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## Executive Summary

This report includes updates from the third quarter January to March 2019.

The year 2019 was kicked off with a celebration of the Town's 25th Anniversary. An open house was held at the Town Hall complex on January 18. Residents were invited to tour the facilities, visit with staff and enjoy food and giveaways. Other activities included the Town's employee group Sahuarita Optimistic Squad (SOS) creating videos in February of residents telling why they love living in Sahuarita, concerts at the lake and the annual Fiesta Sahuarita celebration, which brought an approximate 10,500 people.

Economic Development continues to advance a number of initiatives. Third Quarter brought the implementation of BizLaunch, an entrepreneurial development program that provides the 'start-up' community in the region with guidance to assess, encourage and launch businesses looking to establish themselves; progress on the Town Center District project and associated tasks, including launching a community survey to garner feedback on a project name; the start of a business visit program in collaboration with the Green Valley/Sahuarita Chamber of Commerce & Visitor Center; and movement of the SAMTEC construction project into site and building plan review.

Infrastructure focus this quarter involved continued collection of wastewater user fees, design of Phase 2 of the Quail Crossing Extension commencing in March 2019 (completed design anticipated Fall 2020), traffic signal upgrades, preventative maintenance work on the wastewater treatment conveyance system, and the annual Greycle event, which collected 167 pounds of grease, keeping it out of our treatment facility.

Growth in Sahuarita is booming and staff continue to advance strategic goals for planning for our community's future. The Planning and Building team has been very busy with development and permit review. Staff continued discussions with the Arizona State Land Department about rezoning state trust land within the town, as well as Pima Association of Governments (PAG) about adding a new Sun Shuttle stop near the Duval Mine Road/La Canada growth area. Parks and Recreation has updated the design standards manual and will present it to Council May 13. And, Public Works is in discussions with Pima County regarding timelines related to a potential regional wastewater facility as well as development of an intergovernmental agreement for emergency wastewater backup assistance.

A key focus for the Town's Strategic Plan is continued attention to improved organizational effectiveness. Human Resources recruited for 16 positions third quarter in efforts to fill vacancies and keep up with the needs associated with Town growth. Enhancements were made to provide better online options, including submission of building and zoning plans and permitting through Accella, a customer satisfaction survey was released regarding business licensing, and online payments for recreation classes and field reservations are now available for Parks and Recreation through CivicRec.

Programs supporting employee education, professional development, wellness, safety and peer support were in abundance third quarter. Multiple employees are utilizing the educational reimbursement program. CLS studies continue for staff in various departments, such as the Department of Law; webinars and informational luncheons were provided through Human Resources; the wellness and safety committees continue to meet regularly as well

as the Sahuarita Optimistic Squad, which kicked off the year with Valentine's Day employee appreciation treats in addition to other events celebrating peers. The Sahuarita Teen Advisory Council (STAC) also held activities and assisted with Town community events.

The Police Department continues to focus on organizational effectiveness through training, with completion in the third quarter of firearms, training, defensive tactics, and other technical training. Additional training is scheduled next quarter.

Maintaining a high quality of life for Sahuarita residents is an important focus for the Town. Some third quarter initiatives for assuring the Town continues to be a safe community included the Sahuarita Police Department (SPD) utilizing training, social media, Nixle, attending community events, and improving skill sets, communications, education of and interaction with the public to build strong community ties. Enhanced communication systems has allowed SPD to notify the community of missing persons, significant events, and even found animals. SPD also actively participated in education events at both high schools.



