
Executive Summary

This report includes updates from the FY20 second quarter October 2019 through December 2019. This is the last update to the 2016-2019 plan as the 2020-2025 plan was adopted by Council in January 2020.



Substantial advancements were made on the Sahuarita Square project and associated tasks. The Design Concept Report has now identified and evaluated a catalyst project within the Sahuarita Square planning area, as well as the infrastructure needs of the project. Specifically the location of the project, project amenities, utilities and roadway improvements have been refined for the purpose of informing future development costs.

A marketing and messaging scope of work has been developed by the Town for the purpose of promoting the Sahuarita Square project in 2020. Staff will proactively communicate to Sahuarita residents the vision of the Sahuarita Square, the catalyst project within the Sahuarita Square planning area and supporting infrastructure for the project through the use of the Town's web, social media, and print assets. Staff has also introduced video messaging. Market research will also be conducted to further understand public opinion, project utilization and level of support for the development of the catalyst project and supporting infrastructure in the future.

Economic development assisted GVSCC in finalizing the result of the business visitation program. Of the 60 area businesses visited, 25 were Sahuarita businesses.

The SAMTEC project has now broken ground with construction at the site underway. Construction for the project is estimated to be 180 days with a tentative completion date of May 2020.



The Public Works Department assumed the Wastewater Billing and Collections Division at the beginning of July 2019. Standard Operating Procedures for collection of delinquent accounts and termination have been drafted and will be presented to Council February 24.

The Right-of-Way (ROW) maintenance continued to be a high priority for the Streets Division of Public Works. Over 8,000 hours were spent on ROW maintenance since the beginning of the fiscal year.

The Facilities Division of the Public Works Department continued monitoring town facilities for energy efficiencies. The contract is underway with SOLON Solar to utilize solar energy at the Wastewater plant. Design modifications were determined necessary, which will move solar construction to summer 2020. Once operational, the array will generate approximately 85% of the electricity needs at the wastewater plant.

The Parks and Recreation Department continued to invest in the improvement and repair of park assets and amenities. A Parks Maintenance shed and water tank was installed. Also, the Sahuarita Lake and North Park furniture replacement project was completed during the quarter. The planning and design phase for new Pickleball courts was also completed.



The Planning and Zoning Commission held two public hearings and recommended approval of the General Plan amendment to include those portions of the Sahuarita Square District that are outside of growth areas to include them and designate the District for mixed use development. The Town Council public hearing was held on December 9, 2019 and the General Plan amendment was adopted.

Planning proposes to work in future years with the Arizona State Land Department on trust land parcels currently within the town boundaries on zoning entitlements. Pending is a specific plan for a 600+ acre expansion of the Quail Creek development, previously Arizona State trust land.

The Town continues to meet with Pima County to work on agreements and timelines regarding the joint regional wastewater facility.



As the calendar year and 2nd quarter came to an end, town staff continued to face increased workloads, but diligently looked for ways to improve processes and streamline services.

After a brief suspension of passport services, the Municipal Court began accepting applications again.

The Insurance Review Committee will meet with the Town's health insurance broker regarding benefits for FY21 in early 2020 in order to obtain a competitive benefits renewal packet for employees and their families. The Safety Committee continues to meet each month to keep safety a priority for employees.

Human Resources will be working with Munis to implement the performance management module in the Munis system once the new version of Munis is implemented. The new version of Munis is anticipated to be implemented in the Spring of 2020.



The Police Department continues to work with community partners to build quality working relationships and a safer community. This is done through active participation in the ORCA program (Organized Retail Crime Association), CPTED reviews (Crime Prevention Through Environmental Designs), and community meetings.

The Parks and Recreation Department held a variety of recreation programs the 2nd quarter and continues to explore new ideas for the community.

The Town partnered with Rancho Sahuarita, Common Ground Church and Rural Metro Fire District for the Halloween Spooktacular event with approximately 6,000 people in attendance. The first Chalk Art Festival was held in partnership with SAACA with an estimated participation of 1,000 people. The Winter Festival & Light Parade in December had 25 parade entries with an estimated attendance of 8000.

