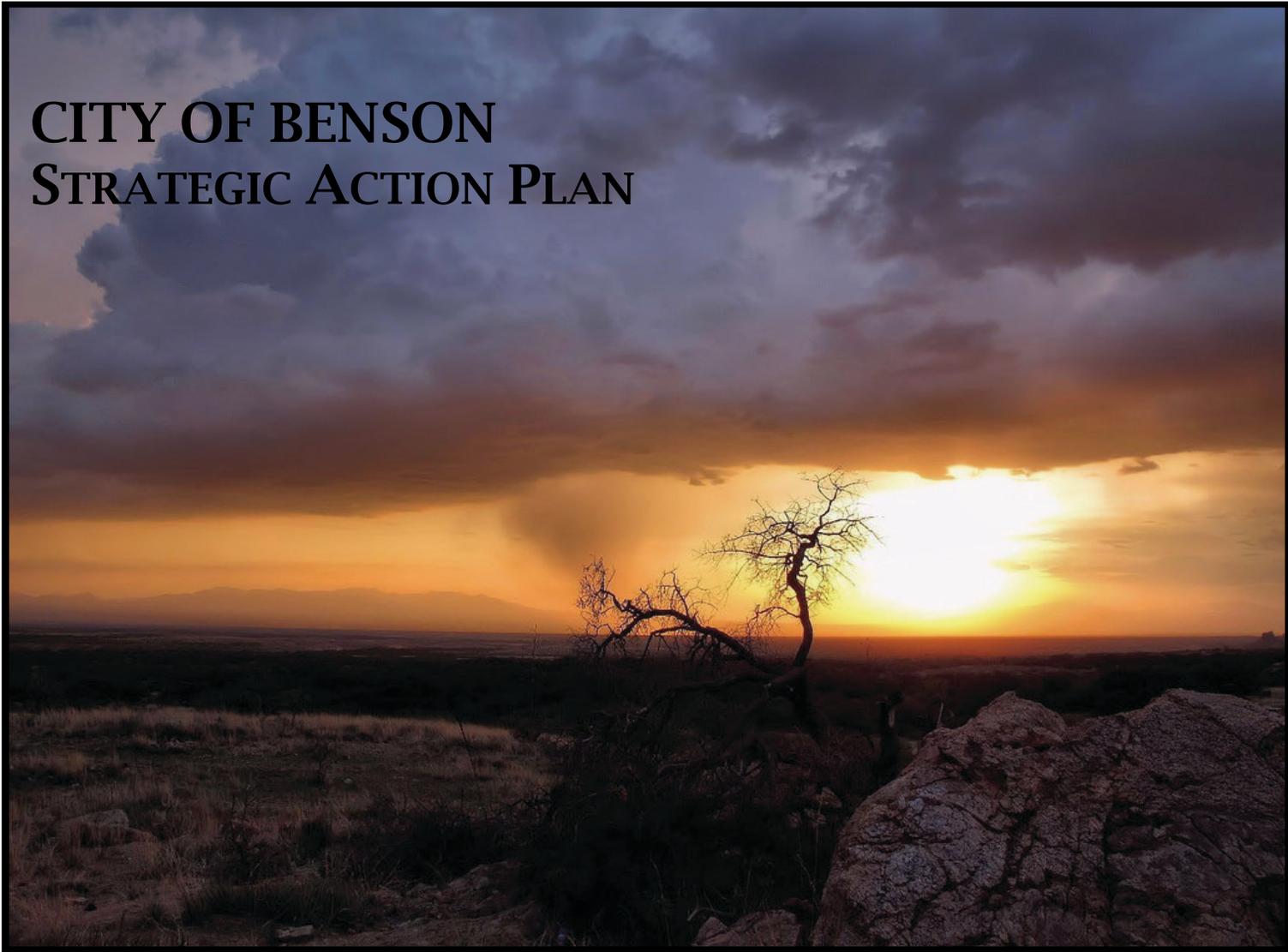


CITY OF BENSON STRATEGIC ACTION PLAN



FISCAL YEARS 2019-2020

STRATEGIC FOCUS AREAS



FISCAL SUSTAINABILITY



ECONOMIC GROWTH



CITY ORGANIZATION



INFRASTRUCTURE AND FACILITIES



BENSON CITY COUNCIL



Toney D. King, Sr.
Mayor



Joe Konrad
Vice Mayor



Patrick Boyle
Councilmember



Larry Dempster
Councilmember



Lupe Diaz
Councilmember



Levi Garner
Councilmember

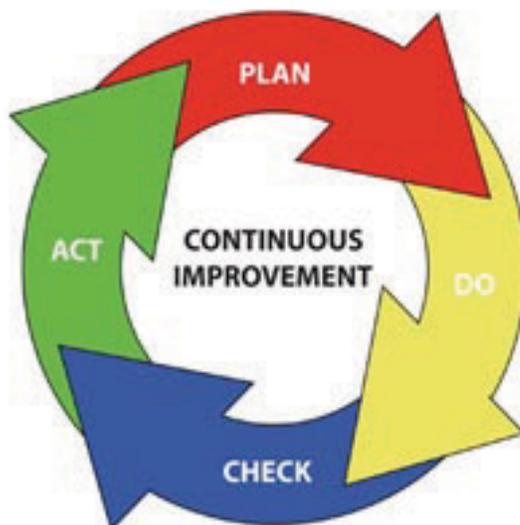


David Lambert
Councilmember

The City of Benson operates under the MAYOR-COUNCIL form of government. The Mayor and six members of the City Council are elected at large, with the Mayor serving two years and the Council members serving overlapping terms of four years. The City Council is the legislative body responsible for the overall policies and direction of the City. The City operates under general law and the constitution and laws of the State of Arizona.

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CITY MANAGER OVERVIEW

Honorable Mayor and Council Members:

I am pleased to present you with our Strategic Action Plan. This Council and City staff have done an exceptional job of developing a strategic approach with a strong emphasis on executing projects in our key focus areas of Fiscal Sustainability, Infrastructure and Facilities, Community Quality of Life, City Organization and Economic Growth. Together, we have charted an excellent path for managing the future horizon for Benson and its residents.

The Strategic Action Plan establishes a road map for activities and initiatives that will achieve the vision for the City and will ensure that Benson is poised to capitalize on opportunities to advance key initiatives. This plan is a flexible tool to guide and assist with proactive policy development. The achievements resulting from this plan will be enjoyed by current residents and future generations. This plan is designed to highlight key activities in support of stated priorities and goals over a period of two (2) fiscal years.

