

## 2019 – 2020 COTTONWOOD STRATEGIC PLAN

Objective	Progress Report	Due Date	Department(s)
<b>A. Facilitate Economic Growth</b>			
<b>1. Create and Maintain a Business Friendly and Customer Focused Community</b>			
<b>a. Promote and develop policies and procedures that support workforce housing</b>			
i. Develop pre-approved plans for houses	Already implemented pre-approved plans for Model Homes.	Completed	Com. Dev.
ii. Create a tiny-house ordinance	A draft ordinance has been prepared and in review by other departments. 12/2019 – Pending other department review before taking to P&Z.	Early 2020	Com. Dev.
iii. Explore opportunities to reduce the costs of building workforce houses. Partner with Verde Valley economic groups such as Yavapai College, CEDC, the Chamber, VVREO		On-going	Eco. Dev.
iv. Participate in Verde Valley Workforce Housing committee to explore funding opportunities to incentivize workforce housing or assist in helping citizens obtain housing		On-going	City Admin., Economic Dev.
v. Work with state regulators and legislators to reduce the impact of regulations on the cost of building homes.		On-going	Fire Dep., City Admin. and Att.
<b>b. Promote and expand business infill and retention opportunities</b>			
i. Evaluate parcels to ensure a single zone	Identifying parcels with multiple zones and will rezone. One property (Nackard) is complete.	On-going	Com. Dev.
ii. Approve or return all permit applications to the customer within 3 days	Permit Tech reviews all applications at the front counter, in front of the customer. If complete, submittal is accepted and sent out for plan review. If not complete, it is returned to customer at the counter. <i>Create a measuring tool to track percent of permits returned in three days.</i>	Completed	Com. Dev.

iii.	Review City ordinances for alignment with City goal of being open for business	The City Zoning Ordinance is outdated and staff is working on updating sections at a time to achieve goals.	On-going	Com. Dev.
iv.	Create infill opportunities	Researching ideas from other cities on their approach.	On-going	Com. Dev.
v.	Create “Special Technical Team” to each new proposal	Incoming projects are assigned to a Project Manager/Planner to insure one point contact and consistency.	Complete	Com. Dev.
vi.	Create “expected return dates” when handing off applications to other departments	Community Development currently sends transmittals with plans, permit, etc. to other departments with expected return dates.	Completed	Com. Dev.
vii.	Create and maintain an active list of all current “on-the-market” properties as to size, zoning, and building specifications.	Currently have business listings as to size, location with pictures of properties for review by clients. Will be upgrading this list by January 2020. Working closely with local realtors.	On-going	Eco. Dev.
viii.	Utilize the AZ Prospector web site and software program to obtain and share community infographic details	Will need to attend training in the future in order to understand and apply technology for uploading information in the future.	Spring 2020	Eco. Dev.
ix.	Assist/lead business owners in expediting and navigating all aspects of City red-tape, to include permitting, utilities, inspections, etc.	This is a continuing high priority process that is being implemented between ED and P&Z to engender the slogan of “Open for Business” thereby assisting all in navigation to finalization.	On-going	Eco. Dev.
x.	Identify opportunities to assist local businesses with their current needs and expansion limitations.	Personally attend onsite walk-throughs with local business owners to see how the City can assist them where needed with future expansion or infill needs.	On-going	Eco. Dev.

xi. Respond quickly and accurately to all development/expansion projects in a manner that facilitates projects to completion	Com. Dev. Has set a policy to answer all emails/voicemails the same day, or within 24 hrs. of receipt. We also provide applicants with cutoff dates for required public meetings. Eco Dev responds same day for all development projects for team consistency and movement of project through process.	On-going	All Departments
xii. Seek alternate funding opportunities to construct an improved drainage channel along Del Monte Wash in Old Town to remove the area from the Special Flood Hazard Area	Grant application for this project was submitted to AZDEMA on 11/14/19 for consideration under the FY2019 Flood Mitigation Assistance and FY2019 Pre-Disaster Mitigation grant programs offered by FEMA. As of 10/11/19 this project is ranked as #5 for the FEMA program and waitlisted #12 for the PDM program. Staff will continue to work on developing the necessary applications to try and capture this grant.	On-going	PW
<b>c. Promote and expand business infill and retention opportunities</b>			
i. Evaluate and assist with tour operations who may want to relocate from Sedona to Cottonwood		On-going	ED/City Man.
ii. Modify the Airport Commercial Minimal Operations Standards (ACMOS) to be more business friendly while still reducing risk to the City	Currently bringing all operators into compliance.	On-going	City Man.
iii. Complete the Airport Master Plan	The contract for professional services with Kimley-Horn & Associates to complete the Airport Master Plan is scheduled to be considered by the City Council on 10/15/19. The field Survey has been	On-going	PW/City Man.

