

Sierra Vista City Council  
Work Session Agenda  
May 23, 2023

1. Call to Order

Mayor McCaa called the May 23, 2023, City Council Work Session to order at 3:00 p.m., Council Chambers, City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona.

Mayor Clea McCaa – present  
Mayor Pro Tem Carolyn Umphrey – present  
Council Member William Benning – absent  
Council Member Gregory Johnson – absent  
Council Member Angelica Landry – present  
Council Member Marta Messmer - present  
Council Member Mark Rodriguez – present (3:04 p.m.)

Others Present:

Chuck Potucek, City Manager  
Victoria Yarbrough, Assistant City Manager  
Adam Thrasher, Police Chief  
Chris Hiser, Commander, Police Department  
Brian Jones, Fire Chief  
Laura Wilson, Leisure, Parks, and Library Director  
Sharon Flissar, Public Works Director  
Gabriel Squires, Public Works Internal Operations Manager  
Matt McLachlan, Community Development Director  
Jeff Pregler, Planner  
David Felix, Chief Financial Officer  
Jennifer Dillaha, Budget Officer  
Judy Hector, Marketing and Communications Manager  
Kate Cox, Cochise County Tourism and Economic Council Marketing Coordinator  
Tony Boone, Economic Development Manager  
Kennie Downing, Chief Procurement Officer  
John Healy, Sports Coordinator  
Barbara Fleming, Chief Human Resources Officer  
Jill Adams, City Clerk

2. Presentation and Discussion:

A. May 25, 2023 Council Meeting Agenda Items ([agenda attached](#))

Mayor McCaa stated that on the agenda for May 25, 2023, is the call to order, roll call, invocation by Deacon Dottie Gutwein, St. Stephens Episcopal Church, and Pledge of Allegiance led by Council Member Landry.

In response to Mayor McCaa, Mr. Potucek reported that the Good Neighbor Alliance CDBG preconstruction meeting is next week; therefore, that project will be proceeding soon. The bathrooms are under construction and hopefully will be done by June 30, 2023, and Fleet's restroom is going to be under construction by Marsh Development that is also scheduled to be done by June 30, 2023.

Item 2.1 Discussion and Possible Action of the City Council Work Session Minutes of May 2, 2023 – not discussed.

Item 2.2 Discussion and Possible Action of the Regular City Council Meeting Minutes of May 4, 2023– not discussed.

Item 2.3 Discussion and Possible Action of the City Council Work Session Minutes of May 9, 2023– not discussed.

Item 2.4 Discussion and Possible Action of Resolution 2023-035, Acceptance of Sewer Easements from Strr Investments, LLC, Economic Technologies, LLC, Mendelsohn McMillan Family Trust, Nemow Holdings, LLC, and Eyefly AZ Properties, LLC, for Public Sewer Main Extension Project– not discussed.

Public Hearing, Item 3 Discussion and Possible Action of Resolution 2023-036, Amendment to Chapter 33, City Departments, City Code, and Declaring a 30-Day Public Record

Ms. Yarbrough stated that last year Council approved some updates to Chapter 33 in the City's Code of Ordinances that specifies the scope of services for the five core operational departments. Law enforcement, Fire and Emergency Medical Services, Public Works, Park, Recreation and Library and Community Development and Planning. Later in the year Council approved changes to the Personnel Rules and Regulations and staff recently found that there was a conflict between the two. This is simply a cleanup of the conflict that was found in the Personnel Rules regarding contracts for executive staff. Therefore, the proposed resolution removes a few words from each department to fix that error.

Item 4 Discussion and Possible Action of Resolution 2023-037, Project Year 2023 Community development Block Grant (CDBG) Program Annual Action Plan

Mr. McLachlan stated that this is the last step in the process and noted that nothing has changed from Council's last meeting on the proposed funding for next year. Two public hearings have been held and staff put out the draft for a 30-day public comment period which ended on May 17, 2023. The Department received one comment from an individual who questioned the amount that was set aside for administration. The \$50,000 that is in the proposed budget will cover assistance needed for the update to the Five-Year CDBG Consolidated Plan.

Mr. McLachlan pointed out that the City is authorized to charge up to 20 percent towards planning administration. Over the past four years, the Department has charged less than one percent. About \$9,300.00 of the \$1.5 million in Community Development Block Grant funds has been allocated, and nearly all the funding has been assigned to projects and programs over that time frame, which is suspected to continue up until 2028, when the Department will need to go back and update the next version of the Five-Year Consolidated Plan.

Mr. McLachlan stated that he believes that the Department has done an excellent job maximizing the grant using in-house resources to the greatest extent possible to maximize the impact of the Community Development Block Grant dollars. He further stated that staff is seeking Council's authorization to submit the Annual Action Plan to HUD which is the City's application for next year's CDBG funding for review and acceptance. Lastly, he announced that on Thursday, May 25, 2023, he will go over the proposed projects and program services that are anticipated to be awarded in next year's budget.

Council Member Landry voiced her appreciation at all the work that went into this, the ability to be

able to help multiple applicants that brought their applications forward. She noted that sometimes, in going through things it does not really occur to her that this might be possible and noted that Council Member Benning's comments about sharing is great so that the City can help all of them.

Item 5 Discussion and Possible Action of Resolution 2023-038, Independence Village Preliminary Plat, Lots 1 - 376 – Mr. Pregler displayed a map and stated that Castle and Cooke requested approval of the Independence Village Preliminary Plat, part of the Tribute Specific Plan. This is the first development within the Tribute Specific Plan area, and it encompasses the M1 Land Use Section.

The major accesses into the subdivision will be from Saint Andrews Drive from the west and Greenbrier Drive will come in from the north and east. There will be a third access indirectly from Ben Franklin Boulevard. The land use is the Tribute Specific Plan area. The zoning will be medium density residential, and the uses will be all single-family residential homes. The lot sizes will range from 6,000 to 9,300 square feet. There will be a total of twelve phases in the development as identified on the map.

