

Resilience Action Plan

Ajo, Arizona
November 2024

Sponsored By



Prepared By





Plan Overview

The purpose of the Ajo Resilience Action Plan is to identify and address risks that are or will negatively impact residents and businesses in Ajo. The risks were identified based on interviews with community members, previous plans and studies, and primary and secondary data. The risks were scored and prioritized by a committee of individuals identified as knowledge experts in at least one risk area and who volunteered to support implementation of the action plan strategies. The risks identified and discussed in this report relate to the economy, workforce, and quality of life.

The plan also outlines strategic actions to mitigate these risks and enhance overall community resilience, defined as the ability of the community to prevent and recover from shocks to the community that can harm its economy, people, businesses, and general quality of life. Each strategy includes specific actions and resources for project leads and partners to utilize to create a resilient future for Ajo.

Risk Matrix

More than 40 stakeholders were engaged from across the community to learn what risks Ajo faces as well as the existing opportunities and resources to address them. Each stakeholder was asked to provide risks the community faces, with the most commonly cited risks recorded and added to this plan. A Mobilization Team representing a variety of community stakeholders who are knowledgeable about one or several risks provided input on how to prioritize the risks based on three categories: Scale of Impact (x-axis), Ability to Mitigate (y-axis), and Likelihood of Occurrence (text color). Definitions for each risk can be found in the Appendix.

Ability to Mitigate	Scale of Impact (% of Population)			
	Low (0-25%)	Medium (26-50%)	Major (51-75%)	Severe (76-100%)
High	Information Asymmetry Cultural and Recreation Activities Clean Water Access	Food insecurity Aging Demographic	Pandemic Response Housing Affordability	Infrastructure
Medium	Wildfires	Concentrated Leadership Transportation	Healthcare Access Financial Resources Access Career Pathways	Amenity Access
Low		Short-term Rental Stock	Tourism Dependence	Port of Entry Dependence Workforce Reliability

Likelihood of Occurrence: **Very High/Already Occurring**, **High**, **Medium**, **Low**

