

Town of Miami, Arizona Strategic Plan

JULY 1, 2025 – JUNE 30, 2028





ACKNOWLEDGEMENTS

The visioning and development of the strategic plan was made possible by the wise guidance and participation of the following:

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*The Town of Miami strategic planning process
was facilitated and prepared by Pinnacle Prevention.*



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SECTION 1. INTRODUCTION

History and the Importance of a Strategic Plan

The town of Miami, Arizona is at the heart of Arizona's Copper Corridor. Miami was founded as a mining town around 1875 and became incorporated in 1907. As of 2025, copper mining is still a large driver of the jobs and economy to just over 1,500 residents who call Miami home.

During Miami's peak mining days, the population grew to more than 7,000. Today, the Town is preparing to reach that population once again. Given the growing demand for copper, Miami is at a pivotal point to use the copper industry as a driving force for the development of tourism, infrastructure, housing, and sustainable expansion.

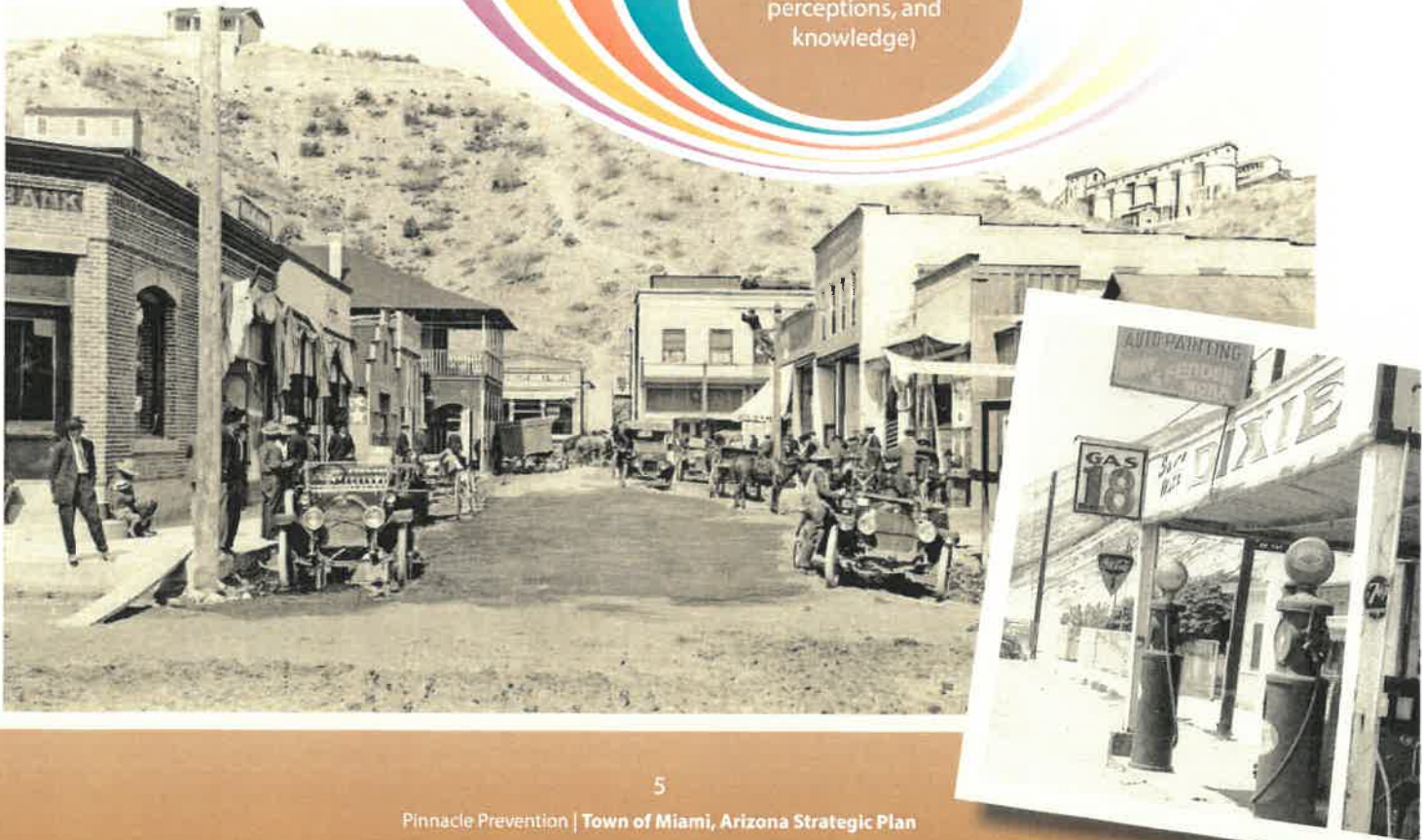
With the change and growth over the first 100 years and ambitious future goals, the Town of Miami recognized the need to establish a strategic plan that would guide their next three years of work to provide clear direction, align resources, enhance transparency and decision-making, and attract investment and funding. As a small town and interconnected close-knit community Miami is uniquely positioned to creatively reimagine new and innovative opportunities to support the economy, community wellbeing, and creatively think through optimizing limited resources. The 2025-2028 three-year strategic plan for the Town of Miami, Arizona serves the purpose of aligning the council and leadership team around shared values and a unified vision for the future of Miami. The plan also provides a road map for focusing on key priorities and the goals and actions by which to assess and measure progress embodying realistic, yet ambitious dreaming for what the Town of Miami could and should be for future generations. In summary, we plan to guide growth and development and to communicate a comprehensive vision for the community.



