NOTICE OF MEETING OF THE SAN LUIS ECONOMIC DEVELOPMENT COMMISSION

In accordance with Section 38-431.01 of the Arizona Revised Statutes of the State of Arizona, notice is hereby given that the Economic Development Commission of the City of San Luis, Arizona, will hold a regular commission meeting at 4:00 p.m., Thursday, July 16, 2026. The meeting will take place at the San Luis Council Chambers, located at 1090 East Union Street, San Luis, Arizona, 85349. Everyone from the public is invited to attend the open meeting.

In accordance with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973, the City of San Luis does not discriminate on the basis of disability in the admission of access to or treatment of employment in its programs, activities, or services. For information regarding rights and provisions of the ADA or Section 504, or to request reasonable accommodations for participation in City programs, activities, or services, contact: ADA/Section 504 Coordinator, City of San Luis Human Resources Department, 1090 East Union Street, San Luis, Arizona 85349: (928) 341-8520.

Notice is hereby given that pursuant to A.R.S. § 1-602.A.9 , subject to certain specified statutory exceptions, parents have a right to consent before the State or any of its political subdivisions make a video or audio recording of a minor child. Meetings of the Economic Development Commission are audio and/or video recorded, and, as a result, proceedings in which children are present may be subject to such recording. Parents in order to exercise their rights may either file written consent with the City Clerk to such recording, or take personal action to ensure that their child or children are not present when a recording may be made. If a child is present at the time a recording is made, the City will assume that the rights afforded parents pursuant to A.R.S. §1-602.A.9 have been waived.

This notice is given by:

/s/ Yigal Duarte, Economic Development Assistant

AVISO DE JUNTA DE LA COMISION DE DESARROLLO ECONOMICO DE SAN LUIS

De acuerdo con los Estatutos del Estado de Arizona A.R.S. § 38-431.01, se le informa a los miembros de la Comisión de Desarrollo Económico de San Luis y al público en general que la Comisión de Desarrollo Económico de San Luis tendrá una Junta Regular a las 4:00 p.m., el día jueves, 16 de Julio, 2026. La junta se llevara a cabo en el Sala del Cabildo ubicado en el 1090 East Union Street, San Luis, Arizona, 85349. El público está cordialmente invitado a la junta.

De acuerdo con el Acta de Americanos con Discapacidades y la Sección 504 del Acta de Rehabilitación de 1973, la Ciudad de San Luis, Arizona no discrimina por causa de discapacidad la admisión y acceso a sus programas, actividades, servicios o en el trato en cuanto a empleo. Para más información referente a derechos y provisiones del Acta de Americanos con Discapacidades o Sección 504, o para solicitar adaptaciones que sean razonables para la participación en programas, actividades o servicios de la Ciudad, contactar al: Coordinador del Acta de Americanos con Discapacidades/Sección 504, Departamento de Recursos Humanos de la Ciudad de San Luis, Arizona, ubicado en el 1090 E. Union Street, San Luis, Arizona, 85349; (928) 341-8520.

Por medio de este aviso y de acuerdo con los Estatutos del Estado de Arizona A.R.S § 1-602.A.9, sujeto a ciertas excepciones reglamentarias, los padres de familia tienen el derecho de dar el consentimiento ante el Estado o cualquiera de sus subdivisiones políticas para hacer una grabación de audio o video de su hijo menor de edad. Las juntas de la Comisión de Desarrollo Económico de San Luis se graban en audio y/o video y como resultado, el hecho de que haya menores presentes puede ser sujeto a que sean grabados. Para que los padres de familia puedan ejercer sus derechos pueden dar el consentimiento por escrito con la Secretaria de la Ciudad a tal grabación, o tomar acción personal para asegurarse que su hijo menor no esté presente cuando la grabación se lleve a cabo. Si un menor de edad está presente en el momento de la grabación, la Ciudad asumirá que los padres de familia están cediendo los derechos sobre una posible grabación de acuerdo con los Estatutos del Estado de Arizona A.R.S. § 1-602.A.9.

Este aviso es dado por:

/f/ Yigal Duarte, Asistente de Desarrollo Economico

AGENDA
San Luis Economic Development Commission
Regular Meeting
San Luis Council Chambers
1090 E. Union Street
San Luis, AZ 85349
Thursday, July 16, 2026
4:00 P.M.

PLEASE NOTE THAT BOARD MEMBERS MAY ATTEND THIS MEETING BY TELEPHONIC COMMUNICATION. *If authorized by a majority vote of the Board of Directors, an executive session will be held immediately following the vote in accordance with A.R.S. §38-431.03(A) and the meeting will be temporarily recessed while the Board retires to executive session which will not be open to the public.*

1. CALL TO ORDER/ROLL CALL

2. PLEDGE OF ALLEGIANCE

3. CONSENT AGENDA
All matters are considered to be routine by the Commission and will be enacted by one motion. If discussion is desired, that item will be removed from the Consent Agenda and will be considered separately.

3. A. APPROVAL OF MINUTES
-Regular San Luis Economic Development Commission meeting held on February 04, 2026.

4. DISCUSSION AND POSSIBLE ACTION ITEMS:

4. A. Discussion and possible action on any and all matters regarding the election of a Chair for the San Luis Economic Development Commission. (**Armando Esparza, Director of Economic Development)**

4. B. Discussion on any and all matters regarding the election of a Vice-Chair for the San Luis Economic Development Commission. (**Armando Esparza, Director of Economic Development)**

4. C. Discussion and possible action on any and all matters regarding recommendations for the City of San Luis Approved Artist List for the Public Art Program. **(Armando Esparza, Director of Economic Development)**

4. D. Discussion and possible action on any and all matters regarding proposed updates to the San Luis Business Incubator Program Policies and Procedures. **(Armando Esparza, Director of Economic Development)**

4. E. Discussion and possible action on any and all matters regarding updates from the Economic Development Director, followed by discussion among San Luis Economic Development Commission (SLEDC) members. **(Armando Esparza, Director of Economic Development)**

5. ADJOURNMENT

AGENDA ITEM REVIEW FORM

San Luis Economic Development Commission Meeting **3. A.**

Meeting Date: 07/16/2026

Summary

APPROVAL OF MINUTES

-Regular San Luis Economic Development Commission meeting held on February 04, 2026.

Attachments

Minutes

MINUTES
San Luis Economic Development Commission
Regular Meeting
San Luis Council Chambers
1090 E. Union Street
San Luis, AZ 85349
Wednesday, February 4, 2026
4:00 p.m.

MEMBERS OF THE COMMISSION WILL ATTEND EITHER IN PERSON, TELEPHONE, OR VIDEO CONFERENCE COMMUNICATION.

1. **CALL TO ORDER/ROLL CALL**
   Chairman Jesus Carrillo called the San Luis Economic Development Commission meeting to order at approximately 4:00 p.m.

   ROLL CALL

   PRESENT: Jesus Carrillo, Chairman
   Abraham Andrade, Commission Member
   Oscar Franco, Commission Member
   Mary Carmen Lopez, Commission Member
   Linda Padilla, Commission Member
   Octavio Ramirez, Commission Member

   OTHERS PRESENT: Sonia Cornelio, City Clerk
   Armando Esparza, Director of Economic Development & Government Affairs
   Yigal Duarte, Economic Development Assistant
   Mike Goman, Principal, Advisory & Development Services for Goman+York (joined virtually)
   John Hart, Senior Vice President, Managing Director, Southwest Region, for Goman+York (joined virtually)
   Dusty McMahan, Senior Vice President, Managing Director, Planning & Design, for Goman+York (joined virtually)
   Jose Antonio Maldonado, Video Production Specialist
   Albert Moreno, I.T. Technician
   Rogelio Martinez, Administrative Coordinator for Economic Development

   ABSENT: Salma Marrufo, Vice Chair

2. **PLEDGE OF ALLEGIANCE**

   The Pledge of Allegiance was led by Chairman Carrillo.

3. **PRESENTATIONS**

Chairman Carrillo welcomed Commission Member Ramirez as the new member of the San Luis Economic Development Commission replacing former Commission Member Eric Jones.

3.A. Presentation by the Yuma County Chamber of Commerce. **(Valeria Vazquez, Marketing Coordinator)**

Item 3.B was presented first.
Armando Esparza provided a brief introduction to Ms. Valeria Vazquez, Marketing Coordinator for the Yuma County Chamber of Commerce, who will be presenting on how the Yuma County Chamber of Commerce supports businesses across the county and the impact of the collaboration with the City of San Luis Economic Development Department to strengthen our local business community.

Ms. Vazquez thanked the Commission for their time and introduced two Yuma County Chamber Ambassadors that accompanied her, Rebeca Melgoza from Realty Executives and Susan James from Susan James Insurance.

Ms. Vazquez provided information on the history and mission for the Yuma County Chamber of Commerce.

Ms. Vazquez provided information on why the Chamber matters to economic development and addressed the collaboration and focus with both San Luis and South County to increase the Chamber's presence and outreach.

Ms. Vazquez presented information on Chamber benefits and current collaborations with both the Mexican Consulate in Yuma and with Adrian Fontes, Arizona Secretary of State.

Ms. Vazquez highlighted the use of hosting events as economic tools, for example the Good Morning Yuma event and the Member Mixers.

Ms. Vazquez introduced the Chamber Ambassador Program and invited Ms. Melgoza dn Ms. James to the podium to speak about their duties and experiences as active Chamber Ambassadors.

Ms. Vazquez concluded her presentation by opening the floor for any comments or questions from Commission Members. Commission Member Andrade inquired about the number of active members with the Yuma County Chamber of Commerce. Ms. Vasquez replied by stating that though she does not have the exact number, the number of members exceeds 800. Mr. Esparza commented that recent visits to San Luis businesses confirmed that not many businesses are familiarized or enrolled with the Yuma County Chamber of Commerce.

Commission Member Andrade asked how the Chamber is engaging the South County Businesses to be recruit new members. Ms. Vazquez responded that as the only Spanish speaker within her team and through her role as Marketing Coordinator, she is working together with the South County municipalities to reach out to small business owners and provide the bilingual information to any potential prospects who are interested in becoming members of the Chamber.

Commission Member Andrade asked about any upcoming Chamber events. Ms. Vazquez and Mr. Esparza responded by informing Commission Members that a mixer is scheduled for the month of April in observance of the National Small Business week, where local businesses who are active

members of the Chamber will be selected to present their business to anyone attending the event. Mr. Esparza also mentioned that a Good Morning Yuma event is being planned for August.

Chairman Carrillo moved to read item number 4. Consent Agenda.

3.B. Presentation on Roberts Rules of Order by City of San Luis City Clerk's Office. **(Sonia Cornelio, City Clerk)**

This item was presented before item 3.A. (Presentation given at 4:02PM)

Ms. Cornelio presented guidance and information given to appointed members of the different boards and commissions for the City of San Luis, as well as information on Open Meeting Law.

Ms. Cornelio began her presentation by explaining the process on how to run a board or commission meeting. Ms. Cornelio mentioned the importance of: having compliance with state's Open Meeting Law by posting a public notice with an agenda at least 24 hours before the meeting is conducted; maintaining proper minutes (including executive sessions); follow standard parliamentary procedure like "Robert's Rules of Order" for structure (call to order, quorum, agenda approval, discussions, and adjournment); and, keeping discussions focused, respectful, and productive to support informed decision making.

Ms. Cornelio continued to explain the conduct of board/commission meetings by defining the roles of each committee member. Ms. Cornelio mentioned that the Chair is the presiding officer at board/commission meetings; in the absence of the Chair, the Vice Chair presides; in the absence of the Chair and Vice Chair, the Board/Commission Clerk will open the meeting and ask that a member be appointed as the presiding officer; and a motion is needed to appoint one, after the Acting Chairperson is selected, he/she may proceed with the Roll Call and the remaining agenda items.

Next, Ms. Cornelio described the actions to be taken as the meeting progresses. Ms. Cornelio mentioned that after the Chair calls the meeting to order and the Board/Commission Clerk has called the roll and read the minutes of the previous meeting, the Chair as presiding officer is responsible for moving the meeting along by announcing the next order of business.

Ms. Cornelio explained that the Chair is responsible for encouraging everyone to be heard and to place limitations in order to avoid meaningless debate. Particularly when controversial questions or matters are before the Board/Commission. It will be up to the Chair in most cases to handle this type of situation as he or she best sees fit. The Chair should follow the prepared agenda as much as possible.

Ms. Cornelio added that when deviations from the prepared agenda occur, the Chair should clearly announce that the Board/Commisssion has decided to rearrange the agenda or not consider a particular item at the meeting for the information of those residents in attendance as well as other members of the Board/Commission. When changing the order of discussion, it must be done so as not to prevent or deny any member of the public the opportunity to listen to the discussion of any agenda item.

Ms. Cornelio stated that anyone addressing the Board/Commission, including members of the Board/Commission, should address themselves to the Chair and wait until they are recognized before proceeding further.

Ms. Cornelio summarized the following steps to follow when conducting a Board/Commission meeting:

- Call to Order
    - Start Promptly at the scheduled time.
- Approve Minutes
    - Approve the past minutes.
- Follow Agenda
    - Stick to the planned order (reports, old/new business)
- Guide Discussion
    - Chair leads, ensures focus, prohibits interruptions/personal attacks
- Record Minutes
    - Take notes for public session and executive session, noting motions, votes, and presenters
- Public Comment
    - If applicable, limit time for member comments
- Adjourn
    - Formally end the meeting

Ms. Cornelio presented the basic steps for addressing motions. When calling a motion, a member of the Board/Commission will address the Chair, wait to be recognized, and make the motion. Once made, a second member of the Board/Commission seconds the motion. After being seconded, the Chair will state the motion, open the floor for discussion, ask the question, take votes, and state the results.

Ms. Cornelio continued and presented the City of San Luis Code of Conduct. It states that "the City has established several Boards and Commissions as a means of gathering more community input. Citizens who serve on Boards and Commissions become more involved in government and serve as advisors to the Council. They are a valuable resource to the City's leadership and should be treated with appreciation and respect".

Ms. Cornelio highlighted that the Code of Conduct quotes "It all comes down to respect". Ms. Cornelio provided examples of improper conduct when having a meeting. These include showing antagonism or hostility, deliberately lying or misleading, speaking recklessly, spreading rumors, stirring up bad feelings, divisiveness, and acting in a self-righteous manner. Ms. Cornelio stated that the key standard is to ensure appropriateness in content, tone, and volume. Ms. Cornelio offered consideration of the scenario "if this was said by an employee, would they be disciplined for harassment, hostility in the work environment, bullying, etc.?".

Ms. Cornelio presented information about the Open Meeting Law (OML). OML is an Act that mandates open deliberations and proceedings and prohibits public bodies from making decisions in secret. For additional information, refer to A.R.S. §§ 38-431- to 38-431.09. It also reflects Arizona's strong public policy favoring transparency including open public meetings, and advance meeting notices through agendas that reasonably inform the public of the matters to be discussed or decided.

Ms. Cornelio emphasized the importance of having OML is to ensure that official deliberations and proceedings are conducted openly, maximizing public access and participation in government decision making. Therefore, as all meetings should be open to the public, all people who desire shall be allowed to attend and listen to the deliberations and proceedings. All legal actions of public

bodies shall occur in a public meeting to promote transparency by shedding light on government activities.

Ms. Cornelio added that actions taken in violation of the OML are null and void. Violations may result in an investigation by the Attorney General. The individual officer, not the public body, may face civil and monetary penalties, including monetary fines with increase penalties for repeat violations, payment of court costs to enforce the law, attorneys' fees public funds may not be used to defend an officer found in violation, and removal of the officer from office.

Ms. Cornelio explained that OML applies when both of the following elements are true: you are part of a "public body", and the public body is a "meeting". Thus, responding the questions of what is a "public body" and what constitutes a "meeting". Under OML, a "public body" as boards and commissions of the state or its political subdivisions, multimember governing bodies, quasi-judicial bodies, and committees or subcommittees which can be a standing, special, or advisory committee created by a public body. A "meeting" is defined as when a quorum discusses, proposes, or takes legal action. A quorum is a majority of the members of the public body, unless otherwise noted in statues or government documents. For example, for a seven-member body, four members constitute a quorum. Vacancies or absences do not reduce the number of commission members present to have a forum. For example, a seven-member body with one vacancy, four members are still required for a quorum.

Ms. Cornelio mentioned for OML purposes, a "meeting" can happen in person, virtually, via email, via text or social media message, via telephone conversation, or through any series of messages passed from one person to the next. Ms. Cornelio addressed that the bottom line is that a meeting occurs whenever a quorum discusses, proposes, or takes legal action on public business.

Ms. Cornelio presented common OML pitfall when using emails and best practices to avoid OML violations.

Ms. Cornelio presented common OML pitfall when using social media and best practices to avoid OML violations.

Ms. Cornelio presented common OML pitfall when attending other meetings and best practices to avoid OML violations.

Ms. Cornelio provided information about calling a meeting and making sure it is conducted legally under OML. Ms. Cornelio added instructions as to how to conduct emergency meetings.

Ms. Cornelio presented information on conducting executive sessions.

Ms. Cornelio presented information on what to include in an agenda.

Ms. Cornelio stated who can serve on a City Board/Commission and provided examples as to why someone would want to be a member of a City Board/Commission.

Ms. Cornelio concluded by providing key takeaways of her presentation and by stating that the information presented stated the principal legislative and administrative responsibilities of the Boards/Commissions within our municipality. Ms. Cornelio also mentioned that Commission members are welcome to reach out to her for any questions or concerns.

Chairman Carrillo called for item 3.A. to be presented.

4. CONSENT AGENDA

4.A. APPROVAL OF MINUTES
- Regular San Luis Economic Development Commission meeting held on October 01, 2025.

MOTION: Commission Member Franco called a motion to approve the minutes for October 01, 2025. Chairman Carrillo second it. Motion passed unanimously.

The vote was as follows:

Chairman Carrillo	Aye
Commission Member Andrade	Aye
Commission Member Franco	Aye
Commission Member Padilla	Aye
Commission Member Lopez	Aye
Commission Member Ramirez	Aye

5. DISCUSSION AND POSSIBLE ACTION ITEMS:

5.A. Discussion and update on the Cesar Chavez Blvd State Land Commercial Development Project. **(Armando Esparza, Director of Economic Development and Goman + York)**

Mr. Esparza began the presentation by providing brief background information on the Cesar Chavez Boulevard State Land Commercial Development Project and introduced members of Goman + York consulting group: Mike Goman, *Principal of Advisory & Development Services*, John Hart, *Senior Vice President and Managing Director for the Southwest Region*, and Dusty McMahan, *Senior Vice President and Managing Director for Planning & Design*, who joined virtually.

Mr. Goman provided a summary of the services provided by Goman + York and addressed the collaboration, commitment, and scope of work that is being worked on with Mr. Esparza on the Cesar Chavez Boulevard State Land Commercial Development Project.

Mr. Hart followed the presentation by providing a view of the preliminary findings and a planning level concept of what the project's outcome will be. Mr. Hart assured that all gathered information will be validated using additional market data, redefined assumptions, and City input, ensuring the feasibility and sustainability of the project.

Mr. MacMahan provided detailed information on the slides that were presented to Commission Members which displayed milestones, current, and future projects that the City has completed or are in development. Mr. MacMahan explained how these slides could be used by the City whenever discussions with real estate committees or real estate tenant agencies take place.

Mr. Goman concluded the presentation by reminding Commission members that further data and concepts are being gathered and considered before a final presentation is made available to Mr. Esparza.

Mr. Esparza commented on the purpose for the project and what the expectations are for future development in San Luis.

Mr. Esparza concluded by opening the floor to any questions from Commission Members.

Commission Member Lopez commented on difficulties business owners are faced with when searching for suitable locations to establish their business in San Luis. Commission Member Lopez expressed interest in looking at the updated report and how it will address this concern.

5.B. Discussion and update on the City of San Luis's Public Art Program. **(Armando Esparza, Director of Economic Development).**

Chairman Carrillo moved to item number 5.D.

Mr. Esparza began the presentation by thanking Commission Members for their help with the Historic Preservation and Art Plan, and provided an update on the support by City Council.

Mr. Esparza moved to provide an update on the Public Art Program timeline and next steps. Mr. Esparza added information about the funding opportunities and sources that will be used for this project. Mr. Esparza listed the potential locations for the art to be placed.

Mr. Esparza concluded by stating that work is currently focused on the Request For Proposals (RFPs) to gather information on local artists that are interested in participating in this project.

Commission Member Ramirez commended the work that is being done and suggested reaching out to San Luis High School's art program for potential candidates/participants.

Commission Member Lopez inquired about reaching out and prioritizing local artists for this project. Mr. Esparza confirmed that the project will allow for both local and regional artists to participate as the project will provide opportunities for different types of art to be employed in this project.

Commission Member Padilla suggested opening the poll to community input as there are many talented artists that can participate in this project, for example a design competition. Mr. Esparza suggested the creation of an "arts subcommittee" within the Economic Development Commission to provide budget recommendations, review artist proposals, and promote the program.

Commission Member Franco commented on the importance of applying art to a building as means to add to the building rather than simply covering the building. Mr. Esparza assured that conversations with both Parks and Recreation and Public Works will take place to ensure the criteria and requirements are met prior to applying art to a building or location.

5.C. Discussion and update of current projects from Economic Development Director. **(Armando Esparza, Director of Economic Development)**

Mr. Esparza provided updates on the Revitalization Action Plan and the National Register Nomination Work and Grant project and described the timeframe for the next steps that will take place.

Mr. Esparza provided information about a Business & Property Owner Priorities Survey that will be sent to business and property owners to address community needs and be able to provide assistance and service when needed.

Mr. Esparza concluded the presentation by providing the dates for upcoming events.

5.D. Discussion and possible action on any and all matters regarding the assignment of Commission members to review and recommend updates to the Economic Development Commission Bylaws. **(Armando Esparza, Director of Economic Development)**

Mr. Esparza began the presentation by requesting assistance from Commission Members to form a small team to review and update the Economic Development Commission Bylaws.

Chairman Carrillo asked if any of the Commission Members in attendance would like to volunteer for this project. Commission Member Franco, Commission Member Padilla, and Commission Member Carrillo agreed to volunteer.

MOTION: Chairman Carrillo called a motion to appoint Commission Member Franco, Commission Member Padilla, and Vice Chair Marrufo to serve as the bylaws review work group in coordination with Economic Development staff to review and recommend updates to the Commission's bylaws. Commission Member Lopez second it. Motion passed unanimously.

The vote was as follows:

Chairman Carrillo	Aye
Commission Member Andrade	Aye
Commission Member Franco	Aye
Commission Member Padilla	Aye
Commission Member Lopez	Aye
Commission Member Ramirez	Aye

Chairman Carrillo returned to item number 5.B.

6. ADJOURNMENT

MOTION: Commission Member Franco called a motion to adjourn the meeting at 5:21p.m. Commission Member Lopez second it. Motion passed unanimously.