Phases one through three will be built simultaneously, and they will be submitted as one final plat. The total number of lots for the project will be 376 and the density on the project will be 3.44 homes per acre. The front yard setbacks for this for this development will be ten feet; however, there will be a 20-foot distance between the garage door and the edge of the sidewalks to allow for cars to park on the driveway rather than encroaching into a sidewalk. There will be a 5-foot interior side yard setback, a 10 foot street side setback and a 10-foot rear yard setback.

For drainage there are two detention basins on the east side of the development and all the drainage will flow from west to east. In the interim there will be a temporary detention basin somewhere in these earlier stages to ensure that the water will flow into a drainage area before it goes flows off the site. Once the two detention basins are completed the temporary basin will be removed.

There will be four accesses into the subdivision. The main access will be from Saint Andrews Drive, and the second access will come from France Lewis Street. There is a proposed charter school west of this project that will have access through both Buffalo Soldier Trail, which will be developed separately as well as Ben Franklin Boulevard also known as Street A on Tribute's Specific Plan area. The secondary access will come from Independence, north of the school and will be able to access either Saint Andrews Drive or Buffalo Soldier Trail. There will be signalized accesses at both locations. Ben Franklin Boulevard will be developed from Saint Andrews to Buffalo Soldier in conjunction with the school development. The third access will be off Greenbrier, and the fourth access will be off Greenbrier as well. These will be developed in subsequent phases of the project. There is also a temporary access. The Development Code requires that there be at least two accesses for every one hundred lots. The temporary access is available until there is a secondary access constructed.

In response to Mayor Pro Tem Umphrey, Mr. Pregler stated that the school would be in H3 on the map and explained that charter schools are allowed in any zoning district because they are exempt from local zoning regulations.

Saint Andrews Drive will have a roadway width of forty-eight feet and there will be a 10-foot-wide multiuse path on both sides of the street when it is developed. However, it will be built in phases; therefore, there will be half width right-of-way, and both will be constructed initially. Then the northern half of Saint Andrews will be developed at such time as is warranted for when future development is completed. Through Greenbrier Drive there will be a roadway width of fifty-two feet.

There will be 4-foot sidewalks on both sides of the street and there will be a half width right-of-way that will be constructed initially and then the full width will be developed later. The internal streets will have a width of twenty-eight feet with four-foot sidewalks. There will be an 8-foot utility-landscape buffer between the edge of the sidewalk and the property line.

In response to Council Member Rodriguez, Mr. Pregler went through the map and pointed out the streets, location of the proposed charter school, and the mixed-use that has not yet been developed. The plan is to have these built into commercial and or mixed-use developments.

#### Item 6 Discussion and Possible Action of Resolution 2023-039, Request to Proceed with Alleyway Abandonment from Cyr Center to North Avenue

Mr. McLachlan this is a City-initiated abandonment request for two alleyway segments in the vicinity of North Avenue and Cyr Center. The process begins with the City Council's authorization to proceed, followed by two public hearings, one before the Planning and Zoning Commission and then City Council later. This matter is a complaint about the east-west alley being gated at its entrance from North Avenue. The current property owner to the north, Hot Rod Shop, believes a former property owner received permission from the City in the mid-2000s to install a gate to stop graffiti and vandalism occurring on the property. However, there is no record of a permit being issued and it would be contrary to Code to issue a right-of-away permit to fence off a public alleyway for private use. Based on a review, the alleys never fulfilled their original intent of providing vehicular circulation through the neighborhood. A segment to the east that carried the alley through to Taylor Avenue was previously vacated. The right-of-way to extend Frehaige between North and Taylor Avenues was also abandoned, cutting off the north-south circulation. The Department does not see any public purpose for continuing their uses, alleyways, and those locations. Staff consulted with the adjoining property owners, and they agree with this application moving forward. As part of the process, staff will be reaching out to utility companies and any easements that are needed will be secured in advance of the abandonment being recorded. If the abandonment is approved, the property will revert to the adjoining property owners up to the centerline of the alleyways.

Mr. McLachlan noted that it is his understanding that the owners are working out as a separate private ingress/egress easement to preserve shared driveway access from North Avenue that would be recorded simultaneous with the abandonment. At this stage, staff is requesting authorization to proceed with the public notices, hearings, and notifications to the affected parties to affirm that this is the best course of action.

Council Member Rodriguez asked if each property owner will get ten feet since it is twenty feet wide. Mr. McLachlan stated that he is correct and noted that there will be a legal description and a survey attached to the resolution when it comes before Council for a public hearing. Once the document is recorded at the County Recorder's office, there will be a separate action to revert to the adjoining property owners at the midpoint.

In response to Council Member Rodriguez, Mr. McLachlan stated that this is what the ingress/egress easement is going to cover. Staff will provide them with sample language that will address the gating so that both property owners have access along with any affected utility companies. He added that SSVEC has power poles in that alley, and they already have a key to that gate but if there any other underground utilities, they will also need a key to the gate.

Council Member Rodriguez asked about the location of the previous alley that was abandoned in the 80s. Mr. McLachlan referred to the map in the staff memo that shows that the east-west alley would continue all the way to Taylor Avenue. The segment where it intersects, the north-south alley continued, and it is that segment that was abandoned in connection with the church's development.

## B. [Tourism and Cochise County Tourism Council Presentation](#)

Ms. Hector stated that she will be briefing Council on current strategies and some of the results to demonstrate the effectiveness of the program. She noted that the PDF in Council's packets contain a few ads sprinkled throughout the program.

Travel by the numbers – Ms. Hector explained that a tourist is defined on the industry level as someone who has traveled fifty miles or more and spends at least one night.

The latest data that came out in 2022 indicated that the State has enjoyed almost 41,000,000 visitors in 2021. The data for 2022 will be available in a couple of months in 2023. It is billions of dollars in spending and tax revenue that has created more than 167,000 jobs within the State. This equates to \$738.00 in tax savings for every Arizonan.

Ms. Hector displayed a slide and pointed out the headline, Arizona is number one export industry. She explained that tourism is an export industry because people are taking home memories, experiences, and photographs.

In Cochise County, tourism accounts for over six percent of the local workforce and millions of dollars are spent in tourism activities, generating \$14.7 million in local taxes, \$117.00 for every Cochise County resident, and not just the people who have jobs.

