



**Sierra Vista City Council  
Work Session Agenda  
November 17, 2015**

Call to order – 4:00 p.m. in the City Hall, Council Chambers, 1011 N. Coronado Drive, Sierra Vista, Arizona.

1. Call to order
2. Update regarding City Economic Development Programs and Activities
3. Adjourn

City Council work sessions are informal meetings of the elected body designed to allow the Mayor and Council Members to prepare for upcoming regular meetings, have staff briefings on issues, and provide an opportunity for more detailed discussions amongst themselves. The meetings are limited by City ordinance to 90 minutes, and in accordance with the State Open Meeting Law, no discussion can take place on issues/topics that have not been posted on the agenda at least 24 hours in advance. The public is welcome to observe the meetings in person or on Cox Channel 12, but time is not reserved on work session agendas for public comment. The public may, however, address the City Council at their regular twice monthly meetings or share written views through the City website, [www.SierraVistaAZ.gov](http://www.SierraVistaAZ.gov).

**Work Session Minutes  
November 17, 2015**

1. Call to order – 4:14 p.m. in the City Hall, Council Chambers, 1011 N. Coronado Drive, Sierra Vista, Arizona.

Roll Call

Mayor Rick Mueller – present  
Mayor Pro Tem Bob Blanchard – present  
Council Member Alesia Ash – absent  
Council Member Gwen Calhoun – present  
Council Member Rachel Gray – present  
Council Member Hank Huisling – present  
Council Member Craig Mount – present

Others Present:

Chuck Potucek, City Manager  
Mary Jacobs, Assistant City Manager  
Simone McFarland, Economic Development Manager  
Marcus Johnson, Management Analyst  
Jill Adams, City Clerk

2. Update regarding City Economic Development Programs and Activities

Simone McFarland presented an update on progress made in economic development (ED) in the last eight months (see attached presentation) about where they have been and where they are going. She emphasized that the City ED division does not create jobs but an environment where jobs can flourish. She outlined what their process has been and will be for the first 18 months.

Ms. McFarland then outlined the department accomplishments. They include:

- Leveraging partnerships through community engagement;
- Brand Implementation;
- The creation of the Economic Development website with the GIS component;
- The recruitment of the new ED Analyst, Marcus Johnson, who will help with business retention and entrepreneurship;
- Internal outreach – presentations were made with every City commission;
- External outreach – ICSC, AUSA, Industry Day, Enterprise Challenge, ADC and Service Clubs; and,
- Lead Package Follow Up

Ms. McFarland explained that her division has successfully leveraged many partnerships in the community, including the Chamber of Commerce, SEAGO, Relocate to Sierra Vista Plan (RSVP), the Tucson Chamber and Tucson Hispanic Chambers of Commerce and many others. She created the Broker Breakfast with and the Education and Economic Development Committee as a result of those partnerships.

Ms. McFarland explained that the GIS component of the ED website shows where each type of business is located and that the commercial listing features on the bottom of the page get bottom also get state coverage. Ms. McFarland introduced the new ED Analyst, Marcus Johnson. Mr. Johnson gave a brief overview of his educational and professional background.

Ms. McFarland stated that she gave presentations to all of the commissions, made appearances with the International Council of Shopping Center, Associated Defense Lead Follow-up package with potential sites for commercial brokers. These requests are mostly blind requests which they load information into the website page that is personalized to their request and then send it back to person requesting information.

The following functions are currently in process:

- Retention
  - Business Walks
  - Council Recognition of Businesses
  - Mayor's Visitation Program
  - Ombudsman - Mr. Johnson will act as the local business ombudsman to help businesses navigate the entire permitting process.
  - Fry Corridor Street Improvements – SVMPO
  - Small Business Handbook
  - Creating Pathway for Success
  - Programs and Services Assessment
- Continued Outreach
  - SV Commercial Brokers
  - Tucson Brokers
  - SV Defense Contractors
- E-Newsletter – to be mailed to business license list
- Video – partnership with NCI
- Transportation Study – partnership with the SVMPO
- Cyber Cluster
  - White Hats
  - Sierra Vista will be recognized as a leader in cyber security education.
  - Center of Academic Excellence – Cyber Operations
  - Cyber Warfare Range
  - OEA Grant
- Perception
  - Rural vs. Emerging
  - Internal vs. External
  - Friendly vs. Engaging
- Education & Economic Development Committee

Ms. McFarland explained that starting January 21, 2016, the ED Division will partner with the Chamber of Commerce in starting a business walk, which is scheduled for January 21, 2016. Together, they will gather volunteers, form teams of two and ask questions at local businesses and conduct a survey, which will be used collect data to see what people are looking for as a baseline measurement. She stated she's not sure how far they would get but that she is following a model from Marana and improving upon it. It will be timed to occur just before the Fry Boulevard Corridor Study public outreach meeting.

Ms. McFarland suggested that Council Members take turns to recognize a business each month. She stated that she would distribute a schedule to them and that the Mayor has scheduled two in-depth conversations with local businesses for the Mayor's Visitation program.

She explained if any businesses had any concerns or challenges that they would work the business, the utilities or the Community Development Department to address them as part of the Ombudsman program.

They are also making a small business handbook with essential information such as where to get a business license, etc.

Ms. McFarland explained that in creating a pathway for success, each business has different needs. She explained the ED division would analyze their growth pattern to assess needs and will include a self-assessment on the website.

In response to Council Member Huisking, Ms. McFarland explained that the ED division would reach out to the retiring business owner to make sure that there's an exit plan and would work with them to see how to change hands so the business can successfully move on.