This document is aligned with many other planning documents used by the City that guide department priorities and performance. The Strategic Action Plan focuses specifically on activities outside of the day-to-day operational services the City provides. The projects included in the Strategic Action Plan are specific, measurable, on a timetable and assigned to a lead department. The Action Plan may also be used as a mechanism to provide status updates on the progress of activities at regular intervals.

The City now has a plan and road map for making strategic decisions for continuously maintain and improve our operations and services to citizens. I would like to thank the Mayor and Council and Leadership Team for their insights and energy in development of this plan.

Vicki L. Vivian, CMC

Interim City Manager/City Clerk

BENSON, ARIZONA

Benson was founded in 1880 when the Southern Pacific Railroad came through. It was named after Judge William S. Benson, a friend of Charles Crocker, president of the Southern Pacific.^[4] The railroad, coming overland from California, chose the Benson site to cross the San Pedro River. Benson then served as a rail junction point to obtain ore and refined metal by wagon, in turn shipping rail freight back to the mines at Tombstone, Fairbank, Contention City and Bisbee. For example, the railhead in Benson was about 25 miles from Tombstone, and was the closest rail connection to it until 1882, when a feeder line was laid from Benson to Contention City.

The railhead in Benson was founded about a mile from a traditional crossing of the upper San Pedro River (known also as the Middle Crossing), used by the Southern Emigrant Trail and San Antonio-San Diego Mail Line. It was the site of the San Pedro Station of the Butterfield Overland Mail and a wagon depot, the San Pedro River Station, run since 1871 by William Ohnesorgen. In 1878 he had erected a toll bridge over which mining supplies were transported to the new mining camps such as Fairbank and Tombstone. Two years later this bridge marked the location of the railroad bridge that became the terminal site of Benson.