The brand development strategy is one of the driving factors behind the City's tourism marketing, public affairs, what is being done with West End redevelopment, the sports fields, and economic development. It wraps everything together and it is important. In 2015, the City contracted with a company that did a very extensive discovery process to gather through written surveys, interviews, focus groups, etc. to get a tremendous body of data from people that live locally, people who may come to visit, people who have visited, and looked at the competition for a city for business development, relocation, retirement, tourism in the State. They then took all that data into a nice word cloud. Some of the things that jump out are the mountains, beautiful military weather, quiet community, all those wonderful, and positive things that the City of Sierra Vista capitalizes on. Some things that are not so nice that look boring, and small are ok too because a SWOT analysis identifies weaknesses and available opportunities, which have been leveraged by some of the wonderful work that the City is doing with the West End redevelopment, economic development, and sports development.

Ms. Hector displayed a slide of the aggregated findings and noted that the column on the right-hand side depicts great temperature, mountains and scenery, outdoor recreational opportunities, all things that have potential and that people already enjoy. Therefore, those are the things that staff focused on for tourism campaigns, which includes Fort Huachuca. The attributes of the City's attractions are temperate climate, outdoor recreation, mountains, beautiful views, scenery, and the atmosphere, the friendly feeling, the smalltown feeling, the happy feeling that one has in Sierra Vista.

A slide was displayed of an ad that is not a tourism ad, an economic development ad. The ad talks about how the City can take its wonderful attributes and create, as it says in the ad, a work life balance, discover life elevated. This ad talks about some of the wonderful things that people can do in the City if they visit, and if they live and work in the City.

The information that was gathered in the discovery process, was put into a brand platform and that starts with an audience, frame of reference, point of difference, and a benefit. The audience is those seeking an ideal climate and a dynamic opportunity. Every word that is in this brand platform was

specifically chosen. The frame of reference is that Sierra Vista is a high desert city, and it enjoys unmatched ecological diversity and topographic complexity of the beautiful sky islands. The City's point of difference with its competitors is the richness of its commercial hub, pristine environment, and distinguished natural environment that is world renowned. The benefit is that it allows for nature, business, and culture to thrive. Therefore, all together for those seeking an ideal climate and dynamic opportunity, the high desert city of Sierra Vista enjoys the unmatched ecological diversity and topographic complexity of the Sky Islands and adds the richness of a commercial hub to a pristine and distinguished natural environment allowing nature, business, and culture, hummingbirds, unmanned birds, and snowbirds to thrive.

Slides of the Communications and Marketing Department's graphics depict that the mark that looks like an "M" and a "W" are the mountains and water. The slight gradient going across from left to right indicates that Sierra Vista is growing. There is movement, and it is becoming more solid, defined, and substantial, which is reflected also in the fonts that were selected - slab font. This states that this is a place, and not something to pass through. The colors, blue for the City's skies, green for the beautiful green landscape, and the brownish gold because there is brown in Sierra Vista as well as Fort Huachuca. Lastly, the dots on the "I" on Sierra and Vista are a bit higher than the "S" and the "V" at the top of those letters because of the City's elevation, opportunity, uplifting and beautiful skies.

Staff has been able to identify target markets for tourism through the research that the branding company did along with the City's own research, and the information from the Arizona Office of Tourism. The demographic and the psychographic hit nationwide. Although, the City might be targeting these geographic areas, the City's messages are going in all these other areas.

Ms. Hector displayed a slide of the Visitor Heat Map from Placer, data gathering tool, which showed that the darker areas is where people are coming from. The orange circles are the geographic targets, and the blue circles are the targets that staff would like to go after, but due to not having resources, they are unable to do so. She pointed out that last year Sierra Vista has enjoyed half a million visitors.

In response to Mayor Pro Tem Umphrey, Ms. Hector stated that it was just in Sierra Vista.

Ms. Hector stated that the City is hitting its audiences and pointed out that in the age demographic, she was targeting millennials, Gen X, and baby boomers, and that is most of the folks who are coming to Sierra Vista. The education level reveals that people with a bachelor's degree and higher are coming into Sierra Vista, but more with just some college, and this area should be lowered down to look for those different markets. Regarding gender, women are mostly targeted because women make the travel decisions. Included in the data is home ownership that shows stability and financial affluence of the people who are coming to Sierra Vista. Household income, the City is hitting that market with 46.7 percent earning, \$75,000 annually or higher.

To find out what people are doing when they get to Sierra Vista, Ms. Hector looked at data by the Arizona Office of Tourism for the year 2022, the latest data, which is only done by region. This data revealed that Tucson and the southern region which includes Pima, Santa Cruz, Graham, Greenlee, and Cochise County is illustrative of what Sierra Vista has. People are coming to Sierra Vista to do regionally versus the national norm and in this area the City is regionally exceeding in outdoor activities and in cultural activities that include museums, historic sites, and the BLM things. The activities and experiences include sightseeing, hiking, backpacking, going to the museums, national and state parks, and bird and wildlife watching.

The State and National Parks report their visitation as well: Coronado National Memorial saw a 1.2

percent increase, and Kartchner Caverns State Park saw a 30.8 percent increase over a one-year period. The success of the City's tourism marketing program is where the rubber hits the road, and it affects the tax revenue.

Ms. Hector displayed a slide of the extended stay tax revenue with the annual amounts and the data that indicate that over the last decade the tax revenue is trending upward, and it is about a 60 percent increase in the last 10 years, about a half million dollars and in the last 12 months, there were 2.02 million visitors to hotels. The restaurant and bar tax are doing a lot better, and over the past decade there has been an 85 percent increase in tax revenue. Sierra Vista has had a population growth of about 2,000 people. Lastly, she displayed some popup ads.

Council Member Messmer asked about the extended stay tax. Ms. Hector stated that a person pays the tax if they stay one night and it is extended stay versus a bed tax because by State Law, at 28 days a person would no longer have to pay it anymore. However, the City does an extended stay because of the TDYs that come to the City. Mr. Potucek noted that they would have to stay the one night to collect the tax.

Mayor McCaa asked if half a million people in one year came to Sierra Vista. Ms. Hector stated that he is correct. Mayor Pro Tem Umphrey stated that she thought that it was for the County because it is a lot.

