

City of Douglas



State of the City 2025 – City of Douglas, Arizona

A Reflection of Progress, Partnership, and Vision for 2032



Message from the Mayor

The City of Douglas proudly presents the 2025 *State of the City Report*, a reflection of progress, partnership, and promise.

During my first year as Mayor, and in close collaboration with the Douglas City Council, we've worked to strengthen the foundation of our city and deliver services that move Douglas forward.

It has been an incredible year of listening, learning, and paving the way for new ideas and setting the stage for the years ahead.

Our vision remains clear: to build a community rooted in opportunity, connection, and progress. Every initiative, from infrastructure investment to community engagement, is guided by a shared belief that Douglas's best days are ahead.

As your Mayor, I am committed to being a *Mayor of the People*. Through our *Chat with the Mayor* sessions, neighborhood visits, and presence at local events, I've continued to listen, learn, and engage directly with residents. Whether it's at a community gathering, a special event, or a groundbreaking ceremony, my goal has always been to make sure every voice in Douglas is heard and represented. I am proud to showcase our work this year and excited for the future of Douglas.

Jose Grijalva
Mayor



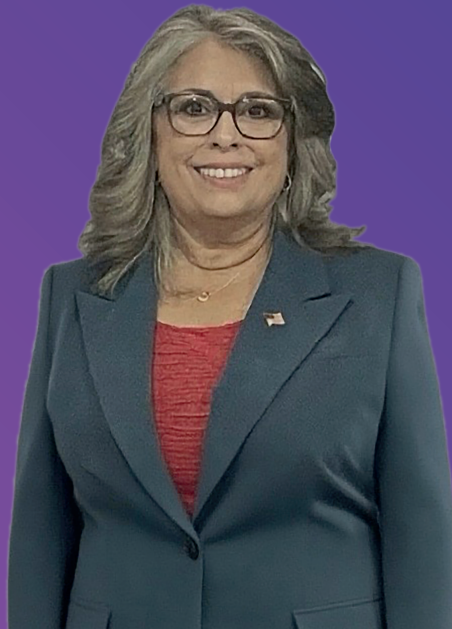
Message from the City Manager

As City Manager, I am grateful to the Mayor and Council for their clear vision and collaborative leadership. This year has reminded us of one important truth: Douglas is strongest when we work together. Our organization has worked tirelessly to enhance quality of life, deliver responsive services, and support the goals of Douglas Vision 2032.

I remain especially proud of the dedication shown by our City employees. They are the heartbeat of this organization – the people repairing streets, maintaining water systems, delivering programs and special events, responding to emergencies, supporting our community, and ensuring that daily life in Douglas runs smoothly.

United in purpose, we are building a stronger Douglas - one that honors our past and embraces the opportunities ahead. As we move forward and grow as one community, we are Douglas.

Ana Urquijo, ICMA-CM
City Manager



Vision for 2032

The City of Douglas Vision 2032 outlines a forward-looking plan to build a thriving, modern, and sustainable community. It envisions Douglas as a hub for international business and a vibrant destination where downtown remains the heart of culture, history, and commerce. Guided by professionalism, respect, and integrity, the City's mission focuses on enhancing quality of life and promoting sustainable growth through priorities like infrastructure, downtown revitalization, managed annexations, economic development, and tourism. Embracing its heritage while advancing toward the future, Douglas is truly a community in motion.

Executive Summary

2025 has been a transformative year for the City of Douglas. Through teamwork, investment, and collaboration, we've advanced critical infrastructure, strengthened our economy, expanded community programs, and reinforced our role as a regional and binational leader.

Our progress is visible in every direction — from various water projects and street upgrades to the groundbreaking of the **Douglas Commercial Land Port of Entry**

(DCLPOE) and growing partnerships that connect Douglas to cities across Mexico and beyond.

The accomplishments of 2025 demonstrate a city united in purpose — one that continues to keep *Douglas in Motion*.



Douglas Aerial View

Fiscal Responsibility and Strategic Investment

Fiscal stewardship remained a cornerstone of City leadership in 2025. The Mayor, City Council, and City Manager's Office worked together to ensure that every investment aligned with the priorities of **Douglas Vision 2032** and supported the long-term health of the City's finances.

Key accomplishments include:

- Adoption of the **FY 2025–2026 Final Budget**, supporting critical infrastructure, public safety, and community programs
- Leveraging federal and state grants through **WIFA, SEAGO, EPA, the Department of Justice**, and other partners
- Securing Police overtime and equipment funding to strengthen border-area and general public safety through approval of grants from the Governor's Office of Highway Safety
- Approving revenue obligations and contract tools to support major capital projects
- Ensuring transparency through monthly expenditure approvals and financial reporting

Every dollar invested reflects a commitment to accountability, responsibility, and the long-term success of Douglas.

