

STRATEGIC PLAN



2022 - 2024



Message from Town Manager

Wellton is located just 29 miles from Yuma, Arizona. It is a town with pride in our history and pride in our future. We are a town on the move with business, recreation, and public services. It's important that during this time of growth, Wellton continues to move in the right direction - a direction that continues to enhance our quality of life.

This strategic plan is collaboratively effort which involved our Town Council, department heads, and staff. Together we identified who we are and where we want to go to support our residents and the larger community. We have crafted new mission and vision statements, along with our core organizational values.

In addition to mission, vision and values, the governing body also adopted four <u>strategic</u> <u>priorities</u> to set the agenda for town government in the years ahead. The priorities include:

- 1. Increase our Revenue Stream
- 2. Strengthen our Existing Partnerships and Create New Ones
- 3. Attract and Retain New Businesses.
- 4. Create a Culture of Value and Respect

To support the key priorities above, a comprehensive list of goals and strategies has been identified as part of the plan development process. This detailed information will allow us to track our progress against key metrics and make important and needed adjustments as we move forward. While we pursue our new goals, we will still maintain a focus on areas such as economic development, parks and recreation, and emergency preparedness.

Join us in Wellton and experience our amazing community, which is a great place to live, work, and play.

Richard Marsh

Town Manager

TOWN OF WELLTON STRATEGIC PLAN 2022 - 2024

Our Mission

As a community we work together to provide outstanding services and to enhance a better quality of life for all.

Our Vision

We will create a community where sustainability and a better quality of life exist by promoting economic development and affordability.



Our Core Values

Accountability: We are responsible for our own actions and how we treat others.

Integrity: We always do right even when no one is watching.

Honesty: We exemplify upright and trust-worthy behavior.

Respect: We recognize the value of every person, thing, and opinion.

Fun: We will create a work environment that is not painful or joyless.



Our Key Priorities

To support our mission and vision, we will focus on the following Key Priorities.

Key Priority A: Increase our Revenue Stream.

Key Priority B: Strengthen our Existing Partnerships and Create New Ones.

Key Priority C: Attract and Retain New Businesses.

Key Priority D: Create a Culture of Value and Respect.



Our Key Priorities and Strategies

To address each Key Priority, the following strategic goals will shape the direction we want to take.

Key Priority A

Increase our Revenue Stream.

Key Goal #1: Secure alternative funding sources to grow Town of Wellton

- Strategy #1: Explore federal, state, and other grants
- Strategy #2: Collect Fire Subscriptions

Key Goal #2: Secure Corporate Sponsorships

- Strategy #1: Establish a 501c (3) to increase funding for programs and initiatives
- Strategy #2: Obtain individual donors to support programs and initiatives

Key Goal #3: Promote Town of Wellton

- Strategy #1: Gather data by surveying residents for input

Key Goal #4: Highlight local businesses to increase Town of Wellton's visibility

- Strategy #1: Create a monthly recognition program for businesses
- Strategy #2: Establish a Chamber of Commerce to support town and its businesses

Key Priority B

Strengthen our existing partnerships and create new ones.

Key Goal #1: Establish ways to work more closely with our existing partners and create two new one within next two years

- Strategy #1: Strengthen all current partnerships and stakeholders
- Strategy #2: Establish regular meeting schedule to maintain relationships

Key Goal #2: Participate in organizational conferences

- Strategy #1: Identify conferences available to attend to market town
- Strategy #2: Determine funding requirements for conferences and make decision

Key Goal #3: Become members of professional associations (AACOP, IACP, etc.) to promote Town of Wellton

- Strategy #1: Join professional organizations to increase Town of Wellton's visibility

Key Goal #4: Create two new partnerships over the next two years

- Strategy #1: Determine the partnerships to explore and the benefits of each for Town of Wellton

Key Priority C

Attract and retain new businesses.