Mayor Pro Tem Umphrey stated that she did not realize how big birding was, but she understands now when she sees pictures. She added that Ms. Hector and her team are doing a wonderful job, and she likes seeing that it has had influence. The data makes it much more impactful. She shared that she was elected right after the City implemented its brand, and she had no idea how much thought went into it.

Council Member Rodriguez voiced his appreciation at the data provided, especially from Placer that is a much better option than previous software that the City spent money on because he is not a fan of putting a lot of money towards marketing companies that do not provide any feedback or data. He noted that the data on people coming to Sierra Vista from other countries is not shown; therefore, that number is short because staff cannot track that at this time. He added that if we were to look at license plates at shopping centers and events, it would show that the City has a lot of visitors that come from other countries, but there is no way to track how many. However, this is something to keep that in mind.

Mayor Pro Tem Umphrey asked Ms. Hector about a map of other countries that show people visiting from outside the US. Ms. Hector stated that she collects data of people visiting from other countries in the Visitor Center. If they have come to the Visitor Center, she will have that data. She added that the Department gets information requests occasionally from other countries, but she does not really have a way to track people coming from other countries.

In response to Mayor Pro Tem Umphrey, Ms. Hector stated that the City's information is available in English and Spanish, and there are German and French Arizona State travel guides as well as English.

Council Member Rodriguez thanked Ms. Hector for her explanation on the brand. He shared that before he became a Council Member, he questioned it and its expense, but now as a Council Member, he is proud of it and likes seeing it on the trash truck as they drove by as well as the sign that everyone can see as they drive into the City from Highway 90.

Council Member Landry thanked Ms. Hector for the presentation and stated that it is great to see the

trends over time and how things are moving upwards. She added that she enjoyed seeing on the brand platform the benefit of hummingbirds, unmanned birds, and snowbirds because that is a big part of what Sierra Vista has to offer. Lastly, she stated that she was amazed at the number of birders at Ramsey Canyon, which has a Hummingbird live Cam.

Mayor McCaa voiced his appreciation at the heat map.

Mr. Potucek shared that this may be Ms. Hector's last presentation to Council in her role because she is retiring a week from Friday, and she will be missed. He added that for some historical perspective, 25 years ago or so the City had a contract with the Chamber to do the City's tourism. The community has always innately recognized the value of tourism, and at that time the City brought the tourism effort in-house. There was a Tourism Commission, and on the Commission, Les Orchekowsky insisted on metrics. He wanted to know what the City was spending money on, how to measure what the City was getting back in return, but back then there was none of the sophisticated tools that are available today. However, Mr. Orchekowsky spurred the City to get better at it over time to where currently the City has data and not tell what the City is getting for its money, but that it is well spent, and it is being targeted in the areas that are most fruitful. In closing, he thanked Ms. Hector and her team for getting the City to this point.

Council Messmer thanked Ms. Hector for her presentation. Mayor McCaa wished her a happy retirement.

Ms. Cox, Marketing Coordinator with the Cochise County Tourism and Economic Council (CCTEC), stated that CCTEC is defined as an intergovernmental agreement, a governmental cooperative effort. Funds are received from each entity to cooperatively invest in marketing efforts to promote Cochise County as a destination for tourists as well as economic investment. The communities are bound by geography, a common vision to enhance the regional economy, and share a passion for the region with potential visitors, businesses, and residents. Currently the members include Bisbee, Douglas, Sierra Vista, Wilcox, and Cochise County itself.

A slide was displayed of some of the activities by community that the CCTEC looks at for tourism. Bisbee has the outdoor adventures, birding and wildlife watching, wine, cuisine, culture, and history. Bisbee, Douglas, Sierra Vista, and Wilcox have everything from hiking, cycling, off roading, mountain biking, climbing, golfing, stargazing, birding, and wildlife watching, the international cuisine, breweries, history, National State Parks, and Kartchner Caverns.

These have broken down into four marketing pillars: outdoor adventures, birding/wildlife watching, wine/cuisine, and culture/history. The marketing pillars were broken down this way because this way the CCTEC can focus their marketing efforts on things that each of our communities have. Therefore, when the marketing is done, they know exactly who they are targeting. Like a table, each needs the other ones to stand, and it is important for the outdoor adventures, culture, and history to have both because they help balance each other out in each of the communities.

The CCTEC has participated in a wide variety of research efforts and some of those have included studies with Northern Arizona University through the Arizona Office of Tourism. This study was done in the past when there were more participants in the CCTEC; therefore, the CCTEC looked at all the different varieties of things that people are looking for when they are coming to Cochise County. The CCTEC also uses Near data that is like Placer, but it does not have the extent of data that Placer does. However, it does provide good opportunities to look at what people are looking for when they are coming to Cochise County. CCTEC also uses the Arizona Office of Tourism's reports, i.e., lodging performance.



According to Near data, the top fifteen metro areas visiting Cochise County are Phoenix that is number one, LA, Dallas, Fort Worth, TX, and Chicago, IL that are important to CCTEC's marketing campaigns as CCTEC goes forth and starts talking about the Visit Arizona initiatives in the grants.

A slide was displayed of NEAR data depicting day trips and overnights that could be anything from two nights on. According to Facebook analytics data, the top ten cities that are interested in visiting are LA, Dallas and Chicago, IL. Google analytics data and Facebook analytics data for ages are across the board, which is great because that means CCTEC has started capturing Gen X's, millennials, Gen Z's, which is something that the CCTEC wanted to start doing when she first came on board about six years ago. CCTEC had been capturing sixty-five plus, 55 to 64, but they wanted to start capturing a younger audience because they were looking at that outdoor adventure, and birders. This also provides an opportunity for catching different household incomes. CCTEC's Facebook page likes are 3,900 and the Facebook page has reached 45,000, and since January 2023, almost 19,000.

Mayor Pro Tem Umphrey asked when the Explore Cochise Facebook page was launched. Ms. Cox stated that it has been around for a long time, but when she first started, it only had one hundred. It has grown quite a bit. CCTEC's engagement and their reach is quite extensive, even though they do not have as many likes. CCTEC is reaching people even if they are not liking the page.