The vote was as follows:

Chairman Carrillo	Aye
Commission Member Andrade	Aye
Commission Member Franco	Aye
Commission Member Padilla	Aye
Commission Member Lopez	Aye
Commission Member Ramirez	Aye

APPROVED:

_____
Jesus Carrillo, Chairman

ATTEST:

_____
Yigal Duarte, Economic Development Assistant

CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the San Luis Economic Development Commission meeting of the City of San Luis, Arizona, held on April 16, 2025. I further certify that the meeting was duly called and held and that a quorum was present.

_____
Yigal Duarte, Economic Development Assistant

ECONOMIC DEVELOPMENT COMMISSION AGENDA ITEM REVIEW FORM

San Luis Economic Development Commission Meeting **4. A.**

Meeting Date: 07/16/2026

Department Head: Armando Esparza, Director of Economic Development, Economic Development

Submitted By: Yigal Duarte, Economic Development Assistant, Economic Development

ITEM:

Discussion and possible action on any and all matters regarding the election of a Chair for the San Luis Economic Development Commission. (**Armando Esparza, Director of Economic Development)**

SUMMARY:

The San Luis Economic Development Commission annually elects a Chair from among its members to preside over meetings and perform the duties outlined in the Commission Bylaws. Article IV of the San Luis Economic Development Commission Bylaws provides that the Commission shall elect a Chair annually from among its members during the annual meeting. The Chair serves a one-year term and is responsible for presiding over meetings, appointing committees, and carrying out other duties assigned by the Bylaws.

The Commission will nominate members and conduct an election for the role of Chair for Fiscal Year 2026-2027.

STAFF RECOMMENDATION:
Staff recommends that the Commission nominate and elect a Chair in accordance with the Commission Bylaws.

RECOMMENDATION / SUGGESTED MOTION:

I MOVE TO ELECT _____ AS CHAIR OF THE SAN LUIS ECONOMIC DEVELOPMENT COMMISSION FOR A ONE-YEAR TERM.

Attachments

SLEDC Bylaws

CITY OF SAN LUIS

ECONOMIC DEVELOPMENT COMMISSION

BYLAWS

(Effective September 24, 2014. Updated October 16, 2024)

ARTICLE I: Name

A. The organization shall be known as the San Luis Economic Development Commission (SLEDC), hereafter referred to as the "Commission".

ARTICLE II: Mission

A. The mission of the Commission is to promote sustainable and economic growth through economic development programs, partnerships, and innovative opportunities to create quality jobs and expand the commercial and industrial tax base.

To support this mission, the Commission will:

1. Collaborate in the creation and regular review of an economic development strategic plan, recommending its adoption to the San Luis City Council;
2. Serve as an advisory board to the San Luis Business Incubator, recommending potential tenants and aligning incubation strategies with targeted industries;
3. Review and advise on significant projects, including those focusing on downtown revitalization and arts and culture enhancement;
4. Provide a platform for dialogue among business, government, education, and cultural leaders.
5. Annually review and recommend updates to the economic development strategic plan to reflect evolving community needs and opportunities;
6. Support and advise the Economic Development Department on initiatives that promote community identity and cultural heritage;
7. Monitor and evaluate year-over-year changes in employment, commercial and industrial tax base, and cultural activities.

ARTICLE III: Membership

A. Advertisement, Nomination and Confirmation Processes:

1. Vacancies will be advertised in accordance with the San Luis City Council standards and accepted process for advertising vacancies to the appointed commissions, committees and boards.
2. Letters of interest, applications, and/or resumes will be submitted to and tracked by the Economic Development Department.

3. Members of the Economic Development Commission are encouraged to foster interest among community members in applying for vacancies.
4. The Economic Development Director will review applications to ensure they meet the advertised vacancy qualifications.
5. Letters of interest/resumes/applications will be sent to the Economic Development Department for review and recommendation to the San Luis City Council.
6. Economic Development Department staff will nominate individuals to the SLEDC.
7. Confirmations will typically occur at the following San Luis City Council meeting.
8. New members will receive an appointment letter from the Economic Development Department.
9. Members of the SLEDC serve at the pleasure of the council and can be removed by the city council.

B. Membership Categories

Two types of members-Voting Members are appointed by the San Luis City Council and Non-Voting Standing Advisory Members.

I. Voting Members (7):
Voting members shall be appointed through the process described above. The following industry clusters serve only as guidelines for member representation. Membership is not restricted to these clusters, however, and, at any given time, there can be more than one member from a cluster, however, it's recommended that a diversification of membership be considered as voting membership:

a. Aviation/Transportation/Logistics
b. Financial Banks
c. Healthcare/Pharmaceuticals/Healthcare
d. Education and Workforce
e. Commercial real estate broker
f. Retail
g. Information and Communications Technology
h. Data Centers
i. Small Business and Entrepreneurship
j. Arts, Culture, and Community Revitalization
k. Developer
l. Industrial

C. Membership qualifications

a. Appointees should be residents of San Luis, Arizona, and/or
b. Appointees should be licensed businessmen within the city limits, and/or

c. Appointees should have an interest in quality development and growth of economic development for the community of San Luis, Arizona.

D. Voting Membership Terms

Members shall serve for a four (4) year term; the term should be staggered, with three (3) members appointed once year, and four (4) the following year upon the expiration date of the appointments. If new Commissioner is appointed in the middle of the term, the Commissioner appointed will finish the term of the person replaced. No voting member shall be eligible to serve more than two consecutive terms, except new members selected to fill the unexpired four-year terms of departing members.

E. Attendance and Possible Removal of Voting Members

Regular attendance by all voting members is expected at Committee and full Commission meetings. Members who miss three or more full Commission meetings during a given year may be requested by the City Council, upon recommendation of the SLEDC, to resign from the SLEDC.

2. Non-voting Standing Advisory Members

The following shall serve on the Commission as Standing Advisory Members; however, they serve with no term limitation and no voting rights,

a. San Luis City Manager;
b. San Luis Economic Development Director;
c. Chairman or designee of the Yuma County Chamber of Commerce;
d. Mayor of the San Luis City Council;
e. Chairman or designee of the Greater Yuma Economic Development Corporation;
f. Executive Director of the Greater Yuma Port Authority

ARTICLE IV: Officers

A. Officers

The officers shall consist of a Chair and a Vice-Chair selected from among the voting members at the annual meeting of the Commission in June of each year. In nominating and electing Officers, the Commission shall receive nominations from the floor and shall elect its officers.

B. Term of Officers

Officers shall serve a term of one year from the June meeting at which they are elected until their successors are fully elected the following June. Officers may be elected for no more than two additional consecutive one-year terms. While not binding, it is a general guide that the chair will serve a minimum of two consecutive one-year terms.

C. Responsibilities of the Chair

The Chair shall preside at all meetings of the Commission, authorize calls for any special meetings, appoint all committees, execute all documents authorized by the Commission, serve as an ex-officio voting member of all committees, make committee assignments, set agendas for Commission meetings, and generally perform all duties associated with that office.

D. Responsibilities of the Vice-Chair

The Vice-Chair, in the event of the absence or disability of the Chair or vacancy in that office, shall assume and perform the duties of the Chair. Additionally, the Vice-Chair shall serve as a Chair of the Executive Committee.

E. Vacancies and Special Elections

In the event of a vacancy in either office, a special election may be held to fill the position for the remainder of the term.

ARTICLE V: Meetings

A. Regular Meetings

Regular meetings shall be held every quarter. The date, hour, and location of those meetings are to be set by the Chair. Proceedings of all meeting of the full Commission shall, to the greatest extent possible, be governed by Robert's Rules of Order.

B. Annual Meeting

The Annual Meeting, which shall be for the purpose of the election of officers, shall be held at the time of the Regular meeting in June of each year.

C. Special Meeting

Special Meetings may be called by the Chair or at the request of three members, for the transaction of business as stated in the call for a special meeting.

D. Quorum/Voting

A quorum for the transaction of business at any Commission meeting shall consist of at least fifty-one percent of voting membership exclusive of any vacant seats. There shall be a quorum requirement of at least three (3) Committee members for a Committee meeting. Unless otherwise specified herein, all votes by the Commission shall be decided by the majority of those present at the time of the vote.

E. Minutes

The Economic Development Department staff will be responsible for taking minutes to reflect on the actions and recommendations of the Commission. Minutes shall be forwarded to all members within thirty days.

F. Director of Economic Development Participation

The Economic Development Director is not a member of the Commission, but he/she will serve as an ex-officio non-voting member. He/she may determine if a designee may attend on his/her behalf and if other departmental staff are needed on an occasional basis to provide technical assistance and professional expertise. All documentation and requests of meetings/ committees shall go through the Economic Development Department for processing.

G. Meeting Cancelation

Any regular or special meetings of the Commission or its Committees, are to be held on a day on which, due to inclement weather, will be canceled. The substitute date, hour, and location, if any, of such meeting will be set by the Chair of that meeting.

ARTICLE VI: Committees

A. Executive Committee

The Executive Committee is composed of the Chair and Vice-Chair of the Commission and two Executive Officers who are nominated by the Chair and Vice-Chair and then voted on by the full voting membership of the SLEDC. The two (2) ex-officio and non-voting members are the City Manager and the Director of Economic Development. Responsibilities include:

a. Provide support and advice to the commission relative to the mission and strategic plan directed by the city council;
b. Exercise oversight of the Commission activities, provide a forum for discussion and resolution of the Commission issues and disputes, and provide general management services to the full commission;
c. Plan and implement the orientation program for the new commission members and;
d. Report on the Commission activities, furnish information, and provide recommendations to the City Council or the appropriate Committee relative to programs and policies affecting the economic growth and development of the City of San Luis.

B. Ad Hoc Committee

Ad hoc committees may be created but must be recommended to and approved by the San Luis City Council. At the time of recommendation, the SLEDC must provide an

overview of the purpose, the expected goal or result and the estimated term of each AD Hoc Committee. The Chairman of the SLEDC appoints members to each Ad Hoc Committee. Appointed members do not necessarily need to be Commissioners; they can be members of the community.

C. Past Chairs

Past Chairs of the SLEDC continue to be engaged and can offer sound and valuable insight and perspective. To maintain the involvement of past SLEDC Chairs and to generate dialogue and discussion concerning economic development, the SLEDC should host a meeting that includes past Chairs approximately every year.

ARTICLE VII: Amendments

Substantive changes to these bylaws require approval by the San Luis Economic Development Commission.

ARTICLE VIII: Conflict of Interest

A Commissioner should abstain from voting on any matters that may present a conflict of interest. Failure of a Commissioner to abstain from voting where a conflict of interest may exist could result in a recommendation of removal from the Commission. As per State Law Commissioners are subject to Stature Control.

ARTICLE IX: Confidentiality

Topics discussed, which include all negotiations with prospectus relating to the development of new and /or expanding businesses and/or business operations, during all regular meetings, special meetings and executive sessions are strictly confidential. All matters considered confidential will be discussed outside of meetings only with other members of the Commission, the City Manager, Economic Development Director, City Council members and/or designated staff, as appropriate. Breaches of confidentiality could result in recommendation of removal from the Commission.

ECONOMIC DEVELOPMENT COMMISSION AGENDA ITEM REVIEW FORM

San Luis Economic Development Commission Meeting **4. B.**

Meeting Date: 07/16/2026

Department Head: Armando Esparza, Director of Economic Development, Economic Development

Submitted By: Yigal Duarte, Economic Development Assistant, Economic Development

ITEM:

Discussion on any and all matters regarding the election of a Vice-Chair for the San Luis Economic Development Commission. (**Armando Esparza, Director of Economic Development)**

SUMMARY:

The San Luis Economic Development Commission annually elects a Vice-Chair from among its members to preside over meetings and perform the duties outlined in the Commission Bylaws. Article IV of the San Luis Economic Development Commission Bylaws provides that the Commission shall elect a Vice-Chair annually from among its members during the annual meeting. The Vice-Chair serves a one-year term and assumes the duties of the Chair when the Chair is absent or unable to serve.

The Commission will receive nominations from the floor and conduct an election for the position of Vice-Chair for Fiscal Year 2026-2027.

STAFF RECOMMENDATION:

Staff recommends that the Commission nominate and elect a Vice-Chair in accordance with the Commission Bylaws.

RECOMMENDATION / SUGGESTED MOTION:

I MOVE TO ELECT _____ AS VICE-CHAIR OF THE SAN LUIS ECONOMIC DEVELOPMENT COMMISSION FOR A ONE-YEAR TERM.

Attachments

SLEDC Bylaws

CITY OF SAN LUIS

ECONOMIC DEVELOPMENT COMMISSION

BYLAWS

(Effective September 24, 2014. Updated October 16, 2024)

ARTICLE I: Name

A. The organization shall be known as the San Luis Economic Development Commission (SLEDC), hereafter referred to as the "Commission".

ARTICLE II: Mission

A. The mission of the Commission is to promote sustainable and economic growth through economic development programs, partnerships, and innovative opportunities to create quality jobs and expand the commercial and industrial tax base.

To support this mission, the Commission will:

1. Collaborate in the creation and regular review of an economic development strategic plan, recommending its adoption to the San Luis City Council;
2. Serve as an advisory board to the San Luis Business Incubator, recommending potential tenants and aligning incubation strategies with targeted industries;
3. Review and advise on significant projects, including those focusing on downtown revitalization and arts and culture enhancement;
4. Provide a platform for dialogue among business, government, education, and cultural leaders.
5. Annually review and recommend updates to the economic development strategic plan to reflect evolving community needs and opportunities;
6. Support and advise the Economic Development Department on initiatives that promote community identity and cultural heritage;
7. Monitor and evaluate year-over-year changes in employment, commercial and industrial tax base, and cultural activities.

ARTICLE III: Membership

A. Advertisement, Nomination and Confirmation Processes:

1. Vacancies will be advertised in accordance with the San Luis City Council standards and accepted process for advertising vacancies to the appointed commissions, committees and boards.
2. Letters of interest, applications, and/or resumes will be submitted to and tracked by the Economic Development Department.

3. Members of the Economic Development Commission are encouraged to foster interest among community members in applying for vacancies.
4. The Economic Development Director will review applications to ensure they meet the advertised vacancy qualifications.
5. Letters of interest/resumes/applications will be sent to the Economic Development Department for review and recommendation to the San Luis City Council.
6. Economic Development Department staff will nominate individuals to the SLEDC.
7. Confirmations will typically occur at the following San Luis City Council meeting.
8. New members will receive an appointment letter from the Economic Development Department.
9. Members of the SLEDC serve at the pleasure of the council and can be removed by the city council.

B. Membership Categories

Two types of members-Voting Members are appointed by the San Luis City Council and Non-Voting Standing Advisory Members.

I. Voting Members (7):
Voting members shall be appointed through the process described above. The following industry clusters serve only as guidelines for member representation. Membership is not restricted to these clusters, however, and, at any given time, there can be more than one member from a cluster, however, it's recommended that a diversification of membership be considered as voting membership:

a. Aviation/Transportation/Logistics
b. Financial Banks
c. Healthcare/Pharmaceuticals/Healthcare
d. Education and Workforce
e. Commercial real estate broker
f. Retail
g. Information and Communications Technology
h. Data Centers
i. Small Business and Entrepreneurship
j. Arts, Culture, and Community Revitalization
k. Developer
l. Industrial

C. Membership qualifications

a. Appointees should be residents of San Luis, Arizona, and/or
b. Appointees should be licensed businessmen within the city limits, and/or

c. Appointees should have an interest in quality development and growth of economic development for the community of San Luis, Arizona.

D. Voting Membership Terms

Members shall serve for a four (4) year term; the term should be staggered, with three (3) members appointed once year, and four (4) the following year upon the expiration date of the appointments. If new Commissioner is appointed in the middle of the term, the Commissioner appointed will finish the term of the person replaced. No voting member shall be eligible to serve more than two consecutive terms, except new members selected to fill the unexpired four-year terms of departing members.

E. Attendance and Possible Removal of Voting Members

Regular attendance by all voting members is expected at Committee and full Commission meetings. Members who miss three or more full Commission meetings during a given year may be requested by the City Council, upon recommendation of the SLEDC, to resign from the SLEDC.

2. Non-voting Standing Advisory Members

The following shall serve on the Commission as Standing Advisory Members; however, they serve with no term limitation and no voting rights,

a. San Luis City Manager;
b. San Luis Economic Development Director;
c. Chairman or designee of the Yuma County Chamber of Commerce;
d. Mayor of the San Luis City Council;
e. Chairman or designee of the Greater Yuma Economic Development Corporation;
f. Executive Director of the Greater Yuma Port Authority

ARTICLE IV: Officers

A. Officers

The officers shall consist of a Chair and a Vice-Chair selected from among the voting members at the annual meeting of the Commission in June of each year. In nominating and electing Officers, the Commission shall receive nominations from the floor and shall elect its officers.

B. Term of Officers

Officers shall serve a term of one year from the June meeting at which they are elected until their successors are fully elected the following June. Officers may be elected for no more than two additional consecutive one-year terms. While not binding, it is a general guide that the chair will serve a minimum of two consecutive one-year terms.

C. Responsibilities of the Chair

The Chair shall preside at all meetings of the Commission, authorize calls for any special meetings, appoint all committees, execute all documents authorized by the Commission, serve as an ex-officio voting member of all committees, make committee assignments, set agendas for Commission meetings, and generally perform all duties associated with that office.

D. Responsibilities of the Vice-Chair

The Vice-Chair, in the event of the absence or disability of the Chair or vacancy in that office, shall assume and perform the duties of the Chair. Additionally, the Vice-Chair shall serve as a Chair of the Executive Committee.

E. Vacancies and Special Elections

In the event of a vacancy in either office, a special election may be held to fill the position for the remainder of the term.

ARTICLE V: Meetings

A. Regular Meetings

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E. Minutes

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F. Director of Economic Development Participation

The Economic Development Director is not a member of the Commission, but he/she will serve as an ex-officio non-voting member. He/she may determine if a designee may attend on his/her behalf and if other departmental staff are needed on an occasional basis to provide technical assistance and professional expertise. All documentation and requests of meetings/ committees shall go through the Economic Development Department for processing.

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ARTICLE VI: Committees

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ARTICLE VIII: Conflict of Interest

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ARTICLE IX: Confidentiality

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ECONOMIC DEVELOPMENT COMMISSION AGENDA ITEM REVIEW FORM

San Luis Economic Development Commission Meeting **4. C.**

Meeting Date: 07/16/2026

Department Head: Armando Esparza, Director of Economic Development, Economic Development

Submitted By: Yigal Duarte, Economic Development Assistant, Economic Development

ITEM:

Discussion and possible action on any and all matters regarding recommendations for the City of San Luis Approved Artist List for the Public Art Program. **(Armando Esparza, Director of Economic Development)**

SUMMARY:

The City of San Luis adopted the *El Corazón de San Luis* Cultural and Economic Revitalization Plan, which identified public art, placemaking, and cultural investments as important tools to strengthen community identity, enhance public spaces, and support economic development efforts.

To support implementation of these initiatives, the Economic Development Department issued RFQ No. 2026-PIR-00000010 for the creation of a City of San Luis Approved Artist List. The RFQ was publicly advertised through the City's procurement platform and invited artists and artist teams to submit Statements of Qualifications, work samples, and related materials for consideration.

The City received seventeen (17) complete submissions from local, regional, and statewide artists representing a variety of artistic styles, backgrounds, and disciplines. The Approved Artist List will serve as a pre-qualified pool of artists that may be considered for future public art projects, murals, utility box wraps, gateway features, sculptures, placemaking initiatives, and other cultural programming. The RFQ generated seventeen responses, including artists and studios from San Luis, Yuma County, Phoenix, Chandler, Queen Creek, New York, and other communities. The responses are listed below in alphabetical order:

1. Afterleaf Eco LLC
2. Andrey Kravtsov
3. Arte K.F. Hugues
4. Brush It LLC
5. Cheri Reckers LLC
6. Del Corazon
7. Diamond
8. Ezequiel
9. Fernando
10. Independent Artist
11. Jessica Montoya
12. Melanie Munoz Art
13. Okawa Arts
14. Sheccid Ortiz
15. Spectacle
16. The Oxide Studio
17. The Sketchy Den

DISCUSSION:
Members of the Commission are asked to review the submitted qualifications and portfolios using the evaluation matrix provided by staff. Evaluation criteria include:

- Artistic Quality and Proposal Strength
- Relevant Experience
- Alignment with San Luis Identity and Vision
- Creativity and Conceptual Approach
- Capacity and Feasibility
- Community Engagement and Collaboration
- Local, Regional, and Binational Connection

The Commission's role is advisory and intended to help identify a broad and diverse pool of qualified artists for inclusion on the Approved Artist List. Recommendations will be forwarded to the San Luis City Council for final consideration and approval.

PUBLIC INPUT:
Members of the public and participating artists are invited to provide comments regarding the Public Art Program and Approved Artist List.

STAFF RECOMMENDATION:
Staff recommends that the Commission review the submitted qualifications, consider public input, evaluate artists using the approved scoring matrix, and provide a recommendation to the San Luis City Council regarding artists to be included on the City of San Luis Approved Artist List.

RECOMMENDATION / SUGGESTED MOTION:

I MOVE TO RECOMMEND THE FOLLOWING ARTISTS TO BE INCLUDED ON THE CITY OF SAN LUIS APPROVED ARTIST LIST: _____.

Attachments

Public Art Program RFP Responses
Cultural and Economic Revitalization Plan
Scoring Rubric

ECONOMIC DEVELOPMENT
CITY OF SAN LUIS, ARIZONA

PUBLIC ART PROGRAM – RFQ EVALUATION SHEET

Artist / Firm Name: _____

Reviewer Name: _____

Date: _____

EVALUATION STATEMENT

This evaluation tool is used to assist the San Luis Economic Development Commission in identifying a broad and diverse pool of qualified artists for inclusion on the City of San Luis Approved Artist List.

Scores are advisory in nature and are not intended to rank artists competitively or exclude participation. Recommendations are made collectively by the Commission approved by City Council, taking into consideration artistic diversity, community representation, and alignment with City goals.