From the Dais – 2025

A Year of Leadership, Action, and Momentum

The Mayor and Council began 2025 with renewed purpose following the **swearing-in of Mayor Jose Grijalva** on December 11, 2024 as the 33rd Mayor for the City of Douglas.

Throughout 2025, the Council advanced policies and approvals that reflect the priorities of the community and the goals of **Douglas Vision 2032**.

The Council's work demonstrates disciplined, transparent, and forward-looking leadership, with more than **100 agenda items** adopted:

- 33 Ordinances
- 79 Resolutions
- 14 Proclamations
- Small-Scale Annexation of 60 parcels
- Multiple Intergovernmental Agreements (IGAs)
- Key contracts, land actions, and development approvals

These decisions strengthened city infrastructure, expanded economic opportunities, and supported programs that improve the quality of life for our residents.

Infrastructure & Utilities

Major approvals included:

- Expansion of the **City's water service area** to serve the Douglas Commercial Land Port of Entry and Cochise College
- Engineering and design contracts supporting the **West Douglas Utilities Expansion** in support of the new Douglas Commercial Land Port of Entry
- Multiple engineering design and studies including a new SCADA system through Stantec, PACE Engineering, Enterprise Automation, and Carollo Engineers
- Right-of-way and property abatements supporting public works and future development

Community Investment & Quality of Life

Council advanced projects and partnerships that support families, youth, and community growth:

- Funding and support for the new **Boys & Girls Club**
- Architectural planning for the new **Community Center**
- Grants supporting recreation, transit, workforce development, and animal care
- Community recognitions and resident engagement

Proclamations recognized community spirit through events such as:

- Mental Health Awareness Month
- National Day of Prayer
- Extra Mile Day
- Veterans Day
- Small Business Saturday

Economic Development & Land Use

Council supported economic growth and planning through:

- Annexation of **67 parcels** on east 20th and 23rd Streets
- Rezoning parcels along 10th Street and the Foothills Addition to support commercial expansion
- Property sale for the development of Hangar Homes and commercial near the Douglas Municipal Airport
- Competitive bidding issued for the Downtown Streetscape Project

Fiscal Responsibility & Governance

Actions included:

- Approval of the FY 2025–26 Budget
- Grant acceptances across departments including Police, Fire, Library, Transit, Utilities, and Community Services
- Adoption of zoning and subdivision code updates
- Approval of multiple IGAs for economic development, labor compliance, and public safety coordination
- Appointment of **Council Member Terry Dillman** to represent **Ward 5**

A Strong Year of Service

The work completed at the dais reflects a year of purposeful, collaborative leadership and a commitment to keeping **Douglas in Motion**.

“Good governance begins with action — and this Council continues to lead with purpose, progress, and accountability.”

— Mayor Jose Grijalva



By the Numbers – 2025

Delivering High-Performing Service to Our Community

The City Manager's *By the Numbers* initiative, as shown on Page 14, continues to showcase the scope and impact of municipal services. These results represent the dedication of City employees who serve our community every day.

Building a Stronger Infrastructure

Douglas continues to prioritize essential investments that strengthen the city's foundation and improve residents' quality of life.

This year, we initiated major upgrades to water systems, including the construction of new Wells 18, 19 and rehabilitation of well 15 and the installation of a SCADA Automation System for real-time water system monitoring and efficiency.

The City purchased a new asphalt plant and various critical equipment for the streets. This purchase, through a \$4.5 million loan, will replace an outdated and inefficient plant with a state-of-the-art model, reducing street project costs and giving the city greater control over its scheduling and delivery of its paving projects.

A significant milestone was the Douglas Commercial Land Port of Entry (DCLPOE) groundbreaking on September 5, 2025. The city is leading installation of 82,000 linear feet of pipe for water, sewer, and broadband conduit to support the project.

In partnership with ADOT and Cochise County, the city also advanced planning for a connector road from Highway 80, ensuring safe and efficient access to the Port and supporting the future growth of Douglas's trade corridor.

Economic Growth and Development

The City of Douglas continues to attract investment, expand retail opportunities, and strengthen its position as a hub for cross-border commerce.

2025 marked the successful opening of **Ross Dress for Less**, the continuation of the **Downtown Streetscape Project**, and progress with our new **General Plan, rezoning and use of our innovative overlays** — with the vision of bringing new life to historic buildings while preserving their character.

Through advocacy trips to **Washington, D.C.**, participation at **ICSC Retail Conference**, and regional including state and binational collaboration, we've elevated Douglas's visibility to investors and federal partners alike.

Mayor Grijalva has initiated monthly meetings with nine of his Sonoran mayor counterparts, further positioning Douglas as the leading city of investment and attention in the borderlands.