The City today is perhaps best known as the gateway to Kartchner Caverns State Park. It is also home to the acclaimed Singing Wind Bookshop, which specializes in books about the southwest.



ORGANIZATION CHART



LEADERSHIP TEAM

Vicki Vivian – Interim City Manager

Vicki Vivian – City Clerk

Michelle Johnson – Development Services/Planning & Zoning

Keith Spangler – Fire Department

Joe DeVecchio – Golf Operations

Dorthey Moncada – Recreation Center

Kelli Jeter – Library

Paul Moncada – Police Department

Brad Hamilton – Public Works

Dave Thompson – Airport

Kathe Williams – Transit

Bob Nilson – Tourism

CITY VISION STATEMENT

Vision Statement

Serving the people of Benson by effectively planning for growth, providing for a safe environment, quality transportation, reliable utilities, enhanced recreational opportunities, competent administration, a healthy business climate, a positive self-image, cooperation with other levels of government, while maintaining fiscal responsibility.



STRATEGIC ACTION PLAN

How will the Strategic Action Plan help the City focus? Implementing the Vision and Mission of the City takes discipline and collaboration between the Mayor and Council, City Manager and Staff. Benson will rely on the Strategic Focus Areas and Strategies of the Strategic Action Plan to:

1. Develop the operating budget.
2. Consider revisions to capital improvement projects.
3. Develop new projects and assign them to specific departments for execution.
4. Implement projects and initiatives already approved in existing City plans.
5. Determine an agreed upon process and schedule to prioritize projects and revise priorities as necessary.

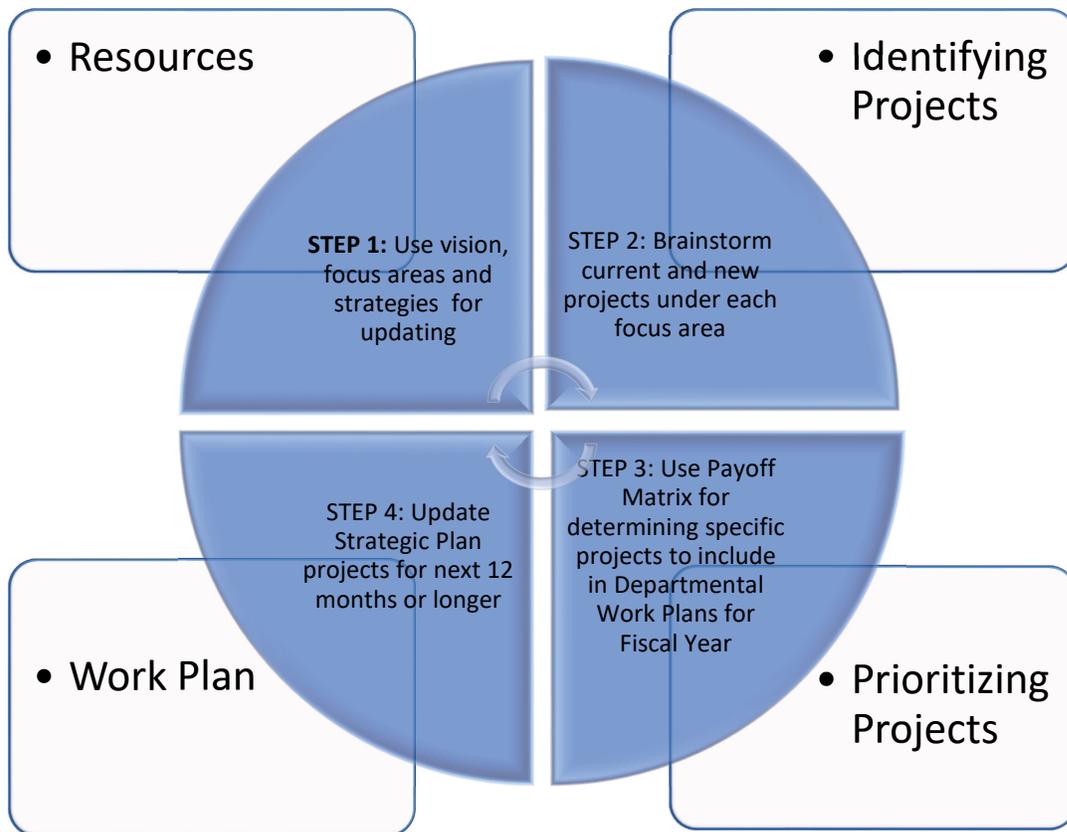
What specific steps will Benson take every year to focus its strategic efforts?