**Economic Development - Continue to grow the Town’s economic base bringing in jobs associated with retail, light manufacturing and quality commercial enterprises.**

<b>GOAL:</b>	<b>Sustain and Strengthen Sahuarita’s Abundant Assets and Advantages</b>
STATUS:	<p>As a means to sustaining and strengthening Sahuarita's assets and advantages, Economic Development has focused on supporting the Town's economic pillars by nurturing the growth of existing small businesses. For Third Quarter of Fiscal Year 2019, Economic Development focused on the implementation of BizLaunch. BizLaunch is an entrepreneurial development program that provides the 'start-up' community in the region with guidance to asses, encourage and launch businesses looking to establish themselves. Economic Development partnered with the Arizona Center for Innovation and ACCION for delivery of technical assistance to program participants. AZCI provides technical assistance to transform ideas and prototypes into viable, sustainable and successful companies to grow in Southern Arizona. ACCION is non-profit micro lending organization that seeks out opportunities to finance start-up and establish business throughout Southern Arizona and the State. BizLaunch is made possible by a \$9,500 site grant from Freeport McMoRan. The BizLaunch program will kick-off with an 'Idea Boot Camp' on April 23, followed by a an 8-week long cohort style workshop sessions further exposing participants to all the aspects needed to start or propel a small business.</p> <p>For the Fourth Quarter of Fiscal Year 2019, Economic Development will focus on assisting BizLaunch participants advance through the 8-week cohort workshop sessions and Demo Day. Demo Day will occur after the final cohort style session with the goal to celebrate (highlight) entrepreneurs that have achieved certain milestones. Additionally, Economic Development will focus on the implementing the BizEDGE 2019 program--made possible by a \$10,000 site grant from Freeport McMoRan. A total of six areas businesses have participated in the BizEDGE program held once a year (2017; 2018).</p>
<b>GOAL:</b>	<b>Expand Sahuarita’s Internal Capacity to Facilitate and Accommodate Economic Development</b>
STATUS:	<p>Staff continues to advance on the Town Center District project and associated tasks. Tasks include the following;</p> <ul style="list-style-type: none"> <li>• Draft recommended guidelines and policies based on the district goals (Create a Destination Draw; Offer a Mix of Uses; Expand and Enhance Connectivity; Showcase Arts, Culture, Food and Entertainment; Foster Community Collaboration).</li> <li>• Draft a summary of the development tools and design considerations.</li> <li>• Draft language for a Town Center District Overlay Zone code.</li> <li>• Draft policy and guidelines for an economic assistance program that can be used as a development tool for projects in the District.</li> <li>• Launched a community survey asking residents to vote for the Town Center District project branding name.</li> </ul> <p>Staff will be presenting to the Town Council on May 13th the project branding name, draft district structures (i.e. guidelines and policies) and land use development consideration and activities for Phase I. The goal of the project is to establish a planned area for the Town in which policy, infrastructure and programming will be directed within in order to encourage the type of development that supports the vision and guiding principles of the district.</p>
<b>GOAL:</b>	<b>Retain and Grow Existing Economic Drivers</b>