Ms. McFarland explained that she provides continued outreach by providing leads to outside agencies so that they can get the information they need without having to make a trip to Sierra Vista. In the first quarter, she will travel to Tucson to create network partnerships. She also provides the same service to defense contractors to show them what's going on in City and on Fort Huachuca.

Council Member Mount stated that Ms. McFarland was potentially picking winners and losers by only featuring 4 out of 50 companies in her presentation and cautioned to not show favoritism to any contractors. Ms. McFarland stressed that the companies were displayed at random.

She continued that the City is partnering with NCI to create a recruitment video to attract people to the community for businesses. NCI came to her to ask for help with recruitment and agreed to fund the video at 50%. The video can be broken up into three or four sections to be used for whatever their needs were.

Ms. McFarland stated that the ED division will be partnering with the SVMPO on a transportation study looking at the Mexican tourism. The study will give hard numbers about how far people are travelling, where they staying and how much they are spending.

Council Member Calhoun asked if retail stores ask for a zip code like stores do in Tucson. Ms. McFarland explained that practice is used to determine where they will put new stores and suggested for people to not only make sure to give the Sierra Vista zip code when they shop, but to ask their friends to do so as well. In response to Council Member Calhoun, Ms. McFarland explained that the stores do not share those numbers with the City.

Ms. McFarland stated that the first (but not only) target area she is focusing on is in cyber security. She explained that it has a \$170 billion market, the Fort currently holds 363 related positions, and the industry doesn't need water, can be away from the highway and matches the current available workforce.

She explained that white hats are employees that test security by trying to break into the system. She is also working with the Workforce Development at Cochise College and the U of A South to spearhead a new cyber security program with NSA accreditation. The program is still in the research and development phase.

Ms. McFarland emphasized that perception is an important factor to the City's success in recruitment and that the City needs to change how we see and talk about ourselves by focusing on the positives and dropping the "buts."

Ms. McFarland outlined the following six month goals:

- Continue current projects
- Develop metrics for success
- Lead Development
- Identify Additional Grant Opportunities
- CEDS

Ms. McFarland stated that she plans to develop metrics in six months time since they are still in the building phase and need to set a good foundation before setting wrong expectations. In terms of lead development, she will go out and talk about Sierra Vista outside of the internal organization. They will also need to develop a Comprehensive Economic Development Strategy (CEDS) and to identify more grant opportunities.

Ms. McFarland asked for Council to let her or Marcus know if there is somebody she or Mr. Johnson should speak to at events, such as the Wake Up Sierra Vista breakfast that would highlight two to three businesses each month and will launch in January.

Ms. McFarland stated that the ED division uses the Plan for Prosperity as their guide and she reviews it periodically. She is also working with economic development in Mexico to improve visitor attraction by working with Judy in her efforts.

Council Member Gray praised Ms. McFarland's overall efforts, for the Wake Up Sierra Vista breakfast, and added that it was nice to be able to see that the City is moving forward in terms of economic development.

Council Member Huisling stated that she was impressed by all the different facets that have been completed.

In response to Council Member Calhoun, Ms. McFarland stated that a list of criteria will be provided to Council for Council Recognition as well as a schedule of assigned months.

In response to Council Member Calhoun, Ms. McFarland explained that a map is being created for the business walk and that there will also be training prior to it.

Council Member Calhoun asked how long it typically took to secure a business to come to the City. Ms. McFarland replied that every business was different and it depended on the size of the business. Typically, larger companies take longer because they want more information and require more work because those businesses could be established anywhere. Mayor Mueller added that the timetable depends on the business' time table.

In response to Council Member Calhoun, Ms. McFarland explained that she worked closely with the RSVP group. The City will help with graphic design and messaging and the more the City can do to help outside group help themselves, the better.

Council Member Mount commented that although the economic development is a step up in detail from where they were 20 months ago that he is not happy waiting six months for metrics. He continued that economic development is the biggest challenge in the City, and the City still needs to make considerable, serious effort towards quantifiable goals, because outside groups are forming because the City has waited too long.

Council Member Mount stated that Ms. McFarland's effort so far has been fantastic. He stated that the cyber piece is great but the City needs to focus on helping to save local businesses by

keeping them engaged, and finding solutions to help them out in a manner that is both formal and documented.

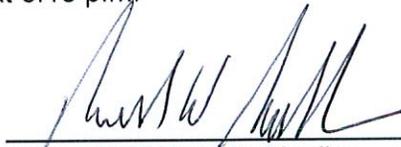
Mayor Mueller asked Council Member Mount to submit his ideas for possible metrics.

Mayor Mueller spoke about the newly established Leadership Forum he attended, with an effort of to define a purpose for local business owners in the community. He stated the next meeting will be in early January and that there was room for one more council member to serve in the non-public, think-tank meetings.

Council Member Huisking talked about how the Sister Cities Commission is about culture but also about economic development.

3. Adjourn

Mayor Mueller adjourned the work session at 5:13 p.m.