The Planning Process

Strategic planning is a process of looking into the future and aligning priorities based on what the Town may already be doing well and where the Town wants to channel energy into for future efforts. A plan serves to communicate priorities and acts as a map for future decision-making. The plan is not intended to be a stand-alone document and does not replace other plans of the community or the grants and programs it offers, but serves to align and guide collective efforts. Finally, the work is grounded in an understanding that many factors at multiple levels, from individual knowledge to community culture and experiences, through county, state, and federal policy will influence the outcomes within the plan.

Adapted Social Ecological Model of Influence for Cities and Towns



The planning process was driven by the Town of Miami Council in cooperation with department leadership that made up the planning collaborative and shared a vested interest in the outcomes. The aim of the planning effort was to ensure shared ownership by all those who participated in the development of the plan that provides a roadmap that establishes a vision, mission, values and sets priorities, goals, and strategies for action to target efforts. This process aims to build upon, rather than duplicate, previous planning efforts and recognizes that this is part of an evolving process of continuous efforts to strengthen the effectiveness of town government.

All who participated in the planning process expressed their commitment to developing a plan that “*embraces progress while honoring history and culture*”. It was also agreed that the plan will “*lead to evolution and opportunity*” and build off of the “*small-town care*” of the existing efforts so that the Town remains a place for “*connection and innovation*”. Utilizing a participatory planning process, the planning team reflected on the strengths, opportunities, and desired aspirations, and results (SOAR) for the Town.

The process focused on discussion reflections centered around identifying the following:

- What is the Town currently experiencing?
- Where are council and leadership currently spending most of their time and energy?
- What are you hearing from residents?
- What are the Town’s strengths?
- Where are there opportunities based on current trends, funding, and the overall environment?
- What do you want the Town of Miami to look like?
- What do you want to see and feel?
- What will you hear from Town of Miami residents, employees, and businesses?



The Following Summarizes the SOAR Reflections:

STRENGTHS

- Passionate Town Manager
- Strong copper industry
- Beautiful outdoor environment and climate
- Great recreation
- Caring residents
- Strong history
- Involved business owners
- Strong Miami Unified School District and students

OPPORTUNITIES

- Growth
- Reimagine housing and development
- Reimagine recreation
- New business opportunities
- New tourism opportunities
- Trail system and walking opportunities
- New mining education opportunities

ASPIRATIONS

- Optimize Law Enforcement
- More businesses and less empty buildings
- Fixed roads
- Become a destination location
- Beautify to attract more businesses and residents
- Improved inter-government reputation and relationships
- Increased activities for youth

RESULTS

- Safe, crime-free community
- Improved library environment and experience
- Improved roads
- More new businesses
- Development of a strong marketing plan
- Reimagined growth and long-term sustainability with increased population and financial security
- Decreased blight

The planning process also included visioning, revisiting the mission and values, weighing key priorities, and then developing goals, strategies for action, and shared measures informed by the SOAR reflections. Shared definitions were offered with the vision of where the Town aspires to go (tomorrow-thinking), that the mission is what the Town does (the purpose and today-thinking), and the values reflects the Town's core principles and ethics.



SECTION II.

THE PLAN

Vision, Mission, and Values

Through thoughtful reflection and consensus the team identified the following vision, mission, and values...