Key Goal #1: Retain existing business relationships

- Strategy #1: Maintain support to businesses to retain existing relationships

Key Goal # 2: Provide support to workers to maintain partnership

Strategy #1: Increase access to advanced education, workforce development and training for workers

Key Goal #3: Improve quality of life for residents

- Strategy #1: Review and update current plans and processes to improve community way of life
- Strategy #2: Improve image and promote a vibrant downtown and commercial district
- Strategy #3: Provide variety of housing for varying income levels.

Key Priority D

Create a culture of value and respect.

Key Goal #1: Build a stronger team without barriers

- Strategy #1: Improve our internal communication for all employees
- Strategy #2: Improve communication between departments

Key Goal #2: Practice accountability

- Strategy #1: Provide incentives for workplace safety
- Strategy #2: Promote successful accountability
- Strategy #3: Provide a safe process to address workplace problems

Key Goal #3: Build better internal working relationships

- Strategy #1: Promote an interest in other departments/activities
- Strategy #2: Establish trust between employees

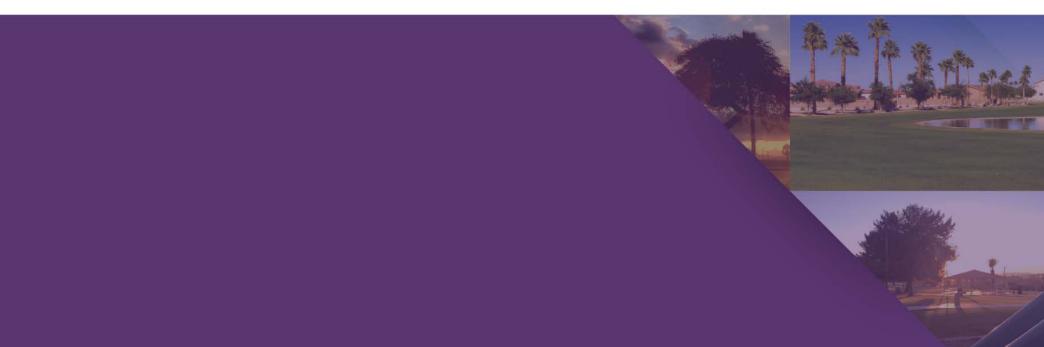
Key Goal #4: Celebrate People

- Strategy #1: Recognize important key employee milestones



2022-2024 Town of Wellton Strategic Plan Appendix





Appendix

This Appendix provides more detailed information to support the 2022-2024 Town of Wellton Strategic Plan. It outlines all priorities with their relevant goals and strategies. Timeline, milestones/targets, and responsibilities have also been identified.

This information is for internal use only and will serve as a roadmap for completion. These action items should be reviewed, updated (or deleted) on a quarterly basis by the Town Manager and staff. Additional goals, strategies and action items can be added when necessary.





Key Goal #1: Secure alternative funding sources to grow Town of Wellton

Strategy #1: Explore federal, state, and other grants

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
1.1.1	Reviews information and sources of available grants	04/22 - 06/23	List of resources	Town Manager/ Grant Writer	*Dollars requested will depend on source and requirements
1.1.2	Apply for relevant grants based on requirements	07/22 - 03/23	Completed applications	Town Manager/ Grant Writer	
1.1.3	Develop a plan to market to foundations and investors/donors	07/22 - 06/23	Complete plan	Town Manager/ Grant Writer	
1.1.4	Review and secure possible private foundations	07/22 - 12/22	Foundations list	Town Manager/ Grant Writer	
1.1.5	Gather list and secure possible investors and donors	07/22 - 03/23	Inventors list	Town Manager/ Grant Writer	



Key Goal #1: Secure alternative funding sources to grow Town of Wellton

Strategy #2: Collect Fire Subscriptions

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
1.2.1	Determine how to educate and promote importance of subscriptions	05/22 - 06/23	A completed plan	Deputy Town Clerk	
1.2.2	Develop an accounting system for subscriptions	05/22 - 06/23	Approved system	Finance Director	
1.2.3	Solicit online subscriptions	05/22 - 06/23	Documented process	Deputy Town Clerk	
1.2.4	Create a direct mail communication piece	05/22 - 06/23	Completed document	Deputy Town Clerk	
1.2.5	Implement direct mail piece	05/22 - 06/23	Mail distribution	Deputy Town Clerk	