	completed and the project is scheduled to be flown in the months.		
iv. Evaluate the airport, including associated land, buildings, etc., as a possible solution for local business needs	Continue to work with businesses as they approach the City on a case by case basis.	On-going	Com. Dev.
<b>d. Partner with local education agencies to promote workforce development</b>			
i. Discuss model programs with Expect More Arizona and implement best practices		On-going	Lib.
ii. Support local schools with shared resources		On-going	Lib.
iii. Develop Police Aide/Crime Prevention Specialist Position	Currently assessing early hire of police trainees to serve in this capacity prior to academy start absent funding source for new position. Deferred due to budget constraints.	Closed	PD
iv. Operate intern programs that focus on criminal justice employment opportunities	First intern (Embry-Riddle senior) assigned to Investigations Unit.	Completed	PD
v. Support high school (young adult) programs that create interest in law enforcement careers	PD ROI intern completed inaugural program Fall '18. Two interns added Fall'19. Program in place.	Completed	PD
vi. Reaffirm and maintain partnership with Northern Arizona University and FBINA Arizona Chapter through ALEAD program for high school age students	Both Commanders have served as class counselors.	Completed	PD
vii. Participate in Return On Investment (ROI) program at High School	Five interns will be starting with the City in four different departments on August 12 <sup>th</sup> .	On-going	HR
viii. Work with High School/College on career education programs		On-going	HR
ix. Discuss with MUHS common skills we see applicants are lacking to focus on developing students for success in the work force		On-going	HR
x. Work with Yavapai College to come up with some programs they could offer that will prepare students for specific fields (Comm., WW, Water)		On-going	HR

xi.	Create, support and maintain V-ACTE partnerships for construction type positions for the City and the other local businesses	Continue to be in contact with VACTE in meetings and contacts where possible to expand workforce opportunities locally & regionally.	On-going	HR/Eco. Dev.
xii.	Promote Yavapai College's "Promise" program	Continue to network and market the "Promise" program.	On-going	Eco. Dev.
xiii.	Explore grant opportunities through VVREO and other community organizations to fund workforce development programs.	Network and exchange VVREO grant information with potential business clients for potential matchup.	On-going	Eco. Dev.
xiv.	Work with NACOG to fund training/educational programs that create workforce readiness for specific businesses	Will continue to discuss and offer opportunities to potential business clients involving programming with NACOG & SBDC at the College.	On-going	Eco. Dev.
xv.	Continue Volunteer Firefighter program to develop potential career Firefighters		On-going	FD
<b>e. Evaluate and improve current customer service practices from the customer's perspective</b>				
i.	Reconfigure the City's phone answering system/policies to promote calls being answered by a person and not allowing more than 2 options for automatic systems	All checks completed.	Complete	IT
ii.	Reevaluate the City's website and the training of staff to maintain each department's webpage	Trainings scheduled for 9/2019. Publishers trained. Scheduled set for review of site and edit of data.	On-going	IT/ All Dept.
iii.	Initiate issuing Business Licensing at Com. Dev. front desk		Completed	Fin./ Com. Dev.
iv.	Add Spanish option for Library phone line		12/2019	Lib.
v.	Create volunteer positions at Library for greeting patrons		12/2019	Lib.
vi.	Create a welcoming entrance to the City's library and add quick check Micro PCs	IT has 1 PC ready. IT will work with the Library to place. This could be resolved with current PCs in kiosk mode. Testing now.	12/2019	Lib./ IT
vii.	Send all volunteers/staff through customer service training	Com. Dev. staff participated in customer service training provided by Jak Teel	12/2019	All Dept.
viii.	Continue to market Neighborhood Officer Program through targeted walkabouts, distribution events and media campaigns.	Practice in place.	Completed	PD

ix.	Implement customer satisfaction follow-up contacts by first line supervisors following police interaction to rate the contact	Practice in place.	Completed	PD
x.	Complete upgrade with Century Link to Next Generation 911 (NG911) which allows public to transmit text, images, and data to the 911 center.	State has Yavapai PSAPs scheduled to deploy text-to-911 May 5, 2020 – July 9, 2020.	On-going	PD
xi.	Create customer service standards/measurements, including greetings, response times, and telephone etiquette	P&R has implemented 2 <sup>nd</sup> Mile Customer Service Plan. Com. Dev. has a policy to answer emails/voicemails same day or within 24 hrs. We also have a customer survey available at our front counter.	12/2019	All Dept.
xii.	Implement Customer Service Survey		Completed	Com. Dev.
xiii.	Improve community education through expanded outreach	Updating educational brochures available to the public in our office and on our website. May resume monthly Code Enforcement newsletters.	12/2019	Com. Dev.
xiv.	Continue to automate online form processes for complaints, Notice Of Claims, applications	Applications and complaints may be completed online currently.	On-going	HR
<b>2. Promote and Invest in our Unique Quality of Life</b>				
i.	Incorporate the Verde Valley into the City's job postings in a way that highlights are quality of life and encourages applicants to come work, live and play here	Research on ideas other Cities and Towns are using has been started.	12-2019	HR
<b>a. Develop/Maintain outdoor recreation in a manner that promotes economic growth</b>				
<b>i. Promote parks, open spaces, river access bikeways and trails</b>				
i.	Properly train and equip the CPD bicycle patrol detail	New bicycles and equipment acquired.	Completed	PD
ii.	Assist with City parks, open space, trails and right of way Master Planning	Working with Parks & Rec to review their Master Plan, including holding Code Review meetings for other department input. Drafted a Transfer of Development Rights (TDR) ordinance. On hold as	On-going	Com. Dev.