Town of Miami Vision:

The vision of the Town of Miami is a vibrant and inclusive community that embraces progress while honoring a unique cultural and historical heritage.

Town of Miami Mission:

The mission of the Town of Miami is to provide exceptional service, promote economic growth, and ensure a safe, clean, and welcoming environment for residents and visitors.

Town of Miami Guiding Values:

The Town of Miami achieves its vision and mission through the following guiding values:

- *Compassion:* We prioritize the wellbeing of all residents, businesses, and visitors showing care and understanding.
- *Integrity:* We are honest and ethical, offering service with respect and trustworthiness.
- *Resiliency:* We are adaptive and responsive with the ability to recover in response to uncertainty and disruption.
- *Accountability:* We are transparent and responsible for ownership in our actions and decisions in stewarding public funds and resources while centering community needs.
- *Dependability:* We are reliable and consistent in actions and commitments that can be counted on by residents and businesses.
- *Industrious:* We are innovative and resourceful continually seeking out ways to make improvements and develop new opportunities.



Strategic Priorities, Goals, and Strategies for Action

Using a structured process designed to ensure input from all participants, the planning team identified the following five (5) areas for prioritization to focus on for this three-year strategic plan:

- **Priority: Economic Development**
- **Priority: Infrastructure**
- **Priority: Public Safety**
- **Priority: Housing**
- **Priority: Sustainable Integration and Expansion**

The order of the strategic priorities listed does not indicate a ranked order of importance. It is recognized that each of the strategic priorities is interdependent upon each other. Work in one area influences outcomes in another area and are viewed as equal priorities across the five areas. Policy, lobbying, and government relations support was also identified as a critical need, but was found to be a cross-cutting strategy across all of the five priority areas. As a cross-cutting strategy it was integrated as a strategy for action within each priority.

The planning team identified goals for each priority using an asset-based analysis approach in order to determine outcomes for desired changes within each priority area. Next, the team worked in small groups brainstorming strategies for action that could be achieved over the next three (3) years within each of the five (5) focus areas, determining a realistic timeline to achieve the identified actions, and identifying leads to be accountable for implementation of the agreed upon actions.



Strategic Priority: Economic Development

Goal:

Increase diverse economic opportunities in the Town of Miami through business development, tourism, and partnerships with mines.

Strategies for Action:

- Develop a comprehensive marketing plan that promotes the local culture and highlights opportunities off Hwy 60 directing visibility, foot traffic and engagement to Sullivan Street.
- Invest in attractive community gateways off Hwy 60 and Sullivan Street.
- Design and implement a tourism strategy that supports and promotes the diversification of tourism opportunities within Miami.
- Promote and host cultural events that attract visitors and new businesses that uplifts the heritage, culture, and character of the Town of Miami.
- Deepen partnerships and collaborations with mines to develop workforce development and training programs centered in the Town of Miami.
- Work with building owners to design and implement a strategy to improve space utilization and revitalization of empty building spaces to retain existing businesses and attract new businesses or sell to new businesses to support expansion.
- Promote all developable property with property owner's consent.
- Invest in regional government relations and lobbying representatives that will represent the economic interests and needs of the Town of Miami with the result of securing additional funding and resources through diverse federal, state, and regional channels.

Performance Indicator(s):

- # of new businesses
- # of visitors
- Traffic counts
- Employment growth
- Increase in sales tax revenue

Town of Miami Lead:

Evelyn Vargas, Economic Development



Strategic Priority: Infrastructure

Goal:

Increase infrastructure investments with a focus on streets, waste, flood mitigation, and sewage to improve community resilience.

Strategies for Action:

- Identify and apply for relevant infrastructure funding opportunities.
- Secure infrastructure maintenance equipment
- Plan for and invest in infrastructure that supports visitor and business growth and retention to meet future demands.
- Plan for and invest in personnel to support infrastructure maintenance and customer service for community members and businesses.
- Plan and invest in community beautification projects that enhances existing infrastructure.
- Deepen partnerships and collaborations with the Arizona Department of Transportation (ADOT) for funding streets and projects.
- Deepen partnerships and collaborations with private partners including mines and Local First Arizona to support infrastructure needs and resources.
- Maintain a financially stable utility to provide reliable and high quality utility services.
- Invest in regional government relations and lobbying representatives that will represent the infrastructure needs of the Town of Miami with the result of securing additional funding and resources through diverse federal, state, and regional channels.



