



STRATEGIC LEADERSHIP PLAN FY2017-FY2019 One Year Update, July 2018

Strategic Focus Area A: Economic Prosperity

- 🏠 **Explore the possibility of partnering with other organizations to create a "maker space" that leads to employment or business creation.**

ON-GOING. A maker-space is a community center that provides technology, manufacturing equipment and educational opportunities to the public. The City currently offers maker programs to children and teens but does not have the staffing or available funding at this time to explore a permanent facility. Economic development has begun initial coordination with Cochise College to partner on this in the future.

- 🏠 **Analyze and evaluate ways in which to maximize the use of the City airport consistent with community economic strategies.**

COMPLETE. Jeff Donohoe and Associates as the consultant finalized the airport study and presented to City Council at the February 20 work session. Staff is working through three potential leads in bringing new business to the municipal airport. The airport opportunity was featured in the January/February 2018 edition of Business Facilities magazine reaching C-level executives and site selectors. Staff included the development of the available land and terminal at the municipal airport as a key objective in the economic development framework while continuing to pursue additional land in partnership with Fort Huachuca. Expansion into Fort Huachuca land has been included in the partnership plan.

 **Develop and implement strategies to educate, attract, and facilitate the growth of entrepreneurs and other small businesses within the community.**

ON-GOING. Sun Corridor Inc. serves as the lead for the Sierra Vista Technical Assistance Program (SVTAP) engaging with the initial cohort of five local businesses to improve and diversify their companies. The SVTAP includes the initial inventory of needs and direct engagement with the Subject Matter Experts (SME) to identify a tailored approach for each client business. The next SME engagement is scheduled for August 15. Staff continues to engage local business directly and in partnership with the Sierra Vista Area Chamber and the Hispanic Chamber to grow small business within the City.

 **Partner with local, regional, and state leaders to develop and implement a cohesive strategy to communicate the value and importance of Fort Huachuca and advocate for its retention and expansion.**

ON-GOING. This is an ongoing effort, and will continue through the City's work in partnership particularly with the Huachuca 50 and Cochise County. The Huachuca 50 has retained a new consultant with Kelley Drye in Washington, D.C.

 **Review and update the City's economic development framework to ensure direction is consistent with community priorities and opportunities.**

ON-GOING. Staff completed the update to the economic development framework in partnership with the economic development advisory group. The framework includes six key objectives and the staff has already begun to execute the supporting tasks. With a fresh look by staff as well as the advisory group, the updated economic framework includes the following objectives.

1. Develop opportunities with Mexico.
2. Maximize the economic impact of the Sierra Vista Municipal Airport.
3. Improve and sustain Sierra Vista City parks and community events.
4. West End redevelopment.
5. Improve awareness of Sierra Vista.
6. Expand the awareness of Fort Huachuca's contribution and capabilities for our Nation's defense, highlighting growth potential.

 **Develop and implement a comprehensive strategy to promote infill and adaptive re-use of vacant commercial properties.**

ON-GOING. The West End's business district has been in decline for some time. The area's building stock suffers from age and neglect. Many property owners are not investing in ongoing capital and maintenance and the few business owners moving in don't have the resources to make necessary repairs and upgrades. Two thirds of the City's vacant commercial building space (531,335 square feet) and seventy percent of the vacant building units (132) are located within the West End.

In November 2017, the City Council designated 23-acres of property along West Fry Boulevard, between North Garden Avenue and South Carmichael Avenue as a redevelopment area. In March 2017, the City Council adopted a comprehensive strategy to promote infill and adaptive reuse within the area. The budget for the new fiscal year includes \$50,000 in matching grant funding to commercial property owners or tenants seeking to improve their properties. Applicants have six months to complete authorized work. Funding commitments made last fiscal year have been carried forward. The grant program aims to improve the local economy by increasing the viability of existing businesses, making it more affordable for new businesses to move in, and fostering new investment in the West End.

 **Partner with the Sierra Vista Metropolitan Planning Organization to fund and construct Phase I of the Fry Boulevard Corridor and North Garden Avenue Plans.**

ON-GOING. As part of the last strategic plan, a design concept report was prepared for the west end of Fry Boulevard between the Buffalo Soldier gate and Seventh Street. The final report identified strategies such as enhanced lighting, roadway narrowing, storm water improvements, additional landscaping, and pedestrian amenities to help improve the aesthetics and hopefully foster economic development along the corridor. North Garden efforts were much the same, and the projects were thus combined into one to create a cohesive look for Sierra Vista's historic West End.