STATUS:	Beginning in the month of February, ED Staff began to conduct business visits to Sahuarita businesses in an effort to identify and assist with specific needs or opportunities. The one-on-one visit has provided the opportunity to gather information on the business itself, barriers to growth regulatory issues, marketing, labor and other information deem necessary to assess how to best address the needs of a business. Additionally, the information gathered will provide an “early warning system” to identify businesses in danger of closing as well as an up-to-date picture of the local economy, the strengths and weaknesses of the local community for businesses and areas of interest and concern that can be used to enhance efforts to improve the local business climate. The focus of the program is to assist businesses in an effort to 1) help them survive economic difficulties, 2) assist them with expansions that add new jobs and 3) increase their competitiveness in the marketplace. To date, ten (10) businesses have been visited with the total goal of twenty-five (25) visits prior to June 30th.
GOAL:	<b>Strengthen Present and Future Employment and Business Centers through Investment</b>
STATUS:	<p>The SAMTEC construction document and specifications have been completed. The project is now in site and building plan review for permitting by the Town of Sahuarita Planning and Building and Public Works Departments. The project schedule now reflects the following;</p> <ul style="list-style-type: none"> <li>• March 18 - April 30: Site and Building Plan Review and Permitting</li> <li>• May 1- July 31: Procurement</li> <li>• August 26: Town Council Approval and Award of Construction Contract</li> </ul> <p>Duration of construction for SAMTEC is estimated to be 180 days.</p> <p>Concurrent to the site and building plan review, EDA is also reviewing the construction document and specification, proposed bid package and project cost estimate. Prior to bid advertisement EDA must review and approve in accordance to the authorized scope of work and grant terms and conditions.</p> <p>The Town contracted the real estate services of CBRE for exclusive representation and leasing of SAMTEC premise. CBRE will work with the Town to create and implement a leasing strategy to include the preparation of print, web and video materials, identify and present offers and assist in lease negotiations.</p>
GOAL:	<b>Build a Sahuarita Brand Identity and Market the Community to Businesses and Tourists</b>
STATUS:	<p>The Sahuarita Special Report insert in the BizTucson Magazine has been made available and circulated throughout the region. The report provides a development overview of the Town and commemorating Sahuarita’s 25th Anniversary.</p> <p>Specific to Sahuarita attractions, the Titan Missile Museum is averaging 14,000 monthly visitors. The ASARCO Mineral Discovery Center is averaging 1,800 monthly visitors. Visitor counts for both attractions peak during the months of January – March.</p>
GOAL:	<b>Ensure That Sahuarita’s Present and Future Employers Will Be Able to Cultivate, Retain and Attract the Talent That They Need</b>
Status	Economic Development staff has been supportive of the Sustainable Families Coalition (formerly From Insufficiency to Self-Sufficiency) by way of participation in the Employer’s Working Group. The Employer Working Group has determined that an Employer Resource Network (ERN) is a key program to implement for area employers. An ERN is a group of employers that provides employee with a success coach/resource navigator to help them address non-work issues that affect job performance and retention, with the goal of assisting employees in addressing the issues that keep them from coming to and staying at work. The ERN project is on hold pending the hire by the Sahuarita Food Bank of a staff person to promote and manage the ERN.

<b>GOAL:</b>	<b>Grow and Attract Quality Firms and Jobs—Both Domestic and Global—in Targeted Sectors</b>
Status	<p>Economic Development staff took part in the following activities in support of growing/attracting industry sectors;</p> <ul style="list-style-type: none"> <li>• Attended the Arizona Photonics Days held by the Optics Valley Committee of the Arizona Technology Council. The event provided an opportunity become familiarize with the optics industry and current trends. Staff also promoted the SAMTEC project at the event.</li> <li>• New commercial business to the Town included Jersey Mikes, Chipotle and Tito’s Italian.</li> </ul>



**Infrastructure - Provide and maintain high quality and cost-effective Infrastructure.**

<b>GOAL:</b>	<b>Establish, Maintain and Update Preventive Maintenance Plans for Town Infrastructure Assets</b>
STATUS:	<p>The Finance, Law and Public Works Departments continue to work cooperatively for the collection of wastewater user fees which promote maintenance of the Town’s wastewater treatment facility. These departments continue to discuss options for the Town of Sahuarita to shut off sewer service for customers who are delinquent in paying for service.</p> <p>The Capital Improvement Program continues to be a priority for Public Works with the design of Phase 2 of the Quail Crossing Extension commencing in March 2019 with a completed design anticipated in Fall 2020.</p> <p>Traffic signal upgrades are a priority for the Public Works Department. The traffic signal equipment replacement funded through a grant from the TON has been completed. The Public Works Department is working with the RTA Transportation System Subcommittee to obtain 12 new traffic signal controllers. Additionally, in March 2019, the traffic signal equipment at the La Villita/Sahuarita Road intersection was upgraded.</p> <p>The Wastewater Utility continued preventative maintenance work on the conveyance system as well as at the treatment plant. This year, the annual Greecycle event in Sahuarita collected 167 pounds of grease, keeping it out of our treatment facility and instead will be converted to biodiesel.</p>
<b>GOAL:</b>	<b>Provide Effective Management of Town-owned Facilities</b>
STATUS:	<p>As part of the on-going review of town facilities to ensure energy efficiency the Town has recently entered into a contract with SOLON Solar to utilize solar energy at the wastewater treatment plant to reduce the operations costs over the next 20 years. The permitting for two recharge basins is underway with the Arizona Department of Water Resources (ADWR).</p> <p>The Streets Department continues to with the Arizona Department of Corrections to utilize inmate work crews wherever possible. The utilization of DOC labor helps reduce maintenance costs associated with the upkeep and beautification of the rights-of-way.</p>



**Planning for Our Community's Future** - Promote planned growth that fosters high quality and diverse development, facilitates sustainable infrastructure and assures quality services.