SCORING MATRIX (TOTAL: 100 POINTS)

CATEGORY	DESCRIPTION	SCORE
Artistic Quality and Proposal Strength (25 pts)	Quality, originality, and visual impact of past work	_____ / 25
Relevant Experience (20 pts)	Experience with public, commissioned, or community-based projects	_____ / 20
Alignment with San Luis Identity & Vision (20 pts)	Connection to border identity, culture, community themes	_____ / 20
Creativity & Conceptual Approach (15 pts)	Innovation, originality, and artistic thinking	_____ / 15
Capacity & Feasibility (10 pts)	Ability to execute projects (timeline, budget, installation)	_____ / 10
Community Engagement & Collaboration (5 pts)	Experience working with communities or stakeholders	_____ / 5
Local / Regional / Binational Connection (5 pts)	Connection to San Luis, Arizona, or the greater region	_____ / 5
TOTAL SCORE		____ / 100

RECOMMENDATION

Include on Approved Artist List	☐
Not Recommended for Inclusion at This Time	☐

REVIEWER NOTES:

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[AFTERLEAF ECO LLC] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Afterleaf Eco LLC Response

CONTACT INFORMATION

Company:
Afterleaf Eco LLC

Email:
ilseabrilart@gmail.com

Contact:
Ilse Moreno

Address:
PO Box 33304
Phoenix, AZ 85067

Phone:
(602) 695-8974

Website:
ilseabril.com

Submission Date:
Jun 10, 2026 8:46 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 10, 2026 6:41 PM by Ilse Moreno

Addendum #2
Confirmed Jun 11, 2026 9:52 AM by Ilse Moreno

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

lise_Moreno.jpg

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
2. Any substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38-505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants that develops at any time during this contract will be immediately disclosed to the City of San Luis and Consultants.

Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

IlseAbrilSt_SOQ.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

IlseAbrilStu_Portfolio.pdf

CERTIFICATIONS SIGNATURE FORM

These Certifications (Civil Rights, Equal Employment Opportunity, Equal Opportunity for Workers with Disabilities – Section 503, Procurement of Recovered Materials, Access to Records and Records Retention, Conflict of Interest, Anti-Lobbying) are a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of these Certifications is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required Certifications shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Ilse Moreno	
(Typed Name of Official)	(Signature of Official)
Ilse Moreno	6/10/26
(Typed Name of Firm)	(Date)

ilseabrilart@gmail.com
www.ilseabril.com

ILSEABRIL STUDIO

STATEMENT OF QUALIFICATIONS RFQ NO. 2026-RFQ-00000001 CITY OF SAN LUIS PUBLIC ART PROGRAM

I am Ilse Abril, a multidisciplinary artist born near Mexicali and raised in San Luis Río Colorado on the border between the two languages and two ways of seeing the world.

My practice spans geometric portraiture, public murals and mixed-media installation. I work where cultural identity, color, and community meet and try to bring that practice to public spaces where it can be seen, felt and shared by the communities I come from.

The *El Corazón de San Luis Public Art Plan* describes a vision for art that reflects the city's border identity and cultural heritage. That is not a brief I need to interpret: It is a description of what I already make.
I am ready to contribute to the long-term vision of this city.

ARTISTIC SERVICES OFFERED

- Mural design and execution (interior and exterior)
- Public art installations
- Placemaking and community-based visual design
- Site-specific artwork reflecting local cultural heritage
- Bilingual artist engagement and community outreach

RELEVANT EXPERIENCE

- The Milk Den Mural The Renaissance Hotel, Phoenix, Arizona — *2022 Permanent indoor mural collaboration with La Morena Studio.*
- Nick Oza's Memorial Mural Phoenix, Arizona — *2022 Collaborative public mural honoring photojournalist Nick Oza with La Morena Studio.*
- Beauty Salon Mural San Luis Río Colorado, Sonora, Mexico — *2026 Indoor mural for Lidia's Salon.*
- Futuristic Females Mural Phoenix, Arizona — *2026 First Friday Event at The Styles Shop, Grand Avenue, Phoenix, AZ.*

EXHIBITION HISTORY

- Las Flores de Mi País — *Featured Artist, 2022 The Arsenal Gallery, Central Park, New York City. Selected as the exhibition's principal image. Press coverage: Fox News, Time Out.*
- What Is Art — *Group Exhibition, 2022 The Boomer Gallery — London, Paris, Brussels.*
- Hispanic Heritage Exhibition — *2022, 2023, 2025. Arizona Diamondbacks Stadium, Phoenix, Arizona.*
- Flor del Desierto — *Currently on view Museo Regional de San Luis Río Colorado, Sonora, Mexico. June-August 2026.*

ilseabrilart@gmail.com
www.ilseabril.com

ILSEABRIL STUDIO



FLOR DEL DESIERTO

24X30 IN
MIXED MEDIA
PHX. 2022.

Featured as the main image for the exhibition "Las Flores de Mi Pais" in the Arsenal Gallery at Central Park to celebrate the 35th anniversary of the NYC Parks Latino Society.

Currently being exhibited at Museo Regional de San Luis Rio Colorado, Sonora, Mexico. (June-August 2026)

artist's collection

GREG BANKS

24X32 IN
MIXED MEDIA
NYC. 2023.

sold



ilseabrilart@gmail.com
www.ilseabril.com

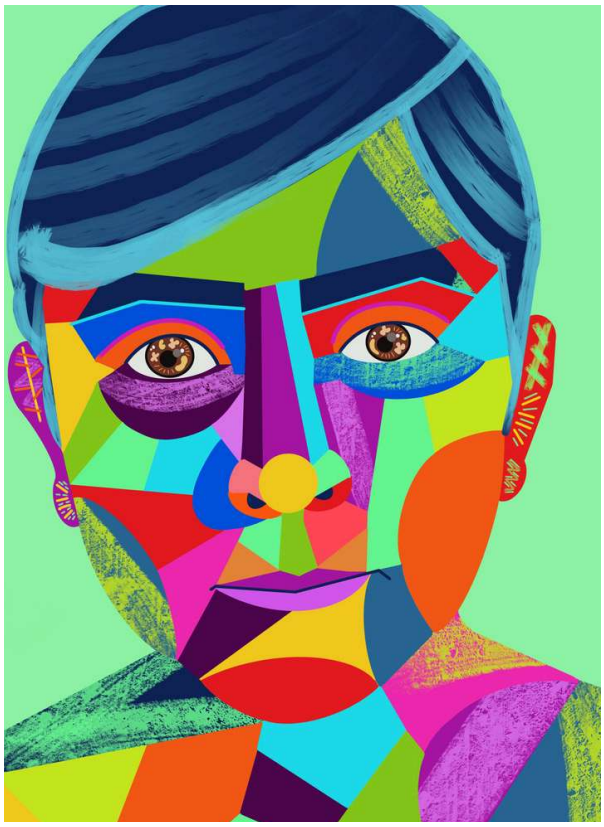
ILSEABRIL STUDIO



FLOR DEL SUR

22X36 IN
MIXED MEDIA
MEXICO. 2024.

available



FELIPE

12X16 IN
MIXED MEDIA
TUCSON,AZ. 2023.

sold

ilseabrilart@gmail.com
www.ilseabril.com

ILSEABRIL STUDIO



DANZON

12X12 IN
MIXED MEDIA
PHX,AZ. 2023.

sold



MARIANA

12X16 IN
MIXED MEDIA
PHX,AZ. 2023.

available

Featured on the group exhibition “WORK! LIGHT! COLOR!” at the FoundRe Hotel in Phoenix, Arizona.

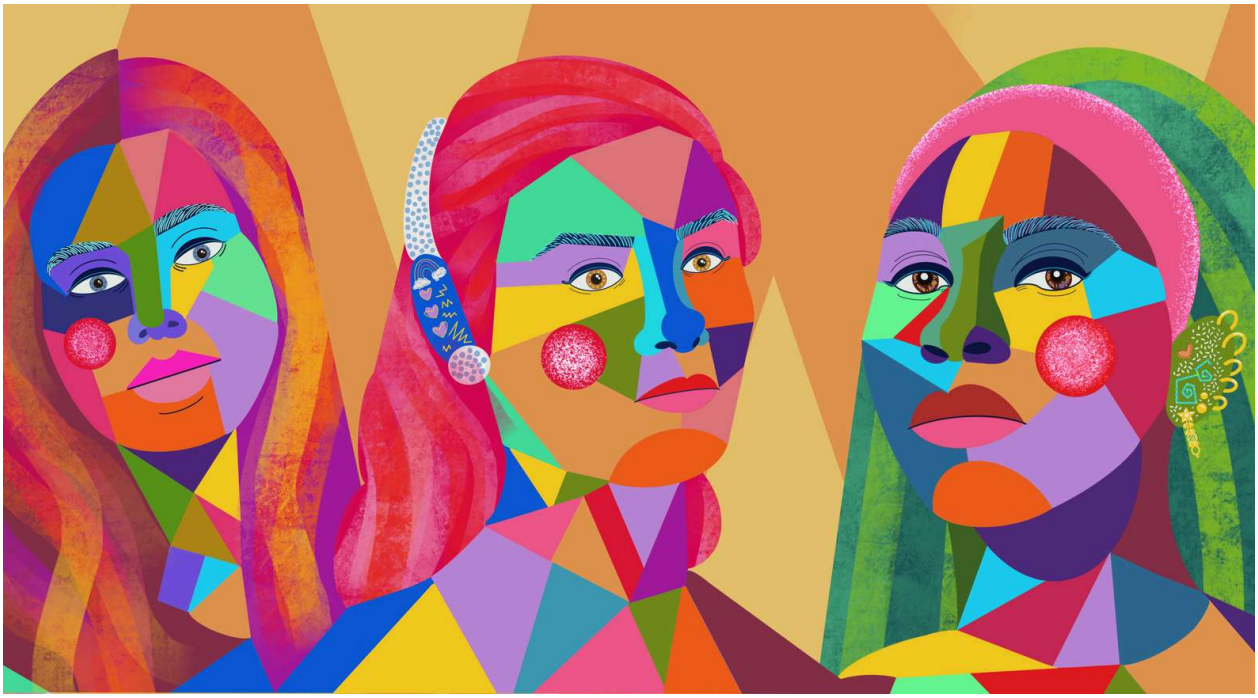
ilseabrilart@gmail.com
www.ilseabril.com

ILSEABRIL STUDIO

BETWEEN US

36X24 IN
MIXED MEDIA
PHX,AZ. 2025.

available





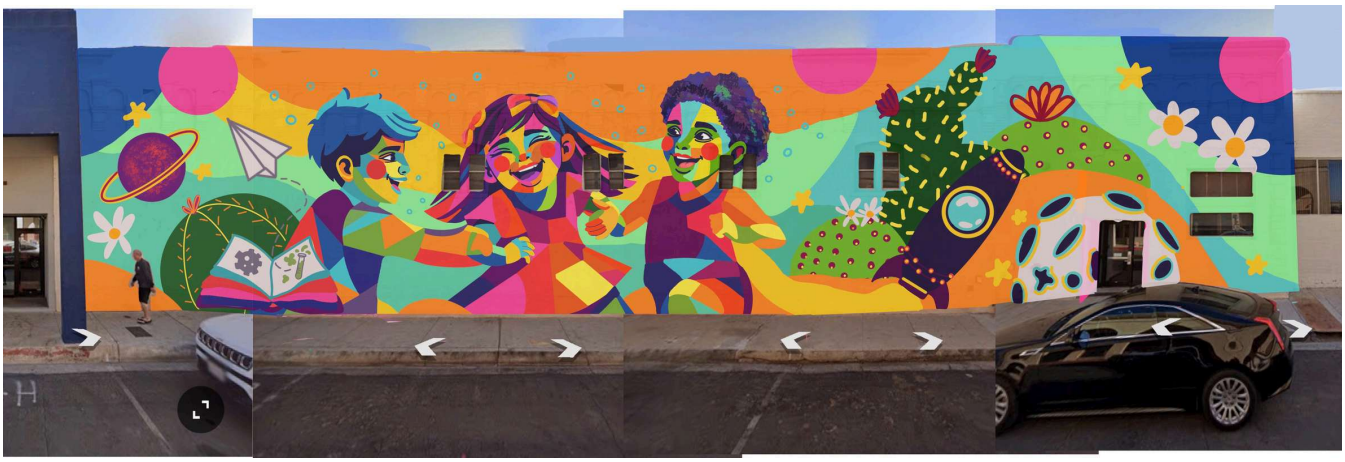
OLGA

12X12 IN
MIXED MEDIA
PHX,AZ. 2023.

sold

ilseabrilart@gmail.com
www.ilseabril.com

ILSEABRIL
STUDIO



CHILDRENS MUSEUM OF YUMA COUNTY

MURAL PROPOSAL

YUMA, ARIZONA. 2026.



ilseabrilart@gmail.com
www.ilseabril.com

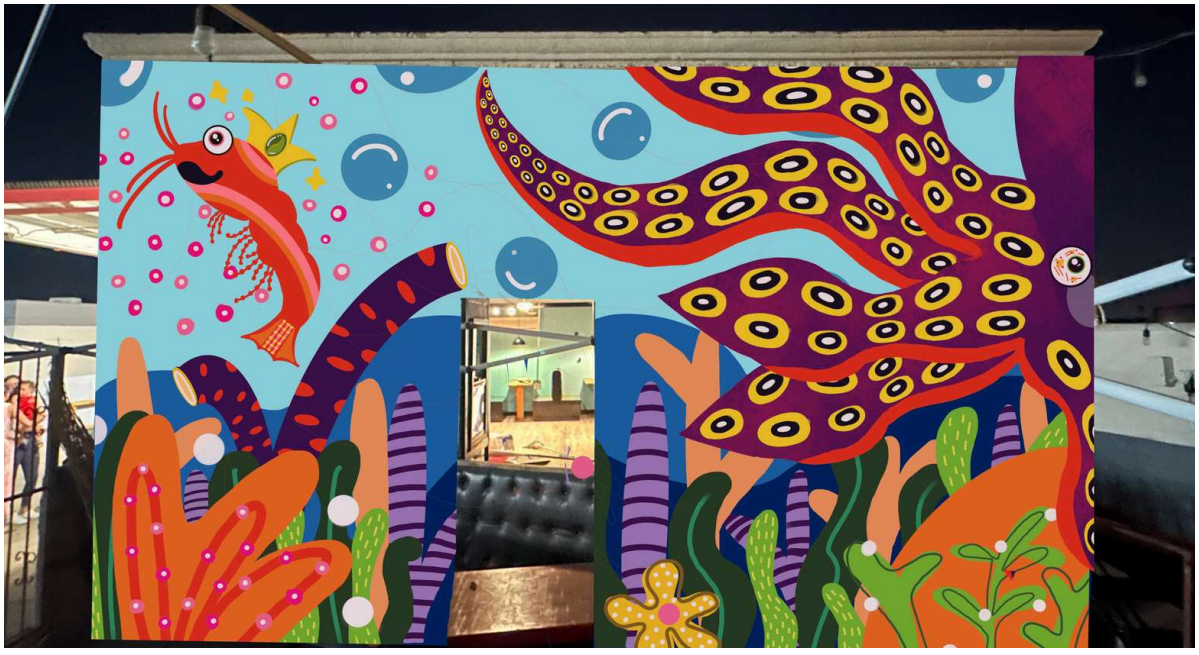
ILSEABRIL STUDIO



SEAFOOD RESTAURANT

MURAL PROPOSAL

SAN LUIS, ARIZONA. 2026.



ilseabrilart@gmail.com
www.ilseabril.com

ILSEABRIL
STUDIO



LIDIAS BEAUTY SALON
COMMERCIAL MURAL COMISSION
SLRC, SON. 2025.



ilseabrilart@gmail.com
www.ilseabril.com

ILSEABRIL STUDIO



SMELL THE FLOWERS MURAL
DOMESTIC MURAL COMISSION
SAN LUIS, ARIZONA. 2025.



City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[ANDREY KRAVTSOV] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Andrey Kravtsov Response

CONTACT INFORMATION

Company:
Andrey Kravtsov

Email:
keydetailhello@gmail.com

Contact:
Andrey Kravtsov

Address:
400 W 37th st
Apt 10X
New York, NY 10018

Phone:
(917) 302-2964

Website:
https://www.behance.net/KeyDetail

Submission Date:
May 28, 2026 7:50 AM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed May 28, 2026 7:50 AM by Andrey Kravtsov

Addendum #2
Confirmed Jun 11, 2026 10:38 AM by Andrey Kravtsov

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

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2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
2. Any substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38-505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants that develops at any time during this contract will be immediately disclosed to the City of San Luis and Consultants.

Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

City_of_San_Luis_Approved_Artist_List_-_Public_Art_Program.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

Annotated_Image_List_Andrey_Kravtsov_Julia_Kravtsov.pages
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CERTIFICATIONS SIGNATURE FORM

These Certifications (Civil Rights, Equal Employment Opportunity, Equal Opportunity for Workers with Disabilities – Section 503, Procurement of Recovered Materials, Access to Records and Records Retention, Conflict of Interest, Anti-Lobbying) are a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of these Certifications is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required Certifications shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Andrey Kravtsov	
(Typed Name of Official)	(Signature of Official)
Andrey Kravtsov	05.28.2026
(Typed Name of Firm)	(Date)

CITY OF SAN LUIS

REQUEST FOR QUALIFICATIONS (RFQ)

FOR

CITY OF SAN LUIS APPROVED ARTIST LIST - PUBLIC ART PROGRAM

2026-RFQ-00000001

SEALED STATEMENT OF QUALIFICATIONS DEADLINE

Thursday, May 28, 2026, 11:00 am

CITY OF SAN LUIS
1090 EAST UNION STREET | P.O. BOX 7740 | SAN LUIS, AZ 85349

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CITY OF SAN LUIS
undefined

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6. EVALUATION CRITERIA
7. VENDOR SUBMITTALS
8. ATTACHMENTS

Attachments:

A - San Luis Appendix_Jan2026

B - City of San Luis Cultural & Economic Revitalization Plan

C - Public Art Program - RFQ Evaluation Sheet

REQUEST FOR STATEMENT OF QUALIFICATIONS

The City of San Luis is accepting Statements of Qualification (SOQ) from qualified Artists to provide continuing on-call, open-ended art services for design work and other artistic services for the Public Art Program.

The City of San Luis is establishing an Approved Artist List as part of its Public Art Program, following the adoption of the El Corazón de San Luis Historic Preservation and Public Art Plan. This initiative is intended to create a broad and diverse pool of qualified artists who can be considered for future public art and placemaking projects throughout the community. These projects may include murals, installations, and other artistic elements that enhance public spaces, reflect the City's unique border identity and cultural heritage, and contribute to a more vibrant and welcoming environment for residents and visitors. The development of this list will allow the City to streamline future project implementation, respond more efficiently to funding opportunities, and ensure that selected artists align with the community's values and the City's long-term vision for economic development, revitalization, and cultural preservation. This process is not a competitive selection for a single project, but rather a step toward building a flexible and inclusive roster of artists for ongoing and future opportunities.

This is a professional services SOQ Announcement and is listed on the OpenGov Procurement Portal, https://procurement.opengov.com/portal/sanluisaz which can be accessed through the City's website: www.sanluisaz.gov.

A Non- Mandatory Pre-Submittal meeting will be held at City of San Luis City Hall, Multipurpose Room, 1090 E Union St. San Luis, AZ 85349 on Tuesday, May 12, 2026, at 4:00 pm (M.S.T.) to discuss specifications and any questions Artists may have. All Artists are encouraged to attend the meeting.

Respondents shall submit their Statement of Qualifications (SOQ) describing their artistic services, knowledge and experience in accordance with the Request for Qualifications and applicable addendums. ***The City will receive proposals until 11:00 am (Arizona Time) on Thursday, May 28, 2026, through the Procurement Portal.*** The City of San Luis reserves the right to reject any and all submittals or cancel this solicitation at any time.

Please submit written questions through the Procurement Portal under Questions and Answers. RFQ Packets are available through the Procurement Portal by May 14, 2026, at 6:00 pm (M.S.T).

Advertisement Dates:

Monday, April 20, 2026

Monday, April 27, 2026

PUBLIC NOTICE

The City of San Luis (City) is seeking Statements of Qualifications for City of San Luis Approved Artist List - Public Art Program for the City.

The City of San Luis is establishing an Approved Artist List as part of its Public Art Program, following the adoption of the El Corazón de San Luis Historic Preservation and Public Art Plan. This initiative is intended to

create a broad and diverse pool of qualified artists who can be considered for future public art and placemaking projects throughout the community. These projects may include murals, installations, and other artistic elements that enhance public spaces, reflect the City's unique border identity and cultural heritage, and contribute to a more vibrant and welcoming environment for residents and visitors. The development of this list will allow the City to streamline future project implementation, respond more efficiently to funding opportunities, and ensure that selected artists align with the community's values and the City's long-term vision for economic development, revitalization, and cultural preservation. This process is not a competitive selection for a single project, but rather a step toward building a flexible and inclusive roster of artists for ongoing and future opportunities.

The Request for Statement of Qualifications is available through the Procurement Portal.

Sealed Statements of Qualifications will be received by the **City through the Procurement Portal until 11:00 am *(Arizona Time)* on Thursday, May 28, 2026**, at which time all submittals received will be opened and the names read. Failure of the respondent to complete all of the submittal documents may result in rejection of the submittal.

Any question related to the RFQ shall be submitted through the Procurement Portal. Questions shall be submitted in writing. Any correspondence related to the RFQ shall refer to the title section and number. If information of a material matter is provided in response to any written correspondence or written question or if a clarification is issued by the City will be posted through the Procurement Portal. This response shall serve as an addendum to the advertised call for statement of qualifications. Deadline for questions or Request for Clarifications is Thursday, May 14, 2026 6:00 pm (Arizona Time).

The City of San Luis reserves the right to accept the most qualified submittals; to consider alternatives; to reject any or all submittals; and to waive irregularities of information in any submittal. Submittals received after the specified time of closing will not be accepted. The City of San Luis also reserves the right to hold any or all submittals for a period of ninety (90) days after the date of opening. Respondents will not be allowed to withdraw submissions during the ninety (90) day period.

The City of San Luis is an Affirmative Action/Equal Opportunity Employer

SOLICITATION INFORMATION

3.1. REQUEST FOR QUALIFICATIONS (RFQ)

A. Request

Statement of Qualifications (SOQ) are now being accepted by the City of San Luis (City) for providing City of San Luis Approved Artist List - Public Art Program and any other project-related services as deemed necessary by the City, in accordance with and as may be regulated by current local, state and federal laws.

Respondents to this RFQ must submit Statement of Qualifications (SOQ) to the City that will address

the various components as set forth in this RFQ.

B. Obtaining a Request for Qualifications Package.

RFQ package is available to all qualified firms through the Procurement Portal.

3.2. BACKGROUND INFORMATION

The City of San Luis, through its Economic Development Department and Economic Development Commission, has undertaken a comprehensive effort to strengthen the community's identity, economic vitality, and public spaces through arts and culture initiatives. This work culminated in the development of the *El Corazón de San Luis: Historic Preservation and Public Art Plan*, prepared in 2025–2026 in collaboration with community stakeholders, City leadership, and planning consultants.

The Plan establishes a strategic framework for leveraging public art and placemaking as tools for economic development, cultural preservation, and community engagement. Key goals include enhancing public spaces, celebrating the City's unique border identity and agricultural heritage, and creating a vibrant, welcoming destination for residents and visitors alike.

This effort was informed by robust community engagement, including surveys, public events such as "Arte en la Calle," and stakeholder interviews. Feedback consistently emphasized a desire for public art that reflects local culture, family, history, and the binational character of the San Luis community, while also improving aesthetics and attracting visitors and investment.