Primary funding for the project will come through the Sierra Vista Metropolitan Planning Organization using the recently reintroduced Highway User Revenue Fund swap program. Unfortunately, there have been significant delays on the state level in initiating the program. However, staff has submitted and has received approval of its project initiation letter, and are negotiating a Joint Project Agreement with the Arizona Department of Transportation. After a JPA is in place, the City will be able to begin the process of selecting a consultant to design the roadway. Since the conceptual design is several years old, the design process is expected to include a public participation element.

Strategic Focus Area B: Accountable, Collaborative & Efficient City Government

Improve the efficiency of Vista Transit and focus service on those who need access to public transportation.

ON-SCHEDULE. Key components to improving the efficiency of Vista Transit include evaluating the size and efficiency of the buses, assessing the number and locations of bus stops to assure optimum service coverage, maximizing the allocation of local and federal funding, evaluating potential benefits of partnering with the SVMPO and the inter-city bus route and incorporating technology to gain operational efficiencies.

Key components on focusing on those who need access to public transportation include defining the demographic, developing an eligibility and application process for paratransit services, utilizing buses that provide ADA compliant services for passengers with disabilities, evaluating options pertaining to the paratransit services boundaries as established by the Americans with Disabilities Act and assessing the feasibility of realigning bus routes to reach underserved populations of the community.

AECOM Engineering Consultants was retained to partner with city staff in evaluating current operations and developing options for increased efficiency and service levels. AECOM completed their study on June 22, 2018. Staff has reviewed and evaluated the consultant's findings and has prepared recommendations that address the key components of the strategic objective. A meeting with city management to review the results of the study and evaluate staff's recommendations will be scheduled soon, with a council work session scheduled for September.

Reduce obsolete or unnecessary code provisions.

ON-GOING. The Community Development Department regularly reviews current code provisions and procedures to identify ways in which the staff and the City can improve efficiencies, clarify requirements, and help residents and business owners navigate the permitting process more easily. On February 8, 2018, the City Council adopted amendments to the City's Building and Development Codes as provided in the Community Development Department's FY 17-18 Work Program. This summer, staff is working jointly with the Planning and Zoning Commission to identify whether further code amendments are necessary to fulfill this initiative.

Adopt a formal policy to address the PSPRS liability issue.

COMPLETE. The updated financial policy which included how the City would address its PSPRS liability was presented for Council review in February and approved in March. In April the state legislature passed a new law requiring cities to post their policies addressing their

PSPRS liability plans on their website. The policy is in development, and will be ready for Council consideration shortly.

Strategic Focus Area C: Environmental Leadership

Explore ways in which the City can reduce energy use or use alternative power at City facilities.

ON-SCHEDULE. A variety of energy related initiatives are either recently completed or in-progress at City facilities. An energy audit/study of the Environmental Operations Park financed through the Water Infrastructure Finance Authority (WIFA) was completed in June, and the final report is included with this strategic plan update. Among other objectives, this study explored the feasibility of using solar energy to power the wastewater treatment process. The City has also recently finished an upgrade to the obsolete building energy management system. The upgrade has built-in energy management tools that allow staff to better monitor energy usage and evaluate alternatives to further reduce energy consumption and costs.

Over the last few budget cycles, Public Works has also been managing a program to convert existing light fixtures at City-owned facilities to more energy efficient LED systems. City-owned parking lots have already been completed, and the overhead lighting at some traffic signals have been converted as well. Other potential projects include upgrading interior lighting in buildings and at the sports fields. The City has recently received a Land and Water Conservation Fund (LWCF) grant from Arizona State Parks Department to upgrade the lighting systems at Domingo Paiz Sports Complex with high efficiency LED systems. Staff will continue to exploring potential grant funding or other opportunities to supplement City financial resources in order to complete these projects as expeditiously as possible.

Identify ways in which future city effluent should be used for maximum benefit to the community.

ON-GOING. The City has been recharging about 2,000 acre-feet to the aquifer each year for the last sixteen years since the Environmental Operations Park was constructed. An agreement with the Bureau of Reclamation tied to the facility construction will expire after 2021 and thus will provide additional opportunities for the City in the use of the effluent. Although recharge at the current location has shown positive benefits for the nearby San Pedro River, it is possible that moving the effluent in whole or in part to another location would provide additional benefits. Staff is currently working with the Cochise Conservation and Recharge Network to model possible alternatives. The final answer will depend on complex factors such as funding availability, permitting requirements, and net benefit to the river and the community as a whole.

Strategic Focus Area D: Well-Maintained Infrastructure & Facilities

Complete a Capital Improvement Plan (CIP) which prioritizes projects and needs based on cost, funding source, and category.