1. The Strategic Plan will be updated annually in the spring of each year during the annual budget process. All strategic projects (non-capital improvement) that require a significant amount of staff time should be included in the plan.
2. The Mayor, Council and City Manager are committed to making sure that staff has the time and resources to complete the projects in the plan.
3. If new project(s) are added to the plan after it is approved, the Mayor and Council will work with the City Manager to determine what project(s) currently in the plan need to be reprioritized and reflected in either the upcoming fiscal year capital improvement program and/or operating budgets.

How will the City stay strategically focused? As depicted in the chart below, strategy is about making deliberate choices about the future and excluding projects from the plan that are not strategic.



STRATEGIC PLAN UPDATING PROCESS



FOCUS AREAS, STRATEGIES AND PROJECTS

Strategic Focus Areas, Strategies and Projects



Organizations make a very deliberate choice to be strategic. The Focus Areas are the **WHAT** that defines the purpose and function of the City. The strategies and projects under the Focus Areas are the **HOW** behind achieving the goals in the Focus Areas. Benson has five strategic Focus Areas with specific strategies.

Strategic focus areas are designed to keep the organization's priorities from getting distracted by what may appear to be competing opportunities. This strategic focus will drive policy decisions and priorities for the City.

The pages that follow outline each Focus Area, Strategies, and Projects.



FISCAL SUSTAINABILITY



The City of Benson will implement innovative and responsible policies and business practices to effectively manage its fiscal and human resources. The City will maintain a stable financial environment that is transparent and that maintains an outstanding quality of life for our citizens. Business practices will be efficient and ensure exceptional customer service to all stakeholders and citizens. Every effort will be made to cultivate, protect and strengthen existing and new sources of City revenue.

Guiding Principle 1: Demonstrate fiscal responsibility through establishing financial policies, budgeting practices and financial standards of excellence requirements that meet the benchmarks for financial reporting requirements established by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).

Guiding Principle 2: Implement business processes and efficiencies to streamline the cost of government including the examination and identification of cost of services and cost of recovery (fees).

Guiding Principle 3: Create a human capital plan that allows the City to proactively plan for, maximize, and retain top human resources.

Guiding Principle 4: Create and pursue innovative technology initiatives to support internal City business processes, customer service and encourage private development investment and opportunities.

Guiding Principle 5: Create and pursue opportunities for collaboration and regional partnerships to maximize resources and address regional issues.

| Action Item | Description | Responsibility | Timeframe |
|-------------------------------------|-----------------------------|-----------------------|-----------|
| Provide self-fueling at the airport | Evaluate self-serve fueling | Airport, Public Works | FY19 |
| Shade Hangars | Evaluate shade hangars | Airport, Public Works | FY19 |

FISCAL SUSTAINABILITY



| Action Item | Description | Responsibility | Timeframe |
|---|--|-----------------------|------------------|
| Utility Rate Study | Water, Waste Water, Sanitation, Gas rate evaluation | Finance, Public Works | FY19 |
| Audit Existing Utility Policies | Develop new policies on utility collection | Finance | FY19 |
| Billing for out of area Rescue and Fire responses | Develop protocol and fee schedule to bill for out of area Rescue and Fire responses | Fire Dept. | FY19-20 |
| Financial Policies | Develop and implement financial policies | Finance | FY19 |
| Prioritization process for CIP projects | Develop prioritization program for capital projects and associated Operating and Maintenance costs | Finance | FY20 |
| Comprehensive Annual Financial Report | Develop plan to apply for certificate of achievement and financial reporting through GFOA | Finance | FY19-20 |

ECONOMIC GROWTH



The City of Benson will seek diverse, high quality growth that supports the downtown, fosters local jobs and attracts mixed-use developments. Business investment and sustainability will be fostered through streamlined processes, technology and ongoing partnerships and relationships. The City will support a strong business community and business identity.