	the TDR ordinance does not provide sufficient enticement for open space.		
iii. Develop a Riverfront Park Site Plan	Finalized Engagement Plan. Draft plan is being developed for P&R Commission & Council. Final proposed plan is being presented to Council on Nov. 19.		P&R
iv. Develop a Parks, Recreation & Open Space Master Plan.	CDBG Application has been submitted and approved. An RFQ has been released by Procurement to secure a consultant.		P&R
v. Work with Federal, State, and County agencies to develop, preserve and expand our trail system	P&R staff is attending Multi-Agency Trails Meetings. The City will be hosting the first statewide Recreational Trails meeting since 2007 in Feb. 2020 with partners NPS.		P&R
<b>3. Improve Infrastructure</b>			
<b>a. Prioritize investment in Cottonwood's arterial roads to reinforce the brand philosophy</b>			
<b>i. To include: sidewalks, bike lanes, wayfinding signage, streetscape</b>			
i. Assist Parks & Recreation with assessing bike lane strategies and review of necessary/needed wayfinding signage	Provide assistance & support when necessary involving bike strategies and wayfinding signage opportunities.		Eco. Dev.
ii. Work with Planning & Zoning and Public Works to improve streetscape	Constantly meet with P&Z staff to discuss options or opportunities to improve streetscape.	On-going	Eco. Dev.
iii. Utilize a CDBG Grant to put up additional wayfinding signage	CDBG Application has been submitted and approved. RFQ release includes Wayfinding language for design. Released on 11/8/19.		P&R
iv. Develop a comprehensive Wayfinding Plan for implementation community wide	P&Z and P&R has a Wayfinding Master Plan included within the CDBG funds.	12/2019	PW

v.	Reconstruct Mingus Avenue between 8 <sup>th</sup> & Main Streets		Begin 01/2020	PW
vi.	Implement signage for the Mingus Avenue School Zone	This project is complete	Completed	PW
vii.	Construct sidewalk infill projects to enhance pedestrian mobility	The Camino Real sidewalk segment is currently being advertised for bids which are due on 11/26. Staff is developing plans for Main Street, Cactus Street and Willard Street sidewalk infill projects that will be ready for bidding this winter.	On-going	PW
viii.	Complete the Main Street Road Diet	Funding from the last fiscal year was not carried forward so the project is currently being repackaged for bidding. This project will be on the street for bids beginning on 11/22.	12/2019	PW
ix.	Enhance markings for inclusion of bicycles within the roadways	Solutions are currently being evaluated.	On-going	PW
x.	Coordinate with Transit the desired locations of bus pull-out locations to reduce impacts on traffic	Bus stop locations have been discussed with Transit and a priority list is being developed.	On-going	PW
<b>4. Solidify Identity of Brand as the HEART of Arizona Wine Country</b>				
i.	Create & promote Cottonwood Public Library logo similar to City of Cottonwood Logo		Completed	Lib.
ii.	Incorporate our branding into our job postings and HR webpage		12/2019	HR
iii.	Incorporate our brand into our job fair strategy. Bring giveaways that help remind applicants of our brand		10/2019	HR
iv.	Develop a new recruitment video that showcases the City and Verde Valley	No budget to develop this video. Need to discuss further to determine action plan.	Not Begun	IT
v.	Place kiosks in certain buildings/buses to promote brand	IT is currently reviewing possible display screens to propose to transit for purchase and installation. Not sure of budget for this items. Have met with Rec Center staff to	In progress	IT/Transit

	help define options. Library has catalog PCs in kiosk mode.		
<b>a. Create and implement City-wide logo standard</b>			
i. Updated City logo on all documents from the City Clerk's department to ensure the heading reflects City logo tag, "Inspiring a Vibrant Community"		Completed	CC
ii. Assist other departments with selection of brand logo promotional items plus house t-shirts and brand paraphernalia at the BAC	Have completed ordering for sticker brand logo's (3 variations) for public display.	On-going	Eco. Dev
iii. Assist with updating monument signs	Garrison Park Complete Assisting P&Z and Parks & Rec with review of monument signage.	On-going	Eco. Dev
<b>i. Tee-shirts, business cards, merchandise, pins, logos in conference rooms</b>			
i. Inventory logo use throughout the organization, including on and in our buildings, on our vehicles, letterhead, etc.	Still working on getting "Inspiring a Vibrant Community" onto all City logos throughout the City and on City vehicles and buildings.	On-going	City Man.
ii. Develop and roll out a bumper sticker campaign		12/2019	City Man.
<b>ii. Update monument signs</b>			
i. Update as funding becomes available	A preliminary draft plan is being worked on for community side monumentation signs.		PW/P&R
<b>b. Develop and implement internal city-wide brand strategy that reinforces the City's brand philosophy</b>			
<b>i. Connect decisions of departments to brand philosophy</b>			
i. Invest in programs & education that "Inspire a Vibrant Community" in the heart of Arizona wine country			Lib.
ii. PD will be replacing outdated etched glass logo on lobby door with city-wide logo	Glass replaced. Current City Logo applied.	Completed	PD
iii. Update City Logo	Com. Dev. has been updating all forms and applications to include new City logo with tagline.	12/2019	All Dept.
iv. Install bench outside PD lobby with city-wide logo	Bench fabricated and installed.	Completed	PD
v. Install city-wide logo onto podium in multi-purpose	Affixed to podium and two interior walls.	Completed	PD
vi. Add city-wide logo to rear hatch of marked police Tahoes	Concept discussed further – remove or cancel	Canceled	PD