STRATEGIC PLAN FULL REPORT



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

GOAL:	Sustain and Strengthen Sahuarita’s Abundant Assets and Advantages
STATUS:	For second quarter of fiscal year 2020, Economic Development completed the BizEDGE 2019 program. Three participating businesses (Ascend Martial Arts, Shield Bar Marketing, and Continental Spa) successfully completed a total of 4 workshops as well as one-on-one business mentoring by the Small Business Development Center and Pro-Visioning Business Coaching. The program provided a multi-point program track that assessed each business and identified constraints and opportunities for long term growth. The program concluded in December with the shark tank event in which the three participating businesses presented to a panel of judges. Continental Spa was selected by the judges as the event winner. The program has now completed its third year with a total of nine businesses having participated. The BizEDGE program was made possible by a grant from the Freeport McMoRan. Planning is now underway for the BizLaunch 2020 program in partnership with the Arizona Center for Innovation. The Freeport McMoRan Foundation has provided funding until 2022 for the continuation of the BizPrograms.
GOAL:	Expand Sahuarita’s Internal Capacity to Facilitate and Accommodate Economic Development
STATUS:	Staff made substantial advancements towards the completion of the Sahuarita Square project and associated tasks. The Design Concept Report has now identified and evaluated a catalyst project within the Sahuarita Square planning area, as well as the infrastructure needs of the project. Specifically the location of the project, project amenities, utilities and roadway improvements have been refined for the purpose of informing future development costs. Town Council approved the Sahuarita Square General Plan Amendment. The GPA establishes Sahuarita Square as a growth area, adopting the boundaries and designating the desired land used within the boundaries as mixed use. Additionally, this land use designation will be beneficial for those properties not included in the Sahuarita Farms Specific Plan that will require rezoning for the Sahuarita Square desired land uses.
GOAL:	Retain and Grow Existing Economic Drivers
STATUS:	Economic development assisted GVSCC in finalizing the result of the business visitation program. Of the 60 area businesses visited, 25 were Sahuarita businesses. In summary, 31 businesses showed a profit increase while 29 did not. No business said they were in danger of discontinuing operations as a result. Although most respondents thought the quality of the workers available was on the ‘high side,’ the turnover in their business leaned the opposite with 31 stating high turnover and 21 stating low turnover. Six businesses were not certain. By far, the largest need for workers in our community requires specialized skills not available with 37 respondents stating such. These skills varied from entry-level techs to physicians. The top 3 areas that surfaced in what keeps a business up at night are employee issues (18), future growth concerns (17) and business economics with 17 (adding together the responses of ‘financial performance’ with 9 and ‘pricing/costs’ with 8). Lastly, when asked about the weaknesses of doing business in Sahuarita, a significant amount of businesses had no answer and/or no clear answer. This would imply there are no significant common weaknesses in conducting business in Sahuarita.
GOAL:	Strengthen Present and Future Employment and Business Centers through Investment

STATUS:	The SAMTEC project has now broken ground with construction at the site underway. Construction for the project is estimated to be 180 days with a tentative completion date of May 2020. Barker Contracting is the project contractor with BWS Architects providing management and oversight. Public Works, Economic Development and Procurement are working collectively as the project administrator for the Town.
GOAL:	Build a Sahuarita Brand Identity and Market the Community to Businesses and Tourists
STATUS:	A marketing and messaging scope of work has been developed by the Town with the assistance of NuPoint for the purpose of promoting the Sahuarita Square project in 2020. Staff will proactively communicate to Sahuarita residents the vision of the Sahuarita Square, the catalyst project within the Sahuarita Square planning area and supporting infrastructure for the project through the use of the Town’s web, social media and print assets. Market research will also be conducted to further understand public opinion, project utilization and level of support for the development of the catalyst project and supporting infrastructure in the future.
GOAL:	Ensure That Sahuarita’s Present and Future Employers Will Be Able to Cultivate, Retain and Attract the Talent That They Need
Status	Economic Development continues to work with Better Together in support of the Employer Resource Network (ERN). ERN is a group of employers that provides employees 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. Current employers participating are the Town of Sahuarita, Villas at Green Valley and SUSD. Planning discussions continue to advance in addressing the needs of the health and caregiver industry in the Sahuarita area. It has been identified that Pima Community College is an able partner in providing local training for certified caregivers, certified nursing assistance and med techs.
GOAL:	Grow and Attract Quality Firms and Jobs—Both Domestic and Global—in Targeted Sectors
Status	Economic Development staff continuously seeks to generate leads and prospects specific to the Town’s primary and secondary sectors. Primary targeted sectors identified are Aerospace and Defense; Mining; Information Technology. Secondary targeted sectors identified are Optics; Retail and Commercial; Medical.



