



# Town of Wickenburg Strategic Plan



# INTRODUCTION

Honorable Mayor and Council Members:

We are pleased to present you with our Strategic Plan. This Council and Town staff have done an exceptional job of developing a strategic approach with a strong emphasis on executing projects in our key focus areas of Fiscal Sustainability, Infrastructure Assets, Safe and Sustainable Quality of Life, Innovative and High Performing Organization and Economic Growth. You have charted an excellent path for managing the future horizon for Wickenburg and its residents.

The Strategic Plan establishes a road map for activities and initiatives that will achieve the vision for the Town and will ensure that Wickenburg is poised to capitalize on opportunities to advance key initiatives. This plan is a flexible tool to guide and assist with proactive policy and project development. 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 Focus Areas and Guiding Principles over a period of two (2) fiscal years.

This document is aligned with the budget and many other planning documents used by the Town. The Strategic Plan focuses specifically on activities outside of the day-to-day operational services the Town provides. Town staff will provide the Council and community with periodic updates on the progress of activities delineated in the Strategic Plan.

The Town now has a road map for making strategic to continuously maintaining and improving our operations and services to citizens. We would like to thank the Council, Leadership Team and BridgeGroup LLC consultants for their insights and energy in development of this plan.

Rui Pereira  
Mayor

Stephen Erno  
Town Manager



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# The Vision Statement

Wickenburg will be known as the best Western town in Arizona and one of Arizona's best places to live, raise a family, do business and enjoy an outdoor lifestyle.

# The Mission Statement

To provide excellent customer service and a clean, safe, and vibrant Western community, benefiting all residents, businesses, and visitors, all while preserving our heritage.

## Core Values

### Integrity

Always seek and do what is right for our organization and community.

### Respect

Value and appreciate all.

### Teamwork

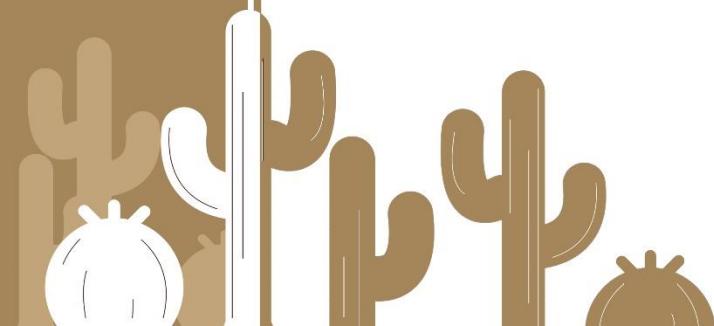
We are stronger working together and helping each other.

### Innovative

Continuously identify and implement opportunities to improve our services and operations.

### Caring

We treat each other and those we serve with compassion.



# Fiscal Sustainability

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

## Guiding Principles

1

Implement business processes and operational efficiencies to streamline the cost of government including the examination and identification of cost of services and cost recovery policies.

2

Implement financial initiatives that allow the Town to proactively recruit, plan for, maximize, and retain top human resources.

3

Implement innovative technology initiatives to support Town business processes, customer service and encourage private development investment.

4

Sustain, create and pursue opportunities for collaboration and regional partnerships to maximize resources and address local issues.

5

Implement and seek diverse revenue sources that withstand and adapt to changing economic conditions.

# Infrastructure Assets

Town of Wickenburg will maintain current infrastructure and plan strategically for future infrastructure that supports the community's quality of life and economic vitality.

## Guiding Principles

1

Establish routine and industry best practice maintenance guidelines to monitor the efficiency and operability of current below and above grade infrastructure and facilities.

2

Identify programs, technologies, or resources to compliment current operational practices that ensure the sustainability of existing infrastructure and facilities.

3

Establish long-term planning, prioritization and investment strategies for future infrastructure and facilities that improve the quality of life for residents while being financially sustainable.

