



Sierra Vista

Strategic Plan

One Year Update

Invest: Responsible Stewardship

Sierra Vista practices effective management of public resources to reach short and long-term goals for the benefit of our community.

Goals:

1. Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.
 - 1.1. Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets. (Sharon Flissar)

ON SCHEDULE. Staff is currently pursuing planning funds through the SVMPO to update the original pavement condition study. An update is important since the existing study is already about five years old, and both system needs and project costs are likely to have changed since the original study was completed. An updated study will put staff in the best position to develop a strategy and financial plan to address system needs moving forward.

While updating the existing study is in progress, staff continues to address current roadway repair needs. This past year’s annual streets maintenance project struck a balance between roadways which were still in the “acceptable” range and those which were in “fair” or “poor” condition, as well as arterial roadways versus local streets. Charleston Road from State Route 90 to Giulio Cesare received a complete rebuild in some areas and an intensive rehabilitation in others. Local streets in the Town and Country and Garden Canyon subdivisions also received some rehabilitation work and sand seals last year. Most of the local streets rated as “fair” or “poor” in the last pavement condition study, so improvements to those roadways will have a big impact for residents in those areas. The Arizona Department of Transportation will also fund improvements to approximately five miles of State Route 90 in early 2023, which will have a positive impact on the community as a whole. The volatility in the construction markets continues to be challenging, especially the price of oil. It has sharply increased the price of roadway construction over the last couple of months and reduced the impact of roadway maintenance funds.

- 1.2. Evaluate and develop a complete streets program. (Matt McLachlan)

ON SCHEDULE. Complete streets describe roads that are designed and operated to enable safe access for all users, including vehicles, people, walking, and people riding bikes or transit. People of all ages and abilities can move along and across streets in a community regardless of how they are traveling. Staff established an interdepartmental team to review the City’s adopted

street standards and specifications for compatibility with best practices for Complete Streets as outlined in Chapter 4 of the Sierra Vista MPO 2050 Long Range Transportation Plan. Recommended amendments will be drafted during the fall of 2022 for public hearing consideration next spring. Staff identified and prioritized multi-modal improvements that will be pursued through available state, local, and federal funding sources. The City received Federal Transportation Agency (FTA) grants to extend the City's shared use pathways along Buffalo Soldier Trail from Golf Links Drive to Fry Boulevard and along SR 92 from Avenida Cochise to Foothills Drive. The FTA will also fund sidewalk extensions in the Sulger subdivision along Bartow Drive, Marianne Drive, and Kayetan as well as solar street lights in Cloud 9 Ranch Estates and the Montebello neighborhood.

2. Explore best methods used to reduce or mitigate unfunded liabilities for the City's Arizona State Retirement System and Public Safety Personnel Retirement System. (David Felix)
 - 2.1. Complete forecasting/modeling to identify best options.
 - 2.2. Recommend approach to Council and implement as directed.

COMPLETE. Staff discussed the City's approach to reducing its unfunded pension liabilities during the personnel budget work session on April 26, 2022. The decision was made to maintain the current approach, with the addition of budgeting all public safety positions at the maximum salary for PSPRS contribution calculations as retirees leave since new employees make much less, and therefore overall contributions would decrease without the adjustment.

3. Maintain a strong bond rating and general fund reserves. (David Felix)
 - 3.1. Evaluate financial reserves and ASRS/PSPRS policies, and recommend changes as appropriate.
 - 3.2. Evaluate current management of long-term debt and associated financial policies.
 - 3.3. Identify acceptable future debt level.

ONGOING. Consideration of the reserves and ASRS/PSPRS policies is part of the annual budget process. ASRS/PSPRS was covered on April 26, 2022 as mentioned in the previous goal. Discussion of the reserves and any presentation/recommendation of an updated policy was covered during a budget work session, and will be each year.

4. Effectively plan for and manage water resources. (Chuck Potucek/Victoria Yarbrough)
 - 4.1. Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.

ON SCHEDULE. Staff continues to participate in the CCRN and USPP and attend all regular meetings, in addition to new regular meetings with the signatories on the BLM MOU approved last year. Projects such as the Coyote Wash recharge project and the Riverstone effluent project are progressing. Fort Huachuca was one of nine REPI Challenge funding recipients with \$2.8 million awarded for Coyote Wash. The City's appropriations request to Congresswoman Kirkpatrick's office for the Riverstone effluent project is still pending.

5. Explore and leverage resources for identifying additional grant and funding opportunities.
 - 5.1. Partner with ADOT and the SVMPO to facilitate repair of state-owned roadways in Sierra Vista. (Sharon Flissar)

ON SCHEDULE. The updated 5-Year Work Program from the Arizona Department of Transportation includes construction of a pavement rehabilitation project on 3.6 miles of the State Route 90 Bypass from Hatfield Street to Industry Drive in Fiscal Year 2025. In addition, a reconstruction and rehabilitation project along approximately five miles of State Route 90 from Industry Drive to Moson Road will be moving into construction in early 2023. This segment of roadway, and particularly the section from State Route 92 to Colombo Drive, experienced significant deterioration in the last few years and has led to a lot of complaints from the community. With the Arizona Department of Transportation now investing in a repair, the limited amount of funding available through the SVMPO can be utilized elsewhere in the greater Sierra Vista area.

- 5.2. Improve & streamline the capital improvement plan process. (Irene Zuniga)

ON SCHEDULE. Work is underway to implement a new process to help increase efficiency of the budgeting process, by allowing each City Team to log requests, scopes, and budgets as needed throughout the year. Monthly department meetings are scheduled to commence early this fall to help confirm and compile information monthly leading up to the budget cutoff date, so no projects are missed, and so information is complete when turned in for consideration. Staff is working through identifying the needs of the program, and goals to reach in the next 5-10 years. Some of these efforts include process improvements such as user-friendly interfaces for database input for projects, ways to relate the database to the existing Munis system, and creating user-friendly flow charts for submissions to the budget team.

