

2002 City of Willcox Strategic Plan

Over the past seven years, Willcox City Councilmembers and staff have participated in a process to identify goals for community betterment. The process began with a strategic visioning meeting in 1994. At their annual retreats, City Council continued its tradition and commitment by agreeing on the goals and objectives to fulfill these goals.

In 2001, the City of Willcox implemented the Balanced Scorecard concept in the development of the 5-year Strategic Plan. In doing so, the Council has developed six (6) focus areas as the foundation of the plan. The emphasis and planning for the next 5-years will align our resources with these focus areas.

Our Strategic Plan is not a rigid blueprint, but is a flexible document which we will use to move toward our future. Each department will use this plan to develop specific action items and allocate resources to move our organization from today to the future.

Vision

The City of Willcox will be a model of excellence that puts citizens first. Proficient, motivated employees will be known for providing quality in all areas of service. We will support economic development that maintains a quality of life. We will partner with citizens and businesses to make this community the most desirable location to live, work and visit.

Mission

The City of Willcox is committed to enhancing the quality of life for the citizens of the Community while ensuring a safe environment, by providing courteous and professional services in an efficient and economical manner.

Focus Areas

- ▶ Promote Economic Opportunity
- ▶ Availability of Safe Convenient Streets
- ▶ Restructure Government
- ▶ Community Safety
- ▶ Reliable Utilities
- ▶ Community Image

Within the Focus Areas, Council has identified seven (7) top and high priorities:

Top

- ▶ General Plan Implementation
- ▶ Housing Strategy Implementation
- ▶ Road Improvements

High

1. Facility Study
2. Economic Incentives Study
3. Annual Citizen Satisfaction Survey

TOP PRIORITIES FOR 2002

General Plan

The City of Willcox General Plan was prepared through continuous effort by a Technical Advisory Committee, input provided by its citizens at workshops, the Planning and Zoning Commission, City Council and staff. The General Plan was developed to serve as a blueprint for future planning. Preparing for the future in Willcox involves a continuing regard for the City's past, the traditions and heritage of the region. The General Plan serves as a broad overview of how this community's distinctive character can be preserved and, at the same time, encourage progress. The following elements were included in the Plan:

- # Land Use
- # Circulation (Transportation)
- # Growth Areas
- # Cost of Development
- # Environmental Planning
- # Open Space
- # Water Resources

Housing Strategy

The Willcox Housing Strategy was completed in January 2001. This report described the availability and variety of quality housing in different cost ranges. It further defined actions that may be taken by local elected officials in cooperation with the private sector and other levels of government to positively impact the availability, variety, quality and affordability of housing. The Strategy also included a five-year action plan for achieving the community's vision through targeted actions.

Road Improvements

City staff has begun initial work on developing a five-year transportation improvement and maintenance plan. Council is scheduled to review the plan in February 2002, with public hearings to be held in March 2002 and plan approval scheduled for April 2002.

HIGH PRIORITIES FOR 2002

Facilities Study

At the current levels of growth in the Library, Magistrate Court, and Public Works the existing facilities will not accommodate these governmental functions in the future. A thorough analysis of these functions should be conducted utilizing the strategic direction of the Mayor and City Council. This analysis should focus on the level of service and programming that will be anticipated and expected in years 2004-2014. With the recommendations of analysis, options should be developed to pursue facilities to match the governmental function.

Economic Incentives Study

The City of Willcox is committed to creating an economically self-sustaining community. As economic development is pursued or presents itself, the City and the Willcox Chamber of Commerce should be prepared to discuss economic incentives. It is likely that these incentives will be offered on a case by case basis. However, it is very advantageous for the two (2) organizations to develop and present a “united front.” A forum should be held with the organizations to identify and document reasonable and allowable incentives.

The Economic Incentives Study or guide could be used to establish economically viable partnerships with developers and businesses desiring to locate in our City. It should be designed to put Willcox in a competitive position with other municipalities.