vii.	Coordinate branding across web/social media		On-going	IT
viii.	Incorporate brand philosophy of inspiring a vibrant community into current job descriptions making it part of the expectation of each position to incorporate our philosophy into their work expectations		On-going	HR
ix.	Incorporate brand philosophy of inspiring a vibrant community into interview questions and “fit” assessment for each position		10/2019	HR
<b>B. Maximize Efficient Water Use and Reuse</b>				
<b>1. Invest in Water Infrastructure</b>				
<b>a. Continue to support water settlement negotiations</b>				
i.	Continue participating in settlement negotiations with the Yavapai Apache Nation and Salt River Project		On-going	Nat. Res.
ii.	Continue participating with the Kyl Center on solutions to streamline settlements within the Verde Valley	Have met with the Kyl Center twice to review draft proposals. I also attend status update hearings of the adjudication court to keep abreast of the latest findings and direction of the court.	On-going	Nat. Res.
<b>b. Develop plan to expand reclaimed and potable water infrastructure throughout Cottonwood</b>				
i.	Convert irrigation of Riverfront Park from Cottonwood Ditch water to reclaimed water	We have identified and implemented solutions to the previously inoperable UV disinfection system as of 7/28/19. Sampling has begun and once it meets water quality standards, reclaimed water will be made available for irrigation of Riverfront Park. Despite the UV disinfection system indicating it is working, we are still continuing to have issues with disinfection. We have requested the manufacturer to once again address this issue. Once this has been corrected, we should meet water quality standards and	On-going	Nat. Res./PW

	will begin working on making the connection to the irrigation system.		
ii. Complete reclaimed water lines to irrigate Cottonwood Community School, Garrison Park and Kids Park		On-going	Util.
iii. Implement necessary changes to Riverfront WWTP to produce reclaimed water that meets water quality standards required for use in irrigation	We have made the necessary changes to the UV disinfection system and sampling has begun to verify compliance with water quality standards. (completed 8/2019). We are still having issues meeting water quality despite the UV disinfection system giving us an indication that it is functioning properly We have requested further assistance from the manufacturer	03/2020	Util.
iv. Construct the necessary infrastructure to connect the Riverfront WWTP to the irrigation system at Riverfront Park	CDBG funding application has been submitted. RFQ has been released.	6/2020	Util./P&R/PW
v. Construct reclaimed water line from Riverfront WWTP to irrigate the cemetery with reclaimed water	DRAFT plans have been developed internally and we will begin working on easement acquisition to accommodate this project.	3/2021	Util./PW
<b>c. Evaluate and invest in the City's storm water management program</b>			
i. Continue to implement the City's MS4 program	This is ongoing. We are focusing efforts on a new public awareness campaign and working on developing a program slogan to roll out at the beginning of 2020.	On-going	Eng.
ii. Conduct regular cleaning of storm drain pipe system		On-going	Eng.
iii. Consider alternate material options for new development projects to reduce site runoff	The City passed an ordinance in October to allow alternate surfacing options. This ordinance will become effective in December.	On-going	Eng.
iv. Conduct drainage studies in older parts of town to identify solutions to existing drainage issues		On-going	Eng.

v. Conduct an external stakeholder public education program to inform the construction industry about the City's MS4 program. (begin 6/2019)	Started 6.2019	On-going	Eng.
<b>2. Become the Leader in Water Reuse and Education</b>			
<b>a. Develop comprehensive water reuse program</b>			
i. Evaluate the feasibility of converting the Riverfront WWTP to direct potable reuse	Meetings are ongoing with the consulting firms of Brown & Caldwell, Carollo Engineering and the Bureau of Reclamation (BOR). We are now developing a scope of work for evaluating the feasibility of converting the plant to DPR with the BOR. We have completed our scope of work for evaluating the conversion to DPR with the BOR and anticipated beginning work on the scope by 1/2020. We have also completed a draft joint venture agreement with the BOR that we anticipate taking to Council in 01/2020	On-going	Nat. Res.
ii. If DPR is determined to be feasible, initiate the education and permitting process to convert the Riverfront WWTP, making it the first of its kind in Arizona		10/2020	Nat. Res.
iii. Obtain required permitting and begin recharging reclaimed water at the Mingus WWTP injection well	ADWR will present us with Underground Storage Facility and Annual Storage permits on 2/1/2020. We have met with Carollo Engineering and Clear Creek Consulting to design the well head and operation protocol for injection at the Mingus Injection well and are awaiting a proposal from Carollo for the design work.	03/2020	Nat. Res.
iv. Begin recharging and/or reusing 30% of reclaimed water produced		6/2020	Nat. Res.