- 5.3. Identify and design shovel-ready plans where feasible and appropriate. (Sharon Flissar)

ON SCHEDULE. In addition to improving the CIP process, the SVMPO recently completed its first major update to the Long Term Transportation Plan to identify and prioritize transportation priorities in the region. These efforts end up being even more important with the recent passage of the federal infrastructure bill. It is expected that far more funding will be coming the

City's way for roadway projects over the next few years, and City staff has been aggressive in pursuing grant opportunities as they have become available. Staff is also working through the Cochise Conservation and Recharge Network to complete the design and apply for grants for a future recharge project on the Riverstone property. If grants are received, then it helps to push projects forward at a faster pace than is feasible using only City resources, and plans can reach the "shovel-ready" stage far more quickly.

Ignite: Economic Development and Community Prosperity

Sierra Vista facilitates the conditions for developing a strong workforce and retention, attraction, and expansion of businesses.

Goals:

6. Enhance and improve Economic Development infrastructure.
 - 6.1. Explore different technologies and partnerships relevant to economic development and expand where appropriate, such as broadband and 5G availability, EV charging stations, and relevant emerging technologies. (Tony Boone)

ON SCHEDULE. The Economic Development team engaged with the Arizona Commerce Authority to create a roadmap supporting Sierra Vista moving towards "Smart City" technology. Unfortunately, that initiative was paused indefinitely due to a lack of personnel to coordinate the plan. Recent actions focused on coordination with CAST and Cochise College to assist in additional technology growth and implementation. Additionally, EV charging is included in the Schneider Electric Phase II project. Staff committed to participate in SEAGO's study of broadband capacity and gaps across Cochise County while also working directly with broadband companies to increase competition and access within Sierra Vista.

- 6.2. Continue ongoing efforts to revitalize the West End.
 - 6.2.1. Complete construction Phase 1 of Fry Boulevard improvements. (Irene Zuniga)

COMPLETE. The Sierra Vista Metropolitan Planning Organization (SVMPO) receives Highway User Revenue Funds (HURF) and Surface Transportation Program (STP) funds from the State of Arizona and the Federal Highway Administration. Through the HURF Swap program, funds were exchanged until enough accumulated to accomplish the project. Construction of Phase 1 of Fry Boulevard from Garden Avenue to Carmichael Avenue was completed in summer 2022.

Engineering and Community Development teamed earlier this year up to apply for a \$12 million USDOT RAISE Grant to complete all of the remaining planned improvements along Fry Blvd

between 7th and Buffalo Soldier Trail; and Garden Ave between Fry Blvd and Buffalo Soldier Trail. Unfortunately, we were unsuccessful this round, however staff will apply again the next grant cycle for this and any other grant available to assist with project funding.

6.2.2. Plan Phase 2 of Garden Avenue improvements, identify funding, and implement as appropriate. (Irene Zuniga)

ON SCHEDULE. As stated above, Engineering and Community Development teamed earlier this year up to apply for a USDOT RAISE Grant to complete all of the remaining planned improvements, which was unfortunately unsuccessful.

At this time, staff is actively working with a consultant on the design of the Garden Avenue improvements for its entire length. A full bid package will be ready in late spring 2023. Funds were budgeted to complete Phase 2 in the current fiscal year, or would have been the match if the RAISE grant was successful, but since it was not the project will then go out to bid upon completion of the design.

6.2.3. Activate the West End entertainment district and begin programming events. (Laura Wilson)

ON SCHEDULE. Parks, Recreation and Library staff worked with Community Development and the West End Commission and held the first West Fest Celebration on April 30th, 2022. The event was very well attended and with an estimated rolling crowd of about 5,000 people. A ribbon cutting ceremony was conducted by our Mayor and Council and the event was designed to highlight West End businesses during the day, and transitioned into a night scene with live music in the evening. Food trucks, music, and activities for children and families were available and the feedback was overwhelmingly positive. This will be planned as an annual event that will kick off summer activities. As the nearby parks projects are completed, more activities will be scheduled.

In addition to West Fest, staff test drove the streetscape area of Fry Boulevard and closed it off to traffic on Friday evenings during July. Opportunities were given to food truck operators and arts and craft vendors to set up in the area and sell their goods. Musical entertainment was also scheduled. The attendance was hit or miss and the participation by food trucks and art/craft vendors was also low. Even though the local attendance was small, it gave staff in Economic Development and Parks & Recreation some great information about how to utilize the space in the future and identified some opportunities for improvement.

6.2.4. Expand the West End Redevelopment Area and West Sierra Vista Partnership Program as appropriate. (Matt McLachlan)

COMPLETE. The City Council approved an expansion to the West End Redevelopment Area on March 10, 2022. The boundaries now include all commercially zoned properties west of 5th Street.

6.2.5. Plan for future use of the Fab Avenue property and implement improvements.
(Matt McLachlan/Sharon Flissar)

ON SCHEDULE. Staff worked with Stantec through the Countywide EPA Brownfield Grant to prepare reuse plan options for the Fab Avenue property and right-of-way that will be incorporated into the updated West Sierra Vista Redevelopment Plan. The concept plans include cost estimates that correspond with proposed phasing plans, and a work session will be held this fall to select a concept. Staff included funds to develop the construction plans for Phase 1 (stormwater and right-of-way improvements) in the FY 2022-23 budget.

6.2.6. Implement recommendations from the surface water master plan affecting the West End. (Sharon Flissar)

ON SCHEDULE. Although the Surface Water Master Plan identified a variety of potential improvements in stormwater management, since the West End is largely developed, some of the most promising opportunities are within the existing streetscape. In some cases, existing streets are overbuilt for current traffic volumes. In these situations, a “roadway diet” can be an effective way of managing vehicle speeds, incorporating stormwater features, and adding landscaping to what would otherwise be a wide expanse of pavement. Other older areas lack basic stormwater management features such as curbs to keep drainage contained within the right-of-way. For a relatively low cost, this simple improvement can help to channelize flow and avoid negative impacts to adjacent private property. Staff is currently working on several projects which incorporate these strategies including North Garden, Fab Avenue, and Theater Drive. New regional detention basins are under consideration where feasible.