Annual Citizen Satisfaction Survey

This 5-year Strategic document has been developed to manage and respond to the needs of our Community and its citizens. In preparation of the focus topics and objectives, the elected official and staff utilized the concept of a balanced perspective. In the balanced perspective, functions of government are considered from a customer satisfaction viewpoint. Establishing what the customer or citizens want from a governmental function and how they value its products and services. This viewpoint is translated into services and programming through good business practices and working environment, balancing all three (3) areas.

It is imperative that once the governmental functions are established that a monitoring and reporting system be established by the City. The monitoring system can be accomplished through a Annual Citizen Satisfaction Survey. This survey would measure the attitude of citizens for a variety of these functions, allowing the City to provide these functions through a continuous improvement process.

BALANCED SCORECARD and PERFORMANCE MEASUREMENT

The City's strategy is captured in its corporate scorecard. The balanced scorecard is the City's performance measurement system. It translates mission and strategy into tangible corporate objectives and measures. The scorecard gives a quick, but comprehensive, view of progress across the Focus Areas and four perspectives: customer, financial, internal processes and learning and growth. The scorecard provides a means by which the City organization can monitor progress toward customer and financial objectives while evaluating achievements in building organizational capacity for future achievements (internal process and learning and growth).

2002 City of Wilcox

City Council Focus Areas

Promote Economic Opportunity	Availability of Safe Convenient Streets	Restructure Government	Community Safety	Reliable Utilities	Community Image
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Corporate Scorecard

Customer Perspective	Improve & maintain City streets	Enhance Service Delivery/ Reliability	Increase police neighborhood involvement	Improve neighborhood appearances	Maintain tax rates comparable to other cities
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Financial Perspective	Secure funding for needed services	Maximize cost/benefit	Grow tax base		
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Internal Process Perspective	Promote employee based problem solving	Increase positive contacts	Improve productivity & process	Expand Infrastructure	Improve short- and long-range planning
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Learning & Growth Perspective	Achieve positive employee climate	Close skills gaps			
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ORGANIZATION OBJECTIVES

The City of Willcox has identified 16 corporate level objectives and a measure for each objective in the Corporate Scorecard. The 16 Corporate Level Measures represent indicators that provide a look at the organization's corporate achievement and progress in each of the four perspectives of the scorecard.

Customer Perspective

Improve and Maintain City Streets - Develop, implement and support plans and procedures that will allow the City to improve and preserve city streets, while addressing the continuous "pothole" problems.

- Measure:** I. Percentage of existing roadway improved and preserved annually.
II. Number of potholes patched.
III. Reduction in pothole patching program, Increase in funding for improvements and preservation.

Improve Resource Allocation - Ensure that accurate and appropriate human resources and being scheduled for daily operations and capital projects.

- Measure:** I. Projects and programs are meeting projected time lines.
II. Projects are being completed within projected budgets.
III. Percentage of Citizen complaints.

Increase Police Neighborhood Involvement - Improve perception of safety by increasing police and neighborhood involvement.

- Measure:** I. Perception Rating of Safety on survey.
II. Satisfactory comments on departments quality assurance survey.

Improve Neighborhood Appearances - Develop and support programs and projects that will improve neighborhood appearance, addressing quality of housing stock, and expanding nuisance abatement.

- Measure:** I. Percentage of code enforcement cases closed.
II. Number of code enforcement cases re-opened.
III. Number of substandard housing units brought into compliance.

Maintain Competitive Tax Rates - Maintain tax rates including property and other taxes and user fees, which are competitive with neighboring cities.

Measure: I. Benchmark tax rates among neighboring cities of similar size.

Financial Perspective

Secure Funding for needed Services - Extend City resources by pursuing grant funding, partnerships with other organizations, and opportunities for expansion of existing revenue sources.

Measure: I. Number of new funding/resource partners identified on a fiscal year basis.
II. Dollar value from sources not previously available on a fiscal year basis.