Performance Indicator(s):

- % increase in infrastructure funding and investments
- # of completed infrastructure projects
- # and type of repairs completed
- % decrease in maintenance and utility costs as a result of improved and modernized infrastructure

Town of Miami Lead:

Alexis Rivera, Town Manager

Strategic Priority: Public Safety

Goal:

Improve public safety for the Town of Miami with a focus on expanding and improving fire and police services.

Strategies for Action:

- Conduct a strategic public safety needs assessment that includes public participation and input.
- Deepen partnerships and collaborations within the tri-city region and contract for coverage of Miami and surrounding areas.
- Support coordination of public safety and emergency management operations through mutual aid agreements.
- Identify and apply for diversified funding to support police staffing needs.
- Conduct a police salary study and identify opportunities for improvements in offering competitive pay, improved benefits, and sign-on bonuses to attract and retain a sustainable police team.
- Plan for and invest in improved facilities, improved vehicles, and gear that supports future growth which meets future demands among community members and visitors.
- Invest in modernization through the purchasing of digital radars and speed limit signage to improve efficiencies and improve safety along Hwy 60.
- Train and expand neighborhood watch programs to improve community buy-in and promote safety.
- Invest in regional government relations and lobbying representatives that will represent the public safety needs of the Town of Miami with the result of securing additional funding and resources through diverse federal, state, and regional channels.

Performance Indicator(s):

- % increase in police staffing
- % increase in employee satisfaction and retention with respect to pay and benefits
- # and type of gear, radars, and signage acquired
- # of neighborhood watch programs trained and active
- Improved response times
- Reduced crime

Town of Miami Lead:

Manuel Hernandez, Town of Miami Police



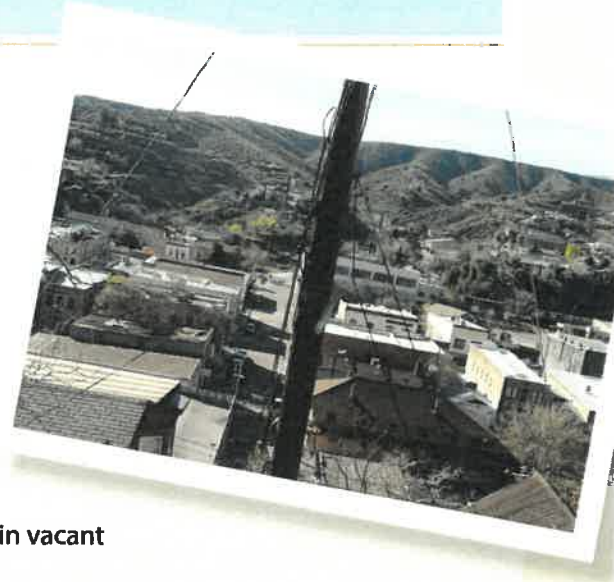
Strategic Priority: Housing

Goal:

Increase the availability of diverse housing options and invest in neighborhood revitalization efforts that contribute to the unique community character and supports current residents, addresses workforce housing needs, and attracts new and future residents to the Town of Miami.

Strategies for Action:

- Conduct an assessment and inventory of temporary and long-term housing options including RV parks, hotels, motels, AirBNBs, manufactured homes, houses, and multi-family/multi-generational housing with consideration for mixed-use and mixed-income needs.
- Identify existing properties with space for accessory dwelling units (ADUs) and tiny homes.
- Assess housing opportunities at the periphery and adjacent to current Town of Miami boundaries and limits.
- Encourage innovative mixed-use living and working opportunities in vacant and underutilized buildings.
- Deepen relationships with developers to reimagine existing spaces and neighborhoods.
- Deepen relationships with investors and realtors to market and promote available residential and housing properties for sale.
- Invest in regional government relations and lobbying representatives that will represent the unique housing needs of the Town of Miami with the result of securing additional funding and resources through diverse federal, state, and regional channels.



Performance Indicator(s):

- Property tax
- Bed tax
- # and type housing units available
- # and type of housing revitalization projects and renovations completed

Town of Miami Lead:

Evelyn Vargas, Economic Development

Strategic Priority: Sustainable Integration and Expansion

Goal:

Increase the financial stability and population of the Town of Miami through integration and expansion of town boundaries to improve town services and community wellbeing.