6.3. Enhance current redevelopment, abatement, and code enforcement efforts. (Matt McLachlan)

6.3.1 Revisit annexation of Fry townsite and other areas as necessary and appropriate.

ON SCHEDULE. On September 8, 2022, the City Council will consider the approval of an Ordinance to finalize the annexation of 19 commercially zoned properties comprising 67-acres of land located along the eastern side of State Route 92 generally between Golden Acres Drive and Glenn Road. Staff plans to increase outreach in Fry Townsite this fall to revisit property owners who previously expressed interest in annexation during the last petition drive and new

property owners. Staff intends to use the pre-annexation agreement method to secure any future large scale annexation effort that the City Council wishes to initiate.

6.3.2. Prioritize efforts and ongoing funding for citywide abatement/code enforcement.

ON SCHEDULE. Staff is prioritizing the use of abatement funds on demolishing dangerous buildings and chronic nuisance properties as determined and ordered by the magistrate court.

6.4 Maximize the economic impact of the municipal airport. (Tony Boone)

6.4.1. Complete the site preparation of city-owned property at the airport.

COMPLETE. Staff worked with and awarded the contract to KE&G for \$852,400 to prepare the approximately 13 acres of undeveloped land at the municipal airport which was completed April 2022.

6.4.2. Market the airport.

ON SCHEDULE. As of February 2022, the City's marketing staff created a new ad highlighting the municipal airport and business opportunities available. This will be followed by additional marketing efforts to identify a potential business and relocate them to the municipal airport as an ongoing effort with the most recent advertisement in the Sep/Oct 2022 edition of Business Facilities.

6.4.3. Explore potential for grants to assist in development.

ON SCHEDULE. Staff engaged the US Economic Development Administration and Arizona Commerce Authority on potential grants. There are options available, but there will need to be a potential business providing capital investment and new jobs before the City can successfully compete for the grant. During June/July 2022, staff worked with a potential airport tenant that may be a viable partner to pursue an EDA grant but it still in the early stages of development.

6.4.4. Develop approach for adjacent 200 acres.

ON SCHEDULE. This is a long-term strategy with Economic Development continually coordinating with Fort Huachuca on potential partnerships and opportunities that could lead to the successful development of the Federal property. Recent developments included initial discussions across staff to coordinate a cohesive way forward.

6.5. Expand sports tourism opportunities.

- 6.5.1. Complete the extension of Avenida Escuela and its connection to the City sports complexes at Domingo Paiz and Veterans Park. (Laura Wilson/Irene Zuniga)

ON SCHEDULE. The project's design and procurement was completed utilizing City staff. Construction was awarded to KE&G Construction in the amount of \$1.7M, with work commencing on March 7, 2022. The project is expected to be completed in September 2022.

The Walmart Corporation has an agreement with the City to pay for a portion of this project. The share from Walmart has been identified and staff found the correct Walmart contact to coordinate reimbursement upon project completion.

- 6.5.2. Identify phases and the funding plan for improvements at the Veterans Memorial Park sports complex. (Laura Wilson)

ON SCHEDULE. The first phase of the plan at Veterans Memorial Sports Complex focuses on field rehabilitation and public usability. This will assist in capturing new revenue quickly in the space and ensure that the public can utilize the space safely. The prioritized projects include new irrigation and well rehabilitation at Veterans Memorial Park, artificial turf at the football field, a resurfaced track, reoriented softball field, refurbished baseball field, new sand volleyball courts, ADA access, and lighting.

The Phase II Schneider Electric kicked off in July and is underway, funded by a revenue bond and a grant from the Land Water Conservation Fund. The well rehab was the first project to get started, with other projects beginning very soon. The entire scope of the project should be completed within 18 months.

A significant change was made to the project after Councilmembers requested a look at the tennis courts at the sports complex and their possible improvement for inclusion in the project. Upon further investigation, it was determined the best course of action was to realign the tennis courts, resurface them, and postpone the construction of new basketball courts to a future phase. The realignment of the tennis courts also allowed expansion of the seating at the football/soccer field, and more appropriate placement for the sports field lighting.

As plans come together to improve the Veterans Memorial Sports Complex, in accordance with the Mayor and Council approved Comprehensive Parks Master Plan, staff engaged with community sports organizations and educational partners to ensure that their input is considered in the final planning stages.

7. Increase and implement effective marketing efforts. (Judy Jones)

ON SCHEDULE. In July 2021, a digital marketing contract was awarded to an external agency to place digital ads in target markets. The ads promote Sierra Vista as a premier destination for

telecommuters, business, and tourism. Using an external agency ensures that ads are tightly targeted to geographies and demographics. This campaign is being run in cooperation with the Economic Development division.

To date, the current campaign has delivered 14.4 million ad views, earning 140,604 click engagements and 150,902 video engagements. The click-thru rates (CTRs) are phenomenal, with video CTRs coming in at 44.48%. Compared to the average rate, non skip-able ads experience a 2.5% CTR, while skip-able video ads experience a 1.4% CTR. The contextual ads are earning a .77% CTR, compared to an average of 0.1% CTR. Likewise, Sierra Vista's responsive ads, which appear as a page's regular content, are earning a 1.4% CTR, compared to an average of 0.46%.

The campaign will be closing out in August 2022. MarCom and Econ Dev staff are developing a strategy for FY 22-23, taking into consideration the current local and national trends regarding travel, relocation, and business expansion. Staff anticipates launching a new campaign in fall 2022.

In partnership with Economic Development, the City purchased a two-year subscription to Buxton, a data mining tool. This tool will be used by the Marketing & Communications and Economic Development divisions, and by the Parks, Recreation and Library department. In addition to other rich data, the Marketing & Communications staff will be able to gain insight into the demographic and psychographic information about event attendees, allowing for better marketing focus for future efforts.

- 7.1. Marketing efforts will prioritize the following areas:
 - i. Business leads
 - ii. Work from home/telecommuting/teleworking attraction
 - iii. Tourism marketing
 - iv. Shopping local
 - v. Sharing successes of local partners - promote medical, education, jobs
 - vi. Attraction of retirees

8. Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.