Maximize Benefit/Cost - Maximize public resource effectiveness in comparison to other governmental entities through competition, privatization, and optimization.

Measure: I. Number of services by program, which are annually benchmarked with other government entities and private sector competition and demonstrating they are 5% better than they're nearest competition.
II. Total dollars subjected annually to competition and privatization.

Grow Tax Base - Increase tax base by attracting new business developments, retaining existing businesses, encouraging residential/commercial developments, and participating in annexation measures in adjacent unincorporated areas.

Measure: I. Number of new business and developments.
II. Number of building permits issued.
III. Number of annexations completed.

Internal Process Perspective

Promote Employee-Based Problem Solving - Promote employee-based problem solving by allocating City resources to develop problem solving capacity.

Measure: I. Number of employees that serve on internal "problem-solving" committees.
II. Percentage of employees personally attending Council meetings.

Increase Positive Contacts - Increase citizen satisfaction with City government contacts in courteous, professional, promptness, and responsiveness.

- Measure:** I. Survey rating on courteousness, professionalism, promptness, and responsiveness of City employees.
II. Ratings from annual evaluations.

Improve Productivity and Process - Serve growing population while lowering supports costs by improving process.

- Measure:** I. Support costs as percentage of operating budget.
II. Total number of internal customers positively affected by process improvements.

Expand Infrastructure - Support growth by optimizing existing infrastructure and increasing capacity.

- Measure:** I. Percentage of capital projects that are included in long-range plans.
II. Amount of capacity measured annually.

Improve Short- and Long-Range Planning - Develop short- and long-range planning that aligns all resources with strategy.

- Measure:** I. Completion of annual departmental action plans.
II. Percentage of completed projects included in short and long range plans.

Learning and Growth Perspective

Achieve Positive Employee Climate - Strengthen work-life environment where employees are motivate, productive, and fairly compensated in order to retain and attract qualified personnel.

- Measure:** I. Employee satisfaction rating as reported on annual survey.
II. Percent of employee's separating due to environment and wage.

Close Skills Gap - Increase availability of skills in leadership, customer service, problem-solving, technology, and other area required to support City priorities.

- Measure:** I. Percentage of staff with a completed and approved development plan.
II. Percentage of staff personally pursuing education and training.

Promote Economic Opportunity

Willcox has experienced a less than average employment and population growth rate in the 1990s. Although the City's population grew 19.4% during the 10-year period, the average growth rate for the state was 42%. The City was fortunate to attract a truck travel center and a small discount retail outlet during this period. A number of small tourism related businesses specializing in niche markets were also launched. Most recently, Willcox has witnessed expansions in the local telephone cooperative industry, as well as in the governmental segment of employment.

Developing a strategy for economic development is essential for economic success and prosperity of the community. Most forecasts and trends point to modest growth beyond the year 2005. At the same time, other indicators suggest the need to position the community for sudden and impulsive growth due to the following issues:

- ▶ Job growth is expected outside of the incorporated City limits. The Bowie Power Station received approval from the Arizona Corporation Commission to site a power generation plant in Bowie. This project will bring as many as 400 construction jobs and approximately 40 full time positions to Northern Cochise County. Eurofresh Inc., has also announced expansion of their greenhouse operations. Both of these businesses are located outside of the incorporated City limits. However, Willcox is the closest incorporated city and will provide the majority of services and programs to the employees of these industries.
- ▶ The demographics and family income levels of the community are changing. Surveys conducted during the 2000 Census indicate that the Hispanic population is now 49% of the City. Additionally, the results indicate a growing number of household incomes within the City are below the medium income levels.
- ▶ The unemployment rate of the community has averaged 4.5-5%. The existing workforce lacks the required skills for the information technology and manufacturing industries. Additionally, there is limited access to training within the community. Finally, should labor forces require expansion, the lack of adequate and affordable has been identified as a weakness in the Willcox Housing Strategy and Willcox General Plan.