# Safe and Sustainable Quality of Life

Town of Wickenburg 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, public safety and clear, accessible communication. Our community's history and environment will be protected for future generations. The Town will implement programs and projects that create a clean, safe, technology focused, and sustainable environment that provides residents with opportunities for an engaged, healthy, and active lifestyle.

## Guiding Principles

1

Preserve and enhance the historic and cultural identity/resources that reflect the values and traditions of our community. We support and promote cultural activities that reflect our historic legacy.

2

Provide multi-generational development programs and recreational opportunities. Support and create partnerships with public/private educational institutions and local school leadership.

3

Create an enhanced connection with neighborhoods throughout the town through focused outreach and strategic utilization of various communication methods. We should celebrate our accomplishments through focused outreach to the residents.

4

Promote public safety process improvements and innovative programs and technologies that ensure a safe community.

5

Foster and support initiatives and evaluate community policies, programs, gathering places, and events that promote healthy and quality lifestyles for our diverse community.

6

Foster town-wide "open space" initiatives, policies and town codes that support a clean, well-maintained, and sustainable community.

7

Promote and implement sustainable water management policies and practices.

# Innovative and High Performing Organization

Town of Wickenburg will update and refine programs, policies, and projects that create a clean, safe, and sustainable workplace. The Town will provide a working environment and benefits to attract and retain a workforce that is committed to providing outstanding service to its residents at an exceptional value for their tax dollars.

## Guiding Principles

1

Establish clear management expectations for all employees and volunteers of the Town.

2

Develop initiatives and systems to improve communication and transparency for Town employees.

3

Create and maintain a culture of ownership by empowering employees to make decisions and to challenge the status quo. Ensure employees have the necessary intellectual and physical resources to perform their jobs and provide excellent customer service efficiently and effectively.

4

Implement programs and develop projects that create a professional, safe, value-oriented, accountable, and responsive work environment with opportunities for education, advancement, and job fulfillment.

5

Implement and evaluate opportunities to foster employee engagement in meaningful ways that strengthen internal relationships while celebrating accomplishments.

# Economic Growth

Town of Wickenburg will seek diverse, high quality development, that supports the community's economic sustainability and fosters intentional growth and development. Business investment and sustainability will be fostered through streamlined processes, technology and ongoing partnerships and relationships.

## Guiding Principles

1

Ensure development services are continually streamlined, efficient, customer focused and responsive to support new growth, local economic development, and the long-term success of existing local businesses.

2

Continually update and refine a long-range planning that incorporates resident and stakeholder input to provide a road map for community design, strategic economic development, infrastructure, and budget planning.

3

Nurture and support existing businesses and entrepreneurial efforts in the town. Ensure Town policies encourage and support business growth and success.

4

Focus on strategic and targeted economic development pursuits that strive to increase local jobs, generate additional revenues, and support the needs of a growing community.

5

Employ economic development strategies, including development agreements that invest in public amenities and infrastructure to enhance our quality of life and thereby drive economic growth.

6

Promote balanced housing development that targets a wide variety of options (e.g. types, price ranges, sizes, ownership/rental, and styles) through strategic partnerships and enhanced ordinances/policies.

# Fiscal Sustainability

Project	Senge Rating	Department Lead	Fiscal Year
Update Financial and Procurement Policies Based on GFOA Best Practices	2	Finance	FY24
Evaluate and Update Internal Financial Processes	2	Finance	FY24
Utility Rate (Study) to fund future Infrastructure Improvements	1	Public Services	FY24
Evaluate Internal Fees and Cost Recovery Policies	2	Town Clerk	FY25
Evaluate Development Impact Fees	2	Community Development	FY25
Evaluate Enterprise Resource Program	2	Finance	FY26

## Infrastructure Assets

Project	Senge Rating	Department Lead	Fiscal Year
Conduct a Facilities Master Plan	2	Town Manager Office	FY25
Implement Wastewater Master Plan (phase I) Recommendations	2	Public Services	FY24
Develop Electrical Infrastructure Master Plan	2	Public Services	FY25
Implement Water Master Plan (phase I) Recommendations	2	Public Services	FY24
Conduct Airport Master Plan	2	Public Services	FY25
Update Pavement Condition Assessment	1	Public Services	FY24

