

# CITY OF DOUGLAS



## City Manager's Annual Report October 2022

A report from the City Manager outlining Mayor and Council policy priority highlights, other accomplishments, and operational metrics for the organization during her first year as City Manager.

# Letter from the City Manager

*Dear Douglas community members,*

In January of this year, three months into my new role as City Manager, I organized and convened the Mayor and Council for a visioning retreat to collectively clarify and set their vision for the next ten years. It was important to me to begin 2022 with a clear understanding of priorities. We called this Douglas Vision 2032 and left the half-day event, held at Cochise College, with six established policy priorities for the future. The foundation and setting for our exercises and discussion was the confirmation and recent announcement of federal funding for a two-port solution and upcoming investment into our community for a new commercial port of entry and the renovation of the existing port of entry. Our leadership team stepped in to assist me with presentations to drive brainstorming, dialogue, and finalize direction. We ended the planning retreat with a stop at the future site of the commercial port of entry. An exciting end to a very productive day and a start to so much work ahead.

Following the retreat, staff quickly began working toward establishing a Vision Map, which includes the six policy priorities. Click here to view the Vision Map. <https://www.douglasaz.gov/DocumentCenter/View/5229/COD-RoadMappdf>

This report consists of two sections. First, a look at progress toward Douglas Vision 2032 and other operational accomplishments during my first year as City Manager. Second, a BY THE NUMBERS Report, providing metrics pertaining to city services and operations.

Douglas is special to many whether you consider yourself a current, past, or forever community member. I am committed to delivering programs to the community we serve and align in the direction of our Mayor and Council.

I hope you enjoy this City Manager Report Year One 2022.