Strategies for Action:

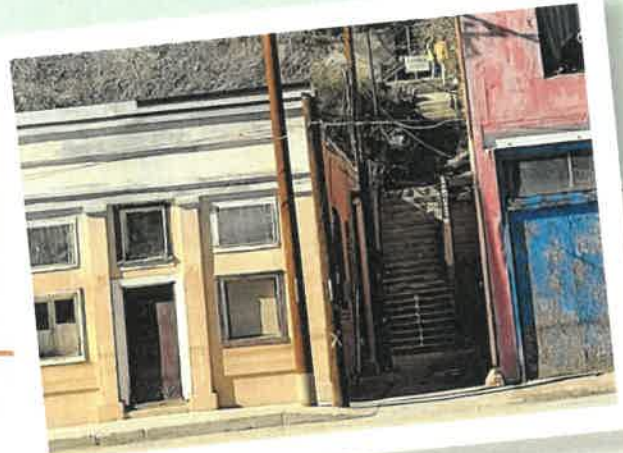
- Design and develop a framework for assessing, communicating, and facilitating town boundary expansion efforts.
- Conduct a fiscal impact analysis of opportunity and ability to financially support and accommodate potential growth as well as projected tax revenues.
- Develop and implement a comprehensive communications and marketing plan for residents and businesses with opportunities for collaboration.
- Develop and disseminate value proposition that builds off heritage, culture, wellbeing, and reinforces long term stability to address voter and resident support and buy-in.
- Establish contract agreements and development agreements with impacted property owners and business owners.
- Deepen relationships with legal support services to address legal and regulatory compliance.
- Analyze annexation policies from peer communities to inform best practices.
- Invest in regional government relations and lobbying representatives that will represent the expansion needs of the Town of Miami with the result of securing additional funding and resources through diverse federal, state, and regional channels.

Performance Indicator(s):

- Completion of fiscal impact analysis
- Development of policies
- Community engagement and response
- Development of ballot proposition

Town of Miami Lead:

Alexis Rivera, Town Manager



SECTION III.

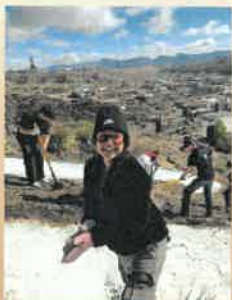
IMPLEMENTATION AND TRACKING PROGRESS

Putting the Plan to Use

This plan is for City Council, Town of Miami employees, the people that call Miami home and the businesses that operate and employ in Miami, as well as prospective businesses and future residents.

The plan is intended to be used to guide decision-making. It also provides the basis for policies, regulations, and standards of practice to guide growth and development. A strategic plan is not a static document – growth is a dynamic process, and this plan may require changes in response to changing circumstances and funding. The successful implementation and execution of the plan will require consistently revisiting what the planning committee prioritized and set out to achieve. This will include analyzing and communicating trends and best practices learned from similar peer communities. It will also require sitting with uncertainty while committing to moving the work forward through creative and innovative ways based on available resources and while securing future resources. Lastly, successful implementation will require living the values of accountability and dependability and consistently communicating how and why decisions are being made.

Implementation of the strategic plan will be monitored on a quarterly basis at recurring strategic plan meetings and through task forces for each priority area lead by a Town of Miami lead. At each meeting task force teams and the larger planning team will periodically review the plan, track and evaluate progress made in implementing actions, and propose changes when greater impact can be achieved by modifying actions.

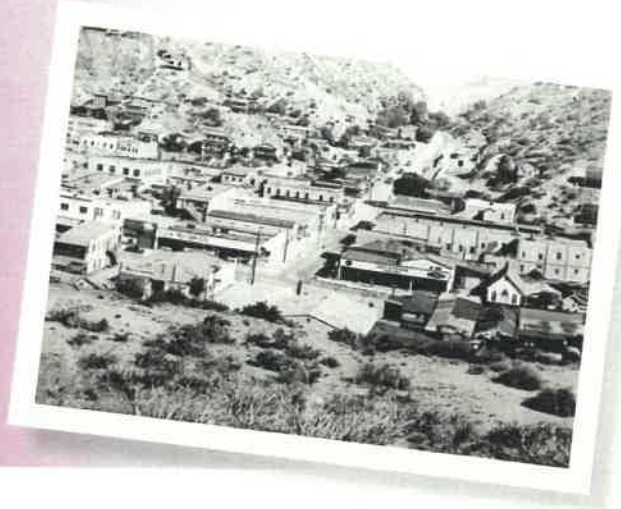


How Progress Will be Measured

Evaluation and tracking progress are a key component of the planning process.