<b>b. Plan land use to further reuse of reclaimed water</b>			
i. Develop a reclaimed water distribution system plan	No update	12/2019	Eng.
ii. Develop reclaimed water distribution system plans to fill gaps in the existing distribution system	No update	On-going	Eng.
iii. Seek outside funding opportunities to construct new reclaimed water distribution piping systems	No update	On-going	Eng.
<b>3. Engage the Community</b>			
<b>a. Create an intelligent water use citizen engagement council</b>			
i. Convene an ad-hoc committee consisting of staff and private citizens to develop the initial purpose and objective for a citizen water use committee		02/2019	Nat. Res.
ii. Convene the citizen water use committee		06/2020	Nat. Res.
<b>b. Continue and expand water education programs for the Verde Valley</b>			
i. Continue expansion of the K-8 <sup>th</sup> water resource and conservation education program to reach all public and private schools in the Verde Valley	Council approved the continuation of the K-8 <sup>th</sup> grade water resource conservation education program in 10/2019 for two additional years.	Completed 10/2019	Nat. Res
ii. Work with NRCD to establish a Discovery Center here in Cottonwood that will be focused on water resource education and conservation for people of all ages	A five-year license agreement has been approved by Council for the use of the Old Fire Station for a Discovery Education Center facilitated by the NRCD.	Completed 10/2019	Nat. Res
iii. Integrate water conservation education into existing youth programs		On-going	Lib.
iv. Host Arizona State University FRANK Talk “Water in the Southwest: Where have we been and where are we going?”		Completed	Lib
<b>c. Utilize water conservation grants for education</b>			
i. Co-sponsor grant request for the Verde Valley NRCD that supports the K-8 <sup>th</sup> water resource and conservation program in the Verde Valley	This has been completed.	Completed	Nat. Res.
<b>4. Emphasize the Verde River when Promoting Cottonwood</b>			
<b>a. Create access and signage to the Verde River</b>			
<b>b. Partner with water conversation organizations for events and programs</b>			

i.	Continue supporting the Verde Valley NRCD technically and financially with water resource and conservation activities throughout the year	Completed for 2019	On-going	Nat. Res.
ii.	Continue supporting Project WET	Completed for 2019	On-going	Nat. Res.
iii.	Continue supporting Water Literacy for Kindergartners	Completed for 2019	On-going	Nat. Res.
iv.	Continue supporting the Birding Festival	Completed for 2019	On-going	Nat. Res.
<b>C. Promote Quality of Life</b>				
<b>1. Evaluate Use of our Community Parks</b>				
<b>a. Host community events at local parks</b>				
i.	Hold COC day that invites citizens to interact with staff & council. This could be part of “City Hall Selfie Day”	Completed.	8/2019	IT
ii.	Host youth story times at Garrison Park		On-going	Lib.
iii.	Increase community involvement in National Night Out	Number of community booths increased, attendance remains comparable to 2017.	Completed	PD
iv.	Increase the number of local events with a 75% cost recovery, allowing for more local events with same budget dollars	P&R has met with OTA and developed three event concepts. New Year’s Barrel Drop, Smoke & Barrels and a Taco Festival.	On-going	P&R/CM, Fin
v.	Partner with and support community organizations that host community events	Public Works provides traffic control and other support services for community events.	On-going	All Dep.
<b>b. Explore and evaluate opportunities for creating pocket parks and gathering spaces on City owned property</b>				
<b>i. Explore alternative funding sources</b>				
i.	Conduct a Parks, Recreation and Open Space Master Plan that will identify the need and placement of pocket parks throughout the community.	CDBG application has been submitted. RFQ has been released and includes connected language.	12/2019	P&R
<b>c. Support and promote Parks Master Plan</b>				
ii.	Finish securing CDBG funds to complete the plan	CDBG application has been submitted and approved. RFQ has been released.		P&R
iii.	Engage the community in developing the plan	Plan defines the inclusion on an engagement plan.		P&R
<b>2. Increase Community Involvement</b>				

<b>a. Encourage and support citizen driven community events</b>			
i. Host “Vacation Fire School” for area youth to promote fire safety & let them explore possible fire service careers	Completed 6/14/19	7/2019	FD
ii. Expand “Fire Pal” fire & life safety program in our schools	Implementation initiated 9/19. Ongoing program	9/2019	FD
iii. Participate in MUHS “School Connect Leadership Team” with MUHS senior staff, business, city and public safety leaders	Fire Marshal actively involved with group. Ongoing project.	9/2019	FD
iv. Host Cottonwood Fire & Medical Dept. “Open House”	Completed 10/17/2019	10/2019	FD
v. Implement senior fire & Life safety program targeting senior living facilities & senior living “neighborhoods”		1/2020	FD
vi. Conduct “Every 15 Minutes” life safety program at MUHS to reveal effects of substance abuse		4/2020	FD
vii. Market events locally/regionally and statewide using “Focus on Success” budgeted resources	Currently, have been marketing “VV Wine Trail”, Old Town (with radio marketing during summer months, along with “Walkin’ On Main” 2019, all involving “Focus On Success” funding.	On-going	Eco. Dev
viii. Incorporate Spanish speaking promotional & informational materials		On-going	Lib.
ix. Assist community partners in creating and operating local events such as OTA’s Rat Rod Show and Corn-hole Tournaments	P&R has adopted a partnership ideology and has come alongside. P&R is working with OTA on the Chocolate Walk and Holiday programming.	On-going	P&R
x. Reinststitute semi-annual Police Citizen’s Academy	Next Academy Target winter 2019 Deferred from fall’ 19 to spring’20 due to staffing issues.	On-going	PD
xi. Utilize new banner locations to promote events	One set installed on Main near 4 <sup>th</sup> Street. The second installation is being coordinated with APS.	On-going	PW
<b>b. Develop “I am” Cottonwood campaign</b>			
i. Market the brand and provide t-shirts and other items out to the public	Will start marketing brand items by December 2019.	On-going	City Man./Eco. Dev