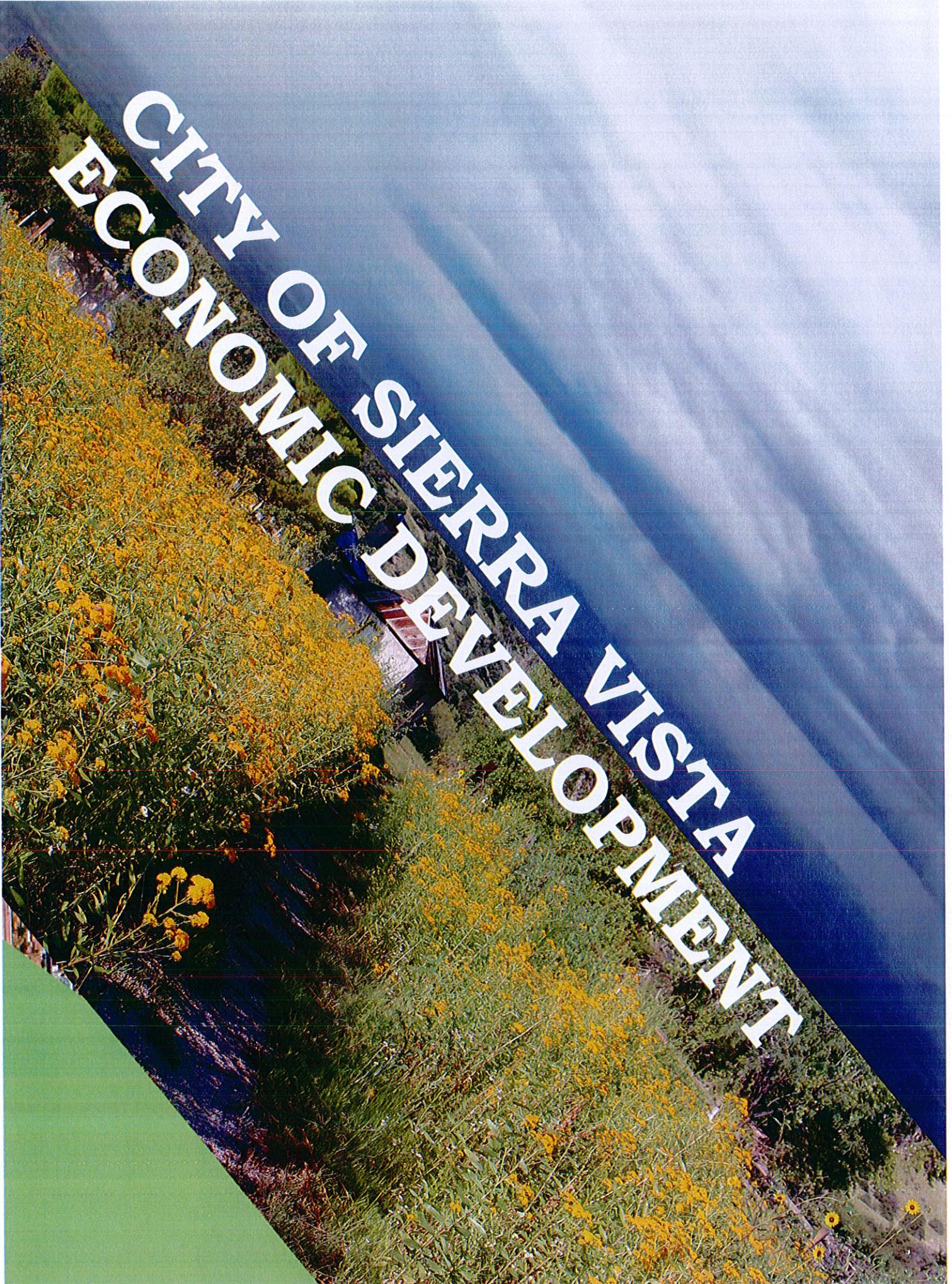
  
\_\_\_\_\_  
Mayor Frederick W. Mueller

Minutes prepared by:

Attest:

  
\_\_\_\_\_  
Helen Lee, Administrative Secretary

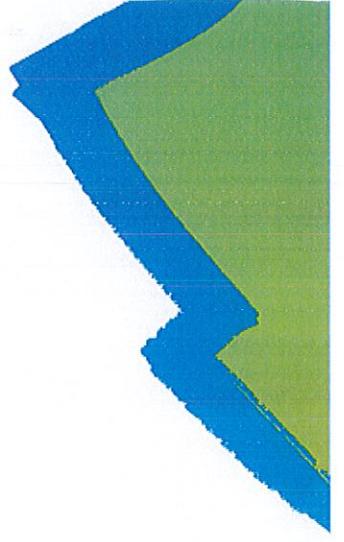
  
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Jill Adams, City Clerk



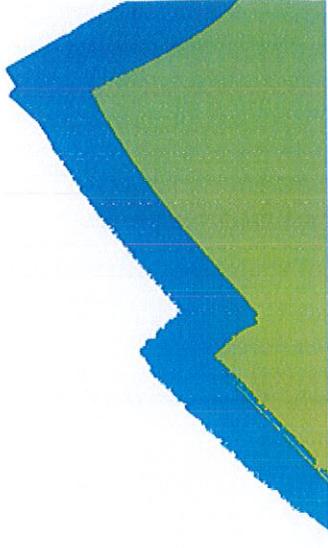
**ECONOMIC DEVELOPMENT  
CITY OF SIERRA VISTA**

# **Council Presentation**

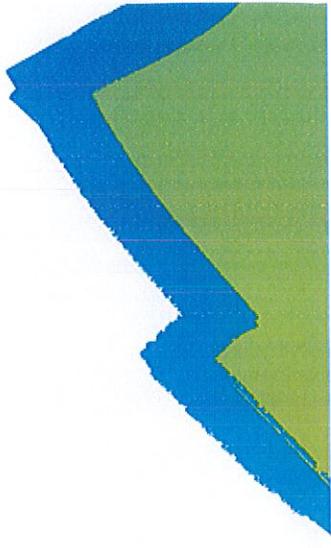
## **11.17.15**



- What has been accomplished?
- Where are we going?
- Future Council input and action.



