

CITY OF BISBEE, ARIZONA STRATEGIC ACTION PLAN



FISCAL YEARS 2016-2017

City of Bisbee, Arizona

BISBEE, 90 MILES SOUTHEAST OF TUCSON AND NESTLED AMONGST THE MULE MOUNTAINS, IS THE PICTURESQUE COUNTY SEAT OF HISTORIC COCHISE COUNTY. THE COMMUNITY WAS FOUNDED IN 1880 AND NAMED AFTER JUDGE DEWITT BISBEE, A FINANCIAL BACKER OF THE COPPER QUEEN MINE.

ONCE KNOWN AS “THE QUEEN OF THE COPPER CAMPS”, THIS OLD WEST MINING CAMP PROVED TO BE ONE OF THE RICHEST MINERAL SITES IN THE WORLD, PRODUCING NEARLY THREE MILLION OUNCES OF GOLD AND MORE THAN EIGHT BILLION POUNDS OF COPPER, NOT TO MENTION THE SILVER, LEAD AND ZINC THAT CAME FROM THESE RICH MULE MOUNTAINS. BY THE EARLY 1900S, THE BISBEE COMMUNITY WAS THE LARGEST CITY BETWEEN ST. LOUIS AND SAN FRANCISCO.



BISBEE, WITH A POPULATION OF OVER 20,000 PEOPLE IN THE EARLY 1900'S, HAD BECOME ONE OF THE MOST CULTURED CITIES IN THE SOUTHWEST. DESPITE ITS CULTURE, HOWEVER, THE ROUGH EDGES OF THE MINING CAMPS COULD BE FOUND IN NOTORIOUS BREWERY GULCH, WITH ITS SALOONS AND SHADY LADIES. BREWERY GULCH, WHICH IN ITS HEYDAY BOASTED UPWARDS OF 47 SALOONS AND WAS CONSIDERED THE "LIVELIEST SPOT BETWEEN EL PASO AND SAN FRANCISCO". BISBEE OFFERED OTHER RECREATIONAL PURSUITS IN THAT IT WAS HOME TO THE STATE'S FIRST COMMUNITY LIBRARY, A POPULAR OPERA HOUSE, THE STATE'S OLDEST BALL FIELDS AND THE STATE'S FIRST GOLF COURSE.

IN 1908, A FIRE RAVAGED MOST OF BISBEE'S COMMERCIAL DISTRICT ALONG MAIN STREET, LEAVING NOTHING BUT A PILE OF ASHES, BUT THE RESIDENTS OF BISBEE QUICKLY BEGAN RECONSTRUCTION AND BY 1910, MOST OF THE DISTRICT HAD BEEN REBUILT AND REMAINS COMPLETELY INTACT TODAY.

BISBEE WAS A THRIVING COMMUNITY UNTIL THE LARGE SCALE MINING OPERATIONS BECAME UNPROFITABLE IN THE MID 1970'S. AS MINING EMPLOYEES LEFT TO GO ELSEWHERE, MANY ARTISTIC FREE SPIRITS FOUND BISBEE AN IDEAL, ATTRACTIVE, AND INEXPENSIVE LOCATION TO SETTLE AND PURSUE THEIR ARTISTIC ENDEAVORS. THE SMALL TOWN'S LEGACY HAS LONG BEEN PRESERVED NOT ONLY IN ITS ARCHITECTURE AND MINING LANDSCAPE, BUT IS WORLD-RENOWNED FOR ITS DIVERSE MINERALS AND WEALTH OF COPPER. ALTHOUGH ITS MINES CLOSED IN THE 70S, A MUSEUM HAS WELCOMED, EDUCATED AND ENTERTAINED MORE THAN A HALF-MILLION VISITORS EVER SINCE. FEATURED AMONG ITS EXHIBITS IS "BISBEE: URBAN OUTPOST ON THE FRONTIER", AN IN-DEPTH LOOK AT THE DEPTHS - AND HEIGHTS - TO WHICH MINERS AND SETTLERS WENT TO CARVE A COMMUNITY AND A LIVING OUT OF ROCK.

City of Bisbee, Arizona

Strategic Action Plan Overview

City of Bisbee's Strategic Action Plan utilizes five strategic focus areas as its foundation. These priority areas were set through the results of an online survey and retreat with the Mayor and Council in the spring of 2015, and they focus on five general areas that drive policy decisions and priorities for the Town for strategic initiatives.