## Safe and Sustainable Quality of Life

Project	Senge Rating	Department Lead	Fiscal Year
Evaluate Town Code and Code Enforcement Program	2	Community Development	FY24
Create Code Enforcement Office	1	Community Development	FY24
Conduct Parks & Trails Master Plan	2	Public Services	FY26
Develop Community Engagement Volunteer Program	2	Community Development	FY25
Evaluate and Develop Neighborhood Engagement Strategies	2	Community Development	FY25
Develop Arts & Culture Events	2	Town Manager Office	FY26
Collaborate and Develop Community Events Calendar	2	Town Manager Office	FY24

# Innovative and High Performing Organization

Project	Senge Rating	Department Lead	Fiscal Year
Implement Compensation and Classification Study	2	Human Resources	FY25
Evaluate High Performing Organization (HPO) Principles	2	Human Resources	FY25
Implement Gallup Q12 for Employee Engagement and Development	1	Human Resources	FY25
Implement HRIS and LMS employee software	2	Human Resources	FY25
IT Road mapping –(Master Plan)	2	Finance	FY25
Evaluate and Improve Town Website	2	Town Manager Office	FY25

# Economic Growth

Project	Senge Rating	Department Lead	Fiscal Year
Identify Partnership Opportunities with the Business Community Stakeholders	2	Town Manager Office	FY25
General Plan Update	2	Community Development	FY25
Zoning Code Update	2	Community Development	FY25
Develop and Implement Wayfinding plan	2	Town Manager Office	FY25
Develop Economic Development Web Portal	2	Town Manager Office	FY25
Evaluate Implementing Economic Gardening	2	Town Manager Office	FY25
Develop and Implement Economic Marketing and Branding Strategies	2	Town Manager Office	FY25
Conduct Economic Development Strategic Plan	2	Town Manager Office	FY25



**Town of Wickenburg, AZ**

**UPDATED JANUARY 2024**

## Fiscal Sustainability

Project	Senge Rating	Department Lead	Fiscal Year
<del>Update Financial and Procurement Policies Based on GFOA Best Practices</del>	2	Finance	<del>FY23-24</del> Complete
<del>Evaluate and Update Internal Financial Processes</del>	2	Finance	<del>FY23-24</del> Complete
Utility Rate (Study) to fund future Infrastructure Improvements	1	Public Services	FY23-24
Evaluate Internal Fees and Cost Recovery Policies	2	Town Clerk	FY24-25
Evaluate Development Impact Fees	2	Community Development	FY24-25
Evaluate Enterprise Resource Program	2	Finance	<del>FY25-26</del> <del>FY26-27</del>
ASSESS EXISTING FINANCIAL LEVIES AND REVENUE SOURCES (INTERNAL)	2	FINANCE	FY24-25 NEW
DEVELOP AND ADOPT A LONG-TERM STRATEGIC FINANCIAL PLAN FOR CAPITAL PROJECTS (INTERNAL)	2	FINANCE	FY24-25 NEW
REVIEW AND MAINTAIN APPROPRIATE RESERVE FUNDS	2	FINANCE	FY24-25 NEW