City ED Divisions don't  
create jobs, we create the  
environment for them to  
flourish

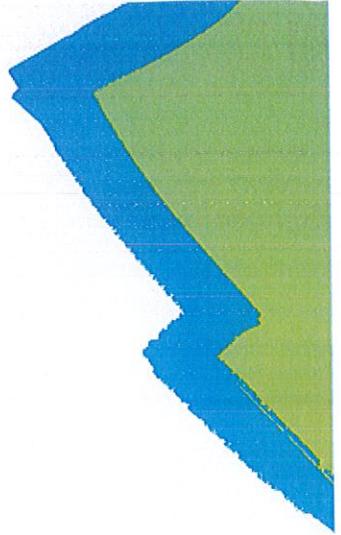


# Process

- Months 1-9
  - Study
  - Plan
  - Develop Tools
- Months 6-12
  - Study
  - Refine Plan
  - Initial Operational Capability
- Months 12-18<sup>+</sup>
  - Continue Studies/Refining
  - Look for opportunities
  - Full Operational Capability

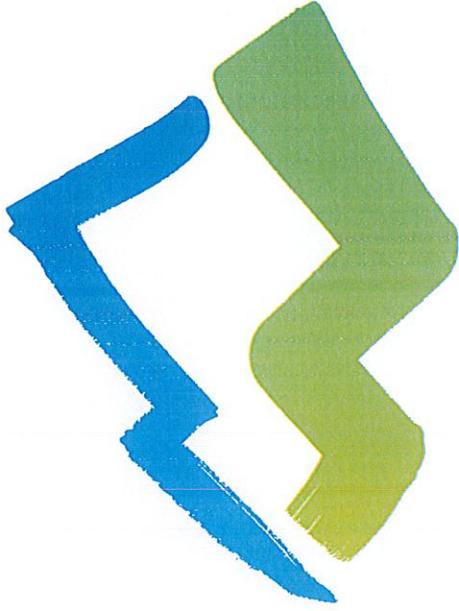


# Accomplishments





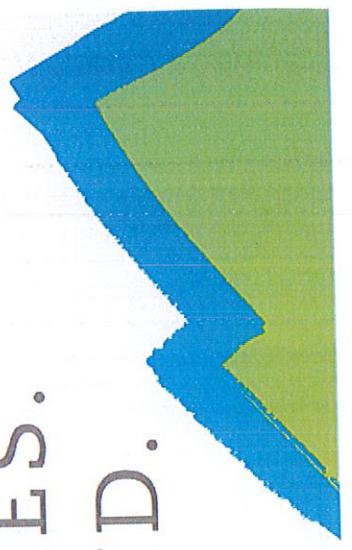
Brand Implementation



**Sierra Vista**

EXTRAORDINARY SKIES.

UNCOMMON GROUND.





# GIS Component

Buildings
Sites
Businesses
Communities
Heat Maps
Local Layers
Compass
Add Properties

**SEARCH** HEAT MAPS LAYERS COMPARE

Find:

Buildings Sites Businesses Communities

Square Feet

MIN SIZE - MAX SIZE

For Sale  For Lease

Select Type

Office  Industrial

Retail

**MORE FILTERS**

**SEARCH**

Reset / Refresh

Map Satellite Imagery

Map data ©2015 Google, INEGI

Report a map error

**Tools**

**My Folder**

## Results Refine Search

Viewing 1-4 of 18

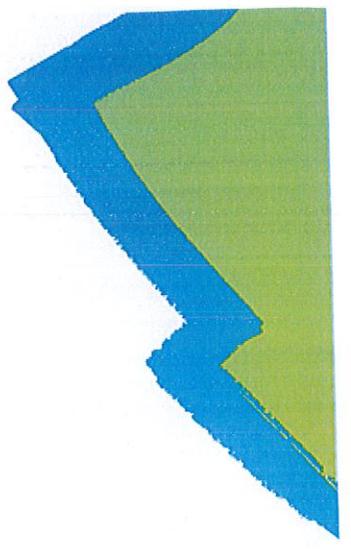
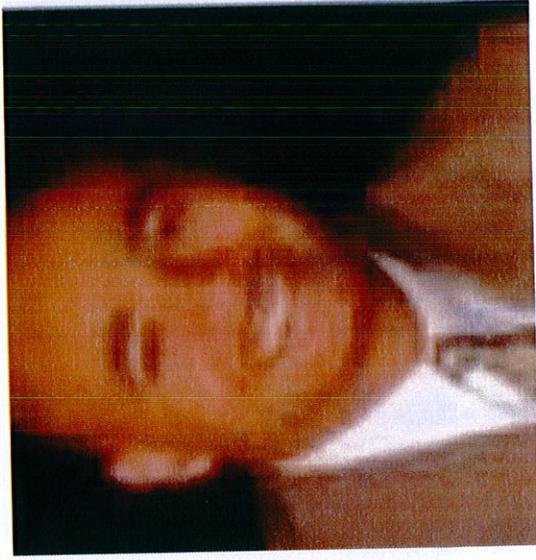
Pages 1 | 2 | 3 | 4 of 5