Evaluation may include analyzing:

- Performance indicators for each priority area
- Fiscal analysis and assessment
- Resident satisfaction and engagement surveys
- Communication and awareness
- Tracking resident participation
- Tracking population, employment, and visitor growth
- Economic tracking including number and type of new businesses
- Housing tracking including number and value
- Community utilization (library and senior center)



Finally, several actions will be evaluated based on the development and completion of the identified action itself. Factors that will be considered and impact the tracking and communication of progress in implementing the strategic plan may include, but will not be limited to:

- Assessing the success in achieving the plan goals.
- Identifying strategies for action that will be pursued each year in alignment with the Town of Miami budget, resources, and staff capacity.
- Share and document trends and changes in community needs that are impacting the implementation of the plan priorities.
- Assessing process outcomes as they relate to the success of implementation of certain strategies for action in comparison to others, what factors are aiding implementation activities, and what facilitators are contributing to community engagement and response.



SECTION VI.

CLOSING SUMMARY

While participating in the development of the plan the team demonstrated enthusiasm for ensuring that the plan is utilized to improve the community, residential wellbeing, and economic future of the Town of Miami. This enthusiasm relates not only to the important priorities outlined in the plan, but also to the spirit of trust that is required to work together as a team and task forces within each priority area to achieve the identified goals. Implementation of the 2025 - 2028 strategic plan will be a continuous process requiring consistent reflection, communication, and adaptation.



VISION

A vibrant and inclusive community that embraces progress while honoring our unique cultural and historical heritage.



MISSION

To provide exceptional service, promote economic growth, and ensure a safe, clean, and welcoming environment for residents and visitors.



VALUES

- Compassion
- Integrity
- Resiliency
- Accountability
- Dependability
- Industrious



PRIORITIES

Economic Development
Infrastructure
Public Safety
Housing
Sustainable Integration and Expansion

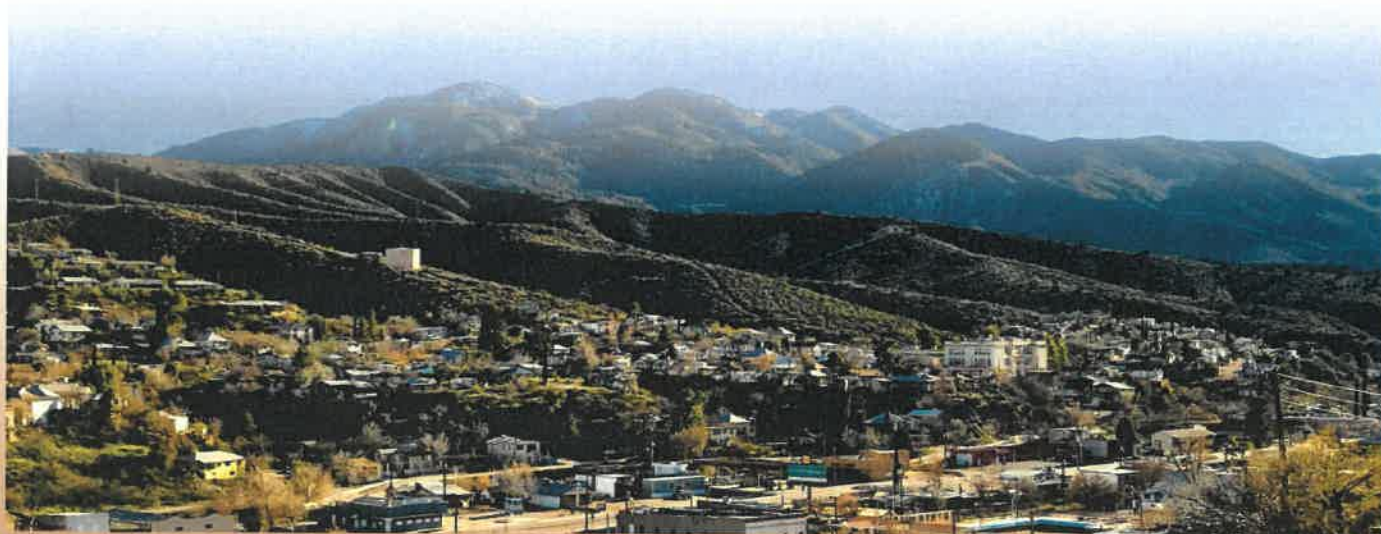




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