Be well,



Ana Urquijo, ICMA  
City Manager





# POLICY PRIORITY HIGHLIGHTS

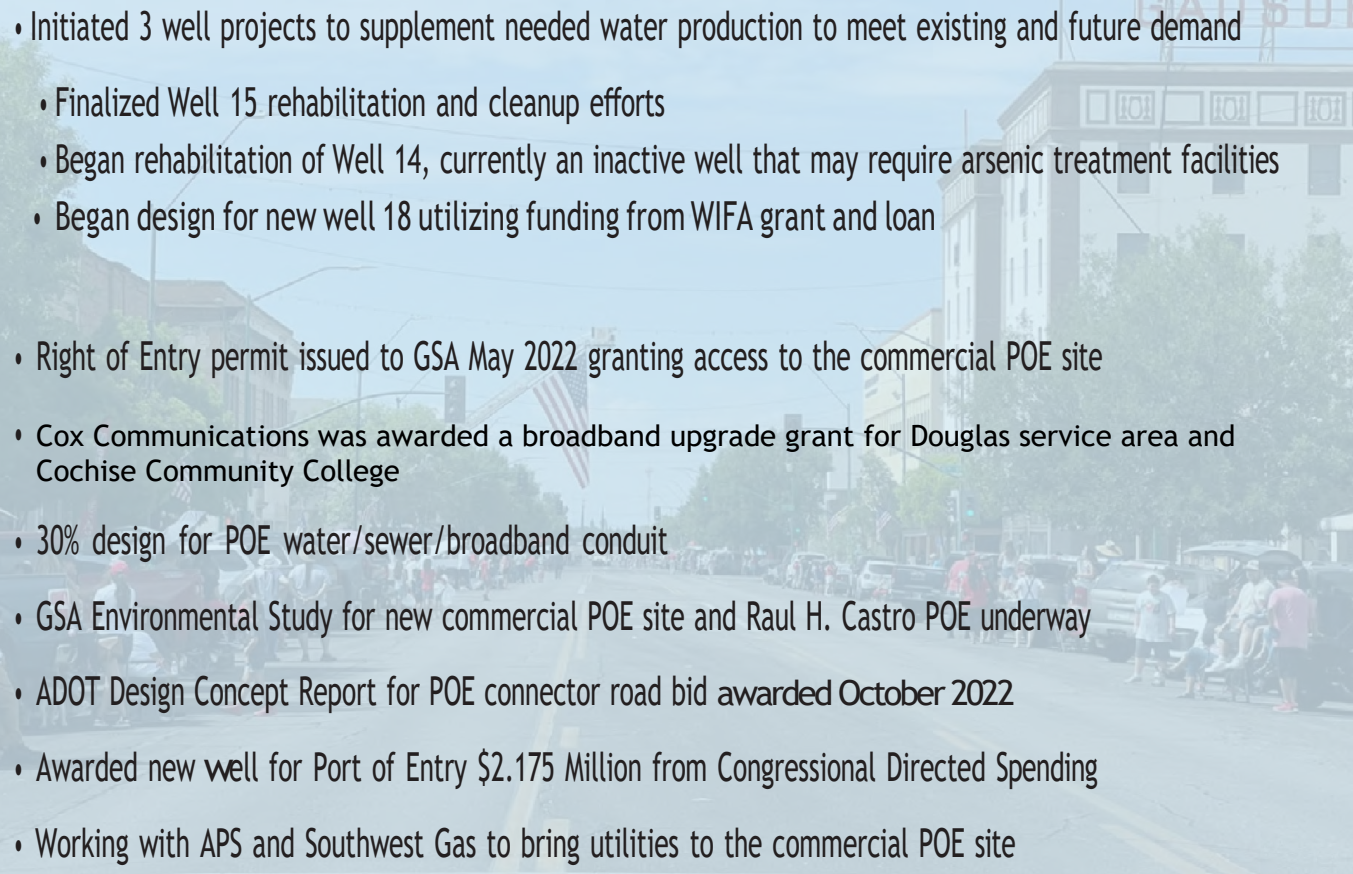
## Infrastructure

This policy priority focuses on meeting the future needs of the new port of entry (POE) infrastructure, broadband, public telecommunications, water and sewer, water wells, effluent use, and flood improvements.

### Activities Initiated

### Completion

\*Anticipated Completion

- 
- Initiated 3 well projects to supplement needed water production to meet existing and future demand
    - Finalized Well 15 rehabilitation and cleanup efforts
    - Began rehabilitation of Well 14, currently an inactive well that may require arsenic treatment facilities
    - Began design for new well 18 utilizing funding from WIFA grant and loan
  - Right of Entry permit issued to GSA May 2022 granting access to the commercial POE site
  - Cox Communications was awarded a broadband upgrade grant for Douglas service area and Cochise Community College
  - 30% design for POE water/sewer/broadband conduit
  - GSA Environmental Study for new commercial POE site and Raul H. Castro POE underway
  - ADOT Design Concept Report for POE connector road bid awarded October 2022
  - Awarded new well for Port of Entry \$2.175 Million from Congressional Directed Spending
  - Working with APS and Southwest Gas to bring utilities to the commercial POE site
- July 2022
  - Spring 2023\*
  - Fall 2023\*
  - May 2022
  - September 2022
  - October 2022
  - January 2024\*
  - February 2024\*
  - Summer 2024\*
  - April 2024\*

# POLICY PRIORITY HIGHLIGHTS

## Streets & Roads

This policy priority focuses on meeting the future needs of streets, roads, curb, and sidewalks.

### Activities Initiated

### Completion

\*Anticipated Completion

#### SIDEWALKS

- Installed sidewalk and curbing on 1st and 2nd Streets from E to G Avenue as part of City CDBG Grant
- Began Joe Causey Park Improvements to include sidewalks and lighting
- 15th & Florida by Douglas High School curbing and sidewalk improvements
- Chip seal improvements on 1st street from POE to A avenue
- Chip seal underway for B,C,D & E Avenue from 5th to 8th Street, A Avenue from 1st to 3rd Street, 5th Street, and Dolores by Veteran's Park
- Phase I of Drainage & Road Improvements at Washington and Hohokam Drive by Huber Middle School
- 8th Street from Washington to Van Buren chip seal and driveway improvements

- August 2022
- Summer 2023\*
- September 2022
- September 2022
- November 2022\*
- December 2022\*
- July 2023\*

# POLICY PRIORITY HIGHLIGHTS

## Community Facilities & Special Events

This policy priority focuses on meeting the future needs of community facilities and special events, both current and future. Any related facility improvements will be included here.