ii. Parks & Rec's Graphic Designer designs logos for this campaign	P&R Graphic Designer has submitted logos. 3 logos have been submitted for printing. Will begin marketing by December 2019.	On-going	City Man./P&R
<b>c. Implement adopt a street/sidewalk/trail cleanup program</b>			
i. Develop a waiver program	Waiver has been completed.	2/2020	City Man
ii. Promote adopt-a-street program	First group has adopted Main Street.	2/2020	City Man
iii. Develop a volunteer program	P&R staff has met with HR and the Library to develop a program. P&R is putting on the final touches of the program.		P&R
iv. Conduct an annual community wide cleanup event (including household hazardous waste)	Staff is developing an event to determine potential costs to include in the next Fiscal year's Budget.	On-going	PW
<b>3. Strengthen Community Awareness and Education</b>			
i. Hold quarterly informational Town Hall at various City locations & community organizations		On-going	CC
ii. Repaint Cottonwood "C"	Working with schools to adopt annual maintenance of Cottonwood "C". City may need to provide supplies each year.	1/2020	City Man
iii. Place poles for street banners on Main St. near Walgreens	Location has been identified, awaiting APS to install poles.	12/2019	City Man
iv. Place poles for street banners on Main St. near Willard		Completed	City Man
v. Explore Street Cleaning program with Steps to Recovery, YES the ARC		Completed	City Man
vi. Developed monthly Rotating Artist Program in Council Chambers		Completed	CC
<b>a. Develop promotional plans for Arts and Entertainment District, Trails Master Plan, Parks Master Plan, Riverfront Wastewater Plant, and Cottonwood Community Clubhouse</b>			
i. Be the neutral site host for citizen engagement meetings		On-going	Lib
ii. Develop a strategy that supports and promotes the City's Arts, Culture and Entertainment District (ACE District)	Continuing to research and review various City entities as to successful programs statewide in order to	On-going	Eco. Dev

	develop more effective strategies for promotion of ACE district.		
iii. Assist Parks & Recreation with promoting the use of the Community Clubhouse as a destination driver for economic development.	Just beginning to start effective promotion campaign with Parks & Rec for successful economic driver program. Clubhouse Re-Grand Opening was a huge success 11/9/2019.	12/2019	Eco. Dev
iv. Add a full-time marketing specialist.	Reviewing in Spring 2020. Position is on hold.	1/2020	Eco. Dev/P&R
<b>D. Develop and Improve Infrastructure</b>			
<b>1. Prepare for the Future</b>			
<b>a. Develop plan for long-term improvements of Mingus Wastewater Treatment Plant and Collection System</b>			
i. Look for O&M cost saving that can be used for capital improvements		On-going	CM/Fin/Util.
ii. Accumulate capacity fee reserves for major improvements to Mingus facility		On-going	CM/Fin/Util.
iii. Prioritize needed capital to meet the cash flow	The Wastewater facility roof repairs have been approved by the City Council and came in under the estimated \$500K. The \$100K+ saving will be used to continue the work that is needed at the facility.	On-going	CM/Fin/Util.
iv. Phase in needed infrastructure upgrades over several years to ensure minimal downtime without using General Fund reserves		On-going	CM/Fin/Util.
v. Conduct an in-depth audit of the Utility system	We will be taking contract to Council for the approval in September.	12/2019	Utilities
vi. Provide oversight of project development and implementation through construction	This task is on-going.	On-going	Eng.
<b>b. Continue to develop a regional transit system to include bikes, trails and sidewalks</b>			
i. Begin expansion of the LYNX & CAT to include longer hours for workers that commute to other communities for work	This item is currently on track to begin on October 1 <sup>st</sup> with LYNX runs going until about 11:30 p.m.	Completed & On-going	Transit