Print Sort by Export Advanced

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|--|---|
|  | <p><b>300 E Wilcox Dr</b></p> <p>Address: 300 E Wilcox Dr<br/>City: Sierra Vista<br/>County: Cochise County<br/>Zip Code:0</p> <p>Type: Office<br/>Min Size:5,864 sqft<br/>Max Size:5,864 sqft</p>                |
|  | <p><b>2105 E Fry Blvd</b></p> <p>Address: 2105 E Fry Blvd<br/>City: Sierra Vista<br/>County: Cochise County<br/>Zip Code:0</p> <p>Type: Retail<br/>Min Size:1,428 sqft<br/>Max Size:1,428 sqft</p>                |
|  | <p><b>2105 E Fry Blvd</b></p> <p>Address: 2105 E Fry Blvd<br/>City: Sierra Vista<br/>County: Cochise County<br/>Zip Code:0</p> <p>Type: Office, Retail<br/>Min Size:15,028 sqft<br/>Max Size:15,028 sqft</p>      |
|  | <p><b>Soldier Creek Business Park</b></p> <p>Address: North Fort Avenue<br/>City: Sierra Vista<br/>County: Cochise County<br/>Zip Code:0</p> <p>Type: Office<br/>Min Size:1,000 sqft<br/>Max Size:61,525 sqft</p> |
|  | <p><b>400 East Fry Blvd</b></p> <p>Address: 400 East Fry Blvd<br/>City: Sierra Vista<br/>County: Cochise County<br/>Zip Code:0</p> <p>Type: Office<br/>Min Size:425 sqft<br/>Max Size:1,280 sqft</p>              |

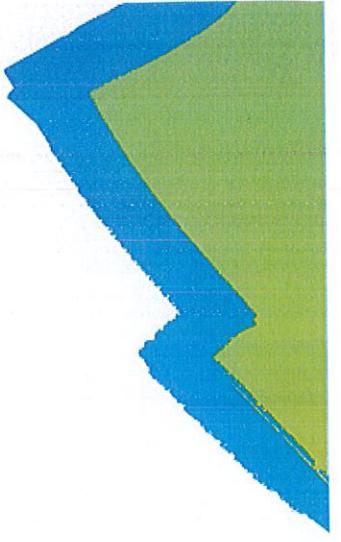
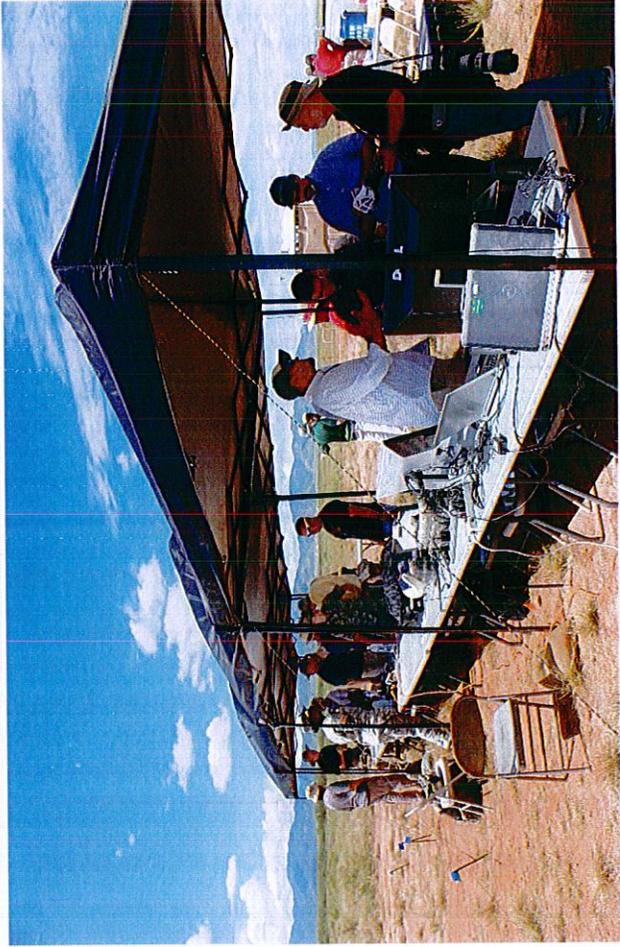
# ED Analyst- Marcus Johnson

- Retention
- Entrepreneurship



# Outreach

- Internal
  - City Team, Boards and Commissions
- External
  - ICSC, AUSA, Industry Day, Enterprise Challenge, ADC, Service Clubs



# Lead Package Follow Up

Simone,  
I think this is outstanding. The best effort I  
have ever seen from Sierra Vista in my 4  
years here.  
Nice work!

Keith Watkins, ACA

## Cover Letter

July 1, 2012

Keith Watkins  
Arizona Commercial Authority  
1000 W. Camelback Rd.  
Phoenix, AZ 85004

San Diego: 619-438-2343 Faxing Number: 619-438-2343

Dear Mr. Keith:

The City of Sierra Vista has agreed to submit a Request for Information from respondents to Project #2012-02-002.

We understand that you are looking for a location with a good road frontage for a project in the Sierra Vista area. We are currently in the process of reviewing all of the information that we have received from the respondents to the Request for Information. We will be in contact with you regarding the results of our review and the next steps in the process.

We offer you the opportunity to be a part of the development of Sierra Vista. We are currently in the process of reviewing all of the information that we have received from the respondents to the Request for Information. We will be in contact with you regarding the results of our review and the next steps in the process.

We are currently in the process of reviewing all of the information that we have received from the respondents to the Request for Information. We will be in contact with you regarding the results of our review and the next steps in the process.

Thank you for your interest in Sierra Vista. We are currently in the process of reviewing all of the information that we have received from the respondents to the Request for Information. We will be in contact with you regarding the results of our review and the next steps in the process.

