



Three-Year Strategic Action Plan
Goals and Objectives
2019-2022

April Strategic Action Planning Workshop

The City of Globe 2019-2022 Strategic Action Plan (SAP) is being created as a guide to achieve several of the goals and objectives established in the 2015-2017 Strategic Plan. Rural Community Assistance Corporation (RCAC) is scheduled to facilitate the Three-Year Strategic Action Plan session to be attended by the City leadership and department directors on April 24 and 25, 2019. The City will apply the Specific, Measurable, Achievable, Realistic and Time Bound (*S.M.A.R.T*) criteria and add the “Evaluation and Re-evaluation” criteria to the action items (*S.M.A.R.T.E.R*). The City will evaluate and re-evaluate the action items on a semi-annual or annual basis in order to ensure the SAP provides relevant actions and outcomes.

Please note:

Each theme, as taken from the 2015-2017 City Strategic Planning document, has 3 goals and 3 objectives per goal. Because this is a Three-Year planning effort, we want to prioritize the goals and objectives in this manageable timeframe. That is not to say that you cannot begin to plan long term, but for our time together during the workshop, we would like to condense the planning effort to the next three years. You may use this same template to begin to plan for those long-range planning efforts as well.



Three-Year Strategic Action Plan
Goals and Objectives

Economic Development/Prosperity			
Goal #1: Increase Revenue Through Economic Development			
<u>First Objective: Grow Capacity of the Economic Development Department</u>			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Funding for staff	City Manager	July 2019	COG
Funding for the City of Globe marketing plan	City Manager	July 2019	COG/Stakeholders
Complete AAED AZEDPRO	ED	January 2020	COG
Continue with the BRE program	ED	July 2020	RCAC
<u>Second Objective: The City of Globe continue to partner and champion for regional Economic Development</u>			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Finalize City/SGEDC Letter of Agreement	COG/EDC	June 2019	SGEDC
Develop Coordinated Regional Strategic Action Plan w/ all ED Partners	ED	October 2019	COG/SGEDC/IDA/ Chamber/Gila County
Ongoing BARE Activities (Business Attraction/Retention/Expansion)	ED	Ongoing	COG/SGEDC/IDA/ SBDC/Chamber



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Third Objective: Develop Additional City Revenue Sources			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Research Possible Funding Opportunities	ED	November 2019	League of Cities/Arizona Association (AAED) for ED
Research Warehouse Tax	ED	October 2019	League/AAED
Develop Globe Merchandise Swag Line	ED	August 2019 (1 st Phase)/ Ongoing	COG



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Economic Development/Prosperity			
Goal #2: Downtown Revitalization			
First Objective: Increase Building Occupancy Rate in the Downtown Area			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Research and apply for the Aesthetics Plan Funding	ED	October 2020	COG/EDC/IDA/ULI/RCAC/USDA
If funded, develop the Aesthetics Plan	ED	July 2021	
Identify Grant Funding Opportunities for Implementation of Aesthetic Improvements	ED	August 2021	ED/EDC/IDA/Gila Co/RCAC/USDA
Foster Current and New Small Business Development	ED/SGEDC	Ongoing	ED/EDC/SBDC/IDA/RCAC/USDA
Second Objective: Develop CO+HOOTS Coworkspace/Business Incubator			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Application has been submitted for renovation of the Michaelson Building, if awarded the FMI CIF Grant, COG will partner with Gila County in implementing the Grant.	COG/Gila Co	July 2019	FMI/Gila Co
Application has been submitted for renovation of the Michaelson Building, If awarded the USDA REDI Grant, COG will partner with Gila County in implementing the REDI Grant.	COG/Gila Co	July 2019	USDA/Gila Co
Develop formal agreement with Gila County describing the role of COG and Gila County in	COG	FY 2020/2021	COG and Gila County



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operations and management of the renovated Michaelson Building			
Third Objective: Develop Downtown Splash Pad/Pocket Park/Dog Park			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Identify Potential Sites	ED	September 2019	DTA/Chamber/Community
Identify Grant Funding sources for the development and/or improvements of the parks	ED	November 2019	IDA/RCAC/Gila Co
Develop Community Fundraising Strategy	ED	January 2020	DTA/Chamber/Community



