



CITY OF YUMA  
**STRATEGIC PLAN**  
2024-2029



# MAYOR AND COUNCIL



Mayor  
Douglas J. Nicholls



Deputy Mayor  
Chris Morris



Councilmember  
Arturo Morales



Councilmember  
Leslie McClendon



Councilmember  
Michael Shelton



Councilmember  
Ema Lea Shoop



Councilmember  
Carol Smith

## VISION

Yuma is a thriving, safe and prosperous community with opportunities powered by innovation, partnerships, collaboration and robust education – a welcoming and unique place that all generations are proud to share.



# CITY OF YUMA'S VISION AND STRATEGIC OUTCOMES

On March 26 and 27, 2024 the City Council held their annual Council Retreat where they had the opportunity to review and update the Strategic Plan. During the retreat, the Council reaffirmed their commitment to the existing Vision Statement and the established five (5) strategic outcomes. The Council did take the opportunity to revise the definitions of several strategic outcomes, including Safe and Prosperous, Connected and Engaged, and Respected and Responsible. In addition, the Council identified several new initiatives to support each strategic outcome. The updated language and new initiatives have been incorporated into this document.



## STRATEGIC OUTCOMES



### SAFE & PROSPEROUS

Yuma is a prosperous city that supports thriving businesses, access to education, and multi-generational opportunities, with safety as its cornerstone.



### ACTIVE & APPEALING

Yuma plans and leverages its natural resources, public spaces and cultural amenities to support an active and appealing community.



### CONNECTED & ENGAGED

Yuma is connected and engaged through cutting-edge technology, active communication, forward-looking partnerships, and ongoing public involvement.



### UNIQUE & CREATIVE

Yuma is a unique and creative community, built on our shared history, sense of place, and civic pride.



### RESPECTED & RESPONSIBLE

Yuma is a trusted steward of City resources; relied upon to provide regional leadership, premier services, and facilities.



# SAFE & PROSPEROUS



## UNDERWAY

- Desert Dunes expansion
- Update zoning regulations (ten zoning code text amendments have been completed as of June 2024)
- Update utility codes



## ONGOING

- Increase Downtown use and visibility
- Pursue widening of US 95 to YPG



## NEW INITIATIVES

- Expand efforts related to economic development
- Encourage and attract new industry (zone ready, plan ready)
- Identify adequate staffing for public safety
- Seek voter approval for base adjustment to annual expenditure limitation
- Install directional signage on 4th Avenue connecting to Downtown
- Expand public safety infrastructure out east
- Update regulations and processes to increase housing opportunities for all



## COMPLETED

- Update the General Plan (2022)
- Community Development Code Update of the 2018 Plumbing, Fuel, Gas, Mechanical and the 2020 National Electric Code (2022)
- Update City's Investment Policy (2024)



# ACTIVE & APPEALING



## UNDERWAY

- Build East Mesa Park facility
- Revitalize Kennedy Skate Park
- Complete Parks Master Plan and determine priority implementation strategy



## NEW INITIATIVES

- Care for existing infrastructure – improve road conditions, park revitalization program
- Beautify the community's overall curb appeal – landscape right-of-ways
- Develop a partnership for trail connections – establish a trail/bike path connection (irrigation districts) establish equitable maintenance partnerships BOR/ADOT/schools



# CONNECTED & ENGAGED



## NEW INITIATIVES

- Hold joint City/County meetings twice per year
- Establish private-public partnership for Hotel del Sol
- Joint K-20 education opportunities – Elevate Southwest
- Establish Innovation Hub



## COMPLETED

- Transition to Invoice Cloud (2021)



# UNIQUE & CREATIVE



## ONGOING

- Support Spaceport as a hub for science and regional attraction



## NEW INITIATIVES

- Develop Innovation District



## COMPLETED

- Deploy intranet to improvement internal communications (2021)
- Update contractor self-inspection program for lath, drywall, roof nailing (2024)



# RESPECTED & RESPONSIBLE



## ONGOING

- Prioritize public-private partnerships
- Keep taxes low and relevant to residents' desire for services
- Actively support the protection of the region's Colorado River Water Rights
- Expansion of the Police Academy



## NEW INITIATIVES

- Participate in 2027 Colorado River Operations Plan
- Advocate for local control by proposing our own bills – be proactive, not reactive



## COMPLETED

- Issue a bond or seek a voter-approved tax to fix the PSRPS shortfall (2021)
- Update the General Plan and identify where development will occur (2022)
- Provide competitive benefit and compensation plans to be an employer of choice (2023/2024)

# POTENTIAL INITIATIVES

---

These initiatives were presented at the 2024 Council Retreat but did not rise to the top of the list when the Council ranked items.