ON-GOING. The first round of the new CIP process was completed and incorporated into the budgeting process for this fiscal year. After meeting with all the City departments and divisions, Public Works staff collected over 200 potential capital projects. A team composed of the directors and managers from a variety of departments collectively developed the evaluation criteria and used that criterion for project prioritization. Staff was then able to present a final, comprehensive list to the City Manager's Office for consideration during the budgeting process.

The CIP plan is a living document and will be updated every year before the start of each budgeting cycle to incorporate new priorities as they arise. Council noted this year that they wanted to see additional input from the commissions incorporated into next year's CIP, so staff will be looking at ways to incorporate these types of projects. In addition, a 6-10 year CIP will be added to provide a long-term look at potential priorities.

 **Using roadway condition assessment data, develop a comprehensive pavement maintenance plan for City streets that maximizes efficiency, and identify a funding strategy to implement the plan.**

ON-GOING. Staff has completed the automated pavement condition survey on major streets within the City limits. The survey utilized lasers and other advanced technologies to provide a complete assessment of the condition of City roadways, and the survey results are being entered into a roadway asset management system. Pavement conditions are now evaluated using the industry standard Pavement Condition Index (PCI), which provides an objective assessment of roadway condition based on cracking, surface condition, and other factors. Future tasks under this objective include the development of a 5-year street maintenance program based on available funding.

In general, the study found that Sierra Vista roadway condition was on the high side of average when compared to other communities across the country. Sierra Vista also had a smaller backlog of poor or very poor roadways when compared to our counterparts. However, on the downside, Sierra Vista had fewer roadways in excellent condition than would have been expected. Overall, the results indicate that although the City has been doing a good job keeping up with basic maintenance needs, investment will be needed to keep the average condition from slipping into an unacceptable range. A more in-depth presentation to Council will occur in September.

Strategic Focus Area E: Safe, Healthy & Welcoming Community

 **Identify ambassadors and champions within county enclaves to help measure interest in annexation, and use their support to facilitate signing of annexation petitions by property owners.**

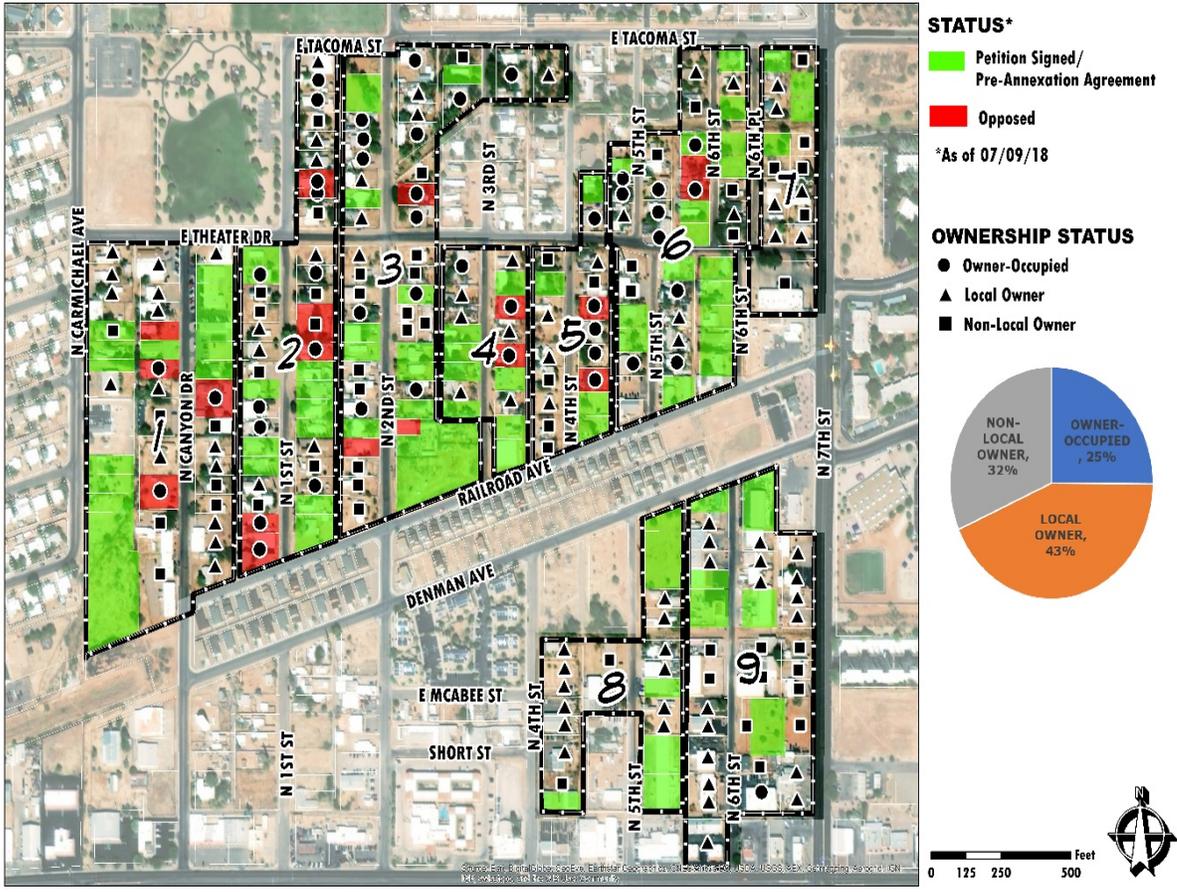
ON-SCHEDULE. On September 14, 2017, the City Council authorized staff to proceed with