Ms. Cox displayed a slide with Near data of demographics of people who are visiting Cochise County and stated that real wages average 67.5 thousand in 2022 and average household incomes averaged \$88,000 in 2022. CCTEC is capturing a good amount of the average American and according to Bureau of Labor Statistics, those between the ages of 25 and 65 plus fall into that large bar under income of \$30 to \$74,000. However, only 15 percent of households are making over 150K as of 2022.

CCTEC provides print media, digital media, online radio, social media, press releases, conferences, trade shows, sponsorships, familiarity tours, travel writers, hero submissions, which is help a reporter out, television, streaming television, and Bandwango.

CCTEC started a Get Real campaign in Cochise County and the idea is for people to have a "real" experience, "real" birding, and outdoor adventure because Cochise County has "real" open wide spaces from hiking to biking, rock climbing to camping. Therefore, people can experience a real adventure, and discover the real West, life list birds, and friendly communities then kick back under star-studded skies and savor local wine. Step away from it all and get real.

Ms. Cox stated that CCTEC utilizes the Rural Co-op through the Arizona Office of Tourism that provides a dollar per dollar. This year there is up to \$50,000 that can be utilized, and Arizona Office of Tourism will match CCTEC's \$50,000, a wonderful opportunity for CCTEC as a rural designated marketing organization. The CCTEC has utilized this money in the past through Arizona Highways, a digital campaign, Texas Monthly, Play Ball ad, Tucson Official Travel Guide ad, and then the Bandwango Passport.

The following slides were displayed:

- Play Ball ad, "Make your next adventure a home run," along with great photos overlooking a mountain area, some bikers, and ladies tasting wine in Wilcox. Also displayed was a picture of the Chiricahuas in the background with sandhill cranes, authentic Mexican cuisine, and some mountain cyclists in the Dragoons (both of ads have good turnouts).
- Texas Monthly featuring the Cove, San Pedro House, and the Coronado National Memorial from Sierra Vista, a great sponsored blog.
- Happy Birthday Cochise County ad on social media that reached 13,000 people, even

though there were few engagements a lot of people paid attention.

A Fam Tour is a familiarization tour for travel writers and tour operators. The tour operators take people on tours of Cochise County to encourage visitors, provide a means of free, or recurring advertising. This costs CCTEC hotel, food, and the opportunity to go to attractions. CCTEC is not necessarily paying them hundreds of thousands of dollars to do this and CCTEC then gets onto blogs, social media, magazines, and in addition the hotels, restaurants, and the attractions get mentioned as well in appreciation for donating. This also gains CCTEC more tours for the area.

Ms. Cox stated that she develops the Fam Tours by reaching out to people who are interested in the area. She added that she gets many comments from people stating that they would like to visit Cochise County, Sierra Vista, and Bisbee. There are a lot of itineraries on [explorecochise.com](http://explorecochise.com), which provides ideas. She then showed a slide depicting a Fam Tour that she put together for Phoenix with Kids/Tucson with Kids, a family of five from Scottsdale. Their e-newsletter had 3,500 subscribers and they have a great Facebook and Instagram following. They went to Kartchner Caverns, did a hummingbird banding, went to Pizzeria, Mimosa, Julie and Sammy's, stayed at Sierra Suites, and visited the Ramsey Canyon Preserve and the Cove, which they loved.

Ms. Cox stated that she gets about six to eight Help A Reporter (HARO) a day, which means that she can submit articles if there is an opportunity, even a small opportunity. She then showed a slide of the articles that she has submitted. She further stated that she also had the opportunity to be a speaker at the National Tour Association to talk about marketing a diverse region.

The Cochise County Action Ticket is [explorecochise.com/cochise-county-action-ticket](http://explorecochise.com/cochise-county-action-ticket). This promotes the County by providing discounts and deals for local attractions. Pass holders can check in along the way to earn points, resume entries for the quarterly prize, and grand prize giveaway drawings. Each of the communities has been awesome. Wilcox is this quarter's giveaway, and they have a hotel stay, two wine tastings, a breakfast, lunch, and dinner, and two museum passes for two.

A slide was displayed depicting marketing accomplishments:

- Playball Magazine,
- ROVA Magazine,
- Arizona Official State Travel Guide.

Ms. Cox stated that CCTEC's circulation is incredible in addition to online readership. They also have go travel sites, a skyscraper advertisement, digital advertisement that people can click on. CCTEC gets about forty-five requests per week asking for Cochise County attractions map.

CCTEC requested \$249,000 from the Arizona Office of Tourism Visit Arizona Initiative Grants and received 64 percent of their request, \$159,000. Currently the grant is active and CCTEC has two projects, Channel 12 TEGNA for an instate program with Phoenix and Tucson, and an out-of-state program with Chicago, Dallas, and Los Angeles. They provide video production services in kind, streaming television, digital media placement, advertising assets, and KPI monitoring.

Ms. Cox displayed a video and stated that this is extraordinarily successful in that they use CCTEC as a case study.

In response to Mayor McCaa, Ms. Cox stated that the video goes on You Tube, streaming television to Chicago, LA, Dallas, Fort Worth, Tucson, and Phoenix. There is about 1.2 million streaming television ads delivered to a custom audience, outdoor enthusiasts, family, travel, wine enthusiasts, and younger families. The view to completion rate, which means people who watch the video all the

way through, is 97.37 percent. The total number of watched hours is 10,000, and it is only a thirty second commercial. On connected TVs about 99.59 percent of streaming TV ads were shown throughout the campaign, on the big screen. Also, 177,000 unique hotels have been reached.

Once the video is shown, there are retargeted banner ads that people get on their phone or iPad. The following stations that they might go on to are Lifetime, NBA TV, and Crunchyroll, which resulted in 3.5 million impressions delivered (clickthrough rate). This means that when they click on it and it goes to CCTEC's website that is .29 percent, three times the average. This has continued to duplicate month after month. Total clicks driven to explorecochise.com is 10,000.