In alignment with these findings, the City Council has supported the advancement of a formal Public Art Program and the implementation of policies and procedures to guide the selection, funding, and management of public art projects. The establishment of an **Approved Artist List** is a key implementation step identified to ensure a transparent, efficient, and equitable process for engaging qualified artists in future projects.

Through this RFQ, the City seeks to proactively build a pool of qualified artists who can contribute to upcoming public art opportunities funded and administered through the Economic Development Commission. This approach allows the City to respond more effectively to funding opportunities, streamline procurement for individual projects, and ensure that selected artists align with the City's vision, standards, and community values.

The City is committed to ensuring that all public art is appropriate for public spaces, culturally sensitive, and reflective of the diverse community it serves, while supporting long-term economic development and placemaking goals.

3.3. TERM OF SERVICES

A. It is the City's intent to select at least three or more qualified artists to provide professional services for City of San Luis Approved Artist List - Public Art Program and other related services directly related to

the activities identified under the Scope of Work on a contractual basis, as determined to best serve the interest of the City.

B. All fee proposals will be negotiated within each individual project contract over a five (5) year period.

3.4. ASSIGNMENT/COMPENSATION

A. Upon City Council authorized resolution, the City will place the selected artist(s) on an approved list for referral purposes that can be used by the City. Each project contract shall be negotiated with the selected artist(s) on a per project basis, based on the contract unit rates and the associated number of hours estimated to accomplish the scope of work, as applicable and as stated under each individual project contract agreement.

B. All project contract above $45,000 will need approval by the City Council under the City's Purchasing Code. The City will not guarantee that each project contract will be any specific amount or that the artist will receive maximum or minimum number of project contracts.

3.5. CITY'S RESPONSIBILITIES

A. Responsibilities of City of San Luis

1. General:

   a. The City will make available all documents in the city's possession on and individual basis depending on the individual project contract.

   b. City will provide facilities for all meetings during the course of the agreement.

   c. City will create a review committee to evaluate the SOQ responses generated by this RFQ.

   d. In the absence of any conflict of interest vis-à-vis a specific project, the City expects, but cannot guarantee in every instance, that the selected artist(s) will be assigned to provide the requested services. For example, the selected artists(s) cannot provide City of San Luis Approved Artist List - Public Art Program to the City of San Luis for any task or project where, in the opinion of the City Attorney, a conflict of interest exists, if such an engagement were to be made.

   e. The City reserves the right to terminate any part of or the entirety of this agreement that may result from the RFQ, without cause and at any time within thirty (30) calendar days written notice by City. In such case, the selected artist(s) will be paid for services rendered through the date of the termination notice.

3.6. PROTEST PROCEDURES

Notification of successful and non-successful firm(s). All respondents will receive official notification via email regarding the award/non-award of proposed agreement(s). Respondents not selected have ten (10) business

days from email delivery notification to initiate a written protest. Respondents may submit a protest addressed to City of San Luis Procurement, P.O. Box 7740, San Luis, AZ 85349. Protests must contain at a minimum, the name, address, email address and telephone number of the protester; the signature of the protester or its representative and evidence of authority to sign; a detailed statement of the legal and factual grounds of the protest including copies of relevant data and the form of relief requested. Within five (5) business days of receipt, and after consultation with legal counsel, the City will respond to the protest. The City of San Luis reserves the right to reject any or all RFQs; to waive irregularities of information in any RFQ; to re-advertise the RFQ; and/or to take any steps determined prudent in order to resolve the protest. The Selection Committee will screen and rank all submittals. Interviews may be conducted as part of the ranking process. Submittals received in reply to this request will be evaluated using the criteria detailed in EVALUATION CRITERIA and scored based on a maximum of 100 points. Submittals will be evaluated, and the most qualified firm(s) will be selected, subject to negotiations of fair and reasonable compensation.

3.7. SELECTION PROCESS AND SCHEDULE

A. Qualifications
The Artist(s) must show evidence of its technical capabilities in this work. Artist(s) shall be knowledgeable of an of, and in accordance with all applicable federal, state and local government laws and regulations governing in the scope of work.

B. Review Committee
The Economic Development Commission will serve as the review committee for this RFQ. City may use city staff as member of the review committee and/or observers during the process of this RFQ. Committee will be responsible to review and evaluate the SOQ.

C. Criteria for Selection
Selection among the SOQs received will be based upon the criteria listed in the EVALUATION CRITERIA section.

D. Evaluation Procedures
The SOQ will be evaluated by each committee member and rank. Please review the SCHEDULE OF EVENTS section for important dates and times of events. Statements of Qualifications (SOQs) will be reviewed and evaluated by a Selection Committee designated by the City of San Luis. Each Committee member will independently evaluate submittals using the criteria and scoring matrix outlined in this RFQ to ensure a consistent and transparent review process. Following individual evaluations, the Committee may convene to discuss results and develop a final recommendation. Scores are intended to guide discussion and are not the sole determining factor for inclusion. The intent of this RFQ is to establish a broad and diverse pool of qualified artists. The City may include multiple respondents on the Approved Artist List and will consider factors such as artistic quality, community representation, and alignment with the City's vision. Inclusion does not guarantee a contract or project assignment.

E. SOQ Opening
The SOQ Opening will take place on **Thursday, May 28, 2026 at 11:00 am (Arizona Time)** at the San Luis City Hall. Responders who wish to be present may attend. The name of the firm(s) will be announced. No other information will be made available at that time. All SOQ(s) will be held in confidence until an agreement(s) has been executed or the City rejects all SOQ(s).

F. Rejection of SOQ(s)
The City reserves the right to reject any or all SOQ(s), to make modifications to, or waive informalities in this request for qualifications, if the city staff deems this to be in the best interest of the City of San Luis.

G. Pre-Contractual Expenses
The City will not be liable for any pre-contractual expense incurred in the preparation of the SOQ, participation in this process and any other expenses incurred by the respondent(s).

H. Selection(s) Notification
Notification of successful and non-successful respondent(s). All respondents will receive official email notification regarding award/non-award of proposed agreement(s). City may conduct a two-step qualifications-based selection process. A selection committee will evaluate each Proposal submitted according to the EVALUATION CRITERIA.

I. Please see the SCHEDULE OF EVENTS section for a schedule of the project timeline. Please note schedule is based on **Arizona Time.**

3.8. INSURANCE REQUIREMENTS

A. Artists shall maintain in effect, at all times during the term of a City contract, insurance adequate to protect the City and its agents, representatives, officers, officials and employees against such losses as set forth below. Artist shall provide City with a current Certificate of Insurance or a certified copy of the insurance policy naming the City as an additional insured (except for Errors and Omissions/Professional Liability coverage).

B. The insurance requirements will be set forth in a formal agreement for each project with the Artist. For convenience purposes, an illustrative agreement, Attachment “A” is attached containing insurance requirements that are consistent with what will be required for each project.

3.9. INDEMNITY

To the fullest extent allowable by law, Consultant shall defend, indemnify and hold harmless the City and its representatives, officers, officials and employees (the “Indemnities”) from and against any and all claims, damages, losses and expenses (including but not limited to attorney fees, court costs and the cost of appellate proceedings) relating to, arising out of or resulting from Artist’s negligent acts, errors, mistakes or omissions in the performance of this Contract. Artist’s duty to defend, hold harmless and indemnify the Indemnitees hall

arise in connection with any claim, damage, loss or expense that is attributable to bodily injury, sickness, disease, death or injury to, impairment or destruction of property including loss of use resulting therefrom, caused in whole or in part by any negligent act, error, mistake or omission in the performance of this Contract (including those by any person for whose negligent acts, errors, mistakes or omissions Artist may be liable) to the extent of Artist's negligence or fault. The amount and type the above-mentioned insurance coverage requirements shall not limit the scope of the indemnity in this paragraph.

3.10. COMPLIANCE WITH FEDERAL AND STATE EMPLOYMENT LAWS

By submitting response to the RFQ, the Respondent warrants that it is in compliance with all federal immigration laws and regulations that relate to its employees and with A.R.S. § 23-214 relating to verification of employment eligibility.

SCHEDULE OF EVENTS

Description:	The Scope of Work consists providing City of San Luis Approved Artist List - Public Art Program to the City of San Luis, Arizona.
Project Number:	City of San Luis Approved Artist List - Public Art Program RFQ No. 2026-RFQ-00000001

RFQ Announcement Date:	April 20, 2026
RFQ Announcement Date:	April 27, 2026
Pre-Submittal Meeting (Non-Mandatory):	May 12, 2026, 4:00pm City Hall Multipurpose Room 1090 E. Union Street, San Luis, AZ 85349
Clarifications/Questions Deadline:	May 14, 2026, 6:00pm
Question Response Deadline:	May 18, 2026, 6:00pm
Proposal Submission Deadline/Proposal Opening:	May 28, 2026, 11:00am
Economic Development Commission Review Meeting:	June 3, 2026
City Council Meeting:	June 24, 2026, 6:00pm

Sealed SOQ will be received through the Procurement Portal **until 11:00 am (Arizona Time) on Thursday, May 28, 2026**, at which time all submittals received will be opened and respondent firms names will be announced through an Official Notice. Failure of the respondent to complete all of the submittal documents may result in rejection of the submittal.

SCOPE OF WORK

5.1. SCOPE

The City of San Luis is seeking submissions of qualifications from qualified Artist(s) to provide continuing on-call, open-ended art services for design work and other artistic services for the Public Art Program.

The City of San Luis is establishing an Approved Artist List as part of its Public Art Program, following the adoption of the El Corazón de San Luis Historic Preservation and Public Art Plan. This initiative is intended to create a broad and diverse pool of qualified artists who can be considered for future public art and placemaking projects throughout the community. These projects may include murals, installations, and other artistic elements that enhance public spaces, reflect the City's unique border identity and cultural heritage, and contribute to a more vibrant and welcoming environment for residents and visitors. The development of this list will allow the City to streamline future project implementation, respond more efficiently to funding opportunities, and ensure that selected artists align with the community's values and the City's long-term vision for economic development, revitalization, and cultural preservation. This process is not a competitive selection for a single project, but rather a step toward building a flexible and inclusive roster of artists for ongoing and future opportunities.

5.2. Purpose

The City of San Luis is seeking to establish and maintain an **Approved Artist List** to support the implementation of its Public Art Program. This RFQ is intended to pre-qualify artists and artist teams for potential participation in future public art projects commissioned, funded, or facilitated by the City.

Selection to the Approved Artist List does not constitute a contract for a specific project. Rather, it establishes a pool of qualified artists eligible to be invited for future opportunities.

5.3. General Scope

Artists selected for the Approved Artist List may be invited, on an as-needed basis, to participate in future public art projects. These opportunities may include, but are not limited to:

- Design, fabrication, and installation of permanent or temporary public artworks
- Site-specific commissions in public spaces, facilities, or rights-of-way
- Mural projects on public or private property (with appropriate approvals)
- Functional or integrated art elements (e.g., benches, shade structures, streetscape features)

- Temporary exhibitions, rotating installations, or cultural activations
- Community-engaged art projects, workshops, or collaborative installations

Each project will be issued separately with its own scope, budget, and schedule.

5.4. Minimum Qualifications

Artists must:

- Be at least 18 years of age
- Demonstrate a professional portfolio of completed artwork
- Have experience completing at least one (1) commissioned, public-facing, or large-scale project (preferred but not mandatory)
- Be able to work within project budgets, timelines, and public agency requirements

5.5. Administrative and Compliance Requirements

Artists selected for the Approved Artist List and awarded future work will be required to:

- Obtain a **City of San Luis Business License** prior to contract execution
- Remain in good standing with all City requirements throughout the duration of any project

5.6. Artist Responsibilities (For Future Projects)

For any future project awarded, selected artists may be required to:

- Develop conceptual designs responsive to site conditions and project goals
- Participate in stakeholder or community engagement processes, if applicable
- Prepare design documents, renderings, and material specifications
- Coordinate with City staff, project managers, and other stakeholders
- Fabricate and install artwork in compliance with safety and building standards
- Provide a maintenance plan and material durability specifications
- Adhere to all applicable local, state, and federal regulations

5.7. Standards and Requirements

All artwork commissioned through the Public Art Program must:

- Be appropriate for public display and suitable for all audiences
- Reflect community values, cultural identity, and the character of San Luis

- Avoid content that is offensive, discriminatory, explicitly political, or commercial in nature
- Be durable, safe, and designed for long-term public exposure (unless temporary)
- Comply with City policies, public art guidelines, and applicable codes

5.8. Selection and Engagement Process

- Artists will be evaluated through this RFQ and, if selected, placed on the Approved Artist List
- Inclusion on the list does not guarantee selection for any specific project
- For future projects, the City may:
  - Directly invite artists from the list, or
  - Issue project-specific solicitations to a subset or all pre-qualified artists
- Final artist selection will be made through established City review processes, which may include the Economic Development Commission and/or Public Art Sub-Committee.

5.9. Term of List

The Approved Artist List is expected to remain active for a period of **3 years**, after which the City may update or re-solicit qualifications.

5.10. No Guarantee of Work

The City makes no guarantee of the number, type, or value of projects that may be awarded to artists on the Approved List.

EVALUATION CRITERIA

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	**Artistic Quality and Proposal Strength (25 pts)** Quality, originality, and visual impact of past work.	Points Based	25 *(25% of Total)*
2.	**Relevant Experience (20 pts)** Experience with public, commissioned, or community-based projects.	Points Based	20 *(20% of Total)*
3.	**Alignment with San Luis Identity & Vision (20 pts)** Connection to border identity, culture, community themes.	Points Based	20 *(20% of Total)*

4.	**Creativity & Conceptual Approach (15 pts)** Innovation, originality, and artistic thinking.	Points Based	15 *(15% of Total)*
5.	**Capacity & Feasibility (10 pts)** Ability to execute projects (timeline, budget, installation).	Points Based	10 *(10% of Total)*
6.	**Community Engagement & Collaboration (5 pts)** Experience working with communities or stakeholders.	Points Based	5 *(5% of Total)*
7.	**Local / Regional / Binational Connection (5 pts)** Connection to San Luis, Arizona, or the greater region.	Points Based	5 *(5% of Total)*

VENDOR SUBMITTALS

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

*Response required

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

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☑ Please confirm

*Response required

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Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

*Response required

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

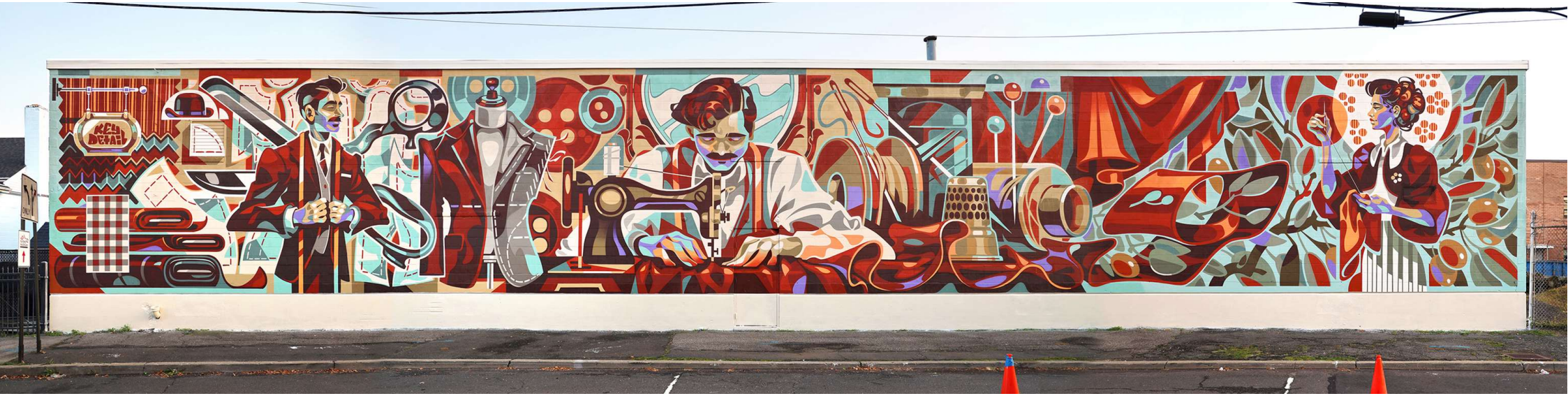
*Response required

3. Statement of Qualifications
ANDREY KRAVTSOV
SUPPORTING ARTIST: JULIA KRAVTSOV
400 W 37th st, Apt 10X, New York, NY 10018 keydetailhello@gmail.com 917-302-2964
www.behance.net/KeyDetail www.instagram.com/keydetail/

MURAL ART

Dear Selection Committee,
We are excited to submit our materials for this opportunity and to propose ourselves as a team of two artists — husband and wife and creative partners, Julia Kravtsov and Andrey Kravtsov. We always collaborate as a duo, bringing our combined experience and skills to every project. Together, we have completed numerous public artworks around the world.
Team Responsibilities:
Andrey: Lead artist responsible for painting.
Julia: Project management, including logistics, sourcing materials, and documentation.

With over a decade of experience in large-scale murals, we custom-design each piece to respond to the character and layout of its location. We have worked on projects across Europe, Asia, and the United States and are familiar with every stage of mural creation, from concept development to final execution.
Both of us hold bachelor's degrees in Architecture and worked for eight years as Project Architects. This background gives us a strong understanding of space, scale, and collaboration with other professionals. In our public art practice, we have partnered with curators, community members, and architects, completing more than 50 murals using acrylic, latex, and spray paint.
Conducting in-depth research about a location is central to our process. We explore the history, values, and identity of each place to understand what makes it unique and meaningful to its community. From there, we translate those insights into a visual language that resonates with local audiences.
Thank you for your time and consideration. Sincerely,
Andrey & Julia Kravtsov


KEY DETAIL




WELCOME
TO
PATCHOGUE





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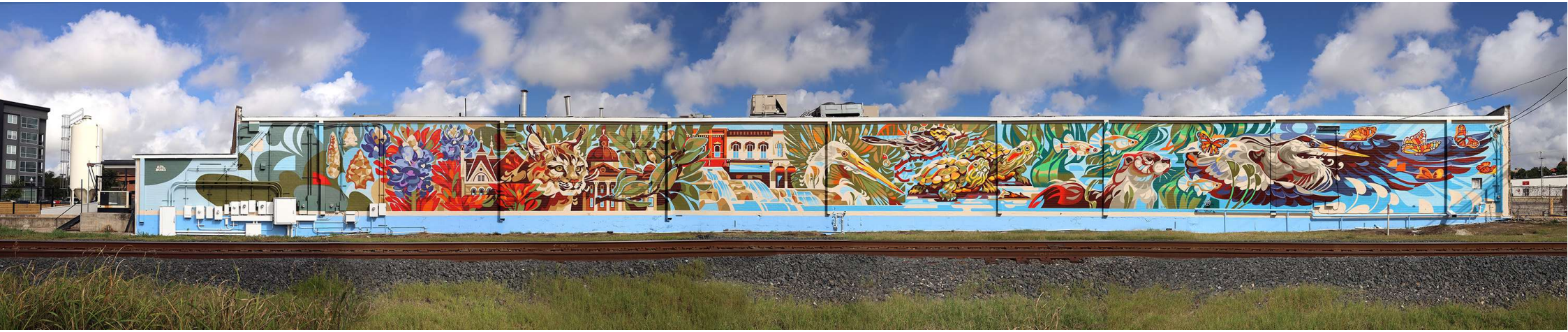


PlainsCapitalBank
Aka Sushi



City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[ARTE K.F. HUGUES] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Arte K.F. Hugues Response

CONTACT INFORMATION

Company:
Arte K.F. Hugues

Email:
kaferhuart@gmail.com

Contact:
Karen Fernanda Hugues

Address:
1320 N Quintero Ave
San Luis, AZ 85349

Phone:
(928) 287-4274

Website:
https://www.instagram.com/arte.kfhugues/

Submission Date:
Jun 9, 2026 3:20 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 9, 2026 3:20 PM by Karen Fernanda Hugues

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

san_luis_cert_signature_form.pdf

2. Conflict of Interest*

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Confirmed

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Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Statement_of_Qualifications-KfHugues.docx

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

KFHugues_Portfolio.pdf

CERTIFICATIONS SIGNATURE FORM

These Certifications (Civil Rights, Equal Employment Opportunity, Equal Opportunity for Workers with Disabilities – Section 503, Procurement of Recovered Materials, Access to Records and Records Retention, Conflict of Interest, Anti-Lobbying) are a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of these Certifications is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required Certifications shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Karen Fernanda Hugues	
(Typed Name of Official)	(Signature of Official)
	06/09/2026
(Typed Name of Firm)	(Date)

Statement of Qualifications

I am a multidisciplinary artist, muralist, and art restorer. As a native of San Luis, Arizona, I am deeply connected to the culture, history, and people of the border region, and I am passionate about using art as a healing tool, to celebrate identity, strengthen community connections, and enhance public spaces.

My artistic practice spans a variety of mediums, including acrylic, oil, mixed media, ceramics, and large-scale murals. Through this versatility, I have developed the ability to design and execute projects that respond to diverse environments, audiences, and community needs while maintaining a high standard of artistic excellence and professionalism.

Throughout my career, I have participated in numerous exhibitions and collaborative art initiatives throughout Arizona. My work has been featured in exhibitions and partnerships with organizations including Xico, Chicanos Por La Causa, Greenwood Brewing, and I currently have artwork on display through collaborations with Univision, Arizona. Some of my most special projects include creating murals right in my hometown for places like La Bodega 23 and Eddie's Food and Drink. These opportunities have allowed me to engage diverse audiences while contributing to Arizona's vibrant arts and cultural landscape.

In addition to my exhibition experience, I have worked on commissioned artworks, live painting events, mural concepts, and restoration projects that require thoughtful planning, collaboration, and attention to detail. My approach emphasizes both artistic quality and community relevance, ensuring that each project creates a meaningful connection between the artwork, its location, and the people who experience it.

As someone who was raised in San Luis, I am deeply connected to the community and inspired by the region's rich cultural heritage, agricultural roots, and unique binational identity. I believe public art plays an important role in creating vibrant spaces, preserving local stories, fostering community pride, and inspire those wanting to follow a career in the arts.

My experience in fine art, public-facing projects, and collaborative creative work has equipped me to successfully contribute to public art initiatives that are both visually impactful and meaningful to the communities they serve. I am committed to creating artwork that reflects the values, history, and diversity of San Luis while enhancing public spaces for residents and visitors alike.

I hope we can work together in the future. Thank you for your time and consideration.

