

# STRATEGIC PLAN

A D O P T E D M A Y 2 0 2 3

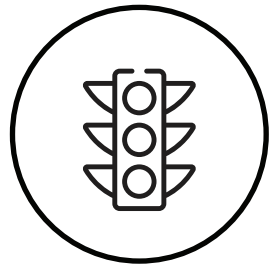
**Mayor** Mike Laws, **Vice-Mayor** Gregory Hancock,  
**Councilmembers** Tim Bowlby, Rachel Garza, Carl Hestand, Becky Akes, Paul Sheats



# MISSION STATEMENT

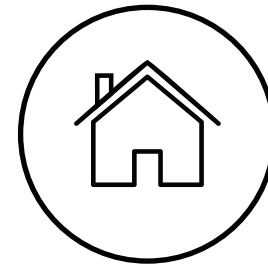
The City of Willcox's mission is to provide a healthy, positive environment for living, education, and employment; supply safe drinkable water, dependable sewer and natural gas systems, quality fire and police protection, well-maintained streets, refuse collection, recreational facilities, and other citizen requested services in an economical and professional manner.

## FIVE FOCUS AREAS & STRATEGIC GOALS



### **STREETS & INFRASTRUCTURE**

Be consistent in street maintenance and improve utility infrastructure.



### **HOUSING**

Increase housing options within the community to attract and retain businesses.



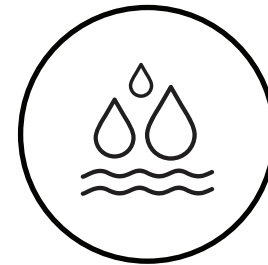
### **QUALITY OF LIFE**

Ensure citizens feel proud of the community by improving beautification and safety.



### **ECONOMIC DEVELOPMENT**

Foster an open atmosphere that embraces change, creativity, innovation, and calculated risk.



### **SAFEGUARD & STRENGTHEN WATER RESOURCES**

Secure water resources for current residents and future generations to come.

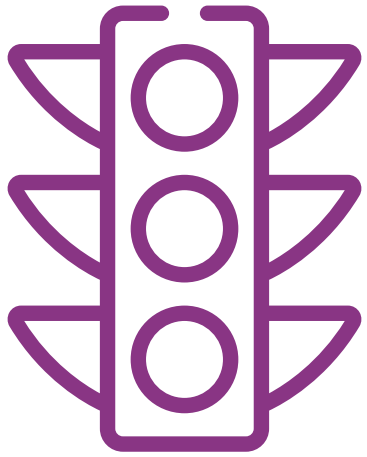




# STREETS & INFRASTRUCTURE



CITY OF  
**WILLCOX**  
ARIZONA



## INITIATIVES

# STREETS & INFRASTRUCTURE

## 1. DEVELOP MAINTENANCE SCHEDULE FOR STREETS

- A. Utilize an asset management system for City services including roads and utilities
- B. Develop schedules for crack sealing, fog sealing, chip sealing, and paving
- C. Post schedules on City website
- D. Identify and begin replacing damaged curbing

## 2. PROVIDE A HIGH LEVEL OF SERVICE TO THE PUBLIC

- A. Fill Potholes within 48 Hours of being reported
- B. All City Public Works staff carry cold mix in their vehicles to fix potholes





INITIATIVES

## STREETS & INFRASTRUCTURE (CONTINUED)

### 3. INVEST IN AND MAINTAIN CITY ASSETS, INFRASTRUCTURE AND FACILITIES

- A. Perform a water master plan
- B. Perform a wastewater master plan

### 4. DETERMINE WHETHER TO SELL GAS UTILITY

- A. Perform an evaluation of the existing gas system to determine sale price
- B. Perform a cost/benefit analysis





# HOUSING





INITIATIVES

## HOUSING

### 5. INCREASE HOUSING OPTIONS

### 6. CREATE A HOUSING PLAN

- A. Review City Code for Land Use
- B. Update to International Building Code
- C. Explore Low Income Tax Credits
- D. Explore possible City incentives

### 7. EXPLORE PARTNERSHIPS WITH NON-PROFITS TO INCREASE HOUSING

### 8. IDENTIFY LOCATIONS TO EXPAND INFRASTRUCTURE FOR HOUSING DEVELOPMENT

- A. Perform a water master plan
- B. Perform a waste-water master plan.