Ross Ribbon Cutting

Community and Quality of Life

Douglas thrives because of its people — and in 2025, our community came alive like never before.

Events like **Douglas Days**, **Energize Douglas**, and **Tacos and Tattoos** brought residents together in celebration of our culture and creativity. We also hosted special entertainment events — including **festivals, wrestling, and concerts** — that united generations and showcased our city's energy and pride.



Huber Middle School Folklorico dancers during Mayor Grijalva's inauguration, December 2024.

This year also **marked major progress in community partnerships and facilities**. We are proud to announce that the city has partnered to bring a Boys & Girls Club to Douglas — a long-awaited addition for our youth. The Club is set to begin operations in January of next year, offering a safe

and enriching environment for learning, recreation, and mentorship.



Thunder Mountain Wrestling event in Douglas

Luis Coronel Concert

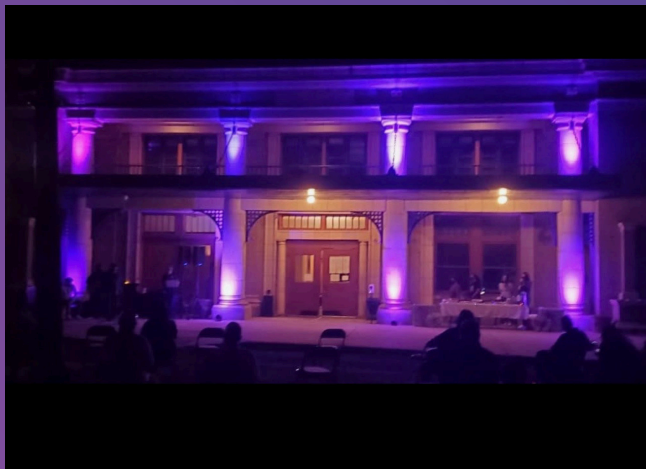
At the same time, we are in the early design phase of transforming the former Call Center building into a new Community Center, a cornerstone project that will provide space for recreation, classes, and events that bring residents together.



League of Arizona Cities and Town 2025 Event

Safety is a cornerstone of a good quality of life, and Douglas remains one of the safest borderland communities in the nation. Our Uniform Crime Reporting Statistics reported 271 crimes for 2024, recording a 76% decrease from 2014. Our fire and ambulance service also worked hard recording 212 average calls per month. In 2023, the Fire Department improved its ISO rating from 4 to 3, improving Fire response in Douglas and providing Douglas homeowners with better home insurance rates.

The purple lights shine on Douglas's historic train depot during Domestic Violence Awareness month, now home to the Douglas Police Department.



Strategic Investment

Through careful planning and collaboration between the Mayor, Council, and professional staff, the city has secured state and federal funding to advance major projects.

This year, Douglas successfully leveraged programs through local, statewide, and national agencies including **WIFA**, **SEAGO**, **EPA**, **NADBank**, **ARPA**, and the **Army Corps of Engineers** — aligning grants and capital projects to maximize value for taxpayers.

We remain focused on maintaining financial stability, investing strategically, and ensuring transparency at every level of city government.



Swearing in of Council Member Terry Dillman, Ward 5



Mayor and Council, December 2024

By the Numbers – 2025

(Source: City Manager's Report Overview)

Since beginning our analytics initiative, the City of Douglas has expanded data collection across all departments — strengthening transparency and service delivery.

Community Engagement & Quality of Life

- 12,000 Aquatic Center patrons
- 4,168 Library program participants
- 181,000 Library visitors
- 54,250 Total transit rides
- 16,000 Cochise Connection riders

Community Services

- 97 funerals and 119 plots sold
- 1557 utility marking requests processed
- 549 grease traps inspected

Infrastructure & Operations

- 799 million gallons of water produced
- 1097 sq. ft. of asphalt laid
- 10,000 linear feet of curb and sidewalk replaced
- 2,780 fleet service actions completed
- 312,000 sanitation containers collected

Development & Growth

- 68 commercial permits issued
- 552 residential permits issued
- 7 Rezoned parcels Approved by Planning & Zoning Commission