### Activities Initiated

### Completion

\*Anticipated Completion

#### FACILITIES

- City Hall Council Chambers renovations
- Acquired new chipper with \$35,000 from Cochise County grant for recycling of brush and branches
- Golf Course Assessment and Inventory Study
- Painting of Trains at Visitor Center
- Airport Museum - Restroom Construction
- New Dehumidifier for Aquatic Center from CDBG program
- Airport Museum - Repair of display boards; Design updates; Inventory, HVAC & New Door
- New Security Fencing Grant Award for \$400,000 to fully enclose the Airport Property
- Awarded EOR Design/Build of a City new Animal Shelter
- Sale of land around the Airport: currently in contract negotiations
- Community Housing Corporation Sale of La Perilla Apartments
- Placita Park Restroom upgrades

- January 2022
- July 2022
- August 2022
- December 2022\*
- October 2022
- May 2023\*
- Spring 2023\*
- Summer 2023\*
- Ongoing\*
- Ongoing\*
- Summer 2023\*
- Summer 2023\*



# POLICY PRIORITY HIGHLIGHTS

## Community Facilities & Special Events

This policy priority focuses on meeting the future needs of community facilities and special events, both current and future. Any related facility improvements will be included here.

### Activities Initiated

### Completion

\*Anticipated Completion

#### SPECIAL EVENTS

- Douglas Days 2-day event at Castro Park
- Adult Basketball Program
- 4th of July 2-day event with extended Fireworks held on July 2nd through July 4th, 2022, at Veteran's Park
- Art in the park
- Partnership with Merchant and Business Groups to organize Food Truck Fridays at Downtown G Avenue
- Mexican Baseball Fiesta
- Trunk or Treat/Movie in the Park
- Christmas Tree Lighting

- May 2022
- May 2022
- July 2022
- August 2022
- September 2022
- October 2022
- October 2022
- December 2022\*

#### OTHER

- Cemetery Beautification Plan Initiated
- Parks Master Plan
- New Ramada at Veteran's Park
- Architectural Study of Historic train depot and historic fountain

- Fall 2023\*
- Fall 2023\*
- September
- October 2022

# POLICY PRIORITY HIGHLIGHTS

## Growth & Annexations

This policy priority focuses on meeting the future needs of growth in the community. Related municipal code changes will be included here.

### Activities Initiated

### Completion

\*Anticipated Completion

#### SUNNYSIDE FIRE DISTRICT ANNEXATION

- Annexation fell short on May 2022 by 18% of property owners. A new attempt will begin.

- Early 2024\*

#### WEST DOUGLAS ANNEXATION

- Planning work has been initiated. Annex 4.5 miles west of city limits toward the future port of entry site. A request for annexation approval has been submitted to the Arizona State Land Department as they own land within the annexation area

- On Going

## Downtown Revitalization

This policy priority focuses on meeting the future needs of our downtown and related projects.