Key Goal #2: Secure Corporate Sponsorships

Strategy #1: Establish a 501c (3) to increases funding for programs and initiatives

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
2.1.1	Review steps to complete the corporation type	04/22 - 06/22		Town Manager	
2.1.2	Determine name and purpose of corporation	04/22 - 06/22		Town Manager	
2.1.3	Complete documents and apply for status	07/22 - 09/22	Application requirements	Town Manager	

Town of Wellton 2022 – 2024 Strategic Plan



Key Priority A: Increase our Revenue Stream.

Key Goal #2: Secure Corporate Sponsorships

Strategy #2: Obtain individual donors to support programs and initiatives

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
2.2.1	Determine donation amount to secure annually	07/22 - 07/23	Depends on funding source	Town Manager/ Grant Writer	
2.2.2	Determine a list of donors to consider as possible sponsors	07/22 - 07/23	List of potential sponsors and key contact info	Town Manager/ Grant Writer	
2.2.3	Develop a plan with benefits to address all possible donors	07/22 - 07/23	A completed plan	Town Manager/ Grant Writer	
2.2.4	Create introduction letter and communicate to each sponsor highlighting benefits	07/22 - 07/23	Approved sponsors	Town Manager/ Grant Writer	

Town of Wellton 2022 – 2024 Strategic Plan



Key Priority A: Increase our Revenue Stream.

Key Goal #3: Promote Town of Wellton

Strategy #1: Gather data by surveying residents for input

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
3.1.1	Determine what information to gather from residents and create a survey	07/22 - 10/22	Communication methods identified	Town Manager/ Grant Writer	
3.1.2	Create a communication piece to accompany survey	11/22 - 04/23	Document	Town Manager/ Grant Writer	
3.1.3	Determine how survey will be distributed	11/22 - 04/23	Methods	Town Manager/ Grant Writer	
3.1.4	Deliver survey to residents Methods: - Electronic - Hard Copy - Public Forum	11/22 - 04/23	Distributed surveys	Town Manager/ Grant Writer	
3.1.5	Compile survey data and analyze results	04/23 - 07/23	Summary of responses (with themes)	Town Manager/ Grant Writer	Communicate survey results to the public by 09/23
3.1.6	Provide survey results to community	08/23 - 08/23	On website and hard copes	Town Manager	



Key Goal #4: Highlight local businesses to increase Town of Wellton's visibility

Strategy #1: Create a monthly recognition program for businesses

	No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
4.	.1.1	Conduct a small business owners' focus group to discuss ideas for promoting their businesses	04/22 - 04/22	Focus group feedback	Town Manager	
4.	.1.2	Develop a monthly recognition program based on ideas generated	11/22 - 07/23	Program details	Town Manager	



Key Goal #4: Highlight local businesses to increase City of Wellton's visibility

Strategy #2: Establish a Chamber of Commerce to support town and its businesses

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
4.2.1	Educate community on benefits of a Chamber of Commerce	11/22 - 12/22	Document on "benefits"	Town Manager	
4.2.2	Form a local Chamber of Commerce	01/22 - 12/23	Council developed	Town Manager	
4.2.3	Solicit volunteers to be a member of Chamber	12/23 - 12/26	Members names	Town Manager	



Key Priority B: Strengthen our Existing Partnerships and Create New Ones.



Key Priority B: Strengthen our Existing Partnerships and Create New Ones.