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

GOAL:	Establish, Maintain and Update Preventive Maintenance Plans for Town Infrastructure Assets
STATUS:	<p>The Department of Law provided legal opinions and document review in a timely manner. The Department of Law continued to review documents as they were received and submitted approvals within 2-5 days of receipt. The department met all deadlines timely for the Town Council agenda packet.</p> <p>The Public Works Department assumed the Wastewater Billing and Collections Division at the beginning of July 2019. Standard Operating Procedures for collection of delinquent accounts and termination have been drafted and will be presented to Council February 24.</p>

	<p>With the addition of the Wastewater Billing and Collections Division to the Public Works Department, public outreach is an important element of a successful transition. The Wastewater Billing and Collections employees reformatted Welcome Letters for new sewer citizens to provide important billing and contact information. The Billing and Collections Division is currently developing additional public outreach material to connect with new and existing sewer customers.</p> <p>The Right-of-Way (ROW) maintenance continued to be a high priority for the Streets Division of Public Works. Over 8,000 hours were spent on ROW maintenance since the beginning of the fiscal year.</p> <p>The Wastewater Utility continued preventative maintenance work on the conveyance system as well as the treatment plant. 1/5 of the Town of Sahuarita’s sewer lines were cleaned in 2019. The Department held the Greecycle event in January 2020.</p> <p>The Parks and Recreation Department continued to invest in the improvement and repair of park assets and amenities. A Parks Maintenance shed and water tank was installed. Also, the Sahuarita Lake and North Park furniture replacement project was completed during the quarter. The planning and design phase for new Pickleball courts was also completed.</p>
GOAL:	Provide Effective Management of Town-owned Facilities
STATUS:	<p>The Facilities Division of the Public Works Department continued monitoring town facilities for energy efficiencies. The contract is underway with SOLON Solar to utilize solar energy at the Wastewater plant. Design modifications were determined necessary, which will move solar construction to summer 2020. Once operational, the array will generate approximately 85% of the electricity needs at the wastewater plant.</p> <p>The Wastewater Division of the Public Works Department is leading a permitting project with the Arizona Department of Water Resources (ADWR) for two recharge basins at the Wastewater plant. Specifically, the review period for basins 4 and 5 finished with ADWR.</p> <p>The Streets Division of Public Works continues to increase inmate utilization to reduce overall maintenance costs. Currently, the Streets Division is working with the Arizona Department of Corrections to obtain more inmates and train additional personnel to work with inmate crews.</p>



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

GOAL:	Implement Town Plans
STATUS:	<p>The Planning and Zoning Commission held two public hearings and recommended approval of the General Plan amendment to include those portions of the Sahuarita Square District that are outside of growth areas to include them and designate the District for mixed use development. The Town Council public hearing was held on December 9, 2019 and the General Plan amendment was adopted. Currently in the development review process are plats in Rancho Sahuarita that will bring over 900 lots on line. Coordination with Pima Association of Governments (PAG) and Pima County on an educational program to promote air-quality education is complete.</p> <p>Planning proposes to work in future years with the Arizona State Land Department on trust land parcels currently within the town boundaries on zoning entitlements. Pending is a specific plan for</p>

	a 600+ acre expansion of the Quail Creek development, previously Arizona State trust land. Robson Communities has purchased the land. Staff is working with their consultant on the elements of the plan. The next focus will be on the trust land adjacent to The Crossing and the Santa Cruz River. That land is designated Mixed Use in the General Plan, but is zoned for low density rural development.
GOAL:	Facilitate Development Opportunities
STATUS:	Public Works, Legal and Planning will continue to work with Finance and Town Manager on 2020 bond issuance for Rancho Sahuarita and to assure that Sahuarita Center Way connects to Rancho Sahuarita Blvd. at a signalized intersection. Legal will continue to work on the application for feasibility study. Planning and Zoning has started some preliminary work on streamlining the residential zones, but has put the industrial zone update on hold. As with all of our development reviews, staff assures that adequate infrastructure is provided to serve the development. Public Works continues to work with RTA on regional planning activities and on public utilities master planning.
GOAL:	Plan and Pursue Future Service Delivery Opportunities
STATUS:	The Town continues to meet with Pima County to work on agreements and timelines regarding the joint regional wastewater facility. PD has worked tirelessly in an effort to fill all vacant positions. Multiple testing processes and backgrounds have been completed. The PD continues to work closely with HR utilizing social media and other media outlets in an effort to increase recruiting potential. The PD currently has three recruits in the academy and recently hired a lateral officer who began in-house training in January. The PD continues recruitment processes in order to backfill for open positions to include one being created with Lt. Almodova's retirement.



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.

GOAL:	Deliver High-Quality Business and Resident-Friendly Services
STATUS:	As the calendar year and 2nd quarter came to an end, town staff continued to face increased workloads, but diligently looked for ways to improve processes and streamline services. The Planning and Zoning team developed scripts and other tools to help customers navigate the online planning and review process. The P & Z team also enlisted a new third-party to help troubleshoot and correct outstanding software issues and software enhancements include automated inspection notifications to interested parties once ins are completed. After a brief suspension of passport services, the Municipal Court began accepting applications, switching the day of the week that services are available from Mondays to Thursdays.
GOAL:	Identify and Seek Opportunities to Expand and Advance the Use of Technology
STATUS:	Nine old video cameras located at the Municipal Complex were replaced with new cameras. The new cameras are recording video to our Milestone Video Server, which allows for centralized recording and management of video footage.
GOAL:	Attract, Engage, and Retain Highly-Qualified Employees to Create an Organization of Excellence
STATUS:	The Insurance Review Committee will meet with the Town's health insurance broker regarding benefits for FY21 in early 2020 in order to obtain a competitive benefits renewal packet for