Sierra Vista

PROJECTS

MAINTENANCE

### Location Map

**DISTANCES TO:**

Phoenix: 160 miles

Tucson: 75 miles

Flagstaff: 60 miles

Prescott: 51 miles

### Community Profile

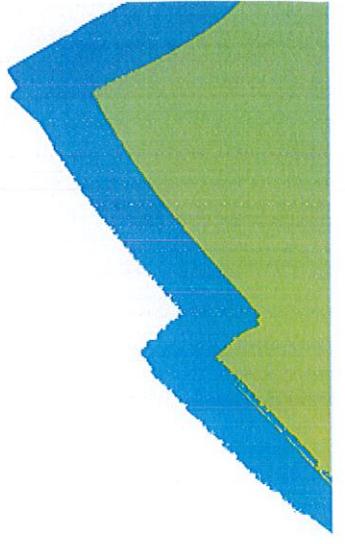
|  |          |
|--|----------|
| Area   | 44.36    |
| Population of Sierra Vista, 2010               | 12,128   |
| Population of Cochise County, 2010             | 146,111  |
| Area   | 11,111   |
| Average Age                                    | 31.1     |
| Median Household Income                        | \$18,000 |
| Average Housing Cost                           | \$11,700 |
| High School Graduate or higher % of population | 82.7%    |

Source: U.S. Census Bureau, 2010 Census of Population and Housing

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Sierra Vista has agreed to submit a Request for Information from respondents to Project #2012-02-002.

**In Process**



# Retention

- Business Walks
- Council Recognition of businesses
- Mayor's Visitation Program
- Ombudsman
- Fry Corridor Street Improvements-MPO
- Small Business Handbook
- Creating Pathway for Success
  - Home-Based
  - Incubation
  - Acceleration
- Programs and Services Assessment



# Continued Outreach

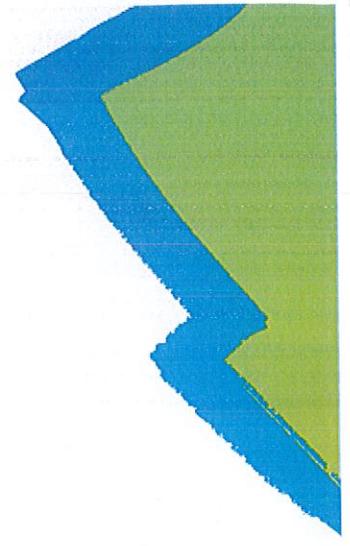
- SV Commercial Brokers
- Tucson Brokers-Q1 2016
- SV Defense Contractors Q1 2016



**ManTech**  
International Corporation

***NORTHROP GRUMMAN***

**Raytheon**





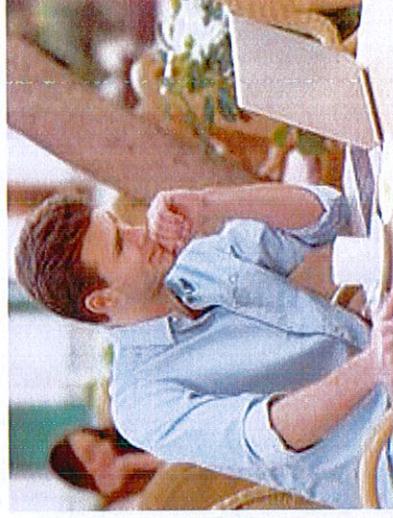
**Thrive**  
Sierra Vista's  
Economic Development Update

# E-newsletter Mailed to Business License List

## News Bites SBA Offers Video Business Courses

Being a small business owner is tough. You're the CEO, HR manager, salesperson, marketing director, accountant and the list goes on and on. When do you have time to learn what you need to know to be successful? The Small Business Administration offers a variety of video courses that you can view anytime you want and they are FREE! Most of these are 30 minutes long and provide you quick information along with worksheets.

To learn more about the course offerings, go to <https://www.sba.gov/tools/sba-learning-center/search/training>.



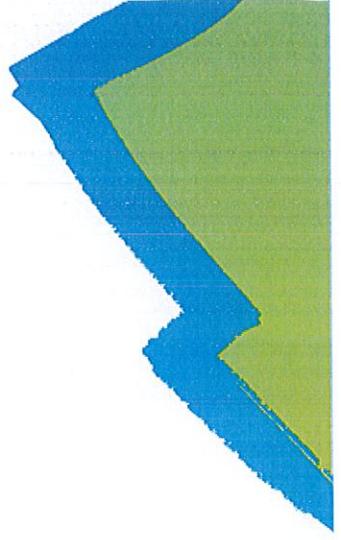
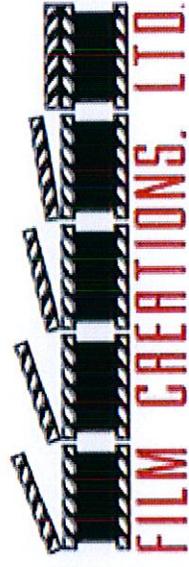
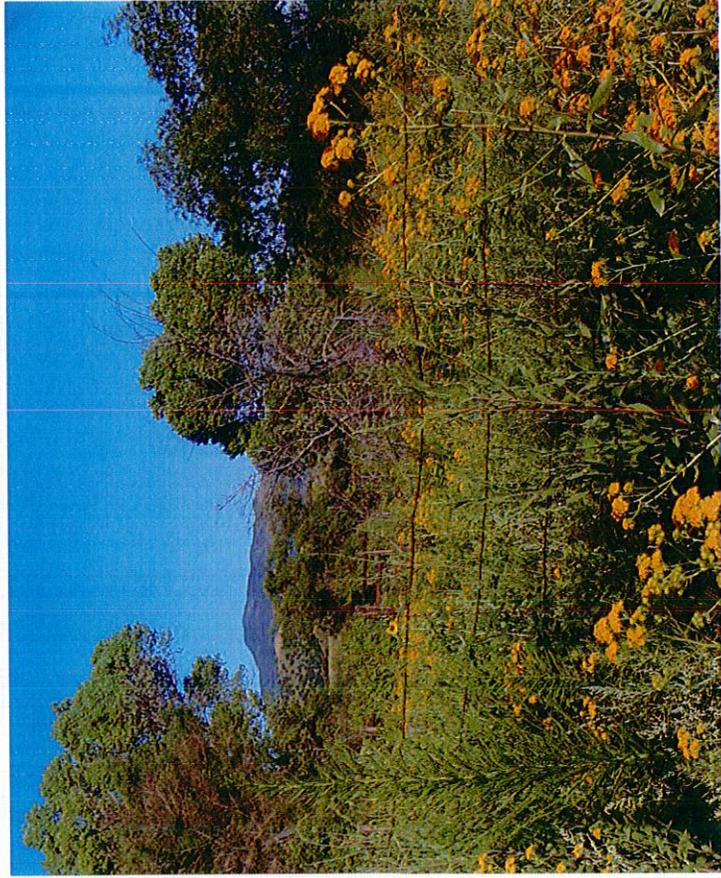
## News Bites City Retail Sales Tax Goes into Effect