the annexation process. The City has one year to finalize the petition process. Petitions were first mailed to property owners within each of the nine petition areas in early October. A second mailing was sent in early February 2018. In April, staff began conducting door to door outreach targeting owner occupied and rental properties with owners in Sierra Vista, Hereford and surrounding areas. The goal of the outreach is to educate and inform property owners about the benefits of annexation. This includes posting an online calculator to the City's website for property owners to determine their financial benefit of annexation on specific residential or commercial property:

<http://www.sierravistaaz.gov/city-departments/community-development/all-about-annexation/>

The following graphic depicts properties within each of the petition areas that have either returned a signed petition or are under a pre-annexation agreement as well as those currently owned by the City of Sierra Vista. The following table shows the status on gathering the requisite number of petitions.

Based on the City Council's direction provided at the July 24 work session, staff will concentrate efforts on gathering signatures in Sectors 4, 6, and 8.



Sector	Signatures Required	Signature Received	Percent of Needed Signatures	Opposed	Additional Follow-Up Needed*	Total Valuation Needed	Total Valuation Obtained	Percent of Needed Valuation
1	26	6	23%	4	16	\$1,550,004	\$461,126	30%
2	33	9	27%	5	20	\$978,023	\$489,914	50%
3	33	9	27%	2	22	\$1,162,981	\$670,933	58%
4	14	5	36%	2	7	\$337,957	\$332,029	98%
5	16	3	19%	2	11	\$392,768	\$104,625	27%
6	36	15	42%	2	19	\$929,701	\$819,679	88%
7	13	3	23%	0	10	\$456,546	\$74,028	16%
8	13	3	23%	1	9	\$791,025	\$668,963	85%
9	19	4	21%	0	15	\$1,799,930	\$789,903	44%

*Includes out-of-town property owners involving research in tracking down contact information.

Develop a plan for the most efficient and cost effective way to provide tennis to the Community.

ON-GOING. The solicitation for the sale of the Kings Court property is now open to the public. Proceeds from the sale will be utilized to fund surface improvements and lighting of the tennis courts located behind the Sierra Vista Unified School District's (SVUSD) Rothery Center.

Explore partnership with the school district to acquire or lease the recreational properties.

ON-GOING. Recently, the City and the Sierra Vista Unified School District successfully negotiated a joint facilities use agreement which will help offset fixed lease costs for shared use of resources. The recreational properties located behind the Rothery Center are included in the agreement. The City will improve, operate, and maintain the open spaces located behind the Rothery Center to include the tennis courts, a baseball field, a softball field, and the football field and track. Staff will also operate and transform the former Teen Center building to the City's new Sports Division facility. This will provide a central point for scheduling sports in the community, offering new recreational and competitive opportunities, arranging training camps for coaches, referees, umpires, and players, and promoting sports tourism and tournaments throughout the region and beyond.

This partnership along with master planning the ball fields and event space at Veterans Memorial Park, will be a tremendous asset to assisting in the overall Economic Development strategy by helping to lay a foundation of attractive, outdoor, recreational facilities which could invite tournament revenue, additional events, future residents, and potential job seekers and business owners into our community.

 **Assess the number of police/fire personnel and corresponding funding required to meet current service levels and identify potential impacts to community public safety if staffing remains the same.**

COMPLETE. The Police department completed and forwarded the final report in March 2018. The department's recommendation is an additional 13 staff over the next five years.

ON-GOING. The Fire Department has completed collecting call data, and continues to work on the analysis of call data to corresponding service levels and

 **Identify the cost and funding sources for a joint Fire and Police facility in south Sierra Vista.**

ON-GOING. Once lapses in coverage were mapped, staff began evaluating potential locations for an additional fire and police sub-station in southern Sierra Vista. Next steps will include evaluating costs.