Karen Fernanda Hugues



KAREN FERNANDA HUGUES

MULTIDISCIPLINARY ARTIST | MURALIST

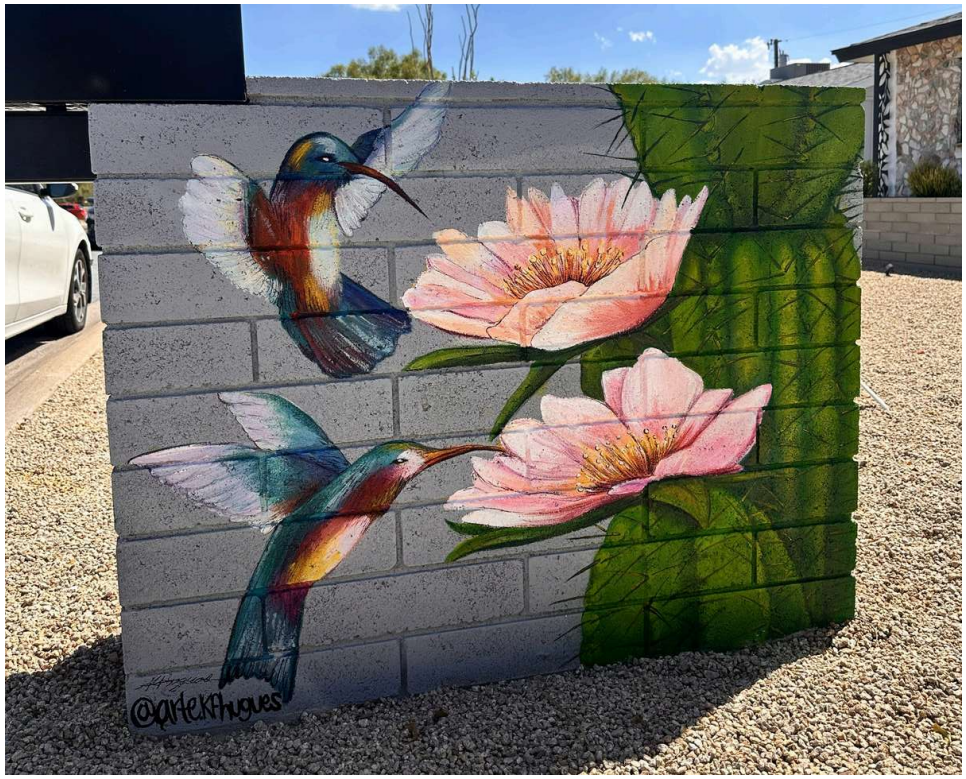
kaferhuart@gmail.com | *@arte.kfhugues* |
(website under development)



Title: *La Señora De Los Chiles (Mural for Eddie's Food & Drink, San Luis, AZ)*
Medium: *Acrylic on metal*
Size: *14x9ft*
Price: *NFS*
Year: *2025*



Title: *Mural for CPLC ParentingAZ*
(located inside the ParentingAZ office at the Historic Ice House Flagstaff, AZ)
Medium: *Acrylic*
Size: *14x8ft*
Price: *NFS*
Year: *2024*

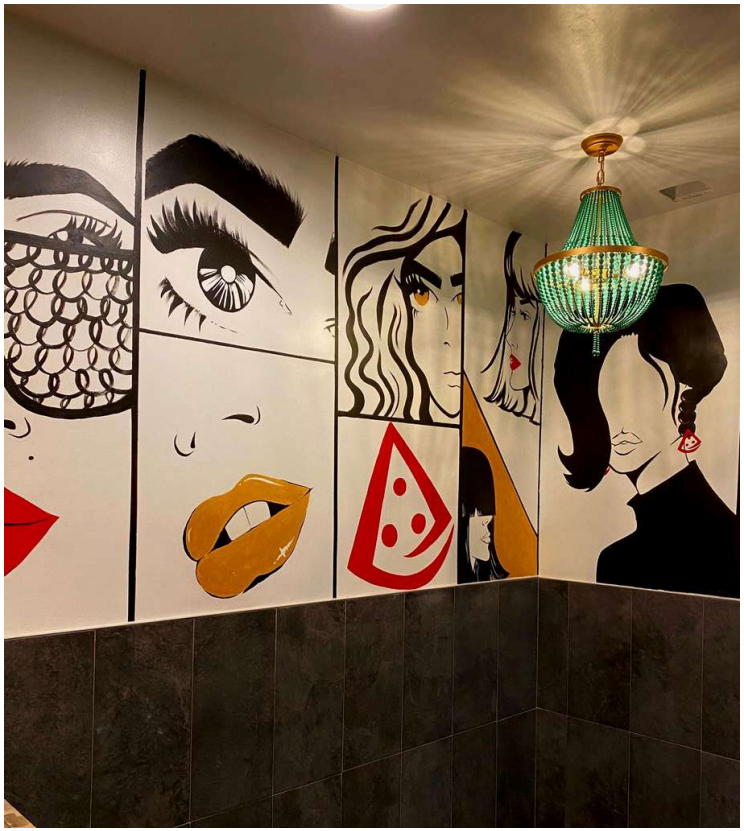




Title: *Spring is Here (residential mural)*
Medium: *Acrylic on brick*
Size: *~4x3.5FT*
Year: *2025*



Title: *Love Letter to My Mom*
Medium: *Acrylic*
Size: *10x8ft*
Year: *2024*
Price: *NFS*

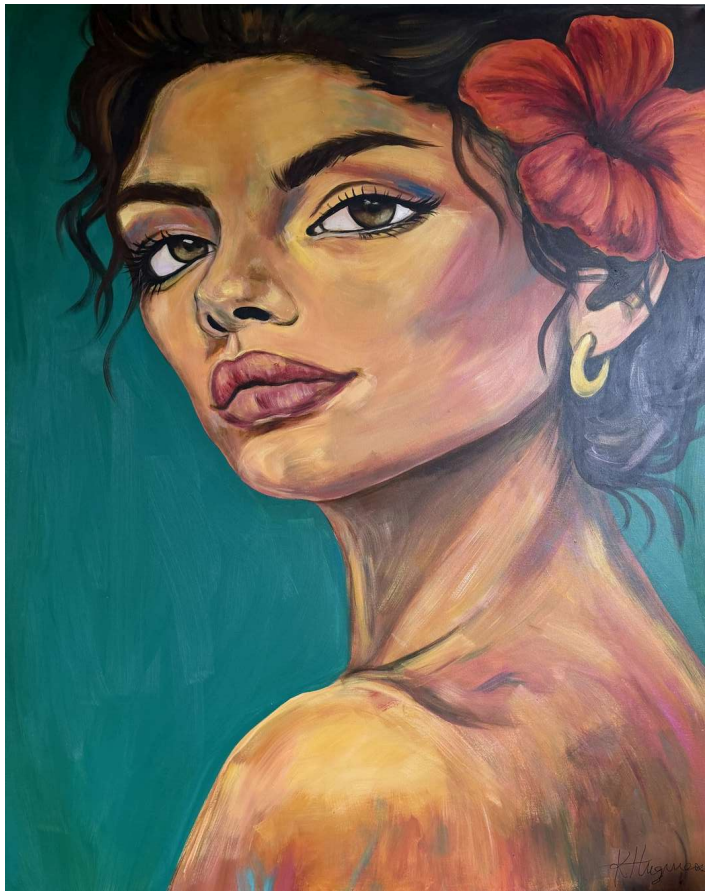




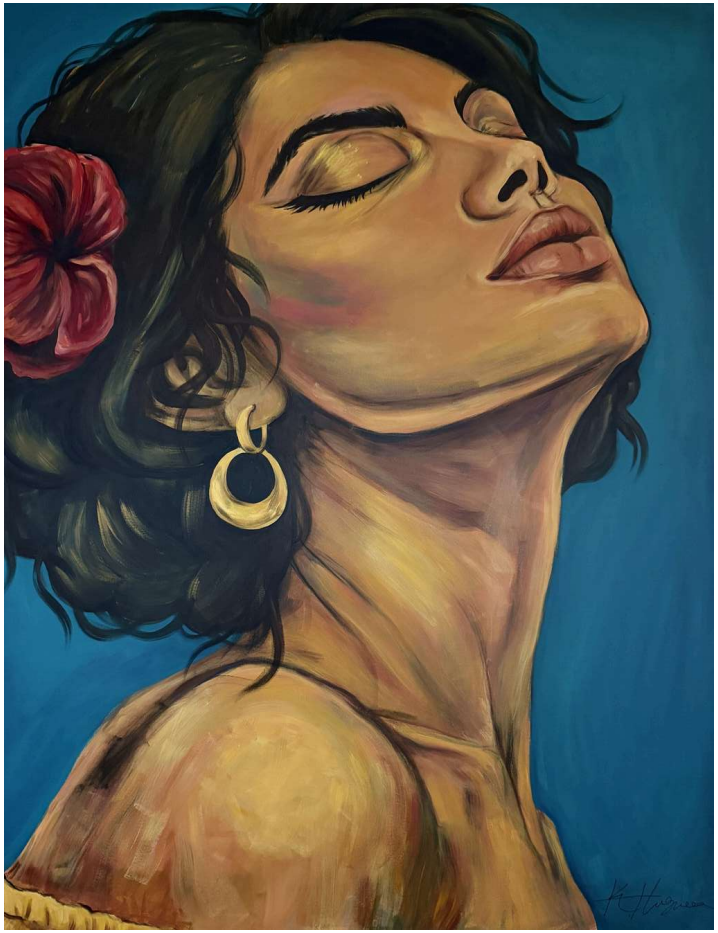
Title: *Untitled (mural for La Bodega 23, San Luis, AZ)*
Medium: *Acrylic*
Year: *2020*



Title: *Untitled (mural for La Bodega 23, Yuma, AZ)*
Medium: *Acrylic on metal*
Year: *2024*



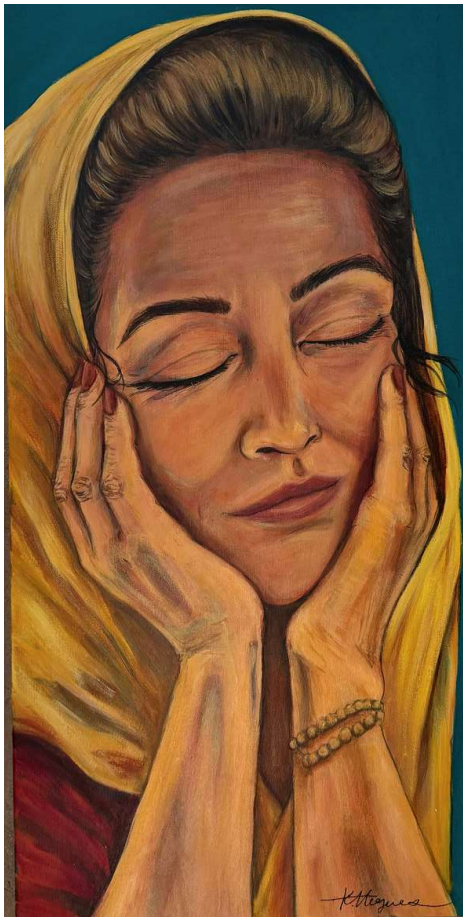
Desde La Raiz
48x60" Acrylic on Canvas



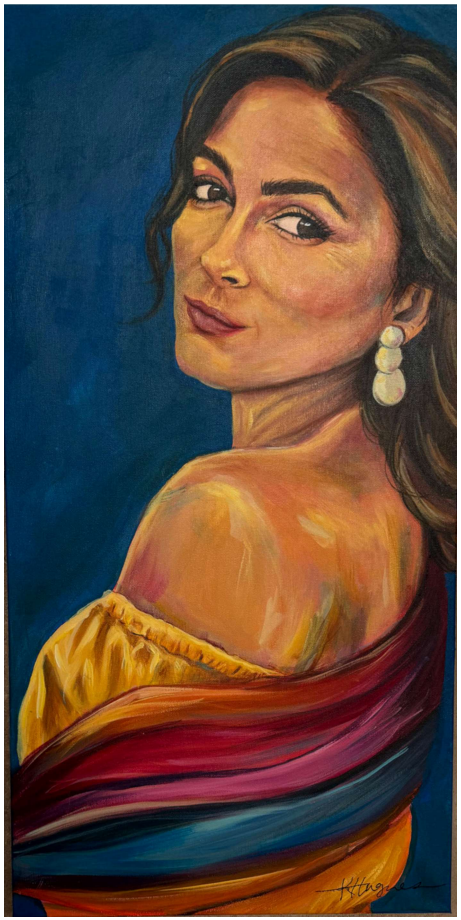
Como La Flor
48x60" Acrylic on Canvas



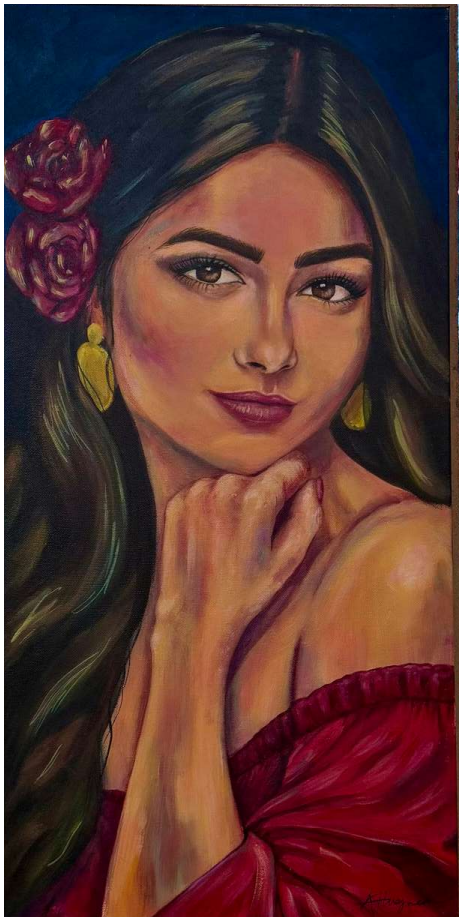
De Tus Raices Creci
48x60" Acrylic on Canvas



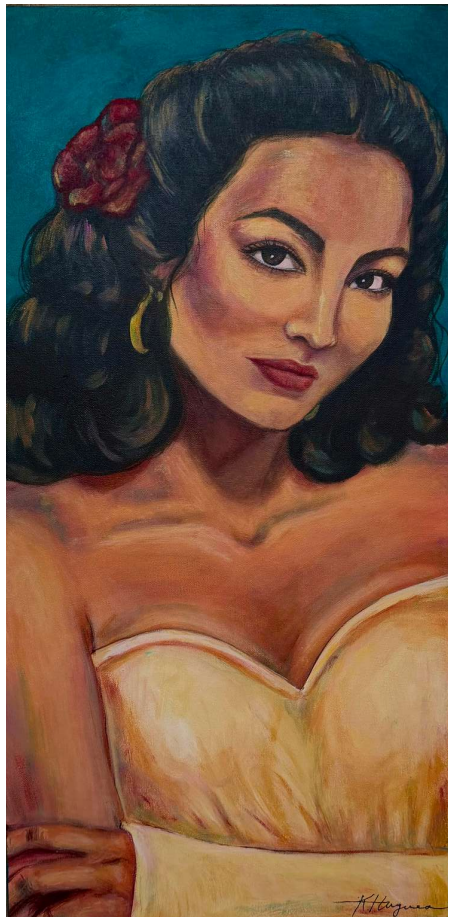
Respiros De Mi Abuela
15x30" Acrylic on Canvas



Respiros De Mi Madre
15x30" Acrylic on Canvas



Piel Morena
15x30" Acrylic on Canvas



Mujer De Novela
15x30" Acrylic on Canvas









Mirame
Original Monosilk, 22x30"



Ojos
Original Monosilk, 22x30"



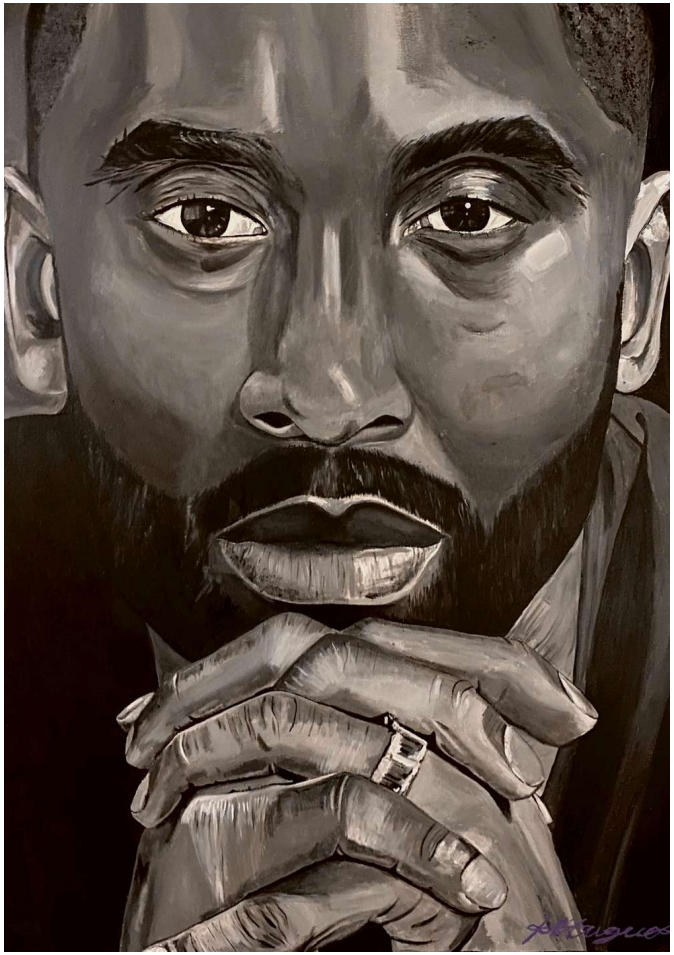
Que Sientes
Original Monosilk, 22x30"



Canelo
32x40" Acrylic on Canvas



Messi
32x40" Acrylic on Canvas



Kobe
32x40" Acrylic on Canvas



Title: *Mujeres (Piece for CPLC Family Assistance Program)*
Medium: *Acrylic on canvas*
Size: *30x40"*
Year: *2024 (located inside the Family Assistance Office in San Luis, AZ)*



Title: *Can You Feel the Joy*
Medium: *Acrylic on Canvas*
Size: *40x60" (each)*
Year: 2024

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[BRUSH IT LLC] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Brush It LLC Response

CONTACT INFORMATION

Company:
Brush It LLC

Email:
marcia@brushitartstudio.com

Contact:
Marcia Hernandez

Address:
P.O. Box 11401
San Luis, AZ 85349

Phone:
N/A

Website:
www.brushitartstudio.com

Submission Date:
Jun 11, 2026 12:24 AM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 10, 2026 5:04 PM by Marcia Hernandez

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*
Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

Brush_It_LLC_Certifications_Signature_Form.pdf

2. Conflict of Interest*
The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
2. Any substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38-505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants that develops at any time during this contract will be immediately disclosed to the City of San Luis and Consultants.

Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Marcia_Hernandez_Statement_of_Qualifications.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

Marcia_Hernandez_Artistic_Work_Samples_RFQ_2026.pdf

CERTIFICATIONS SIGNATURE FORM

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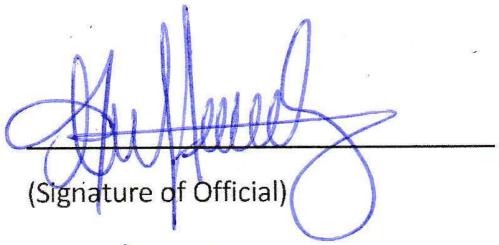
Marcia Hernandez

(Typed Name of Official)



(Signature of Official)

Brush It LLC

(Typed Name of Firm)

6/10/2026

(Date)



Marcia Hernandez

STATEMENT OF QUALIFICATIONS

For the City of San Luis Approved Artist List-Public Art Program
RFQ No. 2026-RFQ-00000001

Founder • Lead Artist
Brush It LLC dba Brush It Art Studio
Yuma, Arizona

(928) 287-5364 | marcia@brushitartstudio.com | www.brushitartstudio.com

"My greatest hope is that every person who encounters my work walks away believing they are more creative than they ever imagined."

About the Artist



Marcia Hernandez is a community artist, educator, and the Founder and Lead Artist of Brush It Art Studio in Downtown Yuma, Arizona. Born in Sonora, Mexico, and raised in the San Luis/Yuma region, her artistic practice is deeply influenced by the culture, traditions, and vibrant colors of the U.S.–Mexico border. As a proud resident of the City of San Luis for more than 20 years, she is passionate about using art to strengthen community connections, celebrate local identity, and make creativity accessible to people of all ages and backgrounds.

Her work is inspired by the belief that creativity has the power to strengthen communities, preserve culture, and bring people together.

Growing up surrounded by music, culture, and creativity, Marcia explored artistic expression through guitar, Mexican folkloric dance, and ceramics before eventually discovering painting as her true passion. After returning to painting in 2015, she rediscovered the peace and purpose that creativity brought to her life and realized she wanted to share that experience with others.

That vision inspired the creation of Brush It Art Studio in 2024, a welcoming space where anyone can create without pressure or judgment, regardless of age or experience. Through guided painting experiences and community workshops, Marcia encourages people to reconnect with their creativity and discover abilities they never knew they had.

Marcia believes art is both deeply personal and profoundly communal. She sees creativity as an opportunity to reconnect with curiosity, embrace playfulness, and express emotions that words often cannot capture. Whether someone paints professionally or picks up a brush for the first time, she believes the creative process builds confidence, encourages healing, and reminds people that creativity belongs to everyone.

Since opening the studio, Marcia has led more than **550 guided painting experiences** and collaborated with municipalities, healthcare organizations, schools, businesses, and community organizations throughout the region. Her partnerships include multiple projects with **the City of San Luis**, including community art workshops, the Pet Mania Portrait, Arte en la Calle, and serving as mural instructor for the **AZ@Work** Youth Program. She has also worked with organizations such as **Onvida Health**, the City of Yuma's Ag Fest, Gowan, and numerous local employers to create engaging art experiences that strengthen relationships and build community.

Marcia believes public art has the power to transform ordinary spaces into places of pride, cultural storytelling, and shared identity. Whether leading a workshop, collaborating on a mural, or guiding a first-time painter, her goal is to make art approachable while celebrating the unique spirit of the border region.

Above all, Marcia hopes her work leaves behind a simple legacy: **that every person who encounters her work walks away believing they are more creative than they ever imagined.** She believes creativity belongs to everyone and that when people are given permission to create, they discover confidence, connection, and joy that extends far beyond the canvas.

Artist Statement

My philosophy about public art is simple: it should be inclusive, meaningful, and reflective of the people who call a community home. Public art has the ability to transform everyday spaces into places where people gather, connect, and see themselves represented. When individuals recognize their culture, traditions, and stories in public spaces, it creates a stronger sense of belonging and pride in the place they live.