The desire of Willcox is to create an economically self-sustaining community. One that is not open for any and every development possibility, but those that are good for its residents. The quality of growth is more important than the quantity. Sustaining prosperity, and assuring its access by all residents, is what helps define success in economic development.

The Willcox City Council has developed the following guide to support the development and growth of the community:

“Create an economically self-sustaining community” that:

- Creates additional job opportunities through promotion of tourism, retirement, light manufacturing and agriculture.
- Increases and diversifies the local tax base.
- Retains and expands existing businesses.
- Provides the necessary infrastructure, land and incentives to support business development.
- Focuses on opportunities for all citizens to be productive contributors to the economy.

These can be accomplished by:

- Maintaining and participating in the contract with the Chamber of Commerce which administers local economic development and tourism efforts.
- Participate in the Cochise County Visitor Center
- Continue participation in the Cochise County Tourism Council
- Support growth by optimizing existing infrastructure and increasing capacity
- Expand tourism through civic events and hospitality accommodations
- Implementing the recommendations made in the Willcox Housing Strategy and Willcox General Plan.

Availability of Safe Convenient Streets

A diversity of street types connect in Willcox. Interstate-10, Interstate-10B (Haskell Avenue), State Route 186 (Maley/Rex Allen Drive) are owned and maintained by the State of Arizona. Internal circulation which primarily includes the residential street network are owned and maintained by the City of Willcox, with some boundary roadways being the responsibility of Cochise County.

The City enjoys the advantage of the interstate highway. Access by tourists aids the economy and introduces people to prospective benefits of living and working in Willcox. Additionally, many of the State roads within the incorporated City limits are utilized arterial roadways and are heavily used by local residents.

The local streets are being improved as funds permit. However, the lack of consistent funding over the years has resulted in an overwhelming amount of streets being rated as poor in the most recent analysis conducted by the City. Limited resources (e.g., Highway User Revenue Funding) frustrate the City's ability to achieve economies in paving contracts and to address the need for surfacing dirt roads in some parts of the City. Street flooding occurrences are also identified as a factor pertaining to safety, circulation, convenience, and pavement damage that require comprehensive planning/design solutions.

The transportation agenda has some formidable challenges:

1. Developing a long term Transportation/Circulation Improvement Plan
2. Funding to carry out the full, 5-Year Street Construction Plan-balancing the additional demands of competing services, capital projects, and our community's resource capacity.
3. Balancing state funding formulas – advocating increased state shared revenue for road maintenance
4. Allocate funds to provide adequate staff resources for supporting transportation and land-use initiatives

Restructuring Government

Since the early 1990's Restructuring Government has been one of the City Council's primary goals. The City has successfully faced many challenges of restructuring government. One of the many objectives that has been established is to management government in a fiscally effective and efficient manner. This objective certainly is aligned with the initiative of many to reform government. The emphasis is now being placed on cost effectiveness.

The City of Willcox has had many significant accomplishments over the past 10-years:

- ★ Reorganization of the various division functions has resulted in a reduction of more than 10 full-time positions.
- ★ Street improvement and repair expenditures have increased from \$20,000 per year to \$200,000 to \$500,000 per year.
- ★ Competition savings have been shifted to capital programs.
- ★ More than \$1.5 million in grant funding has been utilized to improve existing infrastructure.
- ★ The primary property tax rate has been decreased each year for seven (7) years.

Accountability is defined by results, an increased emphasis on results and on outcomes rather than just activities.

- ★ The City prides itself on courteous and responsive customer service, yet will still seek new ways to evaluate, measure, and improve the level of service provided to customers.
- ★ The City will continue to use competitive, privatization, and optimization as tools to provide the best service at the lowest cost.
- ★ The City will pursue sound fiscal policies that will ensure the fiscal health of our organization.
- ★ The City needs a skilled, motivated workforce to deliver services and provide customer satisfaction. The City will provide competitive compensation, benefits, and working conditions to recruit and retain qualified employees.
- ★ The City will provide the leadership, business skills, and technology training needed to help our employees provide the nest service for our customers.

