citizens and attract tourists – 7/13 - Responsible Staff: Casey Rooney
- Continue participation in “Let’s Move” project - Responsible Staff: Richard Faust – **Complete - Parks and Recreation staff continues to support this program as well as other staff members as required.**
- Install the play apparatus for the indoor pool area – 6/13 - Responsible Staff: Richard Faust – **Complete - Water feature installation and testing will be complete the week of December 16th**
- Explore opportunities for a Teen Center to meet the needs of youth – 6/13 - Responsible Staff: Marianne – **Council approved the use of the old fire station for a teen center. Volunteer design and construction is being coordinated by Bob Backus and the plans are scheduled for Design Review in December 2013.**
- Replace child play equipment at Riverfront and Garrison Parks – 3/13 - Responsible Staff: Dan Lueder - **Complete**

Strategic Initiative #9 – Determine long and short term solutions for limited space in city facilities.

Goals:

- Develop design and construct a regional public safety communications center – 6/14 – Responsible Staff: Doug Bartosh – **Design complete, pricing completed and the final approval for construction will be submitted to the Council in January 2014.**
- Design and construct a 2nd fire station in the area of Hwy 89A and Cornville Rd.– 6/14 – Responsible Staff: Mike Kuykendall – **There are no plans or need at this time. Earlier in the year staff met with members of the VVFD to discuss a shared facility and no further discussions have occurred.**
- Locate and design a new city hall facility – 6/13 – Responsible Staff: Doug Bartosh – **Funding options are being developed and will be presented to the Council in February 2014. Council directed staff to focus on a trade of properties with Mr. Nackard.**

Strategic Initiative #10 – Improve the City Web Site

Goals:

- Combine Sewer and Water Bill – Responsible Staff: Dan Lueder - **Almost 1500 are combined and the remainder will be completed after the new billing software is operational.**
- Create a Historic Preservation web page/site – 6/13 – Responsible Staff: Berrin Nejad – **All website design has been put on hold until the completion of the branding project to include new website architecture.**
- Place major projects list and updates on the website – 5/13 - Responsible Staff: Dan Lueder / Rudy Rodriguez - **Complete**

- Provide a list of businesses registered in Cottonwood by category – 3/13 - Responsible Party: Rudy Rodriguez / Brent Kinney - **Complete**
- Redesign City website based on results of city branding – 1/14 - Responsible Staff: Brent Kinney – **Still awaiting completion of branding project which should be March 2014.**

Strategic Initiative #11 – Continue to revitalize Old Town

Goals:

- Continue to expand street scape / improve sidewalks to other areas of City– 6/14 – Responsible Staff: Dan Lueder - **Staff will present final options for sidewalk replacement/installation to Council in February work session.**
- Complete the parking plan for the use of the Gardner property – 5/13 – Responsible Staff: Dan Lueder - **Parking lot and lights are complete and operational. Bids for rock wall have been received. Staff is obtaining quotes for entrance arch and staff is compiling options for the kiosk, tables and ramada's for presentation to Council.**
- Develop plans, acquire funding for, and complete renovation of the Civic Center – 6/14 – Responsible Staff: Dan Lueder - **Discovery of asbestos and mold has changed the scope of this project to the removal of the asbestos and mold which will also include some remodeling of the bathroom areas. Further renovation may require additional funding in FY 2015.**

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