Hermann-Global will be launching this project at the beginning of June. It is a birding, biking, road, gravel, and mountain. They are both separate mini projects and initiatives. It is content development, distribution, deployment, newsletter distribution, custom social media posts, and it has national and international reach. Therefore, this is being done with the UK and German translation. The UK translation was difficult and project management enhanced distribution. It has content creation, mini logos, stories specific to birding, biking, and a bike Cochise microsite, which is only three pages long and it links to Explore Cochise site.

A sample of the microsite was shown to provide an idea of what some of those stories and itineraries are like. Also shown was a biking video.

To help, people can follow CCTEC and share posts from their Facebook which is ExploreCochise, their Instagram which is also ExploreCochise, and their YouTube, which they would search for ExploreCochise, and on their own social media posts by using CCTEC hashtags, Explore Cochise, or GetRealinCochiseCounty. People can also register for the Bandwango Passport and encourage others to do so.

Council Member Rodriguez asked if CCTEC tracks data from other social sites. Ms. Cox stated that they track Instagram.

Council Member Landry thanked Ms. Cox for her presentation and the ads, which she appreciated. She added that she is glad that they were able to get that UK translation.

Mayor Pro Tem Umphrey stated that she enjoyed the presentation, and she did not realize how much Ms. Cox was doing. This was impressive and she likes that local athletes were featured. She also thanked Ms. Cox for all the work that she is doing to bring more attention to Cochise County and Sierra Vista.

#### C. [FY 2024 Balanced Budget Presentation](#)

Ms. Yarbrough reported that staff has had more time to work on the budget. Therefore, she is bringing back the changes that have taken place in the General Fund from two weeks ago when she presented the balanced budget, along with the rest of the funds, special revenue funds and the enterprise funds. She noted that this is a precursor to getting the budget books on Friday, May 26, 2023 that Ms. Dillaha is working on. Following that will be the one-on-one budget meetings.

Ms. Yarbrough stated that they cut off changes as of last week, but they will still be able to make changes, because the book had to get done. They will be tracking what changes happen and let Council know about those.

The total budget ended up for the time being at \$168,657,775. However, that number will change by the tentative budget vote, but it will be around this number. The General Fund ended up at

\$52,377,548.

Ms. Yarbrough stated that the budget is talked about as a process, and it is a process. Staff has provided projected numbers to start with, then they refine, and refine again those numbers right up into the point where staff proposes the tentative budget to Council. She then displayed a slide that depicted the changes that have currently been made:

- Decreased TPT revenue, \$251,000.

The City got unfortunate news on revenue after the last meeting with Council. Therefore, staff have rolled their projected TPT increase back to three percent from four percent. The month of March came in at .11 percent over the previous year, and to be conservative, staff rolled that number back which meant a decrease to the revenue by about \$251,000. At the same time, staff is constantly going through the City's revenue lines to make sure that they are tracking close to actuals that projections are on.

- Increased franchise fees, \$100,000;
- Increased building permits, \$75,000;
- Increased labor charges, \$10,000;
- Increased parts and fluids charges, \$15,000; and
- Added notes payable proceeds for carryover, \$848,268.

Staff has been tracking the actuals since the last meeting, where it looks like they are going, and did revise those up. Also, in the process of making sure that all the details are captured, it is also the time to look at procurement, where they are checking every week on the status of vehicles, projects, etc. Therefore, staff figured out what vehicles needed to be carried over for next year, \$848,000.

There is a minor change in personnel, \$17,537, even though it is small, but there is restructuring going on in the Finance Department, Tourism and Communications Departments. Tourism is shifting to the Economic Development Department and the Communications Division is separating out and going to the City Manager Department.

The Fab Avenue design was budgeted under Community Development, but since Council gave the direction to more move forward with developing that as a park, staff is going to shift the \$120,000 out of Operations and Maintenance to a Parks Capital account for development. There is also an update to the Parks Master Plan to add Fab Avenue as a future park to that Plan. The companion to that is to add the matching amount for the Fab Avenue survey and design to carry over projects further down the list.

The vehicle list is large, but the City got most of them in, over \$3 million in vehicles ordered. However, the tractors and mowers will take a while, and ambulances are unfortunately taking about two years. Therefore, those are expected in by next spring and the two Fire Silverados are in and are at the outfitters and will be in July.

Mayor Pro Tem Umphrey asked if the parks that will be added within Tribute need to be added into the Plan. Ms. Yarbrough stated that she is correct; however, Castle and Cooke will be constructing them and conveying them to the City that will not take place until they are finished.

Staff also looks at carry over projects and is proposing the construction of the Animal Control Center for next year. However, \$168,000 has been spent on the design already and so they reduced the carryover by that much.

The Highway User Revenue Fund budget ended up at \$71,321,856, and the significant amount in

the capital requests is for proposed grant projects:

- Two RAISE grants and an MPDG grant projects that tends to inflate the number but is lower than last year.
- Buffalo Soldier Trail Extension, \$2,000,000 that has been on since the beginning;
- Fry/North Garden construction, \$2,500,000;
- North Garden design, \$191,878, which is about 95 percent complete and finishing in the next month. This will go out to bid with construction happening right after monsoons are over.
- \$1.5 million for annual street maintenance;
- Street Project, \$982,267, which is the highest priority, the reconstruction of Martin Luther King Parkway between Avenida Escuela and Highway 90 in front of Walmart and Lowe's.

The estimated cost is about \$1.6 million. At the time that this was being put together, the City did not have \$1.6 million; therefore, staff bookmarked that. However, as more information is coming in, it looks like the City should be able to squeeze that in with the way other projects are turning out. For example, staff budgeted \$1.5 million for annual street maintenance this year, but the bids came in at about \$1.2 million. This project is ongoing; therefore, staff does not know how much is left at the end of that. Staff also applied for a Smart Fund Grant that would reimburse the cost of the North Garden design, \$219,000.

- Bucket truck, \$200,000;
- One vehicle to carry over, \$54,108;
- BST Reconstruction Phase One, \$4,023,000, a federal appropriation request that has made it through the first round of approval by Sierra Vista's representative and two senators. The \$4 million will construct about 3,000 feet or one-sixth of the repairs needed.
- Theater Drive, \$1.8 million, a state appropriation to construct the improvements on Theater Drive. A project submitted by the MPO that the City will be working with the County over the next year that is about 70 percent County-owned, 30 percent City-owned.
- Three major grants that that staff will be pursuing in streets infrastructure for next year.