As someone who was born in Sonora, Mexico, and raised in the San Luis region, my work is heavily influenced by the vibrant colors, traditions, and resilience of border communities. I am drawn to bold colors and imagery that celebrate our shared heritage while creating welcoming spaces that invite conversation, curiosity, and joy. Incorporating elements of cultural significance is not only a way to preserve history but also an opportunity to strengthen community identity for future generations.

Community participation is just as important as the artwork itself. I believe people are more likely to care for and protect spaces they have helped create or feel connected to. Through every workshop I lead, my goal extends beyond teaching painting techniques. I encourage participants to talk, share their experiences, and connect with one another. Art has a unique ability to lower barriers, allowing people from different backgrounds and life experiences to discover common ground and realize they are not alone.

Over the years, I have witnessed countless moments where individuals who believed they were “not creative” left with renewed confidence and a sense of accomplishment. Those experiences have reinforced my belief that creativity is not reserved for a select few but is something that exists within every person. When people are given permission to create, they often discover strengths they never knew they possessed.

The City of San Luis is more than my hometown. It is a gateway for thousands of families and a place where cultures, histories, and dreams come together. I believe public art can play an important role in making those families feel welcomed while celebrating the unique identity of our border community. Beyond beautifying a space, public art can inspire participation, spark conversation, and foster a deeper connection between neighbors.

My vision is to continue creating artwork and experiences that encourage people to take pride in where they live, embrace their creativity, and connect with one another. Above all, I hope every project I contribute to reminds someone that they belong, that their story matters, and that they are more creative than they ever imagined. I believe the most successful public art is not only seen, but experienced, remembered, and embraced by the community it serves.

Relevant Experience

Marcia Hernandez has successfully partnered with municipalities, healthcare organizations, military family programs, educational institutions, businesses, and community organizations to design and deliver inclusive art experiences that strengthen creativity, collaboration, and community engagement throughout the region.

Brush It Art Studio
Founder & Lead Artist | 2024–Present

- Founded and currently operates Brush It Art Studio, providing accessible creative experiences for individuals, businesses, schools, healthcare organizations, and municipalities throughout the region
- Facilitated more than 550 guided painting experiences for thousands of participants across Yuma County and the surrounding region while overseeing project management, marketing, curriculum development, scheduling, and event production.

City of San Luis
Community Artist & Program Partner | 2025-Present

- Pet Mania Portrait Commission (2025)
- Contributed to the completion of the City's "Letter Project" public art installation (2025)
- Arte en la Calle Community Workshop (2025)
- Community Art Workshops -Valentine's Day / Mother's Day (2026)

AZ@Work Youth Program
Mural Instructor | 2025

- Served as Mural Instructor for the AZ@Work Summer Mural Program, mentoring youth through the design and execution of a collaborative public mural at Eligio Ramirez Park in partnership with the City of San Luis.

City of Yuma
Community Art Facilitator | 2026-Present

- Designed and facilitated four interactive public painting sessions for 80 participants during the City of Yuma Ag Fest (2026).
- Invited to return for Tunes & Tacos with same concept (Oct 2026)

MCAS Exceptional Family Member Program | 2025–Present

- Designed and facilitated inclusive painting experiences for military families participating in the Exceptional Family Member Program, creating opportunities for creativity, connection, and inclusion.
- **Invited to return for additional programming in 2026**, demonstrating continued trust and an ongoing partnership with the program.

Relevant Experience (continued)

Onvida Health
Community Artist | 2025-Present

- Facilitated guided painting workshops for newly hired medical providers as part of employee engagement programming (2025).
- Facilitated Nurses Week Celebration guided painting workshops serving approximately 60 healthcare professionals (2026)
- Facilitated private team-building paint experiences for various departments (2025–Present)

Selected organizations that have partnered with Marcia Hernandez and Brush It Art Studio to provide community programming, employee engagement, educational workshops, and creative experiences throughout the region.

Selected Corporate & Community Partners | 2024-Present
Team-building workshops, employee engagement events, customized painting experiences

- Gowan
- Strong Beginnings
- Effective ABA
- Encompass Health
- San Pascual Valley Elementary School
- Yuma County Government
- U of A College of Agriculture & Life Sciences
- Yuma & Imperial Valley Wealth Management
- Telecare Corp
- Crane School District
- Yuma Catholic High School
- Church of the City

Additional private events, nonprofit organizations, schools, and community groups available upon request.



Marcia Hernandez

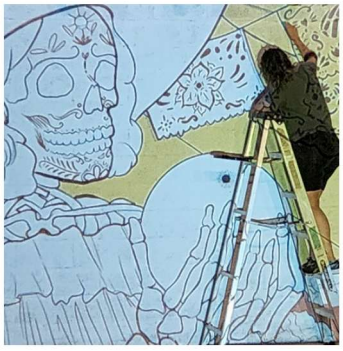
ARTISTIC WORK SAMPLES

For the City of San Luis Approved Artist List-Public Art Program
RFQ No. 2026-RFQ-00000001

Brush It LLC dba Brush It Art Studio

AZ@Work Youth Summer Mural Program







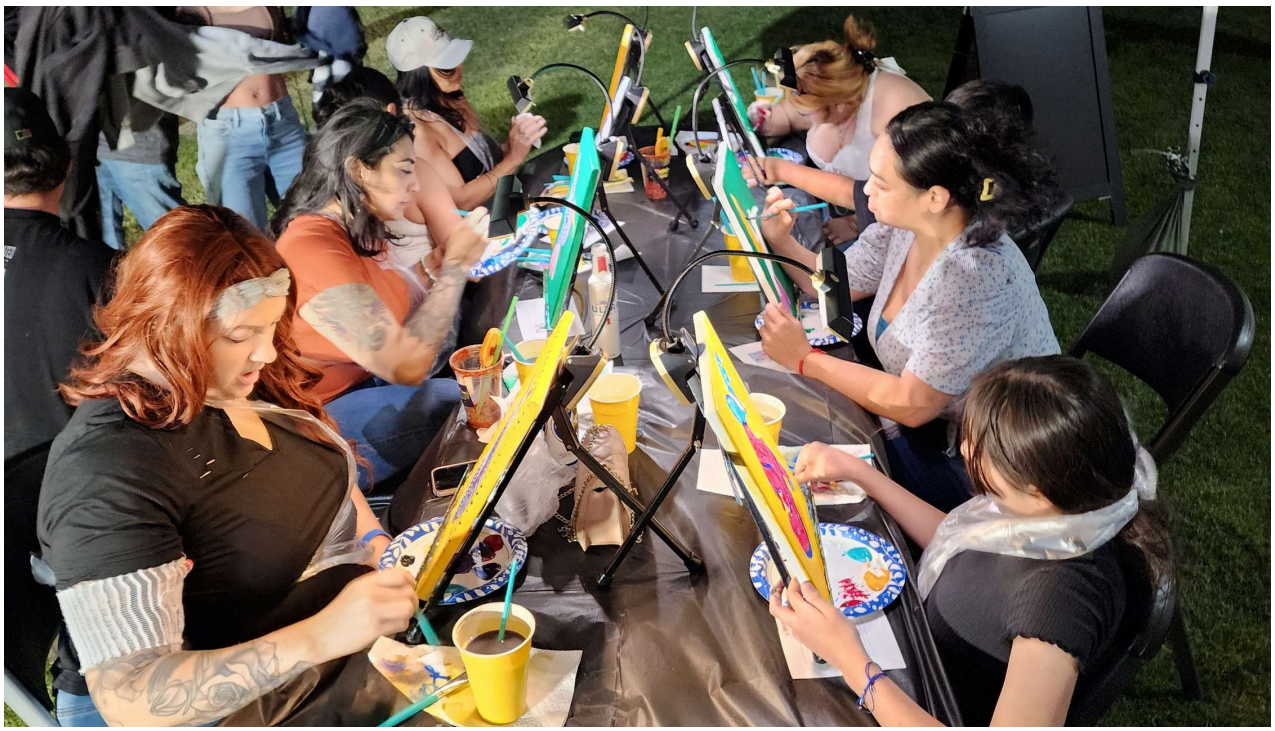




Client:	City of San Luis	**Year:**	2025
Location:	Eligio Ramirez Park San Luis, Arizona	**Role:**	Mural Instructor

Served as Mural Instructor for the AZ@Work Summer Mural Program, mentoring youth through the design and execution of a collaborative public mural at Eligio Ramirez Park. The project encouraged creativity, teamwork, and community pride while providing participants with hands-on experience in public art.

2025 Arte en la Calle









Client:	City of San Luis	**Year:**	2025
Location:	San Luis, Arizona	**Role:**	Community Artist & Workshop Facilitator

Partnered with the City of San Luis to lead a free community painting workshop during Arte en la Calle designed to bring art into a public space and encourage creativity among residents of all ages. Participants were guided through a collaborative painting experience that fostered self-expression, connection, and community pride while making art accessible to individuals regardless of prior experience. The event transformed a public gathering space into an opportunity for creativity, cultural celebration, and meaningful engagement.

2025 Pet Mania Portrait Commission



Photo by: City of San Luis

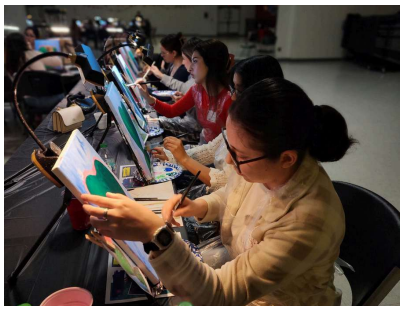
Client:	City of San Luis	**Year:**	2025
Location:	San Luis, Arizona	**Role:**	Commissioned Artist

Created a custom pet portrait commissioned by the City of San Luis as part of the Pet Mania community event. The artwork was awarded to the contest winner and celebrated the special bond between pets and their owners while encouraging community participation and engagement through art. The project demonstrated the ability to create meaningful, personalized artwork that connects with local residents and supports civic programming.

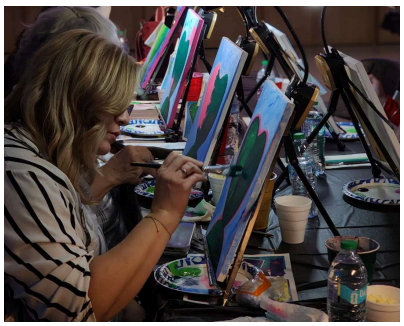
2026 Community Art Workshops











Client:	City of San Luis	**Year:**	2026
Location:	San Luis, Arizona	**Role:**	Community Artist & Workshop Facilitator

Partnered with the City of San Luis to facilitate seasonal community art workshops that welcomed participants of all ages and experience levels. These events encouraged creativity, strengthened community connections, and made artistic expression accessible in a fun and inclusive environment.

MCAS Exceptional Family Member Program









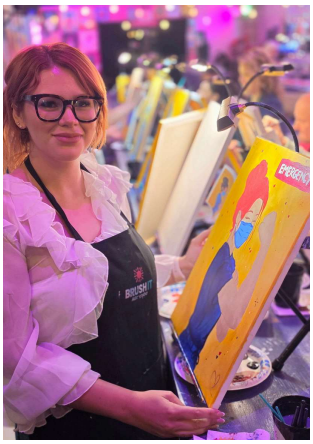


Client:	Marine Corps Air Station	**Year:**	2025-Present
Location:	Yuma, AZ	**Role:**	Art Instructor & Community Facilitator

Designed and led inclusive guided painting experiences for military families participating in the Exceptional Family Member Program. The workshops promoted creativity, self-expression, and meaningful family engagement while creating a welcoming environment for participants of all abilities.

Onvida Health











Client:	Onvida Health	**Year:**	2025-Present
Location:	Yuma, AZ	**Role:**	Community Artist & Workshop Facilitator

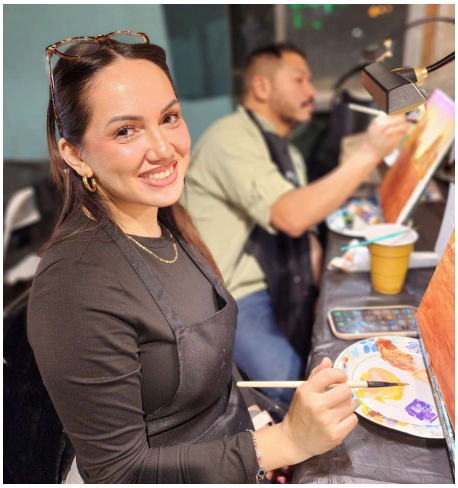
Facilitated guided painting workshops for healthcare professionals as part of employee engagement and wellness initiatives. These experiences encouraged creativity, stress relief, team building, and meaningful connection among staff members.

AG Fest Interactive Painting Experience







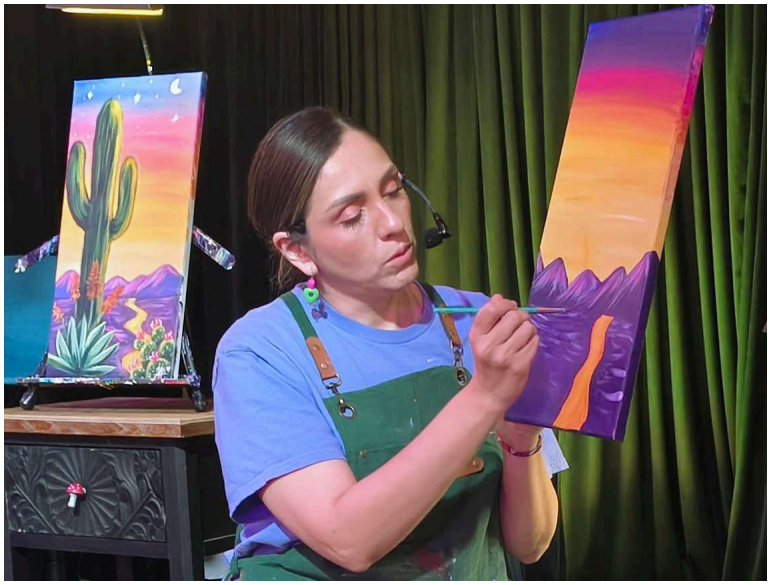


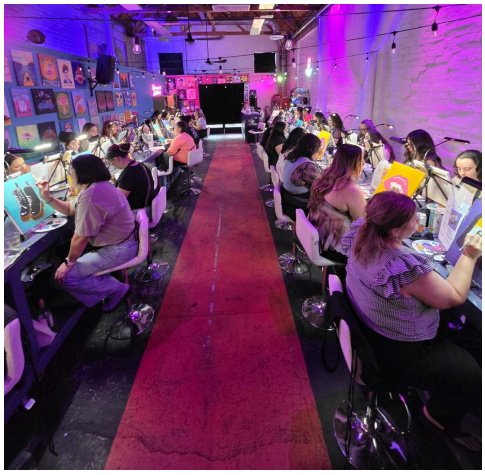


Client:	City of Yuma	**Year:**	2026
Location:	Yuma, AZ	**Role:**	Community Art Facilitator

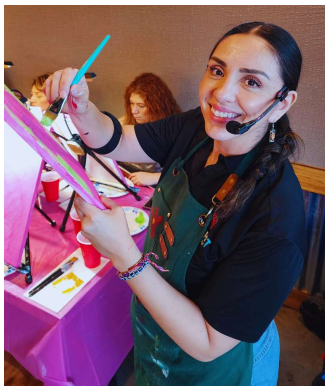
Designed and facilitated four interactive public painting sessions during the City of Yuma AGFest, engaging 80 participants in hands-on creative experiences that encouraged artistic exploration, collaboration, and community participation.

Building Community Through Creativity











Client:	Brush It Art Studio	**Year:**	2024-Present
Location:	Downtown Yuma, AZ	**Role:**	Founder & Lead Artist

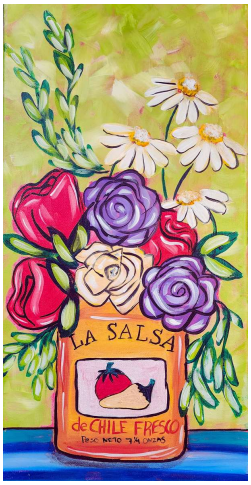
Founded and operates Brush It Art Studio, where more than 550 guided painting experiences have been delivered for individuals, businesses, schools, healthcare organizations, and community groups. Through inclusive programming, the studio creates welcoming opportunities for participants to discover confidence, creativity, and connection through art.

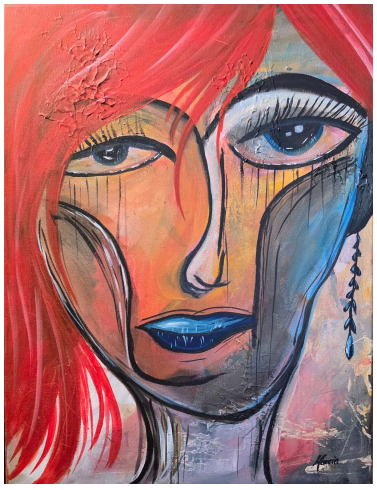
Selected Original Artwork

These selected works represent Marcia Hernandez's personal artistic practice and celebrate the vibrant colors, traditions, and cultural identity of the U.S.–Mexico border. Through expressive acrylic paintings, she explores themes of heritage, resilience, joy, and self-discovery while inviting viewers to connect with creativity in meaningful ways. Together, these pieces reflect her belief that art can preserve culture, inspire conversation, and strengthen the communities it serves.





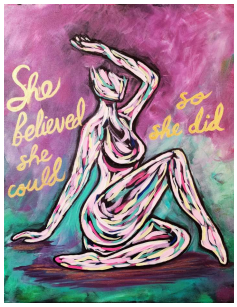














City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[CHERI RECKERS LLC] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Cheri Reckers LLC Response

CONTACT INFORMATION

Company:
Cheri Reckers LLC

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cherireckers@hotmail.com

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Cheri Reckers

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Queen Creek, AZ 85144

Phone:
(480) 265-5156

Website:
cherireckers.com

Submission Date:
May 27, 2026 9:24 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed May 30, 2026 10:09 AM by Cheri Reckers

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

Reckers_certSignatureSanLuis.pdf

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
2. Any substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38-505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants that develops at any time during this contract will be immediately disclosed to the City of San Luis and Consultants.

Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Reckers_CityofSanLuis.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

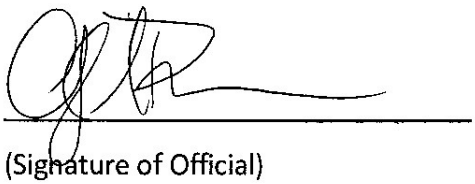
ReckersArtSamples_CityofSanLuis_.pdf

CERTIFICATIONS SIGNATURE FORM

These Certifications (Civil Rights, Equal Employment Opportunity, Equal Opportunity for Workers with Disabilities – Section 503, Procurement of Recovered Materials, Access to Records and Records Retention, Conflict of Interest, Anti-Lobbying) are a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of these Certifications is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required Certifications shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

CHERI RECKERS

(Typed Name of Official)



(Signature of Official)

CHERI RECKERS LLC

(Typed Name of Firm)

5.27.26

(Date)

Cheri Reckers
27228 N Nelson Rd., Queen Creek, AZ 85144
480-265-5156 cherireckers@hotmail.com
Instagram: @Cheri.Reckers cherireckers.com

City of San Luis Approved Artist List

Dear Selection Committee,

I am an award winning Arizona artist (Master Silk Painter, muralist, sculptor) living in the foothills of the San Tan Mountains. In my attached portfolio you will see some of my most recent mural work on large scale canvas, ceilings, electrical boxes and silk as well as steel and mosaic sculpture samples. Each concept and design are unique to the particular requirements of the specific project. Many are inspired by nature, balanced with lots of color and pattern and sometimes an added touch of whimsy. Research for projects often includes site visits and talking to community members, historians and stakeholders to get a good feel for what they value and want included in the public works piece.

My interest in participating in the City of San Luis Public Art Program stems from the importance to keep and incorporate beauty, culture and history into our growing communities. It defines who we are and where we came from, and leads to who we wish to be. I particularly enjoy creating public artwork that gives community members a sense of pride and makes them smile every time they see it.

I look forward to working with you in creating artwork to highlight the City of San Luis' history, community and special character. My ability to work with clients on their design preferences and my consistency with completing projects on time and within budget will assure success with your upcoming public art projects.

Thanks for your consideration. Enjoy viewing the art!
Cheri Reckers

Cheri Reckers

27228 N. Nelson Rd., Queen Creek, AZ 85144 480-265-5156
cherireckers@hotmail.com cherireckers.com Instagram:@cheri.reckers

Cheri Reckers is a multi-media artist and Master Silk Painter who lives in the Sonoran Desert. She creates paintings, mosaics, sculptures and wearable art for museums, galleries and public and private spaces. Her award winning work is frequently inspired by patterns, textures and colors found in nature and her surroundings. Cheri likes to have fun with lively colors and repetitive shapes and create a bit of "sophisticated whimsy" in her art. She graduated with honors from the Columbus College of Art and Design and was recently featured in a segment on FOX10 Phoenix "Made in Arizona".