The Strategic Action Plan establishes a road map of key strategic initiatives that will best advance the vision for the City and will ensure that Bisbee is poised to capitalize on opportunities. This plan is a flexible tool to guide and assist with proactive policy development, and the achievements resulting from this plan will be enjoyed by current residents and future generations. This plan is designed to highlight key activities in support of stated priorities and goals over a period of two fiscal years.

The Strategic Action Plan focuses specifically on activities outside of the day-to-day operational services that the City provides. The projects included in the Strategic Action Plan are specific and assigned to a lead person. The document may also be used as a mechanism to provide status updates on the progress of activities at regular intervals.



City of Bisbee, Arizona

Vision Statement

We Will Strive to be a Model for Small Cities by:

- ❖ *Creating a Safe, family friendly environment.*
- ❖ *Enhancing economic development opportunities that provide jobs with sustainable wages.*
- ❖ *Being a leader among municipalities for finding innovative and functional solutions to meet our community and organizational needs.*
- ❖ *Continuing to embrace our community as thriving multicultural place to live, work and visit.*
- ❖ *Preserving the beauty, history, culture, and diverse, geography of our community*
- ❖ *Valuing our employees that serve our community*
- ❖ *Benchmarking best practices in similar communities.*
- ❖ *Always get better.*
- ❖ *Run parallel with Budget realities.*
- ❖ *Stronger Financial awareness.*
- ❖ *Protection & safety to community/infrastructure*
- ❖ *Focusing on level of service.*

City of Bisbee, Arizona

Strategic Focus Areas

Strategic Action Plan's the five strategic focus areas established by the Mayor and Council, community stakeholders and staff is a roadmap for action. The action plan focuses on specific initiatives and activities over a two-year period that will advance these priority areas.

Five Strategic Focus Areas



1. City Fiscal Health

City of Bisbee will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The City will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our citizens. Business practices will be efficient, business friendly, and ensure exceptional customer service to all stakeholders and citizens.



2. Infrastructure Assets

City of Bisbee will maintain current infrastructure and plan strategically for future infrastructure that supports the community's quality of life and economic variability.



3. Community Quality of Life

City of Bisbee will provide programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, and clear, accessible communication. Our community's history and environment will be protected for future generations.



4. City Organization

City of Bisbee will implement programs and projects that create a clean, safe, and sustainable environment and that provide citizens with opportunities for an engaged, healthy, and active lifestyle. City will provide a working environment and benefits to attract and retain a workforce that is committed to providing outstanding service to citizens and exceptional value for tax dollars invested by citizens.



5. Economic Growth

City of Bisbee will seek appropriate diverse, high quality development, and will foster local jobs and businesses through the strategic pursuit of industries including distribution, renewable energy, engineering, aerospace, medical, partnering with higher education, manufacturing, and home base business. Business investment and sustainability will be fostered through streamlined processes and ongoing relationships

CITY FISCAL HEALTH

Action Item	Description	Responsibility	Time Frame
Evaluate Cooperative Services Opportunities			•
Establish performance measures to track cash flow, revenue, collections, sick leave usage, workers; compensation, delinquent accounts, overtime and other key financial operations			•
Revise City Budget Format			•
Evaluate Refinancing Debt Payments			•
Explore Expanding Use of Reserve/ Volunteer Staff for Public Safety			•
Establish Financial Policies			•
Establish Program for Pursuing Past Due Collections			•
Conduct Staffing Analysis of Public Safety			•
Develop Gift/ Donation Guide for City			•
Continuously Exploring Grant Funding			•
Fundraising			•
Sales Tax Collection			•
Continue Analysis of Financial Viability of Enterprise Funds			•
City Retail Store			•

INFRASTRUCTURE ASSETS

Action Item	Description	Responsibility	Time Frame
Evaluate General Obligation Bonds			•
Seek "Best Practice" Solutions for Maintenance and Repair			•
Seek RDA Funding and Seek Smaller Scale Partnerships with Schools/ Community Groups, and Prison Labor for Basic Maintenance and Repair			•
Invest in Building Future Technologies			•
Explore Grants for Infrastructure			•
Develop Relationships with Outside Funding Agencies			•
Evaluate Developing Asset Assessment Plan			•
Fire Suppression System and Drainage/ Evaluate Partnering w/ AZ Water			•
Slope Stability Analysis			•
Santa Cruz Wash			•
Cochise Row Drainage Improvements			•
Library and City Hall Renovation / Lease Buyback			•
Assess Flooding in City Hall Basement			•
Continue with Pool Improvements			•
Bridge Analysis throughout Old Bisbee			•