Sierra Vista businesses should have recently received a reminder from the Arizona Department of Revenue that the transaction privilege tax increase approved by the Sierra Vista City Council on August 27, 2015 will go into effect on November 1, 2015.



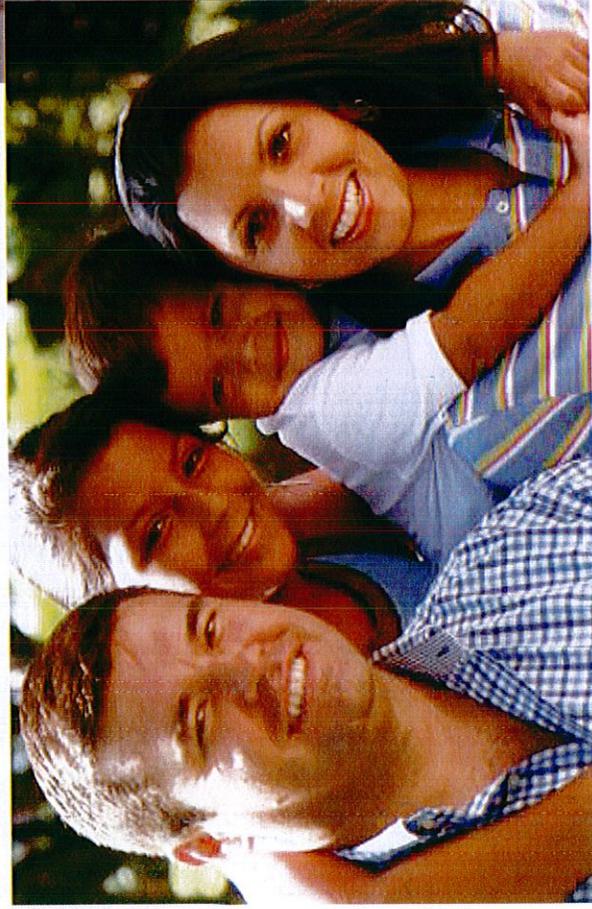
# Video

- Living Here



# Transportation Destination Study

- MPO



# Cyber Cluster

## Cybersecurity job market to suffer severe workforce shortage

The shortage of experienced cybersecurity talent may explain why a cybersecurity software engineer earns more than a CSD.

Among the greatest threats to national security are cyber attacks that destroy invaluable network infrastructure, according to the United States' top cyber security expert.

Despite defense budget cuts the U.S. government is still expanding its cyber warfare capabilities, a fact not lost either on America's adversaries or allies in undeclared but raging cyberwar. China's cyber threat is nothing new. Russians are there too and evidence of cyber attacks and new participants piles on at a frightening rate.

**Cyber Security Market worth \$170.21 Billion by 2020**

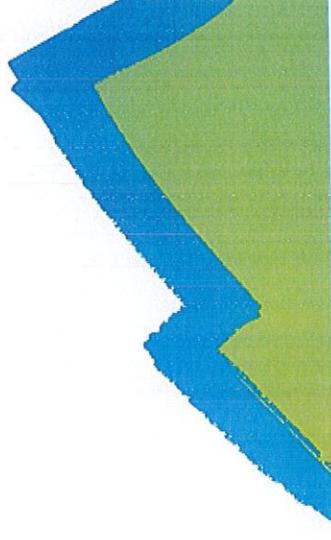
The worldwide cybersecurity market continues to grow and grow as defined by market sizing estimates that range from \$75 billion in 2015 to \$170 billion by 2020.