<b>GOAL:</b>	<b>Implement Town Plans</b>
<b>STATUS:</b>	<p>Staff is currently in discussion with ASLD about rezoning state trust land within the town and has continued to implement General Plan policies and goals through review of development applications. While there is currently no action on SECAP and none anticipated this year, staff continues to work with ASLD and developers to promote rezoning of state land parcels currently within the Town limits.</p> <p>Planning and Building staff continues to remain very busy with development application reviews. While there have been no recent rezoning requests in Growth Areas, staff has been working the PAG to add a new Sun Shuttle stop to be located in one of our Growth Areas. This new stop may help to spur additional development interest in the Duval Mine Road/La Canada Growth Area.</p>
<b>GOAL:</b>	<b>Facilitate Development Opportunities</b>
<b>STATUS:</b>	<p>Staff continues to remain very busy with development and permit review. In these reviews, the Partners in Development program has been well-received by applicants and has helped to smooth the development process and facilitate development opportunities, some of which are in the Rancho Sahuarita CFD area. While the industrial zones code amendment is on hold due to competing priorities, staff is closely following state legislature to determine whether any other zoning code amendments will be necessary as a result of changing state law.</p> <p>The design standards manual for parks and recreation facilities has been updated and is on the Council agenda for May 13. Staff has also continued to attend regional utilities meetings related to a utilities master plan. The Town's Access Management Guidelines update was recently completed.</p>
<b>GOAL:</b>	<b>Plan and Pursue Future Service Delivery Opportunities</b>
<b>STATUS:</b>	<p>The Sahuarita Police Department (SPD) continues working together with Human Resources to complete quality testing processes for officer positions. SPD currently has six officers in various stages of training from the academy to field training. Once these officers complete training, the department will be close to the allotted staffing levels. SPD continues working to ensure the department is recruiting quality employees and providing them the best training possible. Parks and Recreation will also be focusing on labor allocations reassessments as well in order to enhance recreational programming.</p> <p>Public Works is currently wrapping up final evaluation reports related to the Town becoming a water provider. Staff is also continuing to meet with Pima County to work on agreements and timelines related to a potential regional wastewater facility and is also developing an IGA for emergency wastewater backup assistance.</p>



**Organizational Effectiveness - Foster an organizational culture that embraces change, creativity, innovation and calculated risk to ensure proactive, consistent, efficient and accountable service to our community.**