Evaluate Privatization of Infrastructure			•
Community Advisory on Infrastructure			•
Engage Financial Advisor			•
Street Paving			•

COMMUNITY QUALITY OF LIFE

Action Item	Description	Responsibility	Time Frame
Use Vista Park for Movies Install Lights and Bandstand			•
Develop Youth Internship Program			•
Explore Partnerships for Developing Sports, Mini Golf Courses, Bowling Alley, Go-Cart or Dirt Bike Tracks, Arcade, Indoor Pool, Etc.			•
Organize Low Cost Trips from Bisbee to Other Attractions			•
Partner w/ Elderhostel or Other Travel/ Lifelong Learning Companies			•
Restore Historic			•
Develop Air Taxi Service			•
Evaluate Establishing County Regional Park in Bisbee			•
Eliminate Fluoride from Drinking Water			•
Create an Endowment Fund for Quality of Life Projects			•
Develop Policy Directing A Specific Percentage of Funding to Community Quality of Life Improvements			•
Identify Proof-of-Concept Model			•
Improve Communication, Transportation, and Infrastructure Deficits			•

Partner w/ Local K-12 and College/ University Programs for Workforce Development			•
Develop, Strengthen, and Market Cross-Border Partnerships that Demonstrate Borderland Safety and Stability			•
Develop Border Asset Plan to Address Border Perception I.E. Low Cost Medical Services Etc.			•
Develop / Update Long Range Development Plan			•
Evaluate Long Term Water Program			•
Evaluate Sulfate Pollution			•
Establish Dog Park			•
Establish Park in San Jose			•
Plan for Vista Park Irrigation System			•
Establish Bike Lane / Sidewalk Plan			•
Community Center			•
Develop Trails Above Bisbee			•

CITY ORGANIZATION

Action Item	Description	Responsibility	Time Frame
Developing online platform for community engagement Nextdoor/ Mind Mixer			•
Identify Key City Processes for Improvement			•
Develop Customer Service Survey and Focus Groups			•
Develop Online Citizen Academy			•
Conduct Work Force Planning Analysis			•
Evaluate Current Pay Structure			•
Evaluate Updating Technology			•
Survey Employees on Critical Resources Needed to Perform their Jobs			•
Develop Employee Suggestions Program			•
Establish Internship Program			•
Professional Development			•
Develop Reserve Employee Workforce			•
Intranet Development			•
Updating Email and Calendar System			•
Evaluate E-Services			•
Establishing Standard Operating Procedures			•

Establish Student Work/ Entrepreneurship Program			•
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ECONOMIC GROWTH

Action Item	Description	Responsibility	Time Frame
Develop Endowment Fund for Infrastructure			•
Identify and promote EB-5 Immigrant Investor: http://www.uscis.gov/EB-5			•
Market Bisbee to Senior and Early Retirees			•
Work w/ APS on the FMI to Provide Teachers to Bisbee High School			•
Work w/ Bisbee High School, APS, FMI, Century Link, to create "Magnet Programs to Attract Cochise County / Mexico Students to BHS			•
Consider partnering with Arizona Downtown Alliance: https://azdowntown.wordpress.com/main-street/			•
Evaluate Developing Incentives for targeted business development			•
Explore Partnering w/ Tombstone for extended Visitor Experience			•
Explore Implementing Oro Valley Shopping Program			•
Evaluate Develop Technology Incubator w/ Colleges and County			•
Target and Attract business to consider vacant Alco building			•
Identify and market to industries for whom the southwest is an obvious choice			•

Explore Senior Housing Project			•
Develop Community “Build Out/ Redevelopment Strategy” w/ The Urban Land Institute			•
Political Alliances/ Coordinated Lobbying			•
Market Bisbee as an overnight destination			•
Naco Mexico Sister City Relations			•
Bisbee marketed as a Recreational Destination			•