- 8.1. Complete the Joint Resource Utilization Study. (Tony Boone)

COMPLETE. The JRUS was completed at the end of June 2022 with approval of the final study by the executive committee. Staff is finalizing the grant administration which is expected to be finished by the end of September 2022. Long-term, all parties involved will need to explore the recommended actions of the study to reduce potential friction points involving DoD missions and the surrounding communities.

- 8.2. Continuously advocate for Fort Huachuca and the retention and expansion of its missions. (Chuck Potucek/Victoria Yarbrough)

ONGOING. This is an ongoing effort that will continue through existing partnerships with the Huachuca 50 and Cochise County, and the groups' consultant in Washington, DC. With the lack of a budget and the continuing resolution situation (plus pandemic restrictions still in place in DC in February/March 2022), an in-person trip to Washington did not make sense. Staff continue to seek ways to support projects through grants and appropriations requests.

9. Engage economic development stakeholders.

- 9.1. Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division. (Chuck Potucek/Victoria Yarbrough)

ON SCHEDULE. Council voted to create an Economic Development commission on December 9, 2021. Two potential applications that met basic criteria were received, but neither met the established criteria of business owners/CEOs/leaders with a business/organization located within the city from representative sectors such as defense, retail, medical, hospitality, nonprofits, and professional services in partnership with education and workforce leaders. As of late August, staff worked to engage community leaders and business owners, and have five applicants ready to recommend to the City Manager for approval. The process is underway with the first meeting tentatively planned for October 2022.

- 9.2. Explore the meaningful engagement of additional community partners. (Tony Boone)

ON SCHEDULE. Staff continues to foster partnerships as well as seek new stakeholders to include in the City's efforts. A recent partnership with UofA Tech Park and the IDA continues to identify possibilities to energize tech-based businesses with the potential to scale into large enterprises. The partners are waiting to see if the program was awarded a RISE grant with expected kick-off in late 2022. An additional partnership with SBDC, SVAC, AREDF, Moonshot, and ACA has led to a pitch contest (in the same method popularized by the TV show Shark Tank) wrapping up in June 2023.

- 9.3. Support Douglas Port of Entry improvements. (Chuck Potucek/Victoria Yarbrough)

ONGOING. A new port of entry in Douglas will benefit the entire region. Although not specifically a project the City will likely have a role in, staff maintains contact with Douglas and engages in regular stakeholder meetings. The County shared the most recent update in July 2022; the General Services Administration (GSA) has issued a Notice of Intent to prepare an

Environmental Impact Statement (EIS) to analyze the potential impacts resulting from the expansion and modernization of the Land Port of Entry (LPOE) and the proposed construction of a new commercial LPOE in Douglas. A public scoping meeting for the project was held in mid-August by the GSA.

Innovate: Quality of Life

Sierra Vista continues to foster an environment that will make our city a great place to live; work; raise a family; retire; and play.

Goals:

10. Increase sports tourism revenue by \$3M over the next 2 years. (Laura Wilson)

10.1. Expand participation in existing sporting events, such as the Summit Challenge.

ON SCHEDULE. Staff is working with the Marketing and Communications team to continue growing awareness of the Summit Challenge and other events. The return of events in 2021 saw many record breaking numbers. Building on that momentum is a high priority. Adding third party events, like the Tour de Zona in March 2022 (and 2023!), Cochise College Soccer, and semi-pro soccer, will assist us in getting the word out that Sierra Vista is an amazing special event and sports tourism destination.

From July 2021 – July 2022, sports tourism efforts brought in a conservative estimate of \$2.098M in revenue and thousands of visitors to the area. We are well on our way of meeting/exceeding our goal of \$3M by June 30 of 2023.

10.2. Explore additional sporting event opportunities, especially cycling.

ON SCHEDULE. Several departments to include Parks & Recreation, Marketing and Communications, Police, Fire, and Public Works worked hand in hand with other county agencies to coordinate support for the 3-day cycling event, El Tour de Zona, from March 25-27, 2022. The Event Director was thrilled with the turnout. Their initial goal for their first year was 350 registrations and they were astounded to have 658 participants in their first year! Approximately 41% of the participants were from out of state and as far away as Alaska and Canada! The organizers loved the venue, appreciated the customer service and hospitality they received, and look forward to continuing to grow the event into the future. They have already booked their 2023 dates and we can't wait to welcome them back.

Staff estimate that registered participants utilized 350 hotel rooms, 148 stayed in their RV's, 47 tent camped, and the balance either commuted from surrounding areas, stayed at home locally, or stayed with friends and family.

10.3. Market facilities with intent to bring in additional revenue.

ON SCHEDULE. Staff is working with Communications & Marketing and utilizing social media to highlight facilities while utilizing self-serve options for rentals. The RecTrac system received a recent update that allows customers to rent facilities such as lap swim lanes, sports fields, and park ramadas from the convenience of their homes. The update relieved customer service congestion for patrons and makes it much easier to obtain information, make reservations, and pay for them which helps to increase revenue. Staff will continue to expand these services and market the process on a regular basis.

In addition, staff will work on creating a brochure and website enhancements to specifically highlight event and tournament sports facilities. These tools will then be used to work with promoters and organizers to court their events to consider Sierra Vista.

10.4. Prioritize the implementation of the Parks Master Plan as funding permits.

10.4.1. Ensure facilities meet the needs of the community they serve and reflect pride of place, especially restroom facilities.

BEHIND SCHEDULE. Staff was working to install the first of many restroom facilities at ballfield locations, with the Domingo Paiz complex taking top priority. The plan was to place two restroom facilities at the complex with septic tanks since the closest sewer location is behind the OYCC, and a restroom to serve the pickleball courts and adjacent facilities. Engineering evaluated the area for the suitability of leech fields at the two Domingo Paiz locations, and the soil compaction tests unexpectedly showed that the ground is extremely hard at both locations and septic is not an option. The cost of running sewer to the Domingo Paiz complex is estimated at approximately \$200,000.