## SAFE & PROSPEROUS

- Enhance collaboration between City and County development departments
- Focus on acquiring land for innovation district and industrial development
- Implement an Intelligent Transportation System

## ACTIVE & APPEALING

- Develop a plan for and support Riverfront development
- I-8 visual improvements
- Bring drive-in movie theater to Yuma
- Plant native trees
- Integrated Multi-Modal Transportation Master Plan update

## CONNECTED & ENGAGED

- Youth Government Day
- Establish a Youth Council or Youth Involvement Forums
- Expand partnerships with military
- Expand online public document offerings/ access
- Recruit a trade school to Yuma (advocate)
- Research and develop AI uses and City applications
- Hold City meetings – geographic areas
- Enhance and improve City website (department ownership)
- Explore resident notification tools (SMS, apps, etc.)
- Parcel file access (online)
- Provide tools for businesses to expand in foreign markets

## UNIQUE & CREATIVE

- Documentation/history of City of Yuma
- Create a simplified process for murals and public art
- Underground overhead utilities
- Use drone technology to enhance City operations
- Use of public-private partnership to restore/repair facilities
- Honor and preserve the history of Pioneer Cemetery
- Find unique way to fund historic City Hall restoration
- Use of North End Redevelopment Fund to enhance or improve historic downtown
- Create partnership with Yuma County Historical Society to sustain Molina Block and Sanguinetti House Museum

## RESPECTED & RESPONSIBLE

- Increased Public Service Announcements (PSAs) for recruitment and retention
- Expansion of the Municipal Court and Prosecutor's Office

# BACKGROUND

## INTRODUCTION

On March 26 and 27, 2024 the City Council held their annual Council Retreat where they had the opportunity to review and update the Strategic Plan. During the retreat, the Council reaffirmed their commitment to the existing Vision Statement and the established five (5) strategic outcomes. The Council did revise the definitions of several strategic outcomes, including:

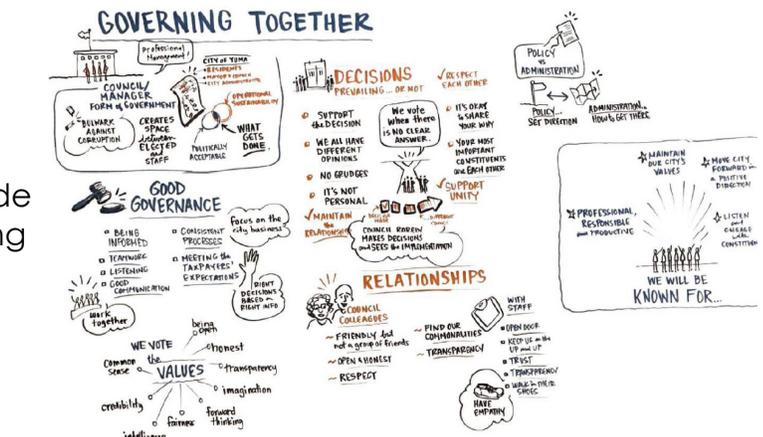
- Safe and Prosperous
- Connected and Engaged
- Respected and Responsible

In addition, the Council identified several new initiatives to support each strategic outcome. The updated language and new initiatives are included in this version of the Strategic Plan.

## CURRENT STRATEGIC PLAN

On March 26 and 27, 2024 the City Council help their annual Council Retreat, which focused on governance and the strategic plan. An outside facilitator was used to guide discussion and assist in the strategic planning process. The first day of the retreat focused on governing together, understanding the Council-Manager form of government and shared expectations.