	with CAT support to ensure individuals get home safely. First major expansion completed 10/1/2019.		
ii. Seek possibilities to establish bus stops at or near trailheads for easy access		On-going	Transit
iii. Seek ADOT funding for ADA sidewalk where necessary		On-going	Transit
iv. Look into the possibility of spinning off CAT & LYNX to a regional system with its own taxing structure		On-going	Transit
v. Implement “Focus on Bike Safety” annual enhanced enforcement period with educational component	Completed May 1-31 <sup>st</sup> 2019	Completed	PD
vi. Improve visibility at identified crosswalks in collaboration with Cottonwood Public Works Dept.	Flashing signage installed Main and Cherry.	Completed	PD
vii. Partner with Parks & Recreation in annual bike safety rodeo for young riders	Bike Rodeo held Spring’19.	Completed	PD
viii. Updated PD website to include link to ADOT’s “Share the Road” Cycling resource to promote safe cycling habits	Posted during month of May’19.	Complete	PD
ix. Complete easements for Del Monte Trail, east to west city limits	Three easements are remaining, we are working with citizens to approach the property owners about the dedication.	12/2019	City Man
x. Assist County/National Forest in obtaining easements for trail to top of Mingus Mountain	Waiting to complete easements to west City limits prior to approaching property owners.	12/2019	City Man
xi. Quail Trail easement, work with Nackard and property owners to establish trail to old town	The property owners are willing to dedicate the easements if trail is improved to a safe condition. Will request a budget of \$30,000 next year for design and safety improvements.		City Man
xii. Work with Clarkdale/County to develop regional trails map and planned trails	Requesting the date from National Forest, Clarkdale and County to turn over the trails consultant to develop the map.	8/2019	City Man
<b>c. Evaluation and implement maintenance plans for City assets and invest in replacements, Including streets, buildings and vehicles</b>			

i.	Utilize the 2018 Pavement Condition Index to inform future Pavement Preservation/Replacement needs.	Pavement Preservation Plans are finalized and ready for bidding. Staff is working with procurement to get this project bid.	On-going	PW
ii.	Develop a building maintenance plan for all City facilities	Staff is working on this, but this may be delayed due to new responsibilities being assigned to the Department.	12/2019	PW
iii.	Provide an annual allotment of budgeted funds to perform regular maintenance on major systems (e.g. roofs, HVAC, doors & windows, etc.).		On-going	PW
iv.	Provide more than \$750k every two-year for pavement preservation		On-going	Fin/PW
v.	Provide more than \$100k annually for sidewalk improvements		On-going	Fin/PW
vi.	Develop a parking lot maintenance plan for all City facilities	Parking Lot Preservation Plans are finalized and ready for bidding. Staff is working with procurement to get this project bid.	12/2019	PW
<b>d. Explore solutions to current and future traffic patterns</b>				
i.	Ensure that bus pullouts are included in any street construction to avoid impeding traffic	This has already been discussed with both Engineering & CAT to ensure the Transit Manager attends all future street construction and design meetings.	On-going	Transit/Eng.
ii.	Work to increase the use of the CAT & LYNX systems and decrease the number of vehicles on the road		On-going	Transit
iii.	Implement focused enforcement program based on traffic collision trends	Directed and GOHS Step Grant funded focused enforcement based on ADOT/RMS data.	On-going	PD
iv.	Conduct comprehensive speed survey	Surveys including N. Main, Black Hills Drive, Del Webb completed.	Completed	PD
v.	Collaborate with Public Works to address roadway engineering issues through the Cottonwood Traffic Advisory Group (CTAG), Traffic Survey Committee and on an as-needed basis for problem solving meetings	Practice in place.	Completed	PD

vi.	Produce public service messages addressing traffic safety issues including areas of high collision occurrences	Process in place for PIO.	Completed	PD
vii.	Develop traffic safety class for public education	Concept discussed. Need currently better served by private entities.	Closed	PD
viii.	Continue to work with ADOT to seek solutions for the intersection of SR89A & SR260		On-going	Eng.
<b>2. Continue to Support Street and Sidewalk Improvements</b>				
i.	Apply for LSTA grant for sidewalk extension project	LTSA lacked some agreements from the county. These are now in place and will move forward with application next fiscal year.	Moved to FY 2021	Lib
<b>a. Analyze and update the street/bridge inventory</b>				
i.	Support this effort through application of GIS		On-going	IT
<b>b. Update street and sidewalk replacement schedule</b>				
i.	Maintain an updated list of future street projects	Development of this list is underway.	On-going	Eng.
ii.	Maintain an updated list of future sidewalk projects	This list currently exists and is continuously being updated.	On-going	Eng.
<b>c. Complete Mingus Avenue and implement Main St. road diet</b>				
i.	Release the Mingus Avenue reconstruction between 8th & Main Streets project for bids and construction		10/2019	Eng.
ii.	Release the Main Street Road Diet plans for bid and construction	The plans are complete and the project is being bid publicly beginning on 11/22.	12/2019	Eng.
<b>3. Evaluate Viability of New City Hall</b>				
<b>a. Include in capital improvement plan and budget for future council discussion</b>				
i.	Evaluate and begin consolidation of staff into fewer existing City buildings	DCM moved to Rec Ctr and IT moved to the Communication Ctr. Looking to move other departments in the future.	On-going	CM
<b>E. Refine Budget Process</b>				
<b>1. Promote Cost Saving Initiatives</b>				
i.	Provide work space for Department Heads at Council meetings with low attendance	Look into the "Green Room" use for staff to conduct work while their item comes up before the Council.	On-going	CM