Staff regrouped with this unfortunate news and developed a new plan, proposing installing the one bathroom adjacent to the pickleball courts, and 1-2 bathrooms at the Veterans Park Sports Complex adjacent to the new football field, depending on the budget. Evaluation is currently underway for installing bathrooms at these locations. Staff also plan to propose for the FY23-24 budget the sewer line run to the Domingo Paiz location and bathrooms there.

10.4.2. Ensure the environment is developed in a way that attracts more users.

ON SCHEDULE. Taking care to ensure that parks, sports fields, and public open spaces are designed and developed properly for their designated purpose is extremely important. For example, a neighborhood park should include a look and feel that enhances a neighborhood, and larger parks meant for events should incorporate features that will appeal to our diverse community and portray a welcoming environment to visitors alike. Well-designed public restrooms with flushable toilets and baby changing stations should be a regular feature in our larger parks and sport complexes. Security lighting in dark places can be added which will make our open public spaces safer for users. Making sure that we are thinking about those thoughtful details will make public spaces much more attractive to users while portraying a positive image of the city.

As progress is made with the Consolidated Master Plan, these considerations will be applied when replacing and/or upgrading features to ensure they are convenient to use, serve a purpose, contain options for users of all abilities, and are visually appealing. For example, children's play areas could include sitting areas to allow multi-generational guardians to sit nearby while their children play. Combining adult and children's features will also be considered in some areas. Adult workout stations can be added near playgrounds and serve as dual purpose spaces which would allow adults the opportunity to exercise while their children play with friends nearby.

Staff are also evaluating the use of technology in public parks which will encourage the community to interact, especially options like workout stations that connect to apps, smart playgrounds that can be programmed to encourage group play games and challenges, and adding wi-fi to public spaces. Wi-Fi at sports fields would allow live streamed sports games to family members all over the world, a feature that could be marketed to help entice tournament organizers to hold their tournaments here.

On the West End, staff are working on adding a large, family sized embankment slide in Soldier Creek Park to move people from the upper side of the park to the lower side in a fun and unique way. Adding unique features will also draw people in from other areas and make parks destinations.

10.5. Expand reach to the sports community.

ONGOING. Staff worked hard over the past few years to establish solid relationships with all sports organizations in the area. Those relationships have given us access to other organizations throughout the state and the country. Staff will focus attention to this area and market future field improvements to these organizations so that they can use the information to expand their leagues and increase numbers of sanctioned tournament activity in Sierra Vista.

Since staff began reaching out to the local sports community, efforts resulted in a new adult flag football league, two UPSL semi-pro soccer teams, new relationships and local games with Cochise College, futsal programs, new relationships with the volleyball community and more. This has been a positive undertaking and is producing great results. Staff will continue to maintain and strengthen current relationships and continue to search for new partnerships.

10.6. Communicate with and/or visit other locations to conduct research on operations.

ON SCHEDULE. Staff will visit the new Mesa Sporting Complex in 2022 to view its combined sports complexes, concert areas, concessions, gymnasiums, and e-sports facilities, while researching others.

10.7. Support and encourage the growth of sports tourism partners.

ONGOING. The Parks, Recreation, & Library Department gave local non-profit sports organizations the opportunity to partner in a variety of ways to encourage their growth and increase participation in their programs and encourage tournament play.

All local sports organizations sign League Agreements with the city to schedule their games and tournaments in advance and pay for their field reservations on NTE 30-day terms. Staff ensures that all required field dressings are taken care of prior to their arrival and that reserved fields are open and available for their use. Staff is also available at night, on weekends, and during tournament play to act as Field Ambassadors and points of contact to support league and tournament activity.

Organizations also have an option to enter into Affiliate Agreements which permits the department to collect organizational registrations over its counters and to collect registrations on behalf of the sports organizations. When doing this, the department collects field usage fees for the season upfront by retaining a portion of the registration, described as a player participation fee. This takes care of all field usage fees and the leagues do not receive an invoice for their seasons. So far, the Sierra Vista Ponytail Softball program and the Coronado Athletic Club take advantage of this and have seen increases in participation. The benefit to the leagues is knowing that all of the fees from the City are satisfied up front, and parents and guardians have regular hours and larger registration windows to take advantage of registering their player(s) at times convenient to them.

10.8. Pursue strategic grant opportunities for growth.

ONGOING. The Parks, Recreation, and Library department hired a Management Analyst to pursue grant funding opportunities for facility improvements to support the Comprehensive Parks Master Plan and economic development efforts while enhancing quality of life. He is scheduled to start on September 12th. In the meantime, staff are seeking grants/sponsorships to support existing partnerships with Cochise College and the Sierra Vista Unified School District to provide amenities and enhancements to baseball, softball, and soccer fields.

Staff recently discussed a partnership with Sierra Vista Little League Baseball to jointly apply for the AZ Diamondbacks Mike Kennedy Diamondback Field Building Program in 2023. Staff will also be soliciting letters of support from other baseball programs in the community. If successful, this grant will help to invert Arbenz Field to create a regional youth baseball four-plex. Currently, youth baseball utilizes the multi-use diamonds located on the four corners of Stone Complex. Softball can utilize them as well because the infields are skinned. This makes them ideal for tournament overflow, practices, and team warmups. Adding the four fields at Arbenz will help create a desired tournament atmosphere. The lighting upgrade to Arbenz during the Schneider Electric energy savings project in 2019 took this future improvement into consideration. The lights are already placed in locations that make these improvements possible without having to reposition them to other areas of the complex, which will save money and give us a head start.

11. Increase reach of community events both in person and virtual. (Laura Wilson)

11.1. Partner with local businesses and organizations to expand the reach of already successful local events.

ON SCHEDULE. Staff is exploring wi-fi capability options with the IT Division for its event locations for a few reasons. Offering wi-fi capability to vendors will assist with their electronic payment systems that are often slow on cellular networks. Wi-fi around sports complexes will be a draw for spectators, and would allow the City to offer live streaming services during games as a new revenue stream. Wi-fi could also be used during events to increase the use of social media to attract and invite people to participate.

Staff also worked with Art in the Park in 2021 to test-run a small wine festival in conjunction with the larger arts event. The wine festival was successful, and its continued funding was added to the FY22-23 budget.