The second day of the retreat focused on reviewing and updating the City's adopted Strategic Plan. During the session retreat attendees were split into five (5) small groups, one for each strategic outcome. Each small group was tasked with reviewing the definition of their assigned strategic outcome, evaluating existing priority initiatives, as well as identifying new priority initiatives.



At the end of the exercise the Council reaffirmed their commitment to the existing Vision Statement and the established five (5) strategic outcomes. However, based on the conversation and discussion during the retreat, the Council took the opportunity to revise the definitions of several strategic outcomes, including:

- Safe and Prosperous
- Connected and Engaged
- Respected and Responsible

The Council was then provided a comprehensive listing of all new priority projects, ideas, and initiatives discussed during the small group discussions. From there, Council participated in a ranking exercise (“dot voting exercise”) and based on interest (number of dots received) the initiatives were categorized as top priority, high priority, or other priority.

Based on this exercise, the Council identified several new initiatives to support each strategic outcome. The updated language and new initiatives have been incorporated into this document.

## HISTORY OF THE CITY’S STRATEGIC PLANNING PROCESS

A strategic plan serves as a roadmap for a city’s future, guiding decisions, optimizing resources, and fostering a strong, vibrant, and resilient community. In 2020, the City Council recognized the importance of having an updated and current Strategic Plan. At the time, the City’s most recent Strategic Management Planning document was from January 2002.



The Council held a Vision and Goal Setting Retreat on October 26 and 27, 2020. The purpose of the retreat was to develop a strategic plan for the City of Yuma, which reflected our unique history and desired future outcomes. An outside facilitator was used to guide the Council through the process of developing a plan, which included creating a Vision Statement, strategic outcomes, and priority initiatives. The Council as well as members of the Executive Leadership Team participated in the strategic planning process.



In the weeks leading up to the retreat, the City hosted a citywide listening tour called “Your Insights, Yuma’s Future.” The public sessions were held at various locations throughout the community. During the listening tour residents were asked to share their thoughts and ideas on the Yuma community and its future. In addition, the City conducted an online survey aimed at identifying resident and business perspectives on the future of the City of Yuma.

The comments from the listening tour and the results of the survey were provided to the City Council during the Vision and Goal Setting process and were influential to the City Council discussion and strategic planning effort.

At the conclusion of the initial Vision and Goal Setting Retreat, the Council developed a Vision Statement, five strategic outcomes, and several priority initiatives, or goals for each outcome. The Strategic Plan was first adopted by the City Council on December 16, 2020.

Since the initial Vision and Goal Setting session in 2020, the Mayor and Council have continued to meet to review and update the plan as needed.

## STRATEGIC PLAN TIMELINE

**2020**

- October – Council held their initial Vision and Goal Setting Session and developed the Strategic Plan.
- December – Council formally adopted the Strategic Plan on December 16, 2020.

**2021**

- February – The Council held a follow-up Vision and Goal Setting Session; minor edits/changes were made to the Strategic Plan.
- April – Council adopted the updated Strategic Plan on April 21, 2021
- October - The Council held a Vision and Goal Setting Retreat and amended their Vision Statement, reaffirmed the Strategic Outcomes, and added two new priority initiatives.
- April - The Council formally adopted the updated Strategic Plan at a City Council Meeting on April 21, 2021.

**2022**

- July –The Strategic Plan was updated to reflect which priority initiatives or goals had been completed, underway, ongoing, or on the horizon. No other changes were made to the document.

**2023**

- February - A City Council Retreat was held in February. During the retreat the Council received updates from staff on several priority initiatives and had the chance to review the Strategic Plan. No changes to the plan were made.
- February - The Strategic Plan was updated to reflect, which priority initiatives or goals had been completed, underway, ongoing, or on the horizon. No other changes were made to the document.

**2024**

- March – The annual Council Retreat was held in March. During the retreat the Council reaffirmed their commitment to the existing Vision Statement and the established five (5) strategic outcomes. The Council did revise the definitions of several strategic outcomes and added new priority initiatives (included in this update of the Plan).
- October – Council to adopt the updated Strategic Plan.



CITY OF  
*Yuma*