## Infrastructure Assets

Project	Senge Rating	Department Lead	Fiscal Year
Conduct a Facilities Master Plan (EXTERNAL)	2	Town Manager Public Services	FY24-25
Implement Wastewater Master Plan (phase I) Recommendations	2	Public Services	FY23-24
Develop Electrical Infrastructure Master Plan	2	Public Services	FY24-25
Implement Water Master Plan (phase I) Recommendations	2	Public Services	FY23-24
Conduct Airport Master Plan (EXTERNAL) PER FAA REQUIREMENT	2	Public Services	<del>FY24-25</del> FY25-26
Update Pavement Condition Assessment	1	Public Services	FY24-25
CONDUCT A TRANSPORTATION AND TRANSIT PLAN (EXTERNAL)	2	PUBLIC SERVICES	FY25-26 NEW
IMPLEMENT COUNCIL DIRECTION ON COMMUNITY CENTER	2	PUBLIC SERVICES	FY24-25 NEW
IMPLEMENT WATER AND WASTEWATER MASTER PLAN (YEAR 2) RECOMMENDATIONS	2	PUBLIC SERVICES	FY24-25 NEW
IMPLEMENT WATER AND WASTEWATER MASTER PLAN (YEAR 3) RECOMMENDATIONS	2	PUBLIC SERVICES	FY25-26 NEW
IMPLEMENT WATER AND WASTEWATER MASTER PLAN (YEAR 4) RECOMMENDATIONS	2	PUBLIC SERVICES	FY26-27 NEW
EVALUATE HANGAR AND TIE DOWN OPPORTUNITIES	2	PUBLIC SERVICES	FY25-26 NEW



## Safe and Sustainable Quality of Life

Project	Senge Rating	Department Lead	Fiscal Year
Evaluate Town Code and Code Enforcement Program	2	Community Development	FY23-24
<b>Create Code Enforcement Office</b>	<b>1</b>	<b>Community Development</b>	<b><del>FY23-24</del> FY24-25</b>
Conduct Parks & Trails Master Plan	2	Public Services	<del>FY25-26</del> FY24-25
Develop Community Engagement Volunteer Program	2	Community Development	FY24-25
Evaluate and Develop Neighborhood Engagement Strategies	2	Community Development	FY24-25
Develop Arts & Culture Events	2	Town Manager's Office	FY25-26
Collaborate and Develop Community Events Calendar	2	Town Manager's Office	FY23-24
<b>SEEK PARTNERSHIPS TO INCREASE RECREATIONAL PROGRAMMING</b>	<b>2</b>	<b>COMMUNITY SERVICES</b>	<b>FY24-25 NEW</b>
<b>STRATEGIC ANNEXATION TO MANAGE URBAN PRESSURE AND ECONOMIC OPPORTUNITIES</b>	<b>2</b>	<b>COMMUNITY DEVELOPMENT</b>	<b>FY24-25 NEW</b>



## Innovative and High Performing Organization

Project	Senge Rating	Department Lead	Fiscal Year
Implement Compensation and Classification Study	2	Human Resources	<del>FY24-25</del> Complete
Evaluate High Performing Organization (HPO) Principles	2	Human Resources	FY24-25
Implement Gallup Q12 for Employee Engagement and Development SURVEY	1	Human Resources	<del>FY24-25</del> FY25-26
Implement HRIS and LMS employee software	2	Human Resources	<del>FY24-25</del> FY25-26
IT Road mapping – (Master Plan, INTERNAL)	2	Finance Information Technology	FY24-25
Evaluate and Improve Town Website	2	Town Manager's Office	FY24-25



## Economic Growth

Project	Senge Rating	Department Lead	Fiscal Year
Identify Partnership Opportunities with the Business Community Stakeholders	2	Town Manager's Office	FY24-25
General Plan Update	2	Community Development	FY24-25
Zoning Code Update	2	Community Development	FY24-25
Develop and Implement Wayfinding plan	2	Town Manager's Office	FY24-25
Develop Economic Development Web Portal	2	Town Manager's Office	FY24-25
Evaluate Implementing Economic Gardening (Business Retention and Expansion)	2	Town Manager's Office	FY24-25
Develop and Implement Economic Marketing and Branding Strategies	2	Town Manager's Office	FY24-25
Conduct Economic Development Strategic Plan	2	Town Manager's Office	FY24-25
<b>ATTRACT AND SUPPORT THE GROWTH OF LIGHT INDUSTRIAL BUSINESSES</b>	<b>2</b>	<b>TOWN MANAGER'S OFFICE</b>	<b>FY24-25 NEW</b>



Town of Wickenburg, AZ

## Project Rating System

PROJECT IS  
EASY TO  
ACCOMPLISH      PROJECT IS  
DIFFICULT TO  
ACCOMPLISH

### Senge Chart