- 11.2. Evaluate current events to identify those with potential to expand with a regional focus.

ON SCHEDULE. Staff worked with El Tour de Zona and surrounding Cochise County departments in 2022 to provide a successful event which brought many participants in from around the country and Canada to explore Sierra Vista and the surrounding communities of Tombstone and Bisbee. Cochise County recognized the economic benefits of the event and approved the closure of Charleston Road to Tombstone to ensure a safe and enjoyable experience for riders. The surrounding communities were excited to welcome the bicycle enthusiasts and their families. While staff assisted coordination efforts for the Tour de Zona, some challenges were brought to light. Sierra Vista does not currently have local businesses that complete event traffic control plans or support efforts with street closures for special events. Working with the Tour de Zona organizers, they shared that the expense of traffic control services from outside the area was extremely high and that the cost for those services could deter event organizers from choosing Sierra Vista as an event location. Department staff is working with Economic Development to see if any local businesses could potentially provide those services.

In addition, after having the first successful 2-day Christmas event in 2021, staff applied for and received grant funds from the Arizona Office of Tourism to rent a large ice-skating rink and staff it at Veterans Memorial Park. Staff are also evaluating operating the rink through New Year's Day to draw people to Sierra Vista and patronize local businesses for holiday shopping and to support bars, restaurants, and hospitality industries.

- 11.3. Leverage social media to increase the reach of events.

ON SCHEDULE. The Parks, Recreation and Library Department now has a dedicated Facebook page. Staff are exploring live streaming possibilities utilizing this platform to reach people in real time to encourage their participation. Staff currently work with the Marketing and Communications division to ensure events are available to interested people utilizing all available platforms.

Staff worked with the Marketing & Communications Division to launch a public input campaign which sought responses for the development of the future Roadrunner Park. Staff conducted two separate in-person public input meetings and had the online survey listed for a month. We received about 80 responses during the in-person events, and an astounding 1,200+ on-line responses on the Engage platform. These responses will help to ensure that input from community members who prefer this type of engagement are considered when developing this space. It was found to be an extremely beneficial tool that the public enjoys using.

- 11.4. Evaluate how people are counted at events and research ways to better capture accurate attendance/participation.

ON SCHEDULE. The Marketing and Communications division recently acquired software that will help to capture participation numbers and other useful information for major events. This software will also tell us where our event goers are coming from, where they stay, and how much money they spend while in town.

- 11.4.1. Establish benchmarks on attendance/participation.

ON SCHEDULE. Utilizing the tool mentioned in 11.4, staff should be able to establish baseline attendance numbers to track into the future.

- 11.5. Utilize events as marketing opportunities for our area.

ON SCHEDULE. During events, the Parks, Recreation, and Library Department works with the museum curator and the Marketing and Communications division to engage with event goers and provide information about Sierra Vista. In addition, departmental staff understands that event spaces can also be someone's first impression about our city. The department has and will continue to enhance the customer experience by ensuring that staff is presented well and encouraged to interact with customers. Staff also makes sure that the event space is well maintained and that the entire event presents a welcoming atmosphere by ensuring trash is removed promptly, tables are cleaned regularly, and that the entire event has a welcoming appearance.

12. Fully fund the Parks Master Plan over the next 10 years. (Laura Wilson)

- 12.1. Prioritize improvements that ensure facilities meet the needs of the users they serve and reflect pride of place, especially restroom facilities.

ON SCHEDULE. Staff is working through the plan and taking care of smaller items throughout the fiscal year. Staff are getting ready to purchase new modular restroom facilities to place at some of our ballfields with the first installation tentatively planned for later in 2022/early 2023.

Construction of the artificial turf and track project along with the new irrigation system at Veterans Memorial Sports Complex is scheduled to begin in September. Included in the project are improvements to the softball and baseball fields, and sports field lighting for the entire complex. These improvements will allow staff to utilize the facility and collect revenue. Staff are seeking additional funding opportunities to build the sand volleyball courts and add two outdoor basketball courts during the next year.

12.2. Continue to get public input on the Parks Master Plan.

ON SCHEDULE. The first public input process for Roadrunner Park was held in late spring 2022 online and onsite at the future park site at the corner of St. Andrews Drive and Canyon de Flores Drive. More than 1,200 responses were received, most of which were from the online public engagement platform, Engage. Future input campaigns will certainly benefit from utilizing this tool.

13. Evaluate future facility needs. (Victoria Yarbrough)

13.1. Identify and prioritize future needs that are not currently fulfilled by existing facilities, such as the visitor's center, community center, and future parks, and develop an implementation plan.

ON SCHEDULE. The Public Works department is currently assessing all existing facility needs to better plan for future capital and capital maintenance needs. Various master plans are under review, as well as the 6-10 year capital improvements plan.

14. Maintain properly staffed city departments including, but not limited to public safety to provide citizens with exceptional service and safety.

14.1. Reevaluate recruiting strategies city-wide and implement new methods. (Victoria Yarbrough)

14.1.1. Focus on high school students to educate them on growth opportunities and possible career opportunities within the city.

14.1.2. Offer internships / job shadowing opportunities to students and the military.

ON SCHEDULE. A staff team on recruitment and retention in general met multiple times in the first six months of this plan to discuss strategies and options. The team recognized that recruitment of both people who don't work for the City yet, and recruitment of existing employees particularly part-time staff, was important. Initial steps included adding a cost of living calculator to the website page with job postings, and specific information about City benefits. For retention efforts, the Education administrative directive was revised to now cover 100% of the cost of an associate's degree, or 50% of a bachelor's degree, for existing staff. The directive also reinstated pay increases and consideration for education in excess of job requirements for both current employees and newly hired employees.

The FY22-23 budget includes \$40,000 for increased recruitment advertising, split in half between SVPD-specific recruitment and city-wide recruitment efforts.

Military internships and recruitment of separating active duty servicemembers proved to be an unexpected benefit to police recruitment, which is described more in the next goal. To date, the

City hosted one military intern in 2020 at City Hall, and one started working at the Nancy J. Brua Animal Control Center in June 2022. One is currently in the background check process and will be helping with employment background checks once that process is complete and he's available. One military applicant is currently working through the police recruitment process, and two prospective military applicants to the police department did not pass the selection and hiring process. Staff also recently reached out to the Career Skills Program coordinator in August to specifically recruit for dispatcher positions.