### Activities Initiated

### Completion

\*Anticipated Completion

- Adoption of Historic Preservation Overlay Zone District amendments allowing for mixed-use and adaptive reuse within the downtown promoting working and living in downtown buildings, light manufacturing such as craft manufacturing, and allowing microbrewery operations
- Adoption of Entertainment District encompassing the Historic Overlay District allows for Arizona state distance restrictions between drinking establishments and churches/schools to be eliminated
- Streetscape Project - Concept and next step proposals presented to Mayor & Council
- Historic Preservation Program under development for historic buildings
- Downtown speakers are operational

- May 2022

- May 2022

- May 2022

- Sept 2022

- August 2022



# POLICY PRIORITY HIGHLIGHTS

## Economic Development

This policy priority focuses on attracting business and industry to our community

Activities Initiated	Completion *Anticipated Completion
<ul style="list-style-type: none"><li>• The 99 Store opened</li><li>• Art Car World Monument sign permit issued, and new wireless tower permit issued</li><li>• Rezoning of parcel on Leslie Canyon Road and Highway 80 to Heavy Industrial for new fiberglass manufacturing business Terra Tough</li><li>• Harbor Freight Tools opened</li><li>• Job Fair</li><li>• Meetings were held with 24 prospects for a variety of new business options to include grocery stores, hotels, fueling stations, housing development</li><li>• City Council considers purchase of buildings for economic development</li><li>• Rezoning from single family residential 32,00 to commercial parcel on NE corner of Washington &amp; Hwy 80</li></ul>	<ul style="list-style-type: none"><li>• March 2022</li><li>• April 2022</li><li>• May 2022</li><li>• July 2022</li><li>• July 2022</li><li>• July 2022</li><li>• On Going</li><li>• October 2022</li></ul>



# POLICY PRIORITY HIGHLIGHTS

## Other Efforts

Activities Initiated	Completion <small>*Anticipated Completion</small>
<p><b>GRANTS</b></p> <ul style="list-style-type: none"> <li>• Body Worn Cameras Grant for all officers. Awarded April 2022</li> <li>• \$2,500 for gaming inventory for the Rec On-the-GO program from the Arizona Community Foundation</li> <li>• Legacy Foundation Innovation Grant awarded January 2022 in the amount of \$96,471 for new Solar LED lighting for Airport Park walking path</li> <li>• \$3,500 for gaming tables for Castro Park was awarded from the Legacy Foundation</li> <li>• Grant Awarded to Fire Dept from Tohono O’odham \$168,960 for purchase of Fire Engine</li> <li>• FEMA Grant for Sprinkler System at Fire Dept \$100,000</li> <li>• Congressional Directed Spending Awards (Depends on Federal Budget Adoption)               <ul style="list-style-type: none"> <li>• New SCADA system for water production and quality management \$850,000</li> <li>• New Flood Control Study \$100,000. Award in September 2022, expected completion Summer 2023</li> <li>• New Well for Port of Entry \$2.175 Million. Expected implementation in early 2024</li> <li>• Chino Road Extension to Highway 80 and 191 Intersection \$3 Million</li> </ul> </li> <li>• Freeport McMoRan grant - matching funds for new transit bus</li> <li>• The Douglas Public Library obtained ARPA grant funding to enable digitization and inclusion in the Arizona State Library’s “Arizona Memory Project” of 100+ years of the Douglas Daily Dispatch</li> </ul>	<ul style="list-style-type: none"> <li>• October 2022</li> <li>• October 2022*</li> <li>• December 2022*</li> <li>• December 2022*</li> <li>• Spring 2023*</li> <li>• Spring 2023*</li> <li>• TBD</li> <li>• Summer 2023*</li> <li>• April 2024*</li> <li>• TBD*</li> <li>• Spring 2024*</li> <li>• Spring 2023*</li> </ul>