Guiding Principle 1: Streamline the City’s development services to efficiently support local economic development.

Guiding Principle 2: Establish a long-range planning vision e.g., general plan, water and sewer master plan, transportation master plan, land use plan, that incorporates citizen and stakeholder input to provide a road map for strategic economic development, infrastructure and budget planning.

Guiding Principle 3: Focus on strategic economic development pursuits that will increase local jobs, generate additional sales tax revenue and create demand for supporting businesses.

Guiding Principle 4: Foster support of local businesses through ongoing engagement and communication to ensure City policies and priorities support their long-term success.

Guiding Principle 5: Develop and implement a collaborative Economic Gardening strategy with downtown businesses.

| Action Item | Description | Responsibility | Timeframe |
|--|---|----------------|-----------|
| Amtrak Platform | Seek funding and grants to construct ADA compliant 900’ platform | Public Works | FY20 |
| Economic Development “Asset Inventory” | List of community assets for economic development | Tourism | FY19 |
| Economic Development Strategic Plan | Develop a focused Economic Development strategy for Benson | City Manager | FY19-20 |
| Economic Development Portal | Update City website to include dedicated Economic Development section | Public Works | FY19 |
| Online Permitting Program | Buy and implement electronic permitting software | Public Works | FY19 |

CITY ORGANIZATION



The City of Benson will provide a working environment and benefits to attract and retain a workforce that is committed to providing outstanding service in the most cost-effective manner to its citizens. The City's policies and procedures will follow best practices. Our focus will be on creating systems, processes, programs and an organizational structure that ensures strong and principled leadership for Benson. Everyone will foster a mindset of bold innovation that further encourages/enables Benson to "think outside the box" to address the challenges and opportunities facing municipal government in the 21st century.

Guiding Principle 1: Create and maintain a culture of ownership that empowers employees to be creative, innovative, make decisions and be accountable for them. Ensure employees have the necessary intellectual and physical resources to efficiently and effectively perform their jobs and provide excellent customer service.

Guiding Principle 2: Foster an environment that continuously seeks to improve service and organizational responsiveness to internal and external customers.

Guiding Principle 3: Establish clear expectations, roles and responsibilities for all employees, elected officials, appointed commissioners and committee members, and volunteers.

Guiding Principle 4: Develop initiatives to improve communication and transparency for City employees through "Open Book Management" concepts.

Guiding Principle 5: Develop training, systems, policies and procedures that continuously improve governance and teamwork between the City Council, the City Manager, the Senior Management Team, City staff, volunteers, committees and commissions that maintain the highest standards of integrity and ethics.

| Action Item | Description | Responsibility | Timeframe |
|---|---|----------------|-----------|
| Workforce analysis | Analyze current/future workforce needs based on service demands | City Manager | FY20 |
| Comp and class study | Pay and compensation study based upon market analysis | City Manager | FY20 |
| Evaluate performance management systems | Identify a system to enhance employee performance | City Manager | FY19 |

CITY ORGANIZATION

| Action Item | Description | Responsibility | Timeframe |
|---|---|-----------------------|------------------|
| Develop employee and leadership training programs | Evaluate training needs and implement programs | HR | FY19 |
| Define roles and responsibilities for City Council and City staff | Evaluate and develop expectations and accountability for governance and City operations | City Manager | FY19 |
| Develop and implement exit interview procedure | Create exit interview process upon separation from City | HR | FY19 |

COMMUNITY QUALITY OF LIFE



The City of Benson will provide programs, gathering places, and events where the community can come together to participate in opportunities of learning and recreation. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service, and clear, accessible communication. Our community's history and environment will be protected for future generations. Benson will implement programs and projects that create a clean, safe (public safety), and sustainable environment that provide citizens with opportunities for an engaged, healthy, and active lifestyle.

