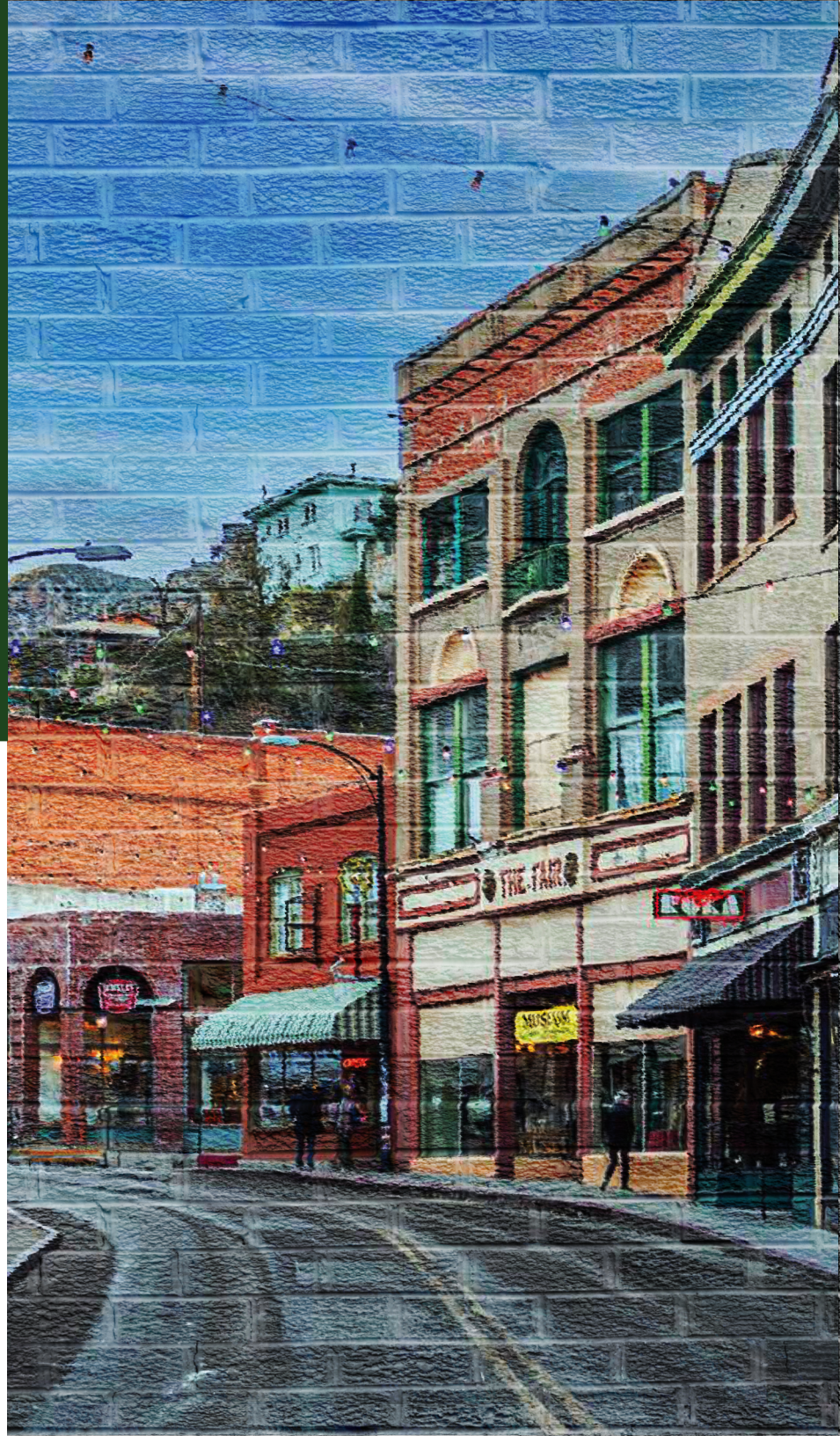
Resilience Action Plan

Bisbee, Arizona

May 2025



Sponsored By:

Prepared By:

Better City



Plan Overview

The purpose of the Bisbee Resilience Plan (RAP) is to identify and address key risks that are or will negatively impact Bisbee's resilience. Resilience is defined as the ability of the community to prevent and recover from shocks that harm its economy, people, businesses, and general quality of life. The risks were identified via a community-wide, public survey that asked participants to identify and describe key risks the community faces.

A mobilization team consisting of stakeholders from the top risk areas were convened to prioritize and discuss the risk topics in detail. The team members formed four subcommittees, and together created strategies for how to address those risks.

The strategies described on pages 8 - 12 are the direct outcome of the subcommittee strategies and together comprise the Bisbee Resilience Action Plan. Each strategy includes specific actions and resources for the subcommittee leads and their partners to create a resilient future for Bisbee.

Risk Matrix

Risks were identified using a combination of two surveys. The first survey was open to to the public and asked respondents to rate possible risks the community faces across a variety of community features. Leaders from key organizations were identified in the highest-scoring categories and brought together to comprise the Mobilization Team. This team prioritized the risks in the second survey using three scales: Scale of Impact, Ability to Mitigate, and Likelihood of Occurrence. The results of both of the surveys are shown in the table below. The risks that scored high across all three categories are the ones that are addressed in this plan.