# POLICY PRIORITY HIGHLIGHTS

## Other Efforts Cont.

Activities Initiated	Completion *Anticipated Completion
<p><b>GRANTS ATTEMPTED (not awarded)</b></p> <ul style="list-style-type: none"><li>• Legacy Innovation grant submitted - Accreditation Manager for Police Department</li><li>• Tohono O'odham - Mariachi program</li><li>• T-Mobile Hometown Grant - Rec On-the-Go vehicles</li></ul> <p><b>GRANTS UNDERWAY</b></p> <ul style="list-style-type: none"><li>• AZ Recycling Coalition grant - \$5,000 towards a project to reduce landfill materials, working on scope of project</li><li>• APS - on a waitlist until funding becomes available<ul style="list-style-type: none"><li>• Solar Communities- parking structure w/ solar panels on various city parking lots</li><li>• Take-charge- electric vehicle charging infrastructure, currently on a waiting list</li></ul></li></ul> <p><b>OTHER PROJECTS</b></p> <ul style="list-style-type: none"><li>• Recycling program- working w/ Bisbee Public Works to learn about their recycling program</li><li>• Community Garden- funding from CDBG, partnering w St. Vincent DePaul 2024</li></ul>	<ul style="list-style-type: none"><li>• TBD</li><li>• Summer 2023*</li></ul>



# POLICY PRIORITY HIGHLIGHTS

## Other Efforts

Activities Initiated	Completion *Anticipated Completion
<p><b>OTHER</b></p> <ul style="list-style-type: none"><li>• Added a project coordinator and grants coordinator to spearhead city projects and grant writing</li><li>• Created Community Services and Economic Development Director and Neighborhood Resources and Grants Director by reorganizing the Management Services Director</li><li>• Changed Finance Manager to Finance Director</li><li>• Created Police Trainee and Community Resource Officer positions</li><li>• Made other organizational structure efficiency changes</li><li>• New DAZ-L App that provides direct citizen communication to report issues in the community, also provides city information and connects to city services</li><li>• Charter amendments passed that included reduction of 3 readings for ordinance passage to 2 readings, changing city election to state election cycle saving \$5.00 per voter, other minimal changes</li><li>• Launched City of Douglas Newsroom which contains articles and updates within the City of Douglas</li><li>• New Airport 100LL Fuel pump and terminal ordered, waiting on contractor for install</li><li>• Revamping structure, by-laws and developing training for the Industrial Development Authority (IDA)</li></ul>	<ul style="list-style-type: none"><li>• May 2022</li><li>• May 2022</li><li>• May 2022</li><li>• May 2022</li><li>• May 2022</li><li>• May 2022</li><li>• July 2022</li><li>• October 2022*</li><li>• October 2022*</li><li>• December 2022*</li></ul>

# MEET THE TEAM

## Executive Leadership Team

The Executive Leadership Team (ELT) consists of appointed officials and direct management reports of the City Manager, and Deputy City Manager. More information on their departments may be found on our website at [www.douglasaz.gov](http://www.douglasaz.gov).



Ana Urquijo  
City Manager



Luis Pedroza  
Deputy City Manager



Alma Andrade  
City Clerk



Xenia Gonzalez  
Neighborhood  
Resources & Grants  
Director



Jennifer Smith  
Community Services &  
Economic Development  
Director



Rocio Garcia-Pedroza  
Human Resources/Risk  
Management Manager



Alejandro Martinez  
Finance Director



Elise Moore  
Public Works  
Director/City Engineer



Joel Camacho  
Information Technology  
Manager



Kraig Fullen  
Police Chief



Kevin Lomeli  
Fire Chief



QR code to the  
City Manager's  
Office Team and  
contact info



Code Enforcement and Compliance has managed **1891** issues in alleys, abandoned buildings, traffic control and abandoned vehicles.

Douglas Fire Department averages **214** EMS calls per month and **17** fire related calls.

## Public Service by the Numbers

City Manager's Office has handled **154** citizen requests.

DFD has conducted **92** CPR certifications.

January – September 2022

**52** Funerals held at Calvary Cemetery.  
We average **10** burials per month.

**6,950** patrons have visited the Aquatic Center.

Library has circulated **10,004** library materials in nine months, averaging **1,112** per month.

**28** Special Event Permits have been issued.

**812** patrons have used the online registration platform for Recreational and Aquatic Programs.

Housing allocates **193** Section 8 Vouchers and assists on average, **162** households in our community.

Library has greeted **25,869** patrons coming through their entry gate: about **2,874** on average per month.