Key Goal #1: Establish ways to work more closely with our existing partners and create two new ones within next two years

Strategy #1: Strengthen all current partnerships and stakeholders

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
1.1.1	Identify a list of all key current partners and stakeholders	03/22 - 09/22	Complete list	Deputy Clerk	
1.1.2	Meet with all existing partners to continue networking	09/22 - 12/22	Schedule of meetings	Department Head(s)	
1.1.3	Identify potential new partnerships to develop	01/23 - 07/23	List	Town Manager/ Department Head(s)	



Key Priority B: Strengthen our Existing Partnerships and Create New Ones.

Key Goal #1: Establish ways to work more closely with our existing partners and create two new ones within next two years

Strategy #2: Establish regular meeting schedule to maintain relationship

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
1.2.1	Meet with each partner to determine business needs	06/22 - 07/22	Scheduled meetings	Department Head(s)	
1.2.2	Determine frequency of partnership meetings and agenda	06/22 - 07/22	Dates of meetings	Department Head(s)	
1.2.3	Identify a plan to address business needs	06/22 - 07/22	Detailed plan	Department Head(s)	

Town of Wellton 2022 – 2024 Strategic Plan



Key Priority B: Strengthen our Existing Partnerships and Create New Ones.

Key Goal #2: Participate in organizational conferences

Strategy #1: Identify conferences available to attend to market Town of Wellton

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
2.1.1	Conduct research to determine upcoming conferences	07/22 - 09/22	Available conferences	Department Head(s)	Annual review in first quarter of fiscal year
2.1.2	Select conferences to benefit relationship building	01/23 - Ongoing	List of potential events	Department Head(s)	
2.1.3	Network with other entities at events to build/maintain relationships	01/23 - Ongoing	Established relationships	Department Head(s)	

Town of Wellton 2022 – 2024 Strategic Plan



Key Priority B: Strengthen our Existing Partnerships and Create New Ones.

Key Goal #2: Participate in organizational conferences

Strategy #2: Determine funding requirements for conferences and make decision

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
2.2.1	Identify a list of potential sponsorships	09/22 - 09/22	Sponsorship list	Department Head(s)	
2.2.2	Research scholarship options and follow up to apply	10/22 - 12/22	Sources identified	Department Head(s)	
2.2.3	Research options for donations and follow up	10/22 - 12/22	Sources identified	Department Head(s)	
2.2.4	Establish a funding goal (minimum amount)	01/23 - 03/23	Dollar amount		



Key Priority B: Strengthen our Existing Partnerships and Create New Ones.

Key Goal #3: Become members of professional associations (AACOP, IAP, etc.) to promote Town of Wellton

Strategy #1: Join professional organizations to increase Town of Wellton's visibility

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
3.1.1	Identify qualifications for member status	07/22 - Ongoing	List of qualifications	Department Head(s)	
3.1.2	Identify benefits to town for memberships	08/22 - Ongoing	Comparison of association's purpose vs. benefits	Department Head(s)	
3.1.3	Select appropriate associations to join	09/22 - Ongoing		Department Head(s)	
3.1.4	Complete membership applications	01/23 - 06/23	List of selected associations		



Key Priority B: Strengthen our Existing Partnerships and Create New Ones.

Key Goal #4: Create two new partnerships over the next two years

Strategy #1: Determine the partnerships to explore and the benefits of each for Town of Wellton

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
4.1.1	Market the town to public and private sector	07/22 - 08/22	Marketing piece	Town Manager	
4.1.2	Attend regional Economic Development summits to promote Town of Wellton	01/23 - Ongoing	Event participation	Department Head(s)	
4.1.3	Establish relationships based on benefit to Town of Wellton	01/23 - Ongoing	Partnership	Department Head(s)	



Town of Wellton 2022 – 2024 Strategic Plan



Key Priority C: Attract and Retain New Businesses.