Ability to Mitigate	Scale of Impact (% of Population)			
	Low (0-25%)	Medium (26-50%)	Major (51-75%)	Severe (76-100%)
High		Low Educational Outcomes	Insufficient Workforce Pathways Insufficient Development	
Medium	Small Businesses Sustainability Issues	Aged/Degraded Road Infrastructure Reliance on Tourism	Lack of Higher-Wage Jobs Insufficient Housing Diversity	Aged/Degraded Water Infrastructure
Low			High Short-term Rental Stock	

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

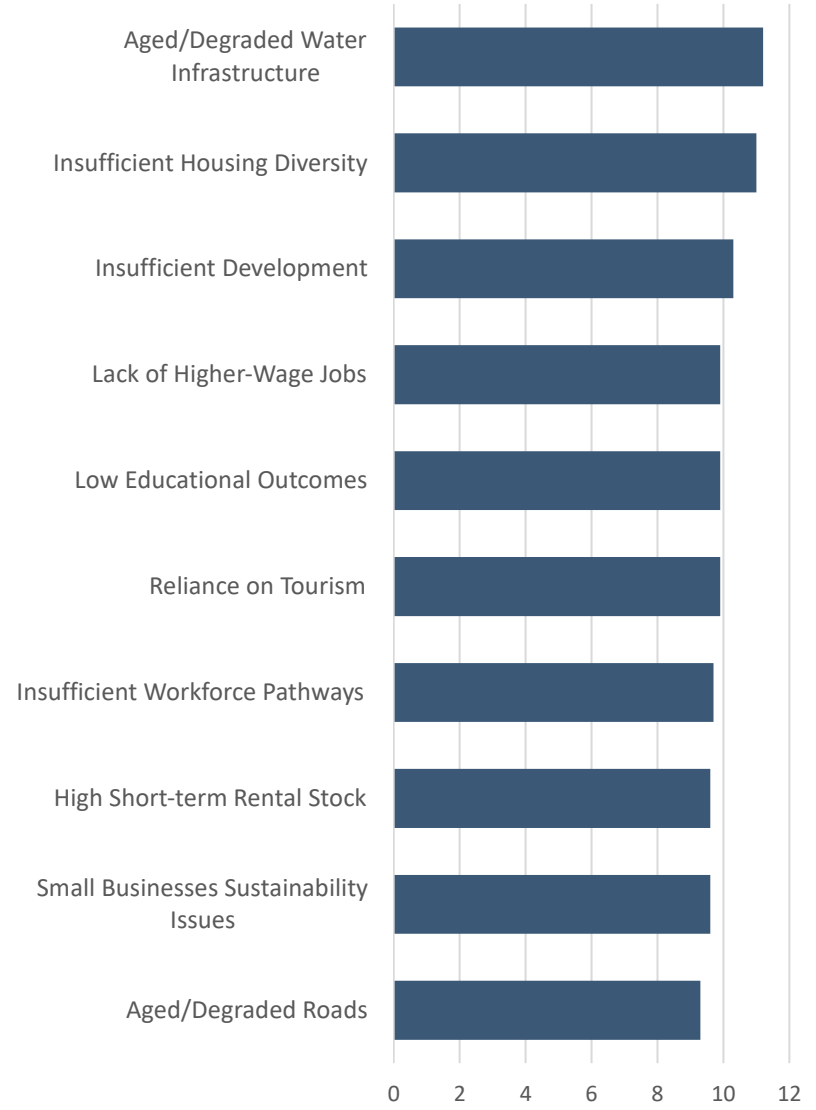
Addressed Risks

Risk scores were averaged across respondents and the sum of the averages was used to create a total score (Figure 1). All of the risks shown in this chart are addressed within the plan.

Other Risks

While no specific actions are included for some of the risks identified by respondents, these risks are legitimate and important concerns brought up by community members and stakeholders. Those risks should be monitored and addressed as the more critical risks outlined in this plan are completed or as other resources become available. As the other tasks in the plan are completed or as more resources become available, the community should start addressing the other risks not directly addressed 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 overseeing the implementation of the actions of the strategy, along with suggested partners and resources. Leads are not expected to do all of the work to accomplish the tasks. 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 once a quarter) 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 will submit their report to the 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.

Infrastructure

Related Risks: Insufficient Development, Aged/Degraded Roads, Aged/Degraded Water Infrastructure

Strategy 1: Water and Sewer Funding

Housing

Related Risks: Insufficient Housing Development, High Short-term Rental Stock

Strategy 1: Senior Housing Redevelopment / Renovation

Strategy 2: Workforce Housing Initiative

Employment/ Economy

Related Risks: Small Business Sustainability Issues, Reliance on Tourism, Lack of Higher-Wage Jobs

Strategy 1: Bisbee Business Alliance

Strategy 2: Industry Diversification

Education

Related Risks: Low Educational Outcomes, Insufficient Workforce Pathways

Strategy 1: Educational Internships