- 14.1.3. Implement strategies to test for police officer candidacy at military installations. (Adam Thrasher)

ON SCHEDULE. Department recruiters have been very active over the last six months, attending multiple job fairs. Recruiters made trips to Fort Hood and Fort Bliss, TX. Included in these recruiting trips were visits to community colleges in each area, including local police academies. Several candidates have applied as a result of these trips. The department had the first successful intern applicant through the Military Transition Program who is currently attending the academy in Douglas. In addition, a conditional offer of employment has been offered to a lateral officer candidate from Pennsylvania.

- 14.2. Continue to fund SEACOM at appropriate levels, and prioritize dispatcher recruitment. (Chuck Potucek)

ON SCHEDULE. Staff began work on the FY23 SEACOM budget, and the SEACOM JPA board voted to increase dispatcher salaries by 6% at its January meeting based on market comparisons to assist in recruitment and retention. The SEACOM board further increased salaries in July, implementing the same market shift and step increases as the City.

- 14.3. Evaluate the classification/compensation plan and prioritize offering competitive salaries. (Barbara Fleming)

ON SCHEDULE. Council passed a 4% mid-year adjustment on February 24, 2022 after preliminary information showed City salaries slipping further from market than expected. The evaluation of market salaries by HR for the FY23 budget led to a proposed and approved 4% market shift in July and 2% market shift in January 2023 to achieve 100% of market in January. Staff will continue evaluating salaries in anticipation of the FY23-24 budget.

15. Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.

- 15.1. Continue partnering with Cochise College for training and education services. (Adam Thrasher/Brian Jones)

ON SCHEDULE. Law enforcement and fire department leaders held meetings with Cochise College regarding future training needs and plans. Cochise College is currently moving forward with the development of a public safety training center at the Douglas campus. Plans have been developed for a scalable build out of the center. Bidding processes recently began related to building a pad for driver's training. Cochise College has also been exploring options to assist with dispatcher training. Meetings are continuing with Cochise College to expand the current programs.

- 15.2. Design an expanded animal shelter in FY22 based on priority needs assessed in the 2020 needs assessment, and construct the required expansion in FY23. (Chris Hiser/Irene Zuniga)

ON SCHEDULE. Due to the current construction environment and unstable construction costs, staff determined that this project was an ideal candidate for a Construction Manager At Risk (CMAR) contract. The goal of a CMAR procurement is for the architect/engineer and builder to work hand-in-hand to design and construct a facility that does not exceed the budget.

An Architectural/Engineering (A/E) Firm and CMAR are on contract with the City to move forward with the project. Staff were recently exceptionally disappointed to find out that the expected \$1.2 million donation budgeted for the expansion was in actuality far less and not sufficient to provide much help for construction.

City staff prepared and submitted a \$4M grant to the Defense Community Infrastructure Pilot (DCIP) program in an effort to perform the full build out of the facility, which was unsuccessful this round. Staff are currently pursuing one funding opportunity through the state, and working to identify potential funding options within the current budget. In the meantime, the design process is moving forward.

- 15.3. Implement a 'clean up the city' initiative. (Matt McLachlan)

ON SCHEDULE. Staff continues to recruit volunteer groups to participate in the City's Adopt an Area Program. The program currently has 20 groups who have adopted various sections of the City such as streets, multi-use paths, parks, tennis courts, washes, and cleanups after special events. The volunteer groups pick-up trash around the community on a quarterly basis and average about 4 tons of trash removal per year.

- 15.4. Enhance work with providers and implement a plan to address homeless, mental health, and affordable housing issues. (Matt McLachlan)

ON SCHEDULE. During Summer 2020, Community Development staff interviewed non-profit and government agency staff to determine gaps in service or needed resources to more effectively address the needs of persons experiencing a crisis and/or homelessness. A key finding was the geographic dispersal of resources throughout the community can make navigating and accessing needed services challenging. Staff coordinated with the Cochise Coalition on Ending Chronic Homelessness (a subcommittee of the Balance of State Continuum of Care) to stand up a monthly One Stop Resource and Referral Center (Community Connect) during a six-month pilot program to test its effectiveness. The City contracted with Cochise Housing Connection to administer the program, and it has been successfully operating since March 2022. During the six-month trial phase, the events attracted 362 people, generating 1,661 points-of-contact with participating service providers. These points of contact led to a total of 130 formal referrals to various agencies in the community and over 58 completed applications for services. In total, 460 meals were served and over 314 individualized personal care kits were distributed. Based on completed registration forms, the event connected 101 homeless individuals or families (the target audience) with services. Funding for continuing the program was included in the third round of the CDBG-CARES Act funding received, and the current fiscal year budget.

The FY 2022 Arizona state budget included an appropriation to create the Homeless Service Grant Pilot Program. Administered by the Arizona Department of Housing (ADOH), the \$10M pilot will be a first come, first served grant program with a 50% local match designed to support service programs which will reduce homelessness statewide. The City, in partnership with Better Bucks of Sierra Vista, Inc., submitted a proposal to ADOH requesting \$30,000 in matching grant funds to implement a new voluntary day labor program, “Better Work”, that will put homeless individuals on the path to finding meaningful employment. If our funding request is approved, we anticipate being ready to initiate the program starting on January 1, 2023 and provide services through January 1, 2026. A city vehicle will be used to transport workers from designated pick-up locations to the job site. All work assignments will occur on publicly owned land and rights-of-way. Better Bucks of Sierra Vista, Inc. will administer the contract if awarded.