# QUALITY OF LIFE







## INITIATIVES

# QUALITY OF LIFE

## 9. FINISH COMMUNITY POOL & SPRAY PARK

## 10. IDENTIFY AND IMPLEMENT SIDEWALK CORRIDORS AND MULTI-USE PATHS THROUGHOUT THE CITY

- A. Use GIS to map sidewalks and multi-use paths
- B. Complete sidewalk corridors and close gaps.

## 11. FURTHER COMMUNITY POLICING

- A. Share positive stories involving Police Officers
- B. Determine dates for DUI/Impaired Driving Enforcement
- C. Increase contacts and have positive interaction with residents





# ECONOMIC DEVELOPMENT & TOURISM



CITY OF  
**WILLCOX**  
ARIZONA



## INITIATIVES

# ECONOMIC DEVELOPMENT

## **12. FOSTER AN ENVIRONMENT FOR BUSINESSES TO FLOURISH**

A. Create a community profile package that displays the incentives of moving to Willcox to potential businesses and future residents

## **13. STRENGTHEN VISITATION IN WILLCOX THROUGH TOURISM**

A. Implement projects to attract visitors to downtown Willcox

## **14. LOBBY FOR CHIRICAHUA NATIONAL MONUMENT TO BE CHANGED TO THE CHIRICAHUA NATIONAL PARK**

## **15. LOBBY FOR AMTRAK RAILROAD STOP**

## **16. PERFORM ANNEXATIONS TO ALLOW FOR GROWTH AND DEVELOPMENT**

## **17. IMPLEMENT A SHOP LOCAL CAMPAIGN**

## **18. CONTINUE TO PARTNER WITH ARIZONA OFFICE OF TOURISM IN MARKETING**





# SAFEGUARD & STRENGTHEN WATER RESOURCES





## INITIATIVES

# SAFEGUARD & STRENGTHEN WATER RESOURCES

## 19. CREATE A WATER CONSERVATION PROGRAM

- A. Hire a contract employee or consultant to perform outreach, obtain grants, and enact the plan
- B. Update water fixtures at restrooms throughout city facilities
- C. Upgrade Quail, Keiller and Railroad Park, and the Golf Course with smart irrigation systems
- D. Update Cemetery with zeroscape and drought tolerant plants

## 20. STRENGTHEN EXISTING WATER INFRASTRUCTURE

- A. Perform a water-master plan
- B. Identify an additional well site for system redundancy
- C. Installation of Smart Meters to monitor groundwater use and leaks



INITIATIVES

## **SAFEGUARD & STRENGTHEN WATER RESOURCES** (CONTINUED)

- 21. PURSUE FUNDING TO EXPAND THE CITY WATER SYSTEM FOR REDUNDANCY, TO SERVE COCHISE COUNTY RESIDENTS AND TO ALLOW THE CITY TO DIVERSIFY ITS ECONOMIC DEVELOPMENT PORTFOLIO WITH BUSINESSES OUTSIDE THE AGRICULTURE SECTOR**
- 22. CREATE COMMUNITY PARTNERSHIPS WITH FEDERAL, STATE AND LOCAL ORGANIZATIONS TO MANAGE AND PRESERVE WATER RESOURCES**
- 23. EXPLORE CREATING A RIPARIAN AREA AT COCHISE LAKE TO PRESERVE BIRDING**
- 24. PURSUE FUNDING AND PARTNERSHIPS TO CREATE RECHARGE AREAS IN THE WILLCOX BASIN**



# VISION STATEMENT

Growing a strong community that embodies the cowboy spirit and inspires past and present generations to call Willcox Home

# GUIDING PRINCIPLES

**WORK ETHIC** (Consistency, Dependability, Professionalism, On-Time, Self-Starter, Reliability, Ability to Prioritize)

A. We are consistent, dependable and professional. You can rely on us to get the job done the right way the first time.

**TEAMWORK** (Unification, Willingness to Help Each Other Fulfill a Goal, Selfless Service, Respect, Kindness)

A. We are unified in our approach to further community goals by always being ready and willing to lend a hand.

**COMMUNICATION** (Transparent, Treat Community Members with Respect, Educate, Honest)

A. We value and respect input from leaders, businesses and citizens and act as ambassadors in educating and sharing information.

**ACCOUNTABILITY** (Teachable, Open-minded, Attention to Details, Learn from Mistakes, Ability to Recognize)

A. We are quick to observe, open to new ideas and changes that improve the community and learn from our mistakes.

**INSPIRATION** (Community Pride, Creating Loyalty/Endearment to Willcox by Community)

A. We create loyalty and endearment to Willcox by giving 100% in our daily assignments.

THANK YOU



[Willcox.AZ.gov](http://Willcox.AZ.gov)