The data comes from consolidated estimates by IT industry resellers, including these figures:

**"The demand for the (cybersecurity) workforce is expected to rise to 6 million (globally) by 2019, with a projected shortfall of 1.5 million,"** stated Michael Brown, CEO at Symantec, the

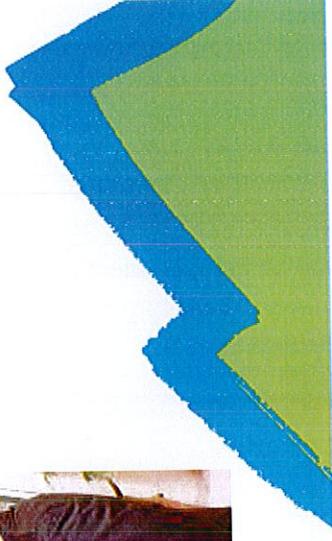
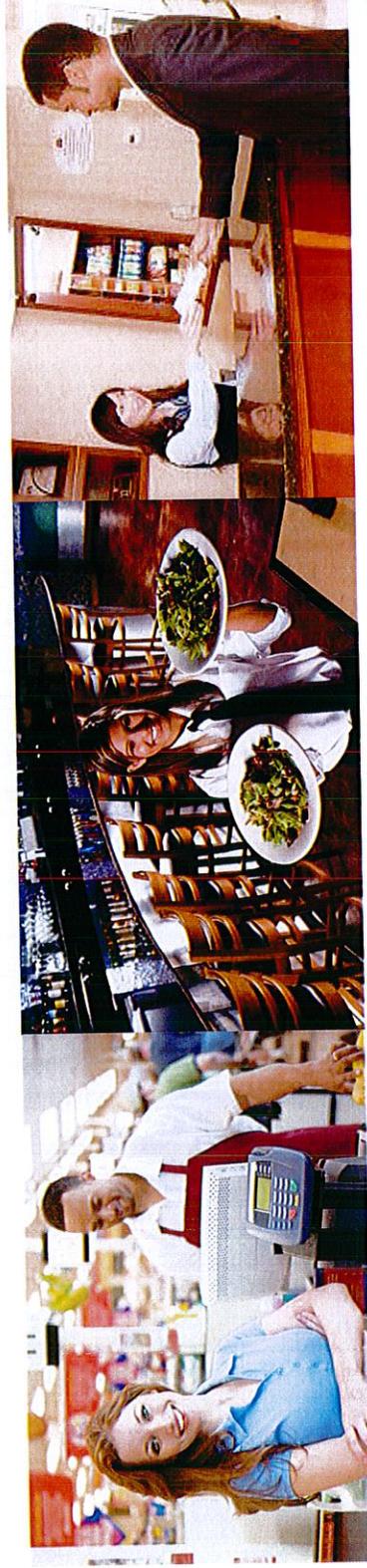
# Cyber Cluster

- White Hats
- By 2020, Sierra Vista will be recognized as a leader in Cyber Security education, research and related business development. It will accomplish this through the creation of sustainable solutions and business growth essential to secure worldwide commerce.
  - Workforce Development
  - Research and Development
  - Business Development
- Center of Academic Excellence, Cyber Operations
- Cyber Study-Strategy
- Cyber Warfare Range
- OEA Grant



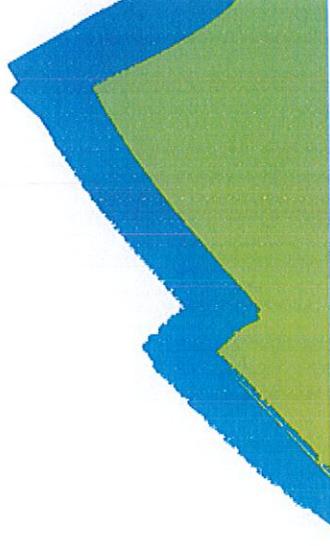
# Perception

- Rural vs. Emerging  
Metropolitan cities are significant centers of population and production, drawing workers and shoppers from a wide local area
- Internal vs. External
- Friendly vs. Engaging



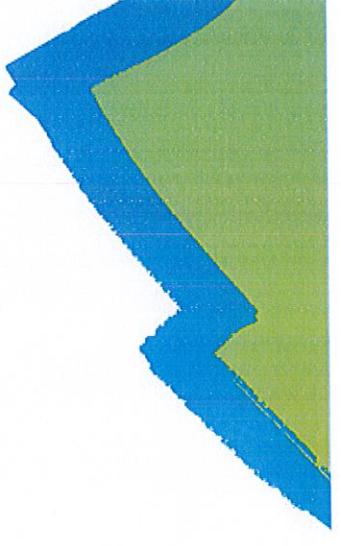
# Education & Economic Development Committee

- Elevating Connection between Education and Economic Development
- Communicating Expectations and Standards
- Supporting Strategies to Improve Education



# Six Month Goals

- Continue Current Projects
- Develop Metrics
- Lead Development
- Identify Additional Grant Opportunities
- CEDS

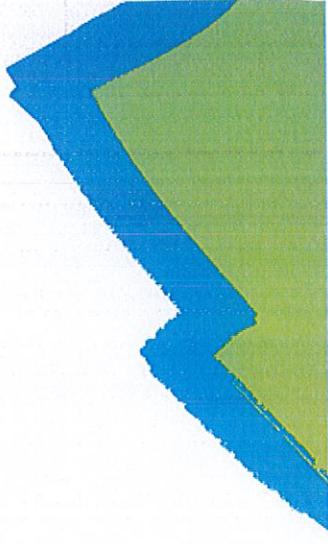


# City Council

- Update Plan for Prosperity – Early Spring
  - Input from Economic Development Leadership Council
  - Provide Policy Direction for FY2016-17

## Hands-On

- Council Recognition of Businesses
- Mayor’s Visitation Program
- Participate in Business Walks
- Attend Wake Up Sierra Vista
- Outreach
- Perception





**Sierra Vista**  
**A R I Z O N A**  
**BUSINESS**