Key Goal #1: Retain existing business relationship

Strategy #1: Maintain support to businesses to retain existing relationships

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
1.1.1	Conduct audit of business environment	04/22 - 12/23	List of business licenses	Department Head(s)	
1.1.2	Create relationship with business based on their needs	04/22 - Ongoing	Plan document	Form Committee w/Town Manager and Business	
1.1.3	Develop method to communicate business growth and provide policy changes	04/22 - 07/23		Town Manager and Utilities	
1.1.4	Update town's website to communicate information	01/23 – 12/23			
1.1.5	Advertise to promote business	01/23 - Ongoing	Number of participants	Web Developer/ Department Head(s)	



Key Goal #2: Provide support to workers to maintain partnership

Strategy #1: Increase access to advanced education, workforce development and training for workers

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
2.1.1	Strengthen partnership with Arizona Western College	07/22 – 12/22	Identify partnership needs	Town Manager	
2.1.2	Provide cross-training to departments and local businesses	07/22 - 07/23	Number of participants	Town Manager	
2.1.3	Assist business in setting up internships and scholarships	07/22 – 07/24	Number of participants	Town Manager	
2.1.4	Establish success metrics and communicate to partnerships	07/23 – 12/22	Key metrics	Town Manager	



Key Goal #3: Improve quality of life for residents

Strategy #1: Review and update current plans and processes to improve community way of life

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
	Update the General Plan	07/22 - 7/23	Completed	Council,	
3.1.1			document	Employees,	
				Attorney	
	Update Zoning process and	07/22 - 12/23	New process	Council,	
3.1.2	modify ordinances			Employees,	
				Attorney	
	Update Permitting process	06/22 - 12/22	New process	Council,	
3.1.3				Employees,	
				Attorney	
3.1.4	Create and enforce ordinances	01/23 - Ongoing	Compliance to ordinances	Code Enforcer	



Key Goal #3: Improve quality of life for residents

Strategy #2: Improve image and promote a vibrant downtown and commercial district

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
3.2.1	Create a small committee to discuss ideas	08/22 - 10/22	Volunteers identified	Residents, Businesses, Employees	
3.2.2	Select appropriate areas for renovation	01/23 - 03/23	List of renovations	Town Manager	
3.2.3	Gather funding for improvements (donations/grants, etc.)	03/23 - 09/23	TBD	Town Manager	
3.2.4	Get quotes on work to be done	10/23 - 01/23		Contractors	
3.2.5	Acquire resources to complete renovations	01/23 - Ongoing		Town Manager	
3.2.6	Conduct evaluation contractors' work	01/23 - Ongoing		Town Manager	
3.2.7	Share survey results with contractors	01/23 - Ongoing	Completed work	Town Manager	Complete feedback within 30 - 60 days of work being completed.



Key Goal #3: Improve quality of life for residents

Strategy #3: Provide variety of housing for varying income levels

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
3.3.1	Benchmark with other successful towns	07/22 - 01/23	List of ideas	Town Manager	
3.3.2	Build Relationships with Housing Developers	09/22 - 12/23		Town Manager	
3.3.3	Promote Town of Wellton as Town Open for Business for Housing Development	01/23 - 12/23		Town Manager	



Key Priority D: Create a Culture of Value and Respect.

Town of Wellton 2022 – 2024 Strategic Plan



Key Priority D: Create a Culture of Value and Respect.

Key Goal #1: Build a stronger team without barriers

Strategy #1: Improve our internal communication for all employees.

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
1.1.1	Create survey questions	07/22 - 08/22	List of questions	TBD (employee volunteers)	Yearly update for possible changes
1.1.2	Conduct survey/focus group and analyze feedback for communication	09/22 - 10/22	Collect data	TBD (employee volunteers)	
1.1.3	Determine what information should be included in communication (memo as needed to Dept. Heads) based on feedback	09/22 - 09/22	Collect data	TBD (employee volunteers)	Department heads alternate on dispersing
1.1.4	Determine communication logistics: who coordinates, distribution frequency, delivery method	10/22 - Ongoing	Completed schedule	TBD (employee volunteers)	Quarterly, monthly if needed



Key Priority D: Create a Culture of Value and Respect.