The Local Transportation Assistance Fund or LTAFF has about half of the projects listed as carry over projects, but staff wanted to give Council a list:

- Pedestrian walkway connection/construction carry over project for \$1.2 million are the following projects:
  - o South Carmichael Avenue east shoulder;
  - o South Carmichael Avenue adjoining Mountain Vista MHP;
  - o South Carmichael Avenue adjoining Garden Canyon MHP;
  - o Timothy Lane between Carmichael and Judd SUP;
  - o Bartow Drive – Carmichael to 1<sup>st</sup> Street;
  - o Bartow Drive adjoining St. Vincent De Paul;
  - o Marianne Drive between Wilcox and Fry Boulevard;
  - o Kayetan and Taylor SW corner improvements; and
  - o Solar lights at Montebello.
- Connectivity and safety projects, \$2.5 million was an FTA grant:
  - o 5<sup>th</sup> Street improvements;
  - o Bel Aire Pace;
  - o Judd Street – Timothy to Busby;
  - o Taylor Drive – Nelson Drive to Cyr Center Park;
  - o SUP lighting – Cyr Park – Kayetan to Cyr Center;
  - o Bartow Drive between Carmichael and 2<sup>nd</sup> Street;
  - o Bartow Drive between 2<sup>nd</sup> Street and 5<sup>th</sup> Street;
  - o Bartow Drive between 5<sup>th</sup> Street and 7<sup>th</sup> Street; and

- Fab Avenue – Fry Boulevard to Veterans Drive.
- Multi-use path-5307 ADOT, \$2.5 million:
  - Oakmont and El Camino Real;
  - Bypass – 7<sup>th</sup> Street to Coronado Drive; and
  - Bypass – Coronado Drive to Campus Drive.

The FY25 Grants Fund Budget totals \$3,351,790. For the VHF radio system project, staff received potentially disappointing news that the replacement of the VHF radio system for the Police Department, which would have been a carryover item coming through DEMA, would be put on hold because DEMA is holding off on awarding those grant funds due to State's spending related to Title 42 impacts. However, this item will continue to be budgeted for.

There are two other carryover projects, Garden Canyon Linear Park, Saint Andrews, and Soldier Creek Park, a CDBG project, and the Disc Golf, storage at Veterans Park Sports Complex, and the Arizona Diamondbacks Grant, which Ms. Wilson has been working hard on a partnership to go after that grant this year.

Mayor Pro Tem Umphrey inquired about the disc golf improvements. Ms. Wilson stated that there are a lot of improvements that her department would like to do as far as beautifying, updating, and replacing the baskets. In addition to that, the department is looking at a potential second location in the West End and expanding disc golf in the community. There are a lot of partnerships as well as Fort Huachuca because the disc golf community is extremely active, and it is hoped that these dollars can be stretched through communications with the local groups.

The Airport Fund Budget is at \$5,738,314. There are requests for two generator replacements, NEPA Study and admin fees, a study that is required for the 203-acre conveyance, an Airport Utility Installation Grant that is the DCIP grant for this year for the sewer connection out at the Airport, and the Airport Master Plan update, mostly grant funded through the FAA.

Council Member Rodriguez asked about Fort Huachuca's partnership in relation to the Airport Master Plan and its funding. Ms. Yarbrough stated that they will not be paying for the grant. They are being included with the City, but the FAA kicks in 91 percent. Ms. Flissar added that it is about 4.5 percent to the City and the other 4.5 percent to the State of Arizona.

The Capital Improvements Fund, \$1,137,076 was finalized regarding which projects will have a short carryover:

- Roadrunner Park Design, \$250,000;
- Fire Alarm Controls in Gym, Schneider carryover, \$106,621;
- City Hall Roofing Upgrades, Schneider carryover, \$96,833;
- City Hall Solar, Schneider carryover, \$84,562; and
- Sports Complex HVAC, Schneider carryover, \$39,060.

Included are the:

- Acquisition of land beside Fire Station II, \$60,000; and
- \$500,000 grant match for a LWCF grant application to run the sewer line from the OYCC down to Domingo Paiz, construct bathrooms, a small parking lot on Tacoma, and RV parking near the pump track.

The Sewer Fund, \$6,850,32, does not have many projects except for two small carryover projects, commercial septic, and private line replacement, \$133,000, and machinery and equipment, \$38,500.

The City currently has an emergency repair that is in design on a sewer line that would cross under

Highway 90. However, staff needs to figure out how much it costs and how to budget for that. Therefore, Council will see that in the final budget. The other reason that the Wastewater Master Plan, \$450,000, is budgeted because that is such a complex and large plan to address where the City needs to go in the future, and what improvements need to be made given the growth of the City. Any planning for any improvements will be put on hold until the Plan is finished. Although, it also means a rate increase because things have been tight in the sewer fund for several years as the City has grown, but there must also be some thought about the future improvements based off the Master Plan.

The Refuse Fund budget is at \$5,315,741 with a few carryover items and a trash can cleaner:

- Trash Can Cleaner, \$30,000;
- Chipper Rebuilt Kit, carryover, \$44,000;
- Scarabe Row Turner Rebuilt Kit, carryover, \$14,000; and
- Sludge Row Turner, carryover, \$60,000.

The schedule for upcoming budget meetings:

- May 26, 2023, Tentative Budget Book due to Council;
- June 5, 2023 through 7, 2023, One-on-one Council meetings;
- June 12, 2023 through 14, 2023, Special Budget Work Sessions;
- June 22, 2023, Tentative Budget adoption;
- July 27, 2023, Public hearing on property tax levy/final budget adoption; and
- August 10, 2023, Tax levy adoption.

#### D. [Draft FY 24-25 Strategic Plan](#)

Ms. Yarbrough presented the draft Fiscal Year 2024-2025 Strategic Plan and noted that the document with red lines is the draft that the consultant prepared. However, she cleaned it up to make it coherent. She pointed out that she took liberty with it because there was a project in the consultant's document to evaluate electric vehicles for the City's fleet, but it did not fit into any of the priorities.