16. Improve the form, function, and character of the built environment of Sierra Vista. (Matt McLachlan)

16.1. Increase opportunities for public art.

ON SCHEDULE. The West End Commission encouraged and assisted the Hummingbird Stitches Quilt Guild to start a “Barn Quilt Trail” in Sierra Vista. A barn quilt is a square piece of painted wood or metal that looks like a single quilt block. To date, 21 barn quilt squares have been placed on 11 buildings. The amended West Sierra Vista Redevelopment Plan allocates \$15,000 per year towards public art installations on the West End. In June, the City submitted a grant proposal to the Tohono O’odham Nation to fund the installation of up to four large statues

created by the late Robert Wick. If awarded, the \$85,000 requested would cover the transportation cost for relocating the sculptures, landscaping around the display areas, outdoor displays and security lighting. Notification of the decision will be mailed by the end of September 2022.

- 16.2. Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.

ON SCHEDULE. This emphasis is engrained in the Community Development Department's standard operating procedures. Staff continues prioritizing abatements according to the severity and gravity of the violation. The PY 21 CDBG Annual Action Plan provides \$50,000 for making emergency home repairs to low-income, owner-occupied homes. The City Council added \$25,000 to the budget in this year's Annual Action Plan. The City continues to promote the availability of funds. Two applications have been approved to date.

- 16.3. Identify and create more low-stress bike routes/lanes/paths.

ON SCHEDULE. This initiative will be covered under the Responsible Stewardship focus area, and goal 1.B pertaining to developing a complete streets program.

- 16.4. Prioritize public safety visibility at community events and gatherings. (Adam Thrasher/Laura Wilson)

ONGOING. The Parks, Recreation, and Library Department works closely with the Police Department to plan oversight and close patrol of community events and gatherings hosted in the city when necessary and feasible. These patrols can be limited depending on staffing and call loads. Certain events will necessitate dedicated officers working on overtime or hired off-duty by event organizers to ensure public safety coverage.

- 16.5. Evaluate the creation of a neighborhood partnership program similar to the West Sierra Vista Partnership Program.

ON SCHEDULE. Staff developed an "Adopt-a-Neighborhood" program guide that will serve as the framework for administering neighborhood partnership grants. The program is designed to create a sense of community and pride by bringing neighbors together with a common goal of beautifying the environment and helping others. The core group must contain at least five members who are willing to commit to at least two years of volunteer service. The group provides a plan on what they hope to accomplish and needed support. The maximum grant award is \$2,500. Projects must be on City-owned property or rights-of-way; demonstrate the support of those impacted by the project; be accessible to the public and benefit the community;

and be completed within the same fiscal year the grant is approved. On August 8, 2022, a program outline was presented to the West End Commission for review and feedback. Staff will work with the Marketing & Communications Division to launch the program this fall.

16.6. Evaluate the creation of a street tree planting program.

ON SCHEDULE. The street tree planting program will be incorporated within the Adopt-a-Neighborhood program. Neighborhood groups can apply for street trees and landscaping within public rights-of-way as part of the grant program.

16.7. Review and evaluate access and design standards for city streets for complete streets and community character objectives.

ON SCHEDULE. This initiative will also be covered under the Responsible Stewardship focus area, and goal 1.B pertaining to developing a complete streets program.

Include: Citizen Engagement

Sierra Vista promotes transparent two-way citizen interaction and participation about community issues.

Goals:

17. As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.

17.1. Reinvigorate non-regulatory commissions by evaluating how they could work more effectively. (Laura Wilson/Matt McLachlan/Sharon Flissar/Judy Jones)

BEHIND SCHEDULE. The Marketing & Communications division promoted opportunities to serve on commissions to help bolster membership. There has been mixed success to date finding interested residents willing to serve on commissions.

Staff prepared a spreadsheet of information on current commission attendance, and scheduled a discussion item for the September 6, 2022 work session.

17.2. Develop and implement a communication plan. (Judy Jones)

BEHIND SCHEDULE. With information gathered, staff began writing the Communication Plan. However, staff time was prioritized to develop and launch two new websites (which was a

carryover project from the last strategic plan) and expect to get back to the plan now that those websites were launched in July.

- 17.3. Increase how the many great stories of Sierra Vista are shared with both staff and residents. (Judy Jones)

ONGOING. The Marketing & Communications division requested assistance from department directors to help identify stories, and includes this topic in monthly economic development team meetings. With the launch of two new Facebook pages, which empowers other departments to share stories themselves, more great stories are reaching the public. The ability to launch the pages, while continuing oversight to ensure message continuity, was made possible through the use of Hootsuite, a social media management tool. Hootsuite allows MarCom staff to review messages prior to posting to ensure that the City is putting forth professional, relevant messages that complement the City's key messages.

- 17.4. Establish a more visible Council presence in media efforts and community outreach. (Judy Jones)

BEHIND SCHEDULE. A key focus of this goal was featuring Council more often in videos. The MarComm division unfortunately lost its digital media specialist in 2021, and experienced significant challenges recruiting a new person. With a successful candidate hired in June 2022, staff plans to spend the election season developing plans for videos to film and launch in the spring.

18. Increase capabilities and resources to expand the communication reach and impact of the City. (Judy Jones)

ON SCHEDULE. This topic will also be included in the Communications Plan (17.2).

The launch of the new website in July 2022, with a prominent ask to sign up the the enewsletter, has resulted in increased subscriptions.

Staff established favorable relationships with local and Tucson media, which resulted in weekly Facebook live segments with Cool FM Online, as well as Sierra Vista news being included in Tucson news television broadcasts.

Staff is working to redevelop both the municipal and tourism websites using external contractors, who aim to increase search engine optimization (SEO). Once launched the existing indexing used by current search engines will no longer function, so an optimized SEO is important. The new design is developed with the end user in mind, to highlight most-requested

information, and to improve searchability. The tourism website will be folded into the municipal site as a microsite, but retains its well-known URL (VisitSierraVista.com), which will function as a redirect.

Staff researched additional communications tools, to include a website chat bot, which would be pre-populated with responses to frequently asked questions. It will be considered for including in the FY23-24 budget.

- 18.1. Prioritize and communicate an emphasis in the organization on Economic Development, Marketing, and Public Information.

ONGOING. Marketing & Communications staff works closely with the Economic Development division to produce editorial content. Local communications efforts, to include social media, print media, digital media, podcasts, and media opportunities (interviews) emphasize the holistic approach the City takes to bolster economic development efforts.