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Economic Development/Prosperity			
Goal #3: Strategic & Effective Marketing to Increase Economic Development			
<u>First Objective:</u> Increase Bed Tax Revenue and Restaurant Sales			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Complete a coordinated multi-platform Marketing Plan	ED	December 2019	COG/MKTG Firm
Begin implementing the Marketing Plan	ED	January 2020	COG/Bed Tax Organizations
• <u>Second Objective:</u> Maximize Bed Tax Organizations Impact on Tourism			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Provide capacity building workshops or technical assistance to the Bed Tax organizations	ED	On-going	COG/Vitalyst Health Corporation
Assist with seeking additional grants & revenue streams for each Bed Tax organization	ED	On-going	COG
<u>Third Objective:</u> Public Notification of Current/Upcoming Events			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners



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Print, Banner, and Sign	City with Local Organizations	January 2020	EDC- Chamber-Gila County
Social Media	City with Local Organizations	October 2019	EDC- Chamber-Gila County
Combined Community Calendar	City -EDC- Chamber-Gila County	October 2019	EDC- Chamber-Gila County



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Infrastructure			
Goal #1: Improve Existing Failing Infrastructure			
First Objective: Repair Diversion Tunnel			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Educate Council on the Diversion Tunnel Issues	City Manager	September 2019	TBD
Research Funding Cost Options and possibly Secure Funding (Est. \$15,000)	Public Works Director	September 2019	TBD
Work with Partners (mines and County) to Gain Regional Support	Public Works Director	December 2019	COG, Mines, State of Arizona & County
Second Objective: Repair/Replace Failing Bridges within the City			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Evaluate current condition of bridges	Public Works Director	Completed	
Develop maintenance/replacement plan	Public Works Director	Completed	
Council Approval of Maintenance/Replacement Plan (\$50,000 in CIP funds proposed in FY 19-20 Budget)	City Manager	January 2020	TBD
Secure Additional Funding	City Manager	On-Going	TBD



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Repair or Construct bridges	Public Works Director	On-Going	TBD
Develop long-term maintenance plan	Public Works Director	May 2020	TBD
Third Objective: Repair Storm Water System			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Evaluate current conditions/capacities of storm water structures (1 Staff, 6-12 week)	Public Works Director	January 2010	TBD
Environmental impact study for storm water system (Grant Funding)	Public Works Director	January 2021	TBD
Develop hydrology plan for storm water within the City	Public Works Director	July 2021	TBD
Develop any changes to current storm water systems	Public Works Director	January 2022	TBD
Repair/replace appropriate storm water structures If funding is available	Public Works Director	July 2022	TBD
Fourth Objective: Repair Failed & Missing Sidewalks			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Evaluate condition/needs of current sidewalks (1 Staff, 6-12 week)	Public Works Supervisor	May 2020	TBD
Develop long-term funding plan for maintenance & new construction	City Manager	June 2020	TBD
Traffic/pedestrian impact study for area in need (funding to be determined)	Public Works Supervisor	June 2021	TBD



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Infrastructure			
Goal #2: Construct Infrastructure for Future Expansion			
First Objective: Expand Sewer in the North East Area			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Feasibility Study for the Sewer Expansion for the NE Area (\$50,000 in CIP funds proposed in FY 19-20 Budget)	Public Works Director	October 2019	Gila County,
Develop partnerships and funding opportunities to leverage funding commitments	City Manager	January 2020	Gila County, ADOT, DOC, Private Property Owners
Execute Partnership Agreements	City Manager	July 2020	TBD
Research annexation opportunities in the NE Area	City Manager	On-Going	TBD
Second Objective: Current Capacity/Condition of All Infrastructure			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Citywide capacity and condition study for sewer lines (Grant Funding \$260,000)	Public Works Director	June 2020	Tri City Sanitation, Town of Miami
Citywide capacity and condition study for water lines (Grant Funding \$200,000)	Public Works Director	June 2021	AZ Water
Citywide capacity and condition study for streets (Grant Funding \$220,000)	Public Works Director	June 2022	ADOT



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Third Objective: Possible Annexation Opportunities			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Education for Residents	City Manager	On-Going	TBD
Building Community Will	City Manager	On-Going	TBD
Conduct Cost Analysis for any Annexation Request	Public Works Director	On-Going	Gila County, Tri-City Fire, Tri-City Sanitation, AZ Water



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Infrastructure			
Goal #3: Infrastructure Accountability			
First Objective: Elimination of Common Line			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Develop a renewable funding source as part of the current budget process (Current Budgetary Goal of \$60,000 a year)	City Manager	July 2019	TBD
Identify all common lines in the City (1 Staff, 6-week)	Public Works Director	October 2019	Gila County
Develop Plan to Eliminate/or Develop Alternate plan for Common Lines As funds become available	Public Works Director	On-Going	TBD
Second Objective: Identify and Establish Easements			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Determine current utility easements (1 staff member 6 months)	Public Works Director	February 2020	Gila County
Procure new easements or prescriptive easements for current utility system (1 staff member 6 Months)	Public Works Director	July 2010	Gila County
Identify areas or easements where easements are not possible to obtain	Public Works Director	Ongoing	Gila County