	The “Green Room” is the Council’s executive session room.		
ii. Improve Cost Recovery for services and departments	The Recreation Center has a goal of 75+% recovery rate. Com. Dev. had a new fee schedule implemented earlier this year to help improve cost recovery. Will be asking for Code Enforcement budget to help recover costs. Setup processes to better collect outstanding fines & fees. Eco Dev continues to monitor all budgeted programs and opportunities for improvement. Currently trending at 62% with only one month in on new fees.	On-going	All Depts.
<b>a. Develop an employee incentive program for creation of cost saving measures</b>			
i. Research Cost incentive/reward programs used by other municipalities	Looking at what other communities are doing and will bring back to CM during the budget process.	On-going	Fin
ii. Develop & implement “Inspiring a Vibrant Community” incentive program for Cottonwood Employees	Working on ideas and will bring back to CM during the budget process.	7/2020	Fin
<b>b. Expand cooperative purchasing efforts</b>			
i. Utilize cooperative purchasing programs including GPO and HGAC to promote cost savings	Already have multiple agreements both in-state and national for procuring services. We continually look for additional cooperatives.	On-going	Fin
ii. Seek out opportunities to utilize competitively bids pricing obtained by other, larger municipalities/districts and establish cooperative agreements to take advantage of their “buying power”	Already have agreements with organizations such as the Mohave Educational Services (MES) and the Strategic Alliance for Volume Expenditures (SAVE) in place. MES is used by school districts and SAVE is only one source used by both schools and municipalities.	On-going	Fin

iii.	Work with Procurement to coordinate purchases with other area governmental agencies	This is a work in progress to coordinate similar services by the different agencies in the area to reduce any costs wherever possible. One area would be in mobilization costs.	On-going	CM
iv.	Expand cooperative agreements for volume purchasing where ever possible	This is a process that Procurement is always looking for to reduce workload and costs.	On-going	CM
<b>c. Review current organizational structure and staffing models</b>				
i.	Revisit the Org. Chart and propose changes that help the organization be more effective and efficient in its structure, its customer service and services provided		On-going	HR
ii.	Review all vacancies to determine current needs		On-going	CM
iii.	Evaluate job families to ensure opportunities for job growth and development and employee retention		On-going	CM/HR
iv.	Evaluate department/division missions to ensure that we are efficiently delivering services that are priorities for the community		On-going	All Depts.
<b>2. Enhance Communication Between the Council, City Staff and Citizens</b>				
<b>a. Ensure departmental goals, objectives and performance measures support the City's brand philosophy and mission statement.</b>				
<b>i. Align department budgets to support the City's brand philosophy and mission statement</b>				
i.	Execute Year 3 Initiatives of Cottonwood Police Department Strategic Plan	Plan is posted on PD Webpage	Completed	PD
ii.	Review department goals and objectives to confirm alignment with the City's strategic plan		On-going	All Depts.
iii.	Review budget request against the City's strategic plan		On-going	City Man/Fin
<b>b. Expand citizen input methods</b>				
i.	Launch Public Record Request component on City's website		7/2019	CC
ii.	Be the neutral site host for citizen engagement meetings		On-going	Lib
iii.	Provide for informational outreach programs with local organizations and Town Hall style meeting		On-going	City Man
iv.	Increase Crime-Free Multi-Housing Neighborhood Watch participation	Next class scheduled for January 2020	Pending	PD

v.	Form a “Police Chiefs Citizens Advisory Council”, improving communication and transparency	Assessing community interest. Awaiting next Citizen Police Academy to poll participant interest.	Pending	PD
vi.	Implement a police application for smart phones	PD App transitioned to tiles on Civic Mobile App	Complete	PD
vii.	Improve the public’s ability to report traffic concerns	Neighborhood Officer Program, Civic Plus, NextGen 911, web portal.	Complete	PD
viii.	Improve the public’s ability to provide critical information to law enforcement to the public	Transitioned to Code Red system maintained by YCSO.	Complete	PD
ix.	Create form on City website to allow public input to budget process	Working with IT on format for FY 2021.	11/2019	Fin
x.	Create insert for Utility Bills annually that informs the public on the adopted budget and also gives direction to public input site	Working on this and will implement during the FY 2021 budget year.	11/2019	Fin
xi.	Develop a quarterly one page report on budget updates to be posted on website and Facebook	Have been looking at templates from other communities. Will implement when additional staff is on-board.	6/2020	Fin
xii.	Annually schedule budget presentations during the budget process on Inside Cottonwood, at the Recreation Center and at local organizations	Done for FY 2020 and planning to do some outreach for FY 2021.	Annually	Fin/City Man
<b>c. Promote collaborative interaction among the council, staff and citizens</b>				
i.	Implement Council Agenda review meetings for staff		On-going	CC/City Man
ii.	City Manager and other organizational leaders attend all commission and board meetings		On-going	Dep. Dir./City Man
iii.	Staff provide support to the Mayor and Council on citizen communication	Community Development provides weekly project and progress update report to the CM, Mayor and Council.	On-going	All Depts.
iv.	Hold periodic Town Hall meetings on high interest topics	Held Town Hall on the FY 2020 City budget no attendance. Also tried outreach with the AM. Legion and the Rotary Club. The latter was very successful.	On-going	CC/City Man
v.	Hold annual retreats with staff and elected officials		On-going	City Man

vi. Hold employee and volunteer recognition events	Community Development supports and participates in these activities including our volunteers.	On-going	All Depts.
vii. Explore and consider implementation of program budgeting	Had our 1 <sup>st</sup> meeting and have considered beginning with several areas: Thunder Valley Rally Recreation Center Youth Center Aquatic Facility Club House	On-going	City Man