Guiding Principle 1: Support the presence and partnerships with all educational institutions and local school district leadership. Provide programs to ensure quality opportunities for area youth.

Guiding Principle 2: Create an enhanced connection with neighborhoods throughout the City through focused outreach and strategic utilization of various communication methods.

Guiding Principle 3: Identify public safety business process improvements and innovative programs that ensure a safe community.

Guiding Principle 4: Support initiatives and evaluate community programs and events that promote healthy and quality lifestyles for our diverse citizenry.

Guiding Principle 5: Foster environmentally conscious initiatives and City codes that support a clean, well-maintained, sustainable community.

| Action Item | Description | Responsibility | Timeframe |
|--|--|-----------------------|------------------|
| Lion's Park Expansion | Begin implementation of Park Master Plan | Public Works | FY20 |
| Create mountain bike trail system around golf course | Evaluate feasibility of developing bike trail system | Golf Course | FY19-20 |
| Memorial Event | Implement event to generate revenue to fund memorial path around Lion's Park | Recreation | FY20 |

COMMUNITY QUALITY OF LIFE



| Action Item | Description | Responsibility | Timeframe |
|--|---|-----------------------|------------------|
| Recreation Program Expansion | Implement year-round recreation/learning opportunities | Recreation | FY20 |
| Blight and slum abatement | Identifying and prioritizing properties for blight and slum abatement | Public Works | FY19 |
| Public Transportation Expansion | Expand routes and schedules for public transportation. | Transit | FY19 |
| School Internship Program | Evaluate feasibility of establishing internship program | HR | FY20 |
| Reserve Firefighter Program | Feasibility study to implement reserve firefighter program | Fire | FY19-20 |
| Citizen's Academy (LEAD Program) | Develop and implement citizen education program | City Manager | FY20 |
| Improve communication City-wide with residents | Establish focus group to evaluate communication preferences | City Clerk | FY19 |
| Increasing Community Events | Review opportunities for additional Community Events | Recreation | FY19 |
| Establish Railroad Quiet Zone | Evaluate and investigate opportunities to establish | City Manager | FY19-20 |

INFRASTRUCTURE AND FACILITIES

The City of Benson will strategically plan, construct and maintain current and future infrastructure, equipment and facilities that support the community’s quality of life, economic viability and protects the environment.

Guiding Principle 1: Establish routine, best practices maintenance guidelines to monitor the efficiency and operability of current below- and above-grade infrastructure.

Guiding Principle 2: Identify programs, technologies or resources to compliment current operational practices to ensure sustainability of existing infrastructure.

Guiding Principle 3: Establish long-term planning, prioritization and investment strategies for future infrastructure that improves the quality of life for citizens while being financially sustainable.

| Action Item | Description | Responsibility | Timeframe |
|---|---|----------------|-----------|
| Deferred Maintenance Policy | Develop and implement deferred maintenance policy to build reserves | Finance | FY20 |
| Public Transportation Expansion | Establish local transit hub | Transit | FY20-21 |
| New City Hall | Design, fund, and construct new City Hall | Public Works | FY20-21 |
| Waste Water System Master Plan | Evaluate and create Waste Water System Master Plan | Public Works | FY19 |
| Waste Water Treatment Plant Master Plan | Evaluate and create Waste Water Treatment Plant Master Plan | Public Works | FY20 |
| Water Line System Master Plan | Evaluate and create Water Line System Master Plan | Public Works | FY19 |

INFRASTRUCTURE AND FACILITIES

| Action Item | Description | Responsibility | Timeframe |
|---|--|-----------------------|------------------|
| New Public Works Material Yard | Evaluate feasible location for relocating Public Works Material Yard | Public Works | FY20-21 |
| Community Action Group for Capital Improvement Bond | Engage community to evaluate feasibility of Infrastructure Bond | City Manager | FY20 |
| Renegotiate Cox Franchise Agreement | Increase High Speed Internet Availability | Public Works | FY19 |