Key Goal #1: Build a stronger team without barriers

Strategy #2: Improve communication between departments

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
1.2.1	Identify current employee engagement level via feedback mechanism (survey, focus group, team meetings, etc.)	08/22 - 08/22	Completed survey to disperse	Employee volunteers	
1.2.2	Review and analyze survey data to determine what steps to take to improve departmental communication	09/22 - 09/22	Collecting data	Employee volunteers	

Town of Wellton 2022 – 2024 Strategic Plan



Key Priority D: Create a Culture of Value and Respect.

Key Goal #2: Practice accountability

Strategy #1: Provide incentives for workplace safety

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
2.1.1	Highlight key milestones criteria for safety (# of incidents)	09/22 - Ongoing	Number of Employees meeting milestones		Have a pizza party quarterly for no incidents
2.1.2	Highlight employees' birthdays, and key work anniversaries during planned meetings (department or organization)	01/23 - Ongoing		Department Head(s)	
2.1.3	Review procedures and improve work processes and have set scheduled safety meetings	09/22 - Ongoing	Quarterly safety meetings	Department Head(s)	



Key Priority D: Create a Culture of Value and Respect. *Key Goal #2: Practice accountability* Strategy #2: Promote successful accountability Responsibility **Special Notes** Start – End Date Milestones/Targets (Name) Train staff on the importance of 08/22 - Ongoing Train during safety Department accountability and set clear meetings Head(s) 09/22 - Ongoing Post in employee Department

Head(s)

Head(s)

Department

memorandum

Annual review input

07/22 - Ongoing

No.

2.2.1

2.2.2

2.2.3

expectations

accountability

discuss impact

Share success stories in

Hold others accountable and

Action Step



Key Priority D: Create a Culture of Value and Respect.

Key Goal #2: Practice accountability

Strategy #3: Provide a safe process to address workplace problems

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
2.3.1	Create a committee to discuss a conflict resolution process	10/22 - 10/22	Committee to be determined	Finance Director and Deputy City Clerk	
2.3.2	Develop a conflict resolution process and share with employees	11/22 - 11/22	Educate and redistribute employee policy	Department Head(s)	Make improvements to employee policy
2.3.3	Implement process and monitor results	01/23 - Ongoing	\$ of conflict resolutions	Department Head(s)	



Key Priority D: Create a Culture of Value and Respect. *Key Goal #3: Build better internal working relationships* Strategy #1: Promote an interest in other departments/activities Responsibility Milestones/Targets **Special Notes** No. **Action Step** Start – End Date (Name) 12/22 - Ongoing Department Head(s) Communicate to employees Quarterly updates in about opportunities/ interests in memorandum 3.1.1 other areas of workforce Demonstrate ways to keep 07/22 - Ongoing Individual feedback Department Head(s) 3.1.2 communication open and establish trust



Key Priority D: Create a Culture of Value and Respect.									
	Key Goal #3: Build better internal working relationships								
Strategy #2: Establish more trust between employees									
No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes				
3.2.1	Schedule regular All Employee meetings	01/23 - Ongoing	Bi-Annual	Town Manager					
3.2.2	Develop a small committee to plan employee events	12/22 - Ongoing	Committee formed	Department Head(s)					



Key Priority D: Create a Culture of Value and Respect.

Key Goal #4: Celebrate People

Strategy #1: Recognize important key employee milestones

No.	Action Step	Start – End Date	Milestones/Targets	Responsibility (Name)	Special Notes
4.1.1	Collect most accurate employee information	11/22 - 12/22	Collect data	All Committee Members	
4.1.2	Create a celebration fund	11/22 - Ongoing	Minimum fund \$\$ raised	All Committee Members	Donations from employees
4.1.3	Create a small committee to coordinate celebration events	10/22 - 10/22	Committee formed	All Committee Members	
4.1.4	Celebrate work milestones, birthdays, anniversaries, etc.	01/23 - Ongoing	Collect data	All Committee Members	All employees vote
4.1.5	Establish employee of the year recognition	12/22 - 12/22	Yearly banquet	All Committee Members	All employees vote



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