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Third Objective: Identify and Establish Right of Ways			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Identify conflicting or missing right of ways (1 staff member 6 months)	Public Works Director	February 2020	Gila County
To secure right of ways (1 staff member 6 months)	Public Works Director	October 2020	Gila County
Develop a maintenance program for City right of ways END OF Infrastructure May 3	Public Works Director	March 2020	ADOT



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Quality of Life			
Goal #1: Revitalization of Historic Downtown – Including the Removal of Blight			
<u>First Objective: Renovate Vacant Buildings</u>			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Utilize current inventory list of owners to identify opportunities for redevelopment	ED and EDC	On-going	Downtown Association
Develop Business Ordinance (Mesa)	Mayor	December 2019	City Manager & EDC
<u>Second Objective: Implementation of Ordinances to Address Vacant Buildings</u>			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Create City Ordinances	City Manager	December 2019	League of AZ Cities
Approval of Ordinance	City Council	February 2020	
Educational Outreach	City Manager	TBD	Community Stakeholders



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Third Objective: Beautification of Downtown			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Painting of Murals	AZCCI	January 2020	City
Provide and install Vacant Building Window Wraps	SGEDC	December 2019	City
Revitalization of North Broad Street Entrance	City	December 2019	Eastern Arizona Railroad



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Quality of Life			
Goal #2: Improve Recreational and Service Facilities			
First Objective: Increase Capacity of City Recreational, Parks, Library, Museum, and Active Adult , and Service Facilities			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Evaluate Related Staffing Models	City Manager	June 2019	COG
Research Resource Partnerships	Public Works Superintendent	June 2019	COG
Create Maintenance Strategy for funding adequate equipment & material	Public Works Director	August 2019	COG
Community Pool Engineer Assessment, Cost Assessment, and Research Funding– If determined feasible by City Council	Public Works Director	December 2019	Freeport-McMoRan
Research and identify Grant Opportunities for City Facilities, Programs and Projects	ED Director	December 2019	Gila County, State, Non-Profits
Second Objective: Research Public Bathroom Facilities for the Downtown Area			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Select Location	City Manager	September 2019	COG
Partner with the Downtown Revitalization Group	ED	June 2019	Community Stakeholders
Determine Partnership Responsibilities	ED	January 2020	COG



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Third Objective: Improve Downtown Parking and Event Accommodation			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Identify Stakeholders	ED	October 2019	Community Stakeholders
Master Plan – Working Group	City Manager	January 2020	Community Stakeholders
Research Funding – Master Plan	ED	March 2020	CAG/USDA/RCAC



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Public Safety			
Goal #1: Effective Police Department and Fire Department Services			
<u>First Objective: Evaluate staffing models</u>			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Develop and review statistical data and complete reviews on Public Safety on a monthly and annual basis	PD & FD Chiefs	Ongoing	Tri-City Fire Dept./DPS/Gila County Sheriff's/San Carlos PD
Complete staffing needs assessment for Police Department and Fire Department	PD & FD Chiefs	Ongoing	COG
Evaluate deployment models for both Police Department and Fire Department	PD & FD Chiefs	Ongoing	COG
<u>Second Objective: Evaluate and Increase Operational Capacities of Public Safety Departments</u>			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Establish shared initiatives with the Fire, Health Service Agencies, and Medial Department	PD & FD Chiefs	Ongoing	Community Partners
Identify regional, state, and national initiatives to improve Public Safety	PD & FD Chiefs	Ongoing	TBD
Assess and identify relationships with regional Public Safety agencies to enhance and / or increase capabilities	PD & FD Chiefs	Ongoing	TBD



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Third Objective: Evaluate Customer Service			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Enhance partnerships with Globe Business Community to identify current and future Public Safety needs	FD & PD Chiefs	Ongoing	COG
Develop best practices for community outreach for both Police and Fire Department	FD & PD Chiefs	Ongoing	COG
Provide educational opportunities in school, faith-based and business organizations by both Police and Fire Department	FD & PD Chiefs	Ongoing	Local School Districts, Churches, Chamber of Commerce/Downtown Assoc/SGCEDC