In response to Council Member Landry, Mayor Pro Umphrey stated that Council will look at the Strategic Plan a few more times before approved. She added that Council Members Benning and Johnson will be watching the work session on You Tube.

Ms. Yarbrough stated that she put electric vehicles under Priority Seven, enhancing, improving infrastructure that supports economic development. She added that the current Plan mentioned electric vehicles and electric charging infrastructure. Since Council had spoken about expanding electric vehicle charging infrastructure in the City, she included that and the feasibility of electric vehicles for the City's fleet. Anything in this Plan can be changed because it not final until Council has consensus that it is final, and it can take as long as it takes until Council is happy with the Plan.

Mayor Pro Tem Umphrey stated that Ms. Yarbrough's choice to put electric vehicles under Priority Seven, economic and community development, makes sense because people will seek them out who are visiting.

#### E. [Council Executive Report](#)

Mr. Potucek stated that Deputy Police Chief Kosmider will be retiring from the Police Department on Friday, May 26, 2023, and everyone is invited to attend his retirement celebration of 28 years of service to the Police Department and the City. He added that he will be missed, but now the process has started for promotional opportunities in the Police Department starting with Commander Heiser's

promotion to Deputy Police Chief. There will be other retirements including Police Chief Thrasher forthcoming in July, which will result in a few changes to the management structure of the Police Department. Also, Ms. Hector is retiring next week, which will start some restructuring of the Marketing and Communications Department. The tourism component will move to the Economic Development Department under Mr. Boone's direction, which will all be reflected in the budget book.

He encouraged Council to look at the report where there are graphs and data points showing where visitors are coming from and what they are doing with due to the software enhancements that staff has made in terms of being able to collect data.

Mr. Potucek stated that the SEACOM situation has settled with hiring, and they now have the challenge of getting those folks trained, but SEACOM now has staffing numbers up to where they should be. The Police Department is also having some success in hiring.

Council Member Landry thanked staff for putting the report together and noted that it is always great to go through it. She mentioned that the museum's Jurassic Wonders Exhibit had a podcast with Mr. Hyde on Let us Talk Sierra Vista. She shared that she was able to go out to the exhibit when Mr. Hyde was there and noted that he is enthusiastic and has been collecting fossils since he was five years old. She added that she enjoyed the tourism presentations and asked about the library circulation change from 2021, 2022, and 2023 because she wonders if that was due to different formats or programs. Ms. Wilson stated that she would have to go back and ask Ms. Duchon if she has data. She added that the library is like a living organism, it adds, flows, and people use it, and then they will drop off, but they come back. The library is a fee free library, and nobody must stay away because they owe for a book. Within interlibrary loaning, things change, and she does not know if staff can pinpoint anything.

Council Member Landry stated that she was curious because it is always great to see that more people are reading and checking things out. She then remarked on Community Development's breakdown on some of the different partnership programs, the neighborhood partnership grant, and how it is helping people in the community.

Mayor McCaa stated that he is interested in Vista Transit, and shared that a person with a bike tried to get on the bus last week, but it was crowded. Vista Transit is doing splendid work - the free rides. Mr. Potucek stated that the free ride program is working out and the route changes are working out very well as well. Therefore, staff is looking at having a study of the system to see if further improvements can be made. The changes which seemed to start out in a negative fashion have turned out positively. Ms. Flissar stated that sometimes these circumstances which initially can seem difficult lead to some innovation and some positive improvements. She added that she is interested in seeing what that spike does through the summer months because one month does not make a trend, but it was certainly an encouraging month.

Mayor Pro Tem Umphrey asked if the study starts off the Transit Master Plan. Mr. Potucek stated that she is correct. The industry is changing and there is the micro service that the City is currently doing which seems to be popular. The consultants will look at is working in the industry, changes, and see if that might be applicable to the City. This may result in routing changes, or changes to how the service is being provided. There are a lot of different things that could come out of that.

Mayor Pro Tem Umphrey asked if this Plan is like the Parks Plan where it goes before Council for approval. Mr. Potucek stated that she is correct.

Mayor Pro Tem Umphrey stated that she enjoyed all the data that came from Placer and found it not only fascinating, but surprising, as well as the breakdown of individual events based on the state



where people came, finding out who likes the Summit Challenge.

Mr. Potucek stated that staff talked about the Strategic Plan and some of the emphasis on events, and certainly what Ms. Wilson's Group is doing for events. There has been a lot of success where now lots of people want events, but the City only has so many parks, buildings, and people. He added that he believes that there needs to be an event policy. Council would determine the events, i.e., Veteran's Day and Fourth of July events; although, the City is not expected to make money on these events. However, the City does assist the Rotary Club with the Fourth of July event. There are also events like the Wine and Spirits Festival and Oktoberfest where the City is trying to recoup the dollars and even make a bit of money. These are budgeted and they enjoy the support of the Council; however, there are several other events and requests for events. Therefore, there is a need for a policy that determines the community benefit, the level of subsidy, or effort that Council would like to see budgeted.

Mr. Potucek tasked Ms. Wilson with producing that policy and working with the Parks and Recreation Commission to present something for Council to review and approve in terms of how to go about with those in the future.

Mayor Pro Tem Umphrey stated that this is a great idea. She asked if any consideration has been taken regarding Council Member Landry's suggestion to providing access to the policy in one easy to find location. She also suggested putting this under the Strategic Plan.

Mayor McCaa stated that this is a great idea because of the many requests coming to the Council about how the City used to provide support.

F. Report on Recent Trips, Meetings and Future Meetings

Ms. Yarbrough stated that staff is still focused on the budget, but there may be a presentation by the Economic Development Department during the upcoming work session.

G. Future Discussion Items and Council Requests – There was no discussion.

3. Adjourn

Mayor McCaa adjourned the May 23, 2023, work session of the Sierra Vista City Council at 4:49 p.m.

\_\_\_\_\_  
Clea McCaa II, Mayor

Minutes prepared by:

Attest:

\_\_\_\_\_  
Maria G. Marsh, Deputy Clerk

\_\_\_\_\_  
Jill Adams, City Clerk