Community Safety

Survey's conducted by the City of Willcox have indicated that community safety remains the top priority of the citizens of Willcox. The Mayor and Council have impressed a philosophy of problem-oriented policing which have been implemented within the Department of Public Safety. These initiatives have been the catalyst for community safety to become a collaborative effort among all City departments, the citizens of Willcox and other public and private sector providers.

The philosophy includes:

- **Community Policing:** The need to expand community problem-oriented policing so that all patrol officers and supervisors are involved in problem-solving partnerships with the citizens.
- **Prevent Crime:** Reduce the opportunity for criminal activity to occur through enforcement and prevention activities that address both specific crime and disorder problems and the root causes for criminal activity.
- **Form Partnerships:** Establish a network of public and private service providers that work with citizens to build a safe community. Each member of the partnership, including the citizen, has a critical role to play in identifying and solving problems.
- **Promote Problem Solving:** Use the resources of City government, public and private service providers and the neighborhoods to identify root causes of problems and to develop long-term solutions. Strong partnerships between citizens and service providers are the cornerstone to successful problem solving efforts.
- **Promote Neighborhood Accountability:** Encourage every citizen who lives and works in Willcox to take an active role in making this a safe and clean community.

Reliable Municipal Utilities

Adequate municipal utilities are vital to the City's well-being. The City provides water, sewer and natural gas service to citizens residing within the incorporated city limits. The recent expansion of the wastewater treatment plant has doubled the capacity of the facility and extended the useful life to 2020. Currently, efforts are underway to expand the City's available water resource by adding a new well site, storage facility and transmission line to the existing distribution system. Additionally, a new natural gas regulator station is being designed and older metal gas line are being replaced with more advanced plastic pipe.

There are 6 components to the Department of Public Services and Works philosophy:

1. Deliver services to meet expectations of customers and demands of changing environment through evaluating services for efficiency, effectiveness, and customer satisfaction.
2. Implementing and monitoring Citywide customer service standards for all forms of customer interactions.
3. Review regulations, ordinances and procedures for possible changes to streamline interactions with customers.
4. Enable easier customer transactions to improve delivery and access to City services.
5. Increase satisfaction with City government contacts in courteousness, professionalism, promptness and responsiveness.
6. Provide efficient stewardship of public resources through competition and re-engineering, partnerships with the private and non-profit sections, and sound fiscal policies.

Community Image

Developing a strong Community Image involves a continuing regard for the Community's past, the traditions and heritage of the region with the balance of opportunity for change in growth in the housing and job markets and Community activities that supports its desirable, small-city atmosphere. From that extent, the City of Willcox believes that a strong Community Image must be maintained from an internal and external perspective and from both within and outside of the Community.

In the development of the Willcox General Plan, citizens and municipal leaders defined Willcox in terms of its needs and its commitment to living quality excellence. Participants in this joint effort refined a vision that was intended to bring about these high aspirations.

City of Willcox General Plan Vision Statement

The Willcox Vision centers on quality growth while retaining the Community's Southwestern heritage. Public participation that is enthusiastic, intelligent, and educated marks the civic responsibility to solve Community challenges, to retain our youth as residents with career opportunities, and to attract tourists as well as new citizens to our Community.

Open, creative and responsive City government seeks to promote economic development for well-paying jobs and improved municipal services. Willcox will build on our locational advantage as a business-supporting, regional hub with all transportation modes. Respect for the environment and natural resources requires that future growth will be consistent with citizens' values.

The City of Willcox will promote a positive City image, within the Community, region and state by:

1. Providing quality customer service
2. Promoting Community beautification through collective efforts with Chamber of Commerce, civic organization, businesses and residents
3. Developing our historic, art and cultural amenities
4. Implementing strategies to improve our substandard housing stock
5. Promoting a positive, efficient, responsive and results oriented government