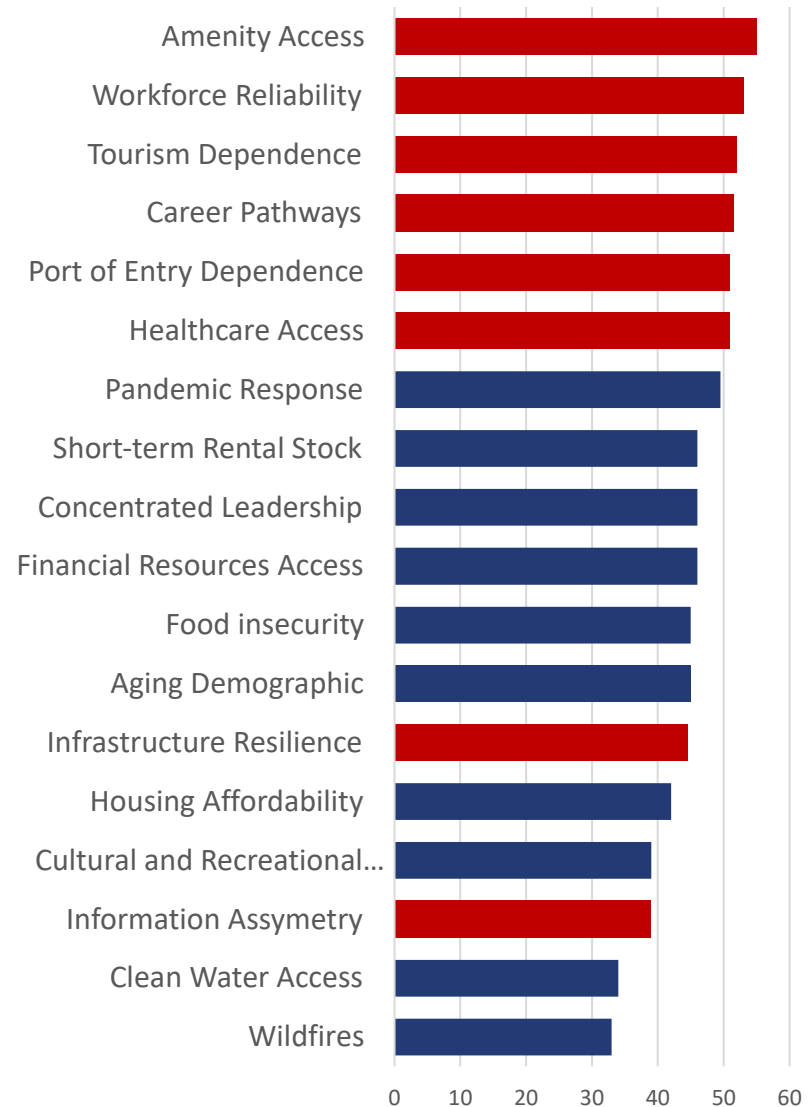
Addressed Risks

High-scoring risks, as well as some connected and relevant risks (shown with the red bars in the chart above), are directly targeted by the strategies and actions described within this plan. These include Amenity Access, Workforce Reliability, Tourism Dependence, Career Pathways, Port of Entry Dependence, Healthcare Access, Infrastructure Resilience, and Information Asymmetry.

Other Risks

While no specific actions are provided for some of the risks identified in this report, these risks are legitimate and important concerns brought up by community members and stakeholders. These risks should be monitored and addressed as the more critical risks outlined in this plan are completed or as other resources become available. The full list of risks are included in this plan to highlight those needs and validate the risks as they were identified by community members and the aforementioned analyses. As the other tasks in the plan are completed or as more resources become available, the community should start to address the other risks highlighted in this report.

Figure 1–Risks by Total Score



Process for Implementation

Each of the initiatives identified in this Action Plan are designed as mutually exclusive tasks, meaning each strategy can and should be pursued concurrently as resources are available. Each strategy identifies a lead organization responsible for the implementation of the actions of the strategy, along with suggested partners and resources. The following implementation process provides accountability and support for the lead organizations in their efforts to accomplish the identified actions.

Implementation Timeline: Each lead organization is responsible for establishing a timeline to accomplish the sub-tasks associated with their initiatives.

Report Progress: The Freeport-McMoRan Social Performance Manager will host regular meetings (recommended frequency of every two months) for Leads to provide a brief report on their progress-to-date, with public-facing updates on the progress of the plan once a year at a Community Partnership Panel meeting. The report template is provided in the Appendices. Lead organizations should submit their report to Manager one week prior to the meeting, and the compiled report packet will be emailed to the group in advance of the meeting.

Celebrate Achievements: Lead organizations should post brief celebratory updates on their social media or other public forums when a task is completed.

Implementation Grant: FMI provides a \$10,000 implementation grant to facilitate the implementation of the recommendations in this plan. Use of these funds is flexible and available to project leads and partnering organizations to facilitate completion of action items. Potential uses include (but are not limited to) hiring a grant writer, promoting initiatives, and hiring consultants to perform studies or analyses. Leads are encouraged to use the [Arizona Economic Resource Center](#) to assist with project implementation, capacity support, and grant writing services.

KEYS FOR SUCCESS

1. Defining the time requirements for each action enables the lead organization to track progress and be accountable for implementation.
2. The report enables the lead organizations to regularly assess whether goals are met and what adjustments to the strategies are needed as work is accomplished.
3. Recognize and celebrate successes, both big and small, to maintain community motivation and enthusiasm.

Quality of Life

Workforce

Economy

Related Risks: Amenity Access, Healthcare Access

Strategy 1: Amenity Enhancement – Develop varied community amenities and determine the quality of life and tourist impact. Further invest in those that have community interest and support. **Lead: International Sonoran Desert Alliance**

Strategy 2: Healthcare Access – Leverage federal/state programs and partner with local colleges and universities to increase healthcare worker placements and increase local health service offerings. **Lead: Desert Senita Community Health Center**

Strategy 3: Transportation – Improve transportation access and quality to support at-risk populations. **Lead: Ajo Chamber of Commerce**

Related Risks: Career Pathways, Workforce Reliability

Strategy 1: Job Opportunities – Increase local participation in regional contracting opportunities. **Lead: International Sonoran Desert Alliance**

Strategy 2: Workforce Development Pathways – Increase alignment between educational institutions, local businesses, and workforce partners by defining career pathways and outcomes. **Lead: Ajo Unified School District**

Related Risks: Tourism Dependence, Information Asymmetry, Infrastructure Resilience

Strategy 1: Infrastructure Reliability – Ensure electric, water, and wastewater systems remain functional. **Lead: Ajo Improvement Company**

Strategy 2: Destination Development – Make Ajo a destination unto itself to capture overnight visitors rather than drive-through visitors. **Lead: Ajo Chamber of Commerce & International Sonoran Desert Alliance**

Strategy 3: Resort-Style Hospitality Offerings – Introduce a resort-style hotel to capture overnight tourists and provide new amenities. **Lead: International Sonoran Desert Alliance**