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Public Safety			
Goal #2: Develop and Enhance Infrastructure to Meet Current and Future Public Safety Needs			
First Objective: Assess & Improve Physical Infrastructure of Public Safety Facilities			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Develop facilities master plan for Public Safety	PD/FD Chiefs & City Manager	June 2020	COG
Develop replacement methodology for vehicles, apparatuses, and specialty equipment for both Police and Fire	PD/FD Chiefs	June 2020	COG
Determine Bonding capacity and initial steps in order to determine feasibility	City Manager	June 2019	Piper Jaffray
Second Objective: Increase Technological Capacity of Public Safety Departments			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Formalize and Prioritize technological needs for the Police Department and Fire Department	PD/FD Chiefs	January 2020	COG/Vendors
Identify and implement new technologies to improve Public Safety functions	PD/FD Chiefs	Ongoing	COG/Vendors/Grant Opportunities
Identify a strategy for long term replacement of large scale technological needs (Radios)	PD/FD Chiefs	June 2020	COG/Grant Opportunities



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Third Objective: Increase & Develop Human Resource Capacity			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Identify & Establish Professional Development Opportunities	PD/FD Chiefs	Ongoing	COG/Grant Opportunities
Enhance Employee Training Program	PD/FD Chiefs	Ongoing	COG/Tri-City FD/Other Professional Support Agencies
Develop & Enhance a Recruitment and Retention Plan	PD/FD Chiefs	January 2020	COG
Facilitate Employee Participation	PD/FD Chiefs	Ongoing	COG/Community Stakeholders



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Public Safety/Police			
Goal #3: Prevent Crime			
First Objective: Enhance Crime Fighting Strategy			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Increase Visibility of Police in the Community	PD	Ongoing	COG
Address crime issues presented by residents through outreach	PD	Ongoing	TBD
Engage in offender based initiatives	PD	Ongoing	TBD
Enhance crime prevention programs	PD	Ongoing	TBD
Provide crime prevention training for all officers in Advance Officer Training	PD	Ongoing	TBD
Empower patrol officers to identify and develop solutions to beat specific issues	PD	Ongoing	TBD
Enhance intelligence capabilities	PD	Ongoing	TBD
Implement directed enforcement initiatives	PD	Ongoing	TBD
Review and enhance Crime Prevention Officer role and function	PD	Ongoing	TBD
Second Objective: Reduce Victimization			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Address unique crime prevention needs	PD	Ongoing	COG
Work with visitor attractions and hotels to prevent tourist related crimes	PD	Ongoing	Local Stakeholders



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Enhance partnerships with City to address concerns surrounding aging neighborhoods	PD	Ongoing	Code Enforcement/COG
Identify current and emerging crime trends in the business community, and develop proactive strategies to prevent them	PD	Ongoing	Business Community Members/Other Law Enforcement Agencies
Establish relationships with retailers	PD	Ongoing	COG/Business Community
Continue to partner with schools to identify and address crime prevention needs	PD	Ongoing	COG/GUSD
Third Objective: Enhance Traffic Safety			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Promote overall traffic safety and reduce accidents	PD	Ongoing	COG/GOHS
Utilize grant funding to continue Police Department programs	PD	Ongoing	TBD



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Public Safety/Fire Department			
Goal #4: Community Fire and Health Risk Reduction			
First Objective: Identify and implement additional fire prevention programs.			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Increase use of Firewise program to reduce community risks from wildfire.	FD	March 2020	COG/NFPA
Update of International Fire Code as required by the AZ State Fire Marshals Office.	FD	June 2020	COG
Implement a residential fire safety program.	FD	January 2020	COG
Second Objective: Identify and implement effective programs to reduce health related issues in the community.			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Identify common elements of EMS and health related responses in the community.	FD	Ongoing	COG/Other Agencies
Identify and, where achievable, implement available programs to address high frequency issues.	FD	Ongoing	COG/Social Service Agencies & Programs
Analyze training and equipment needs to meet best practices for the treatment of patients in the field.	FD	Ongoing	COG/CVRMC



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Third Objective: Reduce the ISO rating of the City of Globe from a 4 to a 3			
Steps/Milestones to achieve this objective	Responsible Party	Proposed Completion Date	Resources and/or Partners
Implement and effective hydrant maintenance program within the City.	Globe FD & Public Works	January 2020	COG/AZ Water Co.
Complete hydrant flow survey of all hydrants within the City of Globe.	FD	June 2020	COG/AZ Water Co.
Increase the effectiveness of facility training program to meet content and duration requirements.	FD	Ongoing	COG/Tri-City FD