<b>GOAL:</b>	<b>Deliver High-Quality Business and Resident-Friendly Services</b>
<b>STATUS:</b>	<p>The third quarter of FY19 brought a number of challenges due to staff shortages and increased workloads. Planning &amp; Building had difficulty meeting planning review deadlines, yet managed to complete inspections on time. The Municipal Court is also short-staffed and made the difficult decision to suspend the acceptance of new passport applications in order to meet the demands of an increased caseload. Configuration of the Accela online plans and review permitting software continues; implementation of the new software is planned for June/July 2019. The Town Clerk department launched an online survey to gage the satisfaction of customers with business licensing services. Parks and Recreation continues to leverage the Parks and Recreation management software – CivicRec. Drop-in class participants may now make payments online and staff is using the software to input future field allocation reservations, allowing for a more efficient process that aligns with the new field allocation policy.</p>
<b>GOAL:</b>	<b>Identify and Seek Opportunities to Expand and Advance the Use of Technology</b>
<b>STATUS:</b>	<p>The Technology Division and the Technology Steering Committee have begun implementing the Technology Strategic Plan.</p> <p>The Town Clerk Department provided website training—how to create and modify web pages—to a number of department web coordinators.</p> <p>The Planning &amp; Building Department purchased the GIS module to its development services Enterprise Resource Planning. The Enterprise Resource Planning implementation is still underway and is expected to be completed by June/July 2019.</p>
<b>GOAL:</b>	<b>Attract, Engage, and Retain Highly-Qualified Employees to Create an Organization of Excellence</b>
<b>STATUS:</b>	<p>Human Resources is currently working with the Town's new benefit broker, Hays Companies, reviewing benefit options for Fiscal Year 2020. The Employee Insurance Review Committee will be updated on the different benefit options in April. Human Resources will continue working with the new benefits broker on the different benefit options for Fiscal Year 2020.</p> <p>The Human Resources Analyst will be going to training on the different Munis modules in early April, and will then work with Munis to implement the performance management module. Human Resources will be implementing the performance management module in Munis next quarter.</p> <p>The Town's pay plan was reviewed and the information was forwarded on to the Town Manager for consideration for fiscal year 2020. The pay plan will continue to be monitored.</p> <p>This past quarter the Human Resources Department recruited for 16 positions. The departments that had positions that needed recruitment were: Human Resources 1, Municipal Court 1, Planning &amp; Building 1, Parks and Recreation 8 and Police Department 5. The departments that had new hires were: Human Resources 1 and Police Department 5. Human Resources will continue recruiting for current vacant positions and positions that become vacant.</p> <p>Police Officer testing continues in order to fill the one police officer vacancy and to have an eligibility list available for when a police officer position becomes available. Human Resources will continue to recruit for lateral police officers.</p> <p>There is \$7,000 in the budget for educational reimbursement and currently five employees are using the educational reimbursement program working towards their degrees. It is anticipated</p>

	<p>that all the funds budgeted for this fiscal year for education assistance will be used. The education reimbursement program will continue for employees who are wanting to further their education.</p> <p>In the Legal Department the attorneys and staff continue to attend seminars and other educational opportunities. Areas have been identified for CLE studies for staff. The Paralegal will continue efforts to obtain certification.</p> <p>Free monthly webinars were emailed to employees that are provided through Jorgenson Brooks Group, the Town's EAP provider. The January webinar was Building Positive Relationships at Work, February Know When and How to Help a Co-Worker, and March was Just Ask for What You Need. Employees were also emailed information regarding the facts about antibiotics and how to prevent digital eye strain. Human Resources will continue providing educational and wellness luncheons and informational emails for employees.</p> <p>The Wellness Committee is working with the Safety Committee to conduct a safety and wellness fair for employees to be held on April 26, 2019. Employees are also being offered free wellness screenings for them and their dependents on April 26, 2019.</p> <p>The Safety Committee continues to meet each month to keep safety a priority for employees. The Safety Committee continues to send out monthly emails to employees to remind them of ways to be safe at work and home. In January an email was sent to employees regarding smoke alarms, in February an email was sent regarding slips, trips, and falls and also one on winter driving tips when it was snowing. In March the email safety topic was workplace eye safety. In January all employees received two on-line trainings regarding back safety/lifting and one on slips, trips and falls. In March employees did an on-line training for email security. A fire evacuation drill will be completed in 2019 for Town Hall and the Municipal Court.</p> <p>The Sahuarita Optimistic Squad (S.O.S.) kicked off the year with a Valentine's Day employee appreciation treats. Each department received a treat platter with a positive note from the Town Manager and S.O.S. The S.O.S. also partnered with the 25th Anniversary Committee to help organize and create a Town video to help commemorate the Town's anniversary. The first video was released February 21st with a kid's video expressing "Why they love Sahuarita?" Additional videos will be released throughout the year. S.O.S. planned a March Madness Pizza Party for all town employees on March 21st. Employees were entered into a raffle contest to win a \$15.00 gift card and also had a chance to compete in a basketball shooting contest; the winner received a \$25.00 gift card.</p> <p>HR continues to attended the Pima Association of Government Travel Reduction Program meetings telephonically. HR will continue to attend the Pima Association of Government Travel Reduction Program meetings telephonically.</p> <p>The Employee Self Service (ESS) system has been updated by Human Resources by adding the new 2019 forms for state and federal taxes, and the 457 enrollment and change forms. Human Resources will continue to enhance the ESS system by adding additional information for employees as needed or requested.</p>
<b>GOAL:</b>	<b>Create a Culture of Continuous Improvement</b>
<b>STATUS:</b>	<p>The fleet leasing program is underway and identification of vehicles to be replaced in FY 2020 is taking place.</p> <p>The town's procurement officer continues to participate in the national procurement organization and is maintaining certification through online and face to face educational opportunities.</p>