	<p>employees and their families. 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. Human Resources continues to attend the Pima Association of Government Travel Reduction Program meetings telephonically. A travel reduction survey was completed by employees and the Town received gold status from PAG.</p> <p>The Town had 43 employees who participated in a six week long Arizona Walking Challenge. The Town came in second place state wide and Jorge Rodriguez came in third place state wide. The Wellness Committee also had salad bar potluck that had great employee participation. A professional development luncheon on Multiple Generations @ Work presented by Jorgenson Brooks Group was also well attended by employees. Monthly emails were sent to employee to remind them about the benefits available to them along with news letters from the different providers.</p> <p>Human Resources will be working with Munis to implement the performance management module in the Munis system once the new version of Munis is implemented. The new version of Munis is anticipated to be implemented in the Spring of 2020. The pay plans are currently being reviewed for recommendations changes for fiscal year 2021 budget process. The Human Resources Department continues to recruit for vacant positions with ten recruitments for the past quarter. This past quarter four employees used the educational reimbursement program working towards a degree. This fiscal year \$10,000 has been approved for education assistance. The Legal Department participated in the Walden Grove High School Career Day and provided information and answered questions about a career in the legal field.</p>
GOAL:	Create a Culture of Continuous Improvement
STATUS:	<p>Currently identifying administrative and patrol vehicles for replacement in 2021. Procurement Officer has taken over vendor registration for the Town. The Procurement Officer continues to be involved in the local procurement organization, has continued participation in the national organization and is maintaining certification through online and face to face educational opportunities.</p> <p>The police department continues to utilize Lexipol to track all departmental policies. Three new policies were issued during this quarter and several other policies were re-issued as refresher training. This part of the PD practice is to ensure that staff are continually reviewing policies and become more educated. The PD continues to provide quality trainings. The PD recently hosted the FBILEEDA supervisor school and Verbal Judo, and Field Training school. Each of these trainings had outside agency participation. The Verbal Judo training was opened up to other departments within the town. The PD also provided training for the Arizona Rangers.</p> <p>The 2020-2025 strategic plan projects a community survey annually. We will revisit this in the upcoming year as 2020 is slated for surveying on the Sahuarita Square.</p> <p>The state legislation convenes January 13, 2020. Staff will continue to serve as the intergov, tracking bills, obtaining feedback from management, Mayor and Council, and providing updates.</p> <p>The Town partnered with Rural Metro, Common Ground Church and Rancho Sahuarita for Spooktacular on October 26, which was staffed primarily with volunteers, including the Joint Technical Education District (JTED) program. The Winter Festival & Light Parade held December 14 also included partnerships with Rural Metro and Rancho Sahuarita. The Sahuarita Teen Advisory</p>

	Council (STAC) volunteered at both events, created a census PSA and hosted the Teen Winter Social on December 6.
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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.

GOAL:	Assure That the Town Continues to be a Safe Community
STATUS:	<p>The Police Department continues to work with community partners to build quality working relationships and a safer community. This is done through active participation in the ORCA program (Organized Retail Crime Association), CPTED reviews (Crime Prevention Through Environmental Designs), and community meetings. The PD continues to work closely with the school district to provide a safe environment for students and teachers.</p> <p>SPD continues to provide quality training for both our employees, town employees, and regional partners. This was demonstrated through recent completed trainings in leadership, customer service and the training of new staff. Additionally SPD staff utilized their drones to assist Public Works with their SAMTEC building project.</p> <p>The PD continues to utilize and encourage the use of NIXLE to keep the public both informed of significant events and issues, and ensure their safety.</p>
GOAL:	Provide Events and Programs that Foster Community Engagement and Enhance the Lives of Residents
STATUS:	<p>The Parks and Recreation Department held a variety of recreation programs which included instructional arts, “Mad Science” Fall Camp, monthly Movies in the Park and monthly fun runs.</p> <p>The Town partnered with Rancho Sahuarita, Common Ground Church and Rural Metro Fire District for the Halloween Spooktacular event with approximately 6,000 people in attendance. The Chalk Art Festival was held in partnership with SAACA with an estimated participation of 1,000 people. The Winter Festival & Light Parade was supported by Rancho Sahuarita and Rural Metro Fire District with 25 parade entries, and an estimated attendance of 8000. The Sahuarita Police Department worked closely with Parks and Recreation Department to prepare for these events and provide public safety.</p>