Financial

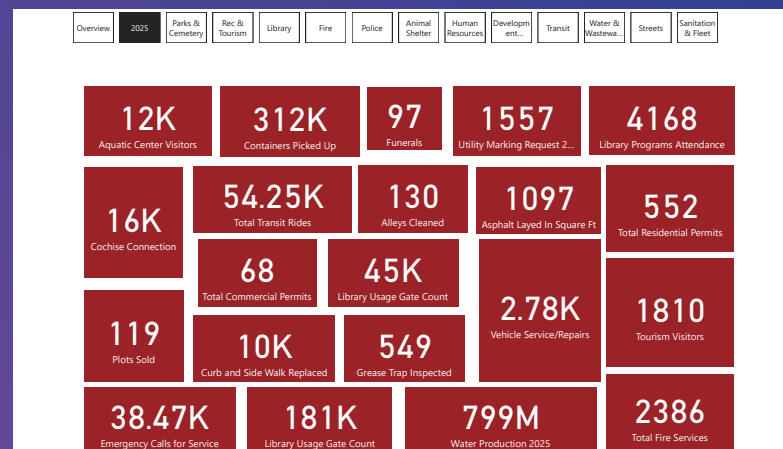
- \$11,095,542 Sales Taxes Collected in FY25
- \$133,011 Bed Tax Collected
- 21 New Business Licenses Issued in 2025

Awards

- 2024 Annual Comprehensive Financial Report (ACFR) Excellence in Reporting Award
- Library awarded the Best of Douglas Annual Cochise County Awards for #1 in Customer Service and #1 Non-Profit

“Behind every number is a story — a service delivered, a project completed, and a life touched in our community.”

– City Manager Ana Urquijo



Regional and Binational Collaboration

Douglas has become a model for regional leadership — not only within Arizona, but across the U.S.–Mexico borderlands.

Mayor Grijalva brought together thirteen Sonoran Mayors for a historic summit to strengthen collaboration on economic development, tourism, and trade corridor expansion — now expanding into Chihuahua.



Arizona Mexico Commission Plenary Session

Mayor led delegations to Mexico City and Hermosillo, Sonora, meeting with key officials to advance the Douglas Commercial Land Port of Entry project.

The city also maintained close partnerships with Cochise County, Cochise College, ADOT, and federal agencies, ensuring the success of the September 5, 2025, DCLPOE groundbreaking.



Mexico City meetings

“Partnership doesn’t stop at our borders. Douglas is leading a movement of collaboration that reaches across the region.” — Mayor Jose Grijalva

Juntos Avanzamos – Together We Move Forward



Hermosillo collaboration



Sonoran Mayors Summit



Mexico meetings



Mexico City meetings



Douglas Mayor Jose Grijalva, promoting cross-border cooperation and regional development

Two-Port Solution

The construction of a the new Douglas Commercial Land Port of Entry and the renovation and expansion of the existing Raul H. Castro LPOE, known as the two-port solution officially kicked off this year. The over \$777 million investment to the City of Douglas does not count the expected private investment following the project.

The Douglas Commercial Land Port of Entry will have 5 lanes with climate-controlled inspection facilities for more comfortable inspection areas for trucks with perishable food items. The campus will also reserve land towards the east for future Privately Owned Vehicle (POV) access points. The DCLPOE will house FMCSA and ADOT inspections in one building, making inspections faster and more efficient.



On the first day of dirt being moved at the construction site, and before the formal groundbreaking event, City, County, and CBP officials gathered at the future site of the new Douglas Commercial Land Port of Entry for a photo.



From left to right, Mayor Jose Grijalva, Former Mayors: Donald C. Huish, Robert Uribe, Danny Ortega Jr., and Dr. Michael Gomez.



DCLPOE Groundbreaking

The Raul H. Castro LPOE expansion and remodeling will build 10 lanes with potential expansion for 6 more in the future, 6 lanes for pedestrians, and adding 15 more acres for greater space and security for officers and more efficient inspection process. The expansion includes rerouting drainage towards the west side, alleviating a pinch point and increasing capacity in the city's storm water drainage system.

Overall, we are increasing processing capacity, making our port the most attractive port for business as well as day tourism. The ports will be an economic engine that will drive growth in our community, bringing jobs and investment and transforming the Douglas economy, driving more private sector investment to our city.

For up to date information about the progress of the Two Port Solution visit: <https://engage.douglasaz.gov/twoportsolution>

Looking Ahead to 2026

As we look toward 2026 and beyond, Douglas will build on its foundation of progress through completion of the Downtown Streetscape Project, continued Two Port Solution infrastructure, Westward Annexations, Commercial Roads Resurfacing, new Special Events and the creation of a new Community Center for all generations.

We are thankful to all our community partners and agencies as well as all civic groups, churches and non-profits that help enrich our community. Without you providing vital services, it does not thrive and would not be in the position that it's in today.

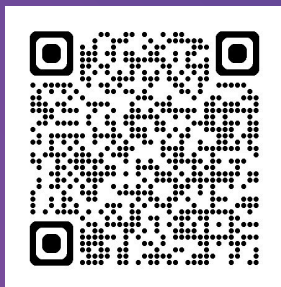
With every investment, partnership, and program, we are writing the next chapter in Douglas's story — one built on collaboration, connection, and pride.



Mayor Grijalva leads new era of Binational Boxing Cooperation



City of Douglas / Ciudad de Douglas



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