In April 2019 the SPD has utilized Lexipol by adding additional policies and others have been recently updated to demonstrate necessary changes to keep up with technology and or tactics. This program has proven to be very beneficial in allowing the SPD to stay up to date and ensure all staff have received and reviewed each policy.

The state legislative session begins January 14, 2019. Staff continues to serve as the intergov and is participating in phone calls with the League of Arizona Cities and Towns during sessions. Comments are provided to the League as well as our district Legislators on bills of relevance. Bills will continue to be tracked as they are going through legislation.

In April 2019 the SPD has worked within the training plan for the first quarter of the year and have completed firearms training, defensive tactics, and other technical training. The SPD has other training scheduled in the coming months to further develop staff and refresh technical skill sets. The SPD has sent several staff members to supervisor schools along with hosting a radar/lidar school.

To date Sahuarita Teen Advisory Council (STAC) has held two events a Drive in Movie, and Open Mic Night. STAC has also assisted with Halloween Spooktacular, and the Winter Festival. Currently working on the upcoming Legacy Run.



**Quality of Life - Maintain a high quality of life that makes Sahuarita a community of choice for residents and business investment. Encourage a unified community identity.**

<b>GOAL:</b>	<b>Assure That the Town Continues to be a Safe Community</b>
STATUS:	<p>The Sahuarita Police Department (SPD) has utilized training, social media, Nixle, community events, and other resources to improve skill sets, communicate and educate the public and interact with those served in an effort to build strong community ties. Through a presence on social media and the use of Nixle, SPD is able to quickly and efficiently communicate with the residents of Sahuarita. This has allowed for notification to the community of missing persons, significant events, and even found animals. SPD has actively participated with other departments in planning Fiesta Sahuarita. During this event officers were able to meet many of the citizens, answer questions and explain SPD resources.</p> <p>SPD has actively participated in educational events at both high schools and provided tours to the Sahuarita High School Forensics classes. Officers were able to show the kids what crime scene staff do, demonstrate the use of the new Livescan machine and have a positive interaction. SPD also participated in a decision making program at Walden Grove High School, where several officers assisted in educating students on making proper decisions and explaining the consequences of poor decisions. These are some of the things SPD has been able to do that helped build relationships with the community, provided educational resources and ultimately assisted in making Sahuarita a safe place to live, work, and play.</p>
<b>GOAL:</b>	<b>Provide Events and Programs that Foster Community Engagement and Enhance the Lives of Residents</b>
STATUS:	<p>A new quarterly concert series, Tunes at Town Hall started on March 21, 2019 and featured Pete Swan with a jazz trio. Parks and Recreation staff interacted with the public during the Town's 25th Anniversary Open House; families played trivia at the Parks Administrative Office, games and crafts at the Park and Play Van outside, and park maintenance equipment was available to sit on. Attendance exceeded 100 at each of the January, February, and March Concerts at the Lake. Fiesta Sahuarita, with an attendance of approximately 10,500, featured an inflatable water park, as well as vendors, games, a foam pit and live entertainment, and our mascot Spike lead the mascot parade. New recreation programs this quarter include Kids Cooking, Visual Arts, and a new Track and Field Day. The Spring Camp was attended by 19 youth.</p> <p>The Police Department assisted with the planning and implementation of Fiesta Sahuarita. SPD is planning for the Madera Home Town Heroes event and high school graduations. They are actively working with citizens in resolving concerns that arise through events such as Coffee with a Cop and Neighborhood Watch groups. SPD also used social media to post a traffic safety video and alert the public of safety hazards, missing persons and other notable events.</p> <p>Mid-year reporting for Green Valley and Sahuarita Food Banks and Valley Assistance Services is complete.</p>