Featured Interview Fox10 Phoenix- Made in Arizona "Cheri Reckers Silk Paintings"
https://www.fox10phoenix.com/video/1449629

Education
Columbus College of Art & Design- Columbus, OH
BFA with Honors and recipient of "Outstanding Senior Award"

Murals & Public Works
2025 Town of Fountain Hills, AZ, "Buzzin' in Fountain Hills", Mural on 3 electrical boxes, acrylic on steel
Phoenix Rotary, AZ, "Daytime Friends & Nighttime Buggers", 3' Butterfly Sculpture, painted steel
Butterfly Wonderland, Scottsdale, AZ, "Hot Days & Chile Nights', 4' x4' painted steel butterfly
2024 Pinnacle Brewing Co., Scottsdale, AZ, "Pinnacle Peak 360°", 2' x 50' ceiling mural, latex on drywall
Shemer Art Center, Phoenix, AZ, "Camelback View", 6.5' x 13.5', pigment on silk
Kroger Company, Fry's Food Store, Queen Creek, AZ, "Desert Exultation", 8' x 24', acrylic on canvas
2018 City of Belen, "Belen" postcard design selected for downtown mural
Other Commissions:
Gymnasiums- logos and mascots
Private Residences- mountain scenery
Senior lounge-12' x 8' uplifting mural design

Select Exhibitions
2026 "Unlovable", Vision Gallery, Chandler, AZ
"Monochrome", Shemer Art Center, Phoenix, AZ
"Double Licker Swallowtail" sculpture for Phoenix Rotary "Take Flight"
2025 "Echoes of Innovation", Ventana Gallery, Roche Tissue Diagnostics, Oro Valley, AZ
"Daytime Friends & Nighttime Buggers", 3' Painted Steel Butterfly for Phoenix Rotary Club
2024 "Hot Days & Chile Nights", 4' Painted Aluminum Butterfly for Phoenix Rotary Club "Take Flight"
2023 "Inspired: Arizona Artists Celebrate the Natural World", Wild Side Gallery-Phoenix Zoo, Phoenix, AZ
"Solo Show", Mayo Clinic Galleries, Phoenix & Scottsdale, AZ
"Celebration of Artists 2023", West Valley Art Museum, Peoria, AZ
2022 "Best Works", Howland Studios Gallery, Phoenix, AZ
"Shock of the New West", Tubac Center for the Arts, Tubac, AZ
2021 "Contemporary Western Art Show", Mountain Oyster Club, Tucson, AZ
"Take a Hike", Vision Gallery, Chandler, AZ
"Celebration of Artists 2021", West Valley Art Museum, Peoria, AZ
"Interpretations VI", WHAM West Gallery, Surprise, AZ
2020 " Nature In Balance", Shemer Art Center, Phoenix, AZ
"All Art Arizona", Art Intersection Gallery, Gilbert, AZ
"Interpretations V", WHAM West Gallery, Surprise, AZ
"41st Annual Contemporary Crafts", Mesa Contemporary Arts Museum, Mesa, AZ
2019 "Nature's Kingdom", Shemer Art Center, Phoenix, AZ
"Flo-Art" Exhibition, Florence, AZ

"ArtWear", Lincoln Center, Fort Collins, CO
"A League of Their Own", Holland Gallery, Scottsdale, AZ
"All Art Arizona", Art Intersection Gallery, Gilbert, AZ
"Fantastical Botanical", Chandler Center for the Arts, Chandler, AZ
"40th Annual Contemporary Crafts", Mesa Contemporary Arts Museum, Mesa, AZ
2018 "Bees & Wax", Tubac Center of the Arts, Tubac, AZ
"All Art Arizona", Art Intersection Gallery, Gilbert, AZ
"Arizona's Desert Beauty", Shemer Art Center, Phoenix, AZ
"Uncommon Threads", Fine Line Creative Arts Center, St. Charles, IL
"Elegant Threads: Wearable Art & Surface Design"(2018, 2017), Lighthouse Art Center, Tequesta, FL
2017 "ArtWear", Lincoln Center, Ft. Collins, CO
"Artful Fashion"-Allegheny Arts Council, Cumberland, MD
"Artful Threads"(2013-2017)-Belen Harvey House Museum, Belen, NM
"Albuquerque Fiber Arts Fiesta" (2005-2017)-Silk Painting Exhibit, Albuquerque, NM
2016 "Celebrate New Mexico"-Manzano Mountain Arts Council, Mountainair, NM
"Fiber Rocks", Traveling Exhibition-Taos, Santa Fe, and Espanola, NM
"Colors of the Southwest"-Albuquerque Garden Center, Albuquerque, NM
2015 "Seasons"-Los Lunas Museum of Heritage and Arts, Los Lunas, NM
"ArtWear Fashion Week"(2013, 2008, 2006, 2001,1999)-Lincoln Center, Ft. Collins, CO
"Silver City Fiber Arts Festival" (2013-2015) Silk Painting Exhibit-Silver City, NM
2014 National Juried Show -Roswell Museum & Art Center, Roswell, NM
"Getting Around New Mexico, Then & Now"-Los Lunas Museum of Heritage & Arts, Los Lunas, NM
"Uncommon Threads" (2014-2002)-Fine Line Creative Arts Center, St. Charles, IL
2013 "Remember, Reflect and Rejoice!"-Los Lunas Museum of Heritage & Arts, Los Lunas, NM
"Socorro Plein Air Paint-Out & Exhibition"-Vertu Fine Art Gallery, Socorro, NM
"Garden Critters"-Placitas Artists' Series, Placitas, NM
2012 "Boom Blooms, Bugs & Blossoms" 2 Person Exhibition-Weyrich Gallery, Albuquerque, NM
"Under 1 Sky" -2 Person Exhibition-Gallery U, Matsudo Chibo, Japan
"Bugs & Blooms"- Placitas Artists Series, Placitas, NM
2011 "Socorro Plein Air Paint-Out and Exhibition"-Curious Crow Gallery, Socorro, NM
"18 Days"-Center for Contemporary Art, Santa Fe, NM
"Signs from the Past"-Open Space Visitors' Center Gallery, Albuquerque, NM
"Wearable Art Show"(2011-2003)-Bay School Cultural Art Center, Mathews, VA
2009 "Art of the West"-UNM Valencia Fine Arts Gallery, Los Lunas, NM
"Solo Wall Show- Earth Day"-Johnsons of Madrid Galleries, Madrid, NM
"Inspirational Effects of Texture in Wearable Art"-Tactile Textile Art Center, Denver, CO

Awards

2023 Honorable Mention, "Celebration of Artists 2023", West Valley Art Museum, Peoria, AZ
2022 3rd Place, "Birdy Style" exhibition/fundraiser, Sedona Arts Center, Sedona, AZ
2021 Best of Show, "Celebration of Artists 2021", West Valley Art Museum, Peoria, AZ
2020 Second Place-Mixed Media, "Interpretations V", WHAM West Gallery, Surprise, AZ
2019 First Place, "Flo-Art" Exhibition, Florence, AZ
2016 Winning Design, Bandelier National Monument Centennial Parks Pass, NM
2015 Viewers Choice Award, Silk Painting Exhibit, Albuquerque Fiber Arts Fiesta, ABQ, NM
Best in Show, Belen Art League- Spring Show, Harvey House Museum, Belen, NM
2014 Best in Category, "Getting Around New Mexico, Then & Now", Los Lunas Museum of Heritage & Arts, Los Lunas, NM
Award of Distinction, Roswell Fine Arts League National Juried Show, Roswell Museum & Art Center, Roswell, NM
2013 Students' Choice Award-Socorro Plein Air Paint-Out, Vertu Gallery, Socorro, NM
1st Place-Fiber- Ruidoso Arts festival, Ruidoso, NM
Best of Show, Belen Art League's Spring Show, Belen, NM
2012 Best of Show-Fabric, Weaving, Leather, Ruidoso Arts Festival, Ruidoso, NM
1st Place-Fabric Category, Ruidoso Arts Festival, Ruidoso, NM
3rd Place-Fabric Category, Ruidoso Arts Festival, Ruidoso, NM
Best of Show-Fiber, New Mexico Arts & Crafts Fair, Albuquerque, NM
Awarded "Master Silk Painter" designation from Silk Painters International organization
2011 Named "Outstanding Entrepreneur of the Year" by UNM Valencia's New Mexico Small Business Development Center
Best of Show, Wearable Art Exhibit, Bay School Arts Center, Mathews, VA

2008 Best of Show-Fabric/Weaving/Leather, Ruidoso Art Festival, Ruidoso, NM
2007 Best of Show-Fabric/Weaving/Leather, Ruidoso Art Festival, Ruidoso, NM
Peoples Choice-Surface Design/Silk Painting, Albuquerque Fiber Arts Fiesta, Albuquerque., NM
Second Place in Fiber, Scottsdale Arts Festival, Scottsdale, AZ
2006 Best in Show-Professional Fiber, Bay School Arts Center, Mathews, VA
Best of Fiber, Sedona Arts Festival, Sedona, AZ
Natural Piano Center Award at ArtWear Fashion Week, Ft. Collins, CO
Second Place- Wearables, Fiber Celebration 2006, Lincoln Center, Ft. Collins, CO
2005 Overall Premier Winner, 5th Annual Wearable Art Show, Bay School Cultural Art Center, Mathews, VA
Second Place Award-Garments, Rags 2005, Tacoma, WA
2004 Best of Show, Bay School Cultural Art Center Wearable Art Show, Mathews, VA
First Place-Hand Painted Silk, Bay School Cultural Art Center Wearable Art Show, Mathews, VA
People's Choice Award, Uncommon Threads, St. Charles, IL
Second Place Award-Accessories, Rags 2004, Tacoma, WA
Third Place Award-Garments, Rags 2004, Tacoma, WA
2003 Best of Show, Bay School Cultural Art Center Wearable Art Show, Mathews, VA
Judges' Choice Award, Uncommon Threads, St. Charles, IL
Minnesota Crafts Council-Donor's Choice Award, Artwear in Motion 2003, Minneapolis, MN
Third Place Award-Garments, Rags 2003, Tacoma, WA
Best use of Color and Texture, 7th Biennial Art to Wear, Larson Gallery, Yakima, WA
2002 Second Place-Fashion Design, Style New Mexico, Albuquerque, NM
Judges' Choice Award, Uncommon Threads, St. Charles, IL
Special Creativity Award, Rags 2002, Tacoma, WA
2001 Third Place Award-Garments, Rags 2001, Tacoma, WA
2000 First Place Award-Garments, Rags 2000, Tacoma, WA

Select Community Projects and Shows Organized

2015 "Art for Pet"s Sake"- art exhibition, educational event, pet adoption and fundraiser, New Mexico
2008 & 2010 "Valencia County Arts"- guidebook and website of artists and galleries, New Mexico
2013-2017 "Artful Threads: Traditional & Contemporary Fiber Art of Valencia County", Belen Harvey House Museum, Belen, NM

Cheri Reckers
27228 N. Nelson Rd., Queen Creek, AZ 85144 480-265-5156
cherireckers@hotmail.com cherireckers.com Instagram:@cheri.reckers

Commissions and Artworks



1. "Desert Exultation", 8' x 24' Mural, acrylic on canvas, 2024
Commissioned by the Kroger Company
Location: Fry's Grocery, Queen Creek, AZ
Objective: Client asked for an uplifting design that celebrates the spirit of the community and the unique identity of Queen Creek and its surroundings.
My Concept: Because Queen Creek is a family centered community rooted in agriculture, I chose to depict a quail family overlooking the expansive valley below. Beyond the rows of rich irrigated farmland and citrus groves stand the San Tan Mountains and ubiquitous wide open sky.



"Desert Exultation"—Installed at Fry's Grocery, Queen Creek, AZ



2. “Buzzin” in Fountain Hills”, Mural on 3 Electrical Boxes (approx. 200 sq. ft.), acrylic on metal, 2025
Commissioned by Town of Fountain Hills and Art State Arizona
Location: El Lago at Plaza Fountainside, Fountain Hills, AZ
Objective: The request was for one of my desert scenes with qualities of sophistication and joy.
My Concept: the final mural design is based on the clients requests and imagery they connected with in my portfolio that would be well received in Fountain Hills. The mural is a wrap-around triptych that flows from one electrical box to another. It features a desert scene with buzzing bees on a saguaro blossom all painted with my custom blended palette of colors. I’ve also included Four Peaks mountain range in the background (the actual mountain range can be seen off to the east of Fountain Hills.



3. “Camelback View”, 6.5’ x 13.5’ Silk Mural, pigment on silk, 2024
Commissioned by the Shemer Art Center
Location: Shemer Art Center, Phoenix, AZ
Objective: Client wanted a desert inspired, wall hanging/window covering that would be transparent enough for them to still see outside. They requested that it contain the number “40” in it to commemorate their 40th Anniversary.
My Concept: Since the Shemer Art Center’s location provides a view of Camelback Mountain, I created a desert scene focused around Camelback Mountain. I designed the “mountain” part of the painting to be centered in the window on the wall where it is hung. The number “40” is “hidden” in the painting as well (see the cactus and sun). I chose to work with a sheer silk fabric that would allow visibility to the west lawn where events take place.



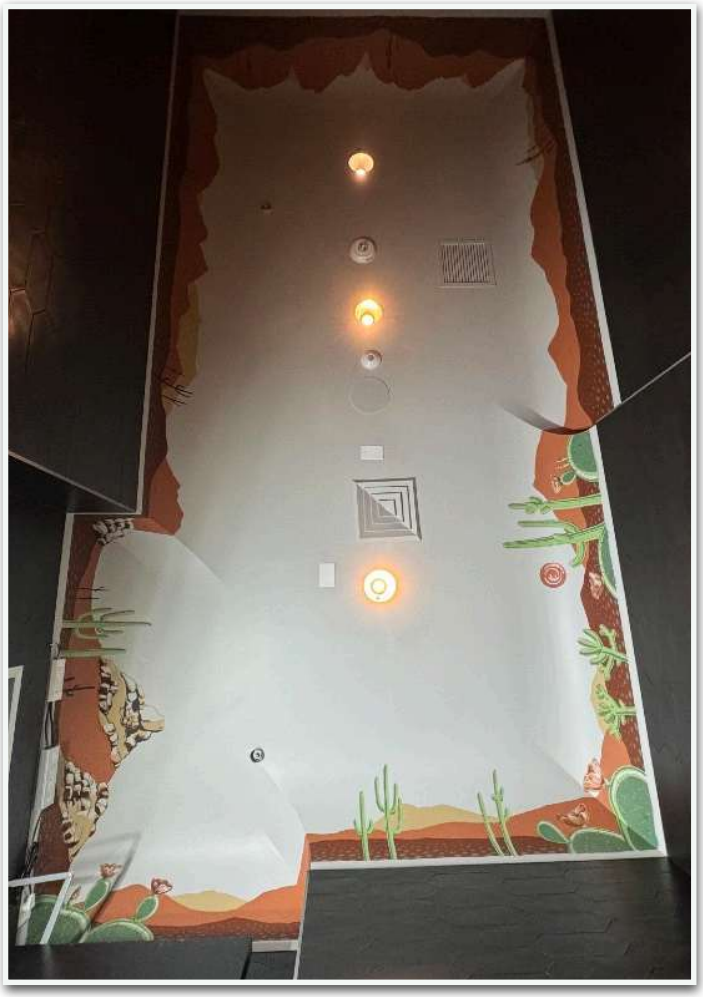
“Camelback View”—installed at Shemer Art Center, Phoenix, AZ



4. "Greetings From Belen, New Mexico", Postcard/Mural, Watercolor, pencil, ink on paper, 2012/2018
Commissioned by the Harvey House Museum, Belen, NM
Mural Location: Downtown Belen, NM
Objective: The museum director requested a "Greetings" postcard with vintage style illustrations featuring elements of the City of Belen, its history and community.
My Concept: Belen has history as a railroad town and is currently a major rail hub in the southwest. I felt it important to include the Harvey House Museum and an early Santa Fe Railroad engine. The bull rider reflects the rural aspect of the area and rodeo, which is a popular school sport even today. The town square and water tower are where the community gathers for events such as a hot air balloon rally. Mountain bluffs represent the desert vista and wide open sky. I chose to illustrate with watercolor and pencil to give the design a vintage feel. The artwork was used to print postcards for the museum and for a painted mural on Becker Ave.



Detail—"Pinnacle Peak 360°"



Full view of ceiling mural at Pinnacle Brewing Co.

5. "Pinnacle Peak 360°", 9' x 16' Ceiling mural, latex paint on drywall, 2024
Commissioned by Revealing Interiors and Pinnacle Brewing Company
Location; Pinnacle Brewing Company, Scottsdale, AZ
Objective: Create a ceiling mural with an Arizona feel to it that compliments the copper and black contemporary interior of the business. Requested elements: desert motif, mountains, Pinnacle Peak.
My Concept: I based my design for this project on the 360° view from the trail at Pinnacle Peak Park. The mural is a continuous mountainscape with Pinnacle Peak on the west wall and Four Peaks to the east. Actual cactus seen at the park can be found in the mural as well. The limited color palette with a line and shape design and copper accents compliment the brewery's interior.







6. “Desert Dog”- 2’ x 3.5’, Steel Sculpture, 2026
A whimsical pup crafted of different thicknesses of steel to create variations of line work and pattern. The intentional shadow patterns that change throughout the day with the sunlight are an added bonus to the design of this sculpture.



7. “Give Me a Paw”- 18” x 19” x 1.5”, Mosaic Sculpture, 2026
Steel, glass, grout, mortar, tile board
Glass tiles and stained glass in a paw shaped freestanding steel form make for a fun pet themed piece.



8. “Yellow Headed Blue Bill”- 9” x 8” x 17”, Glass Mosaic Sculpture, 2025
Stained glass, grout, mortar, hand carved foam, metal
As an amateur birder, I frequently use bird imagery in my artwork. This whimsical bird sculpture has a silly look on his face that makes people smile.



Back view

9. “Purple Pup”, 14” x 10” x 15”, Glass Mosaic Sculpture, 2025
Glass, grout, mortar, hand carved foam
Perfect for a dog lover or animal shelter. This smiling, fun loving glass mosaic dog sculpture is created in shades of purple to add to the playful look.

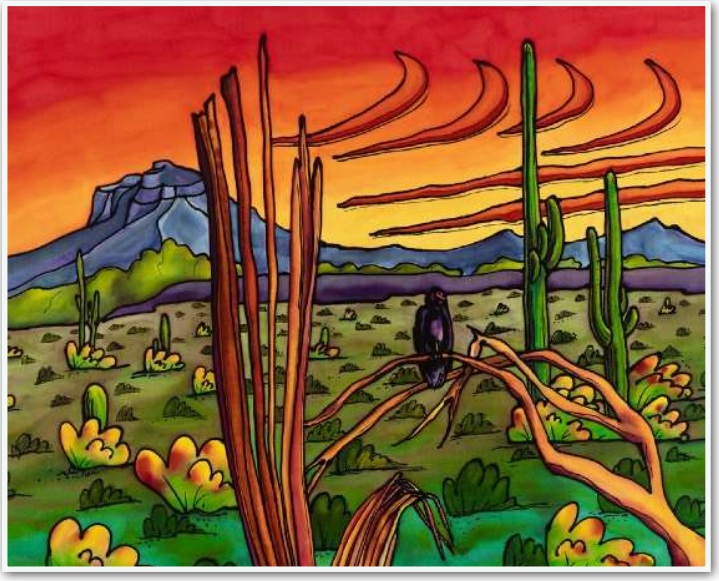


"Double Licker Swallowtail"
Top and Bottom View
2026, Painted Aluminum Sculpture

10. "Double Licker Swallowtail", 32" x 38" Painted Aluminum Sculpture, 2026
Commissioned by Phoenix Rotary "Take Flight" event
Objective: A fun design appealing to dog lovers.
My Concept: Inspired by the unconditional love and loyalty from our canine family members.
It was important to me when placing the design elements on the aluminum butterfly sculpture to purposely have it retain the essence of a butterfly. The vivid paw prints are intended to resemble butterfly eyespots. On the opposite side, the colorful whimsical dog faces follow the veins in the butterfly's wings. And the two tails, yes, they have "lickers". Small paw print "spots" finish off the edges for a cohesive composition. Ultimately, I wanted to create something fun and colorful to make viewers smile and laugh.



11. "Hot Days & Chile Nights", 7' x 4' x 4' Painted Metal Sculpture, 2024
Acrylic paint on aluminum
Location: Butterfly Wonderland, Scottsdale, Arizona
Commissioned by Phoenix Rotary
Objective: Client asked for a colorful butterfly with a unique theme that would stand out in a garden.
My Concept: Because the sculpture is 2 sided, I decided to play with the opposites of Night/Day and the desert temperature fluctuations of hot days and cool nights (with a play on words—"chile nights"). A stylized moon radiates green chiles in the night sky and a sun with red chiles is on the opposite side.



12. "Colorful Vulture", 16" x 20", Fiber-reactive dyes on silk, canvas, acrylic medium, 2021
This painting is imagery from one of my morning walks. It features a perched vulture enjoying the morning sun in the San Tan Mountains. I find value and joy in taking time to watch the wildlife.

Silk paintings inspired by nature.





“Agave Series” 72” x 14”
Fiber-reactive dyes on silk.
2024



“Viney Flowers” 72” x 22”
Fiber-reactive dyes on silk.
2025



“Beezzz” 72” x 22”
Fiber-reactive dyes on silk
2025

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[DEL CORAZON] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Del corazon Response

CONTACT INFORMATION

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N/A

Website:
N/A

Submission Date:
May 15, 2026 5:53 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed May 29, 2026 8:10 AM by Jessica Anguiano

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

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Screenshot_20260427-190421.png

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
2. Any substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38-505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants that develops at any time during this contract will be immediately disclosed to the City of San Luis and Consultants.

Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

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4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

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peoplesartist.org
Facebook

JOHNNY DEPP PRESENTS
THE PEOPLE'S ARTIST














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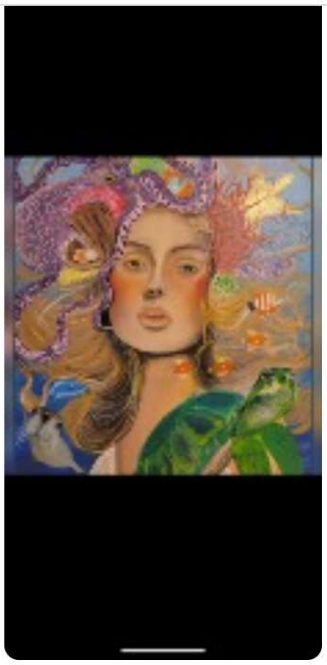
THE PEOPLE'S ARTIST



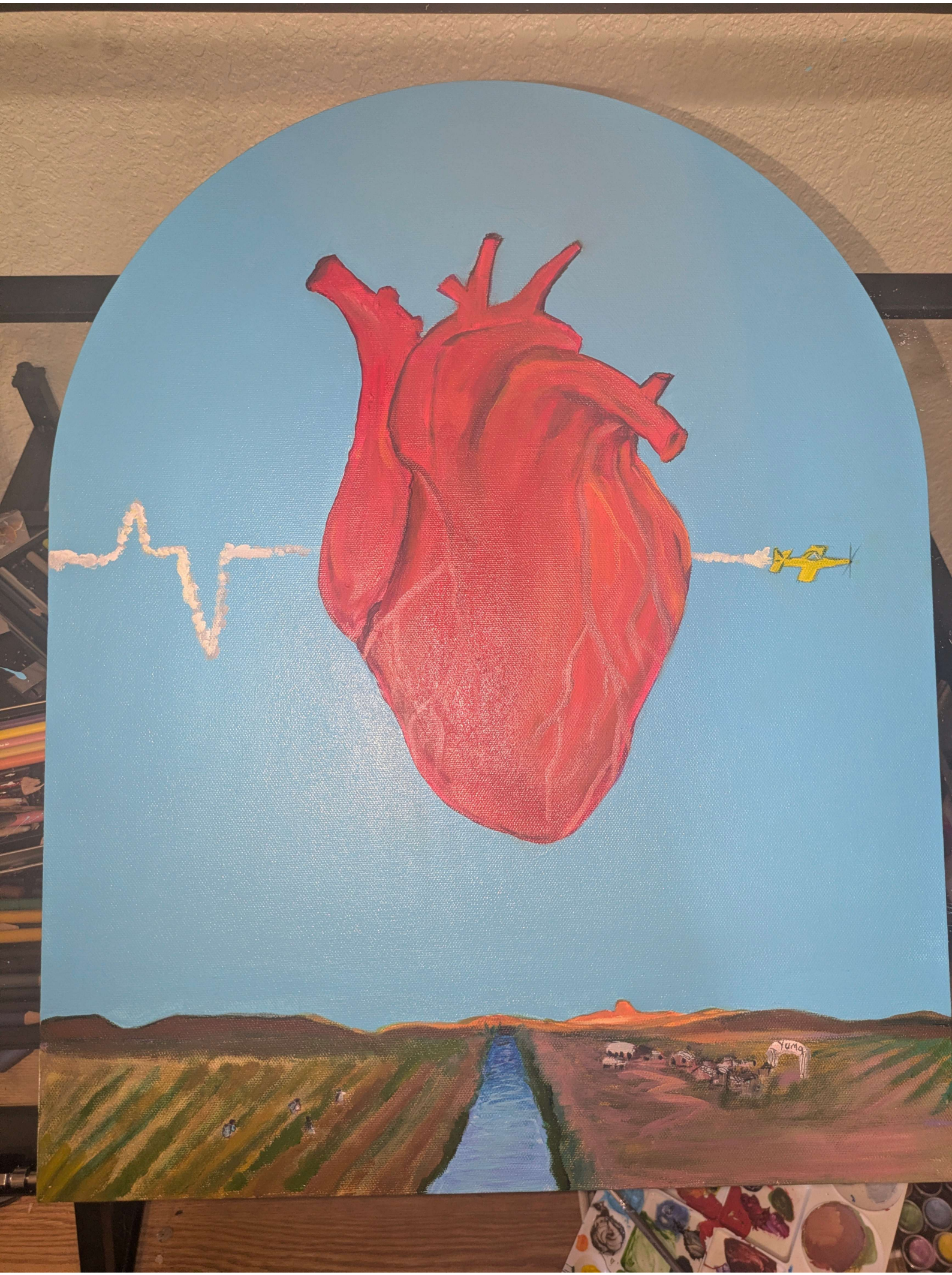








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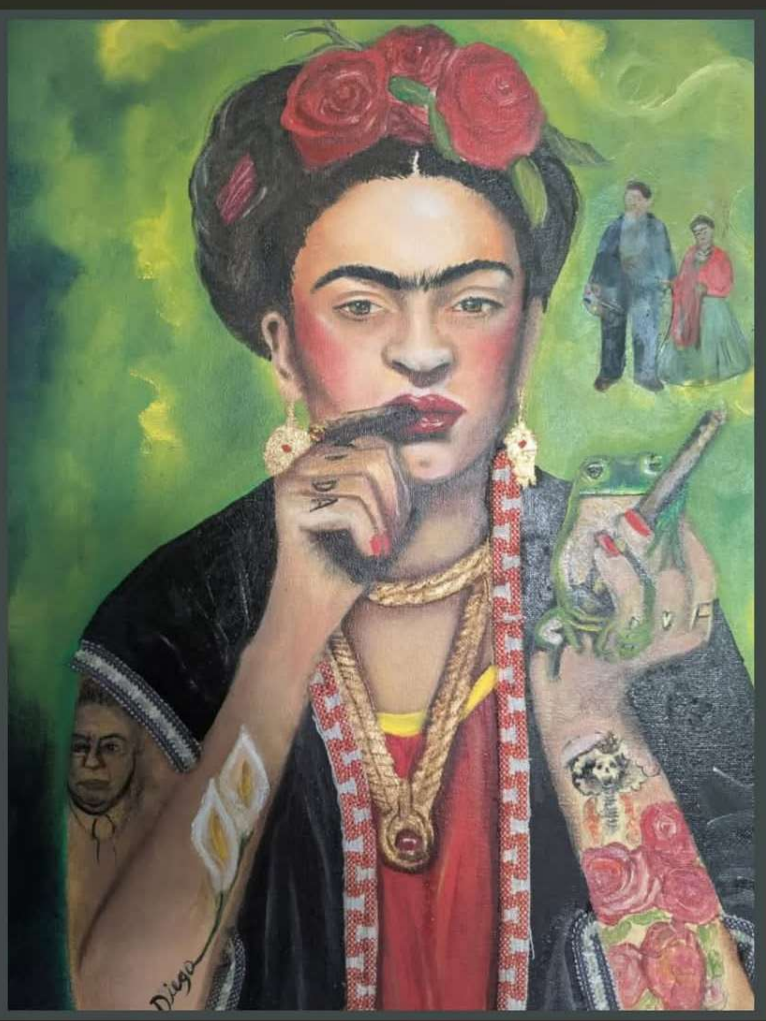
3 of 7



Jessica Anguiano
13 MINUTES AGO

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City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[DIAMOND] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Diamond Response

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San luis, AZ 85349

Phone:
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Website:
N/A

Submission Date:
Jun 4, 2026 10:47 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 4, 2026 10:35 PM by Dahana Diamond

Addendum #2
Confirmed Jun 11, 2026 10:37 AM by Dahana Diamond

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

IMG_1123.jpeg

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
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Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

IMG_1123.jpeg
IMG_1136.jpeg

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

att.ZJQfQOfbr3gTESQPMw5aW59S962ZUfzHybxZsj2fF3s.jpeg
att.t0fQ3uvdWbNJvpvAf7Ub-DiGagcwAX7jSgnp6GDZvuY.jpeg
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Dahana Diamond

Contact

Email: dahanart@yahoo.com
Cell: 928-955-1236

Social media

Insta: zombie.noodle.art
Facebook: Dahanart

Skills

Painting
Sculpting
Tattooing
Graphic design and photoshop
Photography

Education

High school diploma
Vallejo Adult School

Self-taught [Medium] artist in the BAY Area, California and Arizona. Specializes in various styles and techniques to explore diverse themes. Developed technical expertise through independent studio practice, workshops, and creative projects in local communities.

Experience

2011 Solano county art fair 2nd place entry
"ART IS LIFE"
2011 Photography Advanced placement
2012 ART Advanced placement
2012 Fairfield art gallery display piece "MAC"
2018 Art Instructor Artsy Fartsy studio
2021 San Luis az city flag pole contest
2022 San Luis az flag pole contest
2023 San Luis az door mural contest
2023 San Luis az city Flag pole contest

Professional Work

Artsy artsy studio 2018-2019
Yuma at
ART Instructor

Commissions

Tattoo 2013-
Community events 2021-

Dahana Diamond

Contact

Email: dahanart@yahoo.com
Cell: 928-955-1236

Social media

Insta: zombie.noodle.art
Facebook: Dahanart

Skills

Painting
Sculpting
Tattooing
Graphic design and photoshop
Photography

Education

High school diploma
Vallejo Adult School

Self-taught [Medium] artist in the BAY Area, California and Arizona. Specializes in various styles and techniques to explore diverse themes. Developed technical expertise through independent studio practice, workshops, and creative projects in local communities.

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"ART IS LIFE"
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Professional Work

Artsy artsy studio 2018-2019
Yuma at
ART Instructor

Commissions

Tattoo 2013-
Community events 2021-

CERTIFICATIONS SIGNATURE FORM

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Dahana Diamond

(Typed Name of Official)

(Signature of Official)

6/4/26

(Typed Name of Firm)

(Date)


EXIT







ARTE EN LA CALLE

LIGHT POLE BANNER CONTEST

Arte

Cultural CENTER

Dahana Diamond

Thank You

for your participation

April 2022





ARTE EN LA CALLE

LIGHT POLE BANNER CONTEST

Cultural CENTER

Dahana Diamond

Thank You

for your participation

June 2021


WOW

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[EZEQUIEL] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Ezequiel Response

CONTACT INFORMATION

Company:
Ezequiel

Email:
ezequielgastelum7@gmail.com

Contact:
Ezequiel Gastelum Gomez

Address:
PO Box 8601
San Luis, AZ 85349

Phone:
N/A

Website:
N/A

Submission Date:
Jun 10, 2026 11:15 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 7, 2026 10:55 PM by Ezequiel Gastelum Gomez

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*
Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

Certifications_Signature_Form_EG.pdf

2. Conflict of Interest*
The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
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Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Ezequiel_Gastelum_Gomez_-_SOQ.pdf.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

IMG_3292.JPEG
74407441688__EC32B862-B7C0-4D37-AFF0-63A89B27639B.HEIF
IMG_4186.JPEG
IMG_4990.HEIF
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IMG_6837.HEIF
IMG_7617.HEIF

CERTIFICATIONS SIGNATURE FORM

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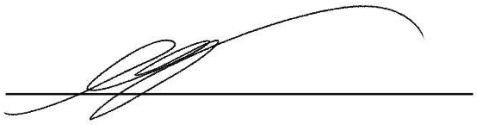
Ezequiel Gastelum Gomez	
(Typed Name of Official)	(Signature of Official)
N/A	06/06/2026
(Typed Name of Firm)	(Date)

Dear City of San Luis,

My name is Ezequiel Gastelum Gomez and this is my submission of my Statement of Qualifications for the City of San Luis Approved Artist List - Public Art Program. With over 9+ years of experience and an Associates degree in Graphic Design, I am confident that my artistic skills are a perfect contribution to the Approved Artist List. Being creative and collaborative with my art has been a passion of mine since I was young. The opportunity to continue that mission and share my knowledge while creating alongside creatives in my home community is important to me and reflects my commitment to this opportunity offered by the City of San Luis. Further, my wide range of professional and personal experiences in this field compliment my qualifications and interest in this role.

Currently, as I complete my education, I work as a freelance tattoo artist, which allows me to expand my creativity and develop my communication skills. Through this position, I work closely with my clients to deliver unique pieces that are indicative of their personality and background while offering a safe, sanitary, and comfortable experience. I utilize storytelling throughout my practice which allows me to co-create art in a way that intertwines my own background and artistic style to meet the wishes of my clients. Additionally, this role allows me to regularly exercise my drawing skills because of its demand for precision and good craftsmanship.

Beyond my personal practice, my professional work in the arts has allowed me to expand my scope and services, ranging from murals to functional public art. In my position as a creative corps intern with EPACenter Arts in East Palo Alto, I and other artists worked closely with non-profit organizations to draft and install pieces that elevated their existing infrastructure. For example, in our partnership with RISE, I drafted and presented multiple mockups for a mural in the interior of their childcare and educational development space. This was an iterative process where I used our partner's feedback and mission to suggest designs that engaged everyone who stepped into their space, whether it be children, parents, or educators. After the design selection, installation preparation involved finalizing placement measurements and developing a detailed materials budget.

Additionally, we worked with El Concilio of San Mateo County to develop an outdoor mural that honored the cultural heritage of the community the organization served. A significant component of this experience was the extensive grounding in community values and lived experience. It was important to me that this piece mirrored not only the organization, but the entire community that this mural would inhabit. So, throughout this project I worked extra hard on my relationship building and community partnership.

Lastly, my collaboration with Fresh Approach community garden challenged me to expand my scope of work to make my art functional in addition to visually appealing. This project involved multiple installations of murals onto barrels used for rain water collection. Unlike with traditional wall murals, my designs had to be more dynamic in order to adapt to the cylindrical shape of the barrel. Therefore, this process included taking extra time to understand the materials and canvas I was working with.

While it was something new for me, it taught me a lot about adapting my creative vision to different methods.

Altogether, my experience and love for the arts qualifies me as an ideal candidate for the City of San Luis Approved Artist List. My appreciation of my hometown and all the creativity that lives within it drives me to pursue this amazing opportunity. Thank you for reading and considering my application. I look forward to further qualifying myself with the City of San Luis.

With care,



Ezequiel Gastelum Gomez


Milagros
de Mexico

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[FERNANDO] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Fernando Response

CONTACT INFORMATION

Company:
Fernando

Email:
fernando@cabreragonzalez.com

Contact:
Fernando Cabrera Gonzalez

Address:
1006 S Dora Ave
Yuma, AZ 85364

Phone:
(480) 785-6767

Website:
cabreragonzalez.com

Submission Date:
May 19, 2026 8:09 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed May 29, 2026 3:11 PM by Fernando Cabrera Gonzalez

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

Certifications_signature_form.pdf

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

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Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Statement_of_qualifications.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

CabreraGonzalez_EranCamposdeLimones(MURAL)_2025.jpg
The_Weight_of_the_World.jpeg
Tu_Pones_De_Tu_Parte.jpeg
Y_Dios_Se_Encarga_Del_Resto.jpeg
Asi_es_Como_Suceden_Los_Milagros.jpeg
Dale_Tiempo_al_Tiempo.jpg

CERTIFICATIONS SIGNATURE FORM

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Fernanda Cabrera Gonzalez _____

(Typed Name of Official) (Signature of Official)

Fernanda Cabrera Gonzalez 5/19/26

(Typed Name of Firm) (Date)

Statement of qualifications

I'm Fernando Cabrera Gonzalez, a Mexican artist born in San Luis Rio Colorado who immigrated to the US and attended San Luis High school during his teenage years.

I have 13 years of experience working as a freelance artist. I obtained a BFA from Arizona State University in 2020. I've had 3 solo shows, and participated in group shows exhibiting my artwork in galleries across the US since 2016.

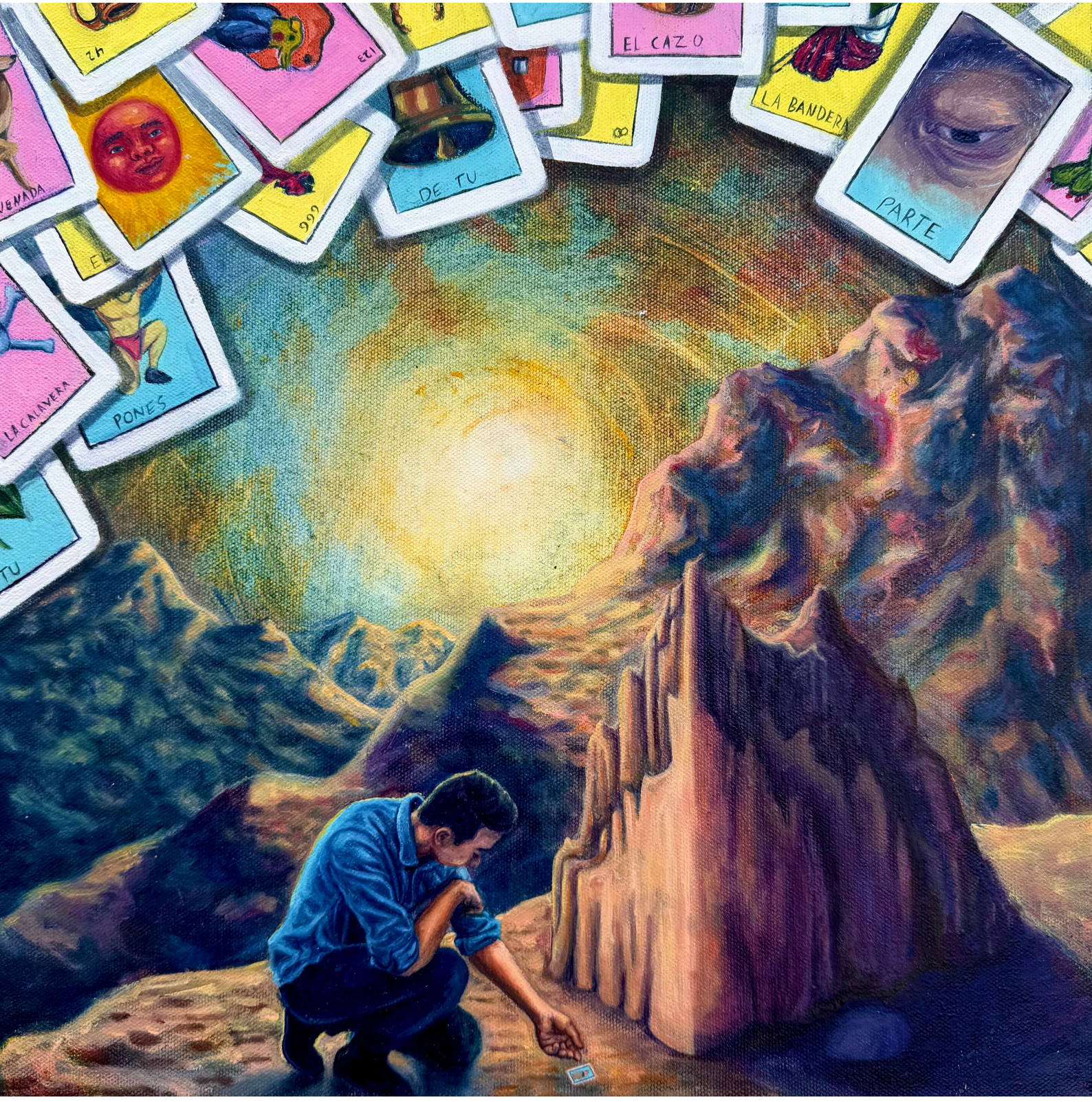
I've worked with the city of Chandler Az to beautify their city through their utility box art program. I was commissioned last year to create a mural located at Eddie's Food n Drink here in San Luis, and I've taken part in art residencies in New York, Colorado and most recently in Phoenix, Arizona.

I believe that art can have an impact in our communities, not only does it influence us but it shapes us. That's why since 2024 I've partnered with non-profits to provide free art classes for students from 3rd to12th grade in Yuma and San Luis, Arizona. I've partnered with Bordertown Arts Project, Chicano Art Collective, and Arizona Community Foundation to provide these free art classes.

San Luis holds a special place in my heart. It was here where I discovered my love for painting, the art classroom became a safe haven for me to express myself and developed my skills as an artist. I would love to help preserve and beautify the historic landmarks in the city and represent our unique culture as a bordertown.






EL CAZO
LA BANDERA
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PONES
LA CALAVERA


EL TUKI
LA ESTRELLA
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EL NOPAL
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8
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LA CAMPANA
LA BANDERA
EL CANTARITO
EL MUNDO
69


EL PARAGUAS
EL NOPAL
EL SOLDADO
LA CAMPANA
LA CACATUA
LA MUERTE
LA ESCALERA
LA LUNA
LA PERA
EL MUNDO
EL SOL
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ALTIEMPO
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DEMIÑO
LO QUE
DENTRO
OJOS
HACE

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[INDEPENDENT ARTIST] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Independent Artist Response

CONTACT INFORMATION

Company:
Independent Artist

Email:
wikitafiorela@gmail.com

Contact:
Ludwika Curiel

Address:
2061 E mendez St
San Luis, AZ 85349

Phone:
(928) 988-0013

Website:
https://issuu.com/lfcuriel/docs/portfolio_curiel_b4f835e253c95b?fr=sZGU2NTkwOTM2OTk

Submission Date:
Jun 11, 2026 7:16 AM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 11, 2026 6:29 AM by Ludwika Curiel

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

CertificationsSignatureForm_CURIEL.pdf

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

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Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

RESUME_CURIEL.pdf
CL_CITYOFSANLUIS_CURIEL.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

PRTFL_CURIEL.pdf

CERTIFICATIONS SIGNATURE FORM

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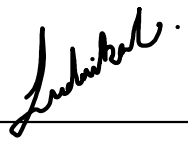
Ludwika Curiel	
(Typed Name of Official)	(Signature of Official)
Independent Artist	June 10, 2026
(Typed Name of Firm)	(Date)

LUDWIKA CURIEL

B.ARCH GRADUATE

928-988-0013
WIKITAFIORELA@GMAIL.COM
ARIZONA

EXPERIENCE

Design Build Studio | University of Arizona - Tucson, AZ | 01/2024 - 05/2024

- Contributed to the construction and detailing of a single-family row house.
- Resolved design and construction challenges through research and team collaboration.
- Focused on aesthetic design, energy efficiency, and water conservation.

PHIUS Training (Not Yet Certified) | University of Arizona - Tucson, AZ | 01/2024 - 05/2024

- Trained in Phius climate-specific building standards and passive building techniques.
- Covered building science, high-performance enclosures, and renewable energy systems.
- Focused on cost-optimized design and quality assurance strategies.

[ABouT] Journal | University of Arizona - Tucson, AZ | 01/2024 - 05/2024

- Developed the journal's conceptual identity to define the annual theme and craft the project statement.
- Engaged in bilingual outreach by assisting in Spanish translations and facilitating communication with potential contributors to expand the journal's reach.

Design Lab | University of Arizona - Tucson, AZ | 09/2024 - 04/2025

- Collaborated with a company in a multidisciplinary team to address challenges and develop innovative solutions.
- Researched grants, designed outreach strategies, and engaged stakeholders to support program growth.
- Produced visual materials, presentations, and documentation to communicate design proposals.

Substitute Teacher | GESD #32 - San Luis, AZ | 01/2026 - PRESENT

- Managed classroom schedules and student activities while maintaining organization and structure.
- Responded quickly to changing situations and resolved day-to-day challenges in a fast-paced environment.

SKILLS

- Proven ability to operate: Laser Cutter, CNC Router, Ceramic Printer, and 3D Printer
- Familiarity with concrete and wood
- Site and Environmental Analysis
- PPE Use
- Advanced Math Skills
- Architectural Drafting & Construction Documentation
- Attention to Detail
- Organizational Skills
- Team Leadership & Supervision
- Critical & Creative Problem Solving
- Positive Attitude & Reliable

SOFTWARES

- ADOBE ILLUSTRATOR
- ADOBE INDESIGN
- ADOBE PHOTOSHOP
- ARC GIS
- AUTOCAD (currently expanding proficiency)
- BLUEBEAM
- ENSCAPE
- FORMIT
- REVIT
- RHINOCEROS 3D
- SKETCHUP
- WUFI

EDUCATION

University of Arizona | Tucson
Bachelor of Architecture
Graduated May 2025 | GPA: 3.4

LANGUAGES

ENGLISH & SPANISH

INTERACTIVE PORTFOLIO LINK

https://issuu.com/lfcuriel/docs/portfolio_curiel_b4f835e253c95b?fr=sZGU2NTkwOTM2OTk

LUDWIKA CURIEL
San Luis, AZ 85349 | (928) 988 0013 | wikitafiorela@gmail.com

June 6, 2026
City of San Luis
1090 Union St
San Luis, AZ 85349

To Whom It May Concern,

I am an architectural designer and artist with a Bachelor of Architecture and a strong interest in public art, placemaking, and community-centered design. My work explores the relationship between culture, identity, and public space while engaging both human-scale experiences and larger urban interventions. While my formal training is in architecture, my creative foundation began long before college. Since childhood, I have explored a wide range of artistic mediums and creative practices. These experiences have nurtured my imagination, expanded my creative thinking, and continue to inform my work as both an artist and designer.

As someone familiar with the City of San Luis, I understand the importance of designing spaces that respond to the desert climate while creating opportunities for people to gather, interact, and enjoy the public realm. I am interested in projects that introduce memorable public spaces, strengthen a sense of place, and make the city more walkable, welcoming, and engaging. My goal is to create work that reflects the character of the region while introducing innovative ideas and new experiences.

My interest in public art and placemaking is rooted in observing how people interact with everyday spaces in San Luis and imagining how those experiences can be enhanced. For example, along Juan Sanchez Boulevard at 7th and 8th Avenue, I often see residents walking their dogs, using the bus stops, and moving through the area. While the space already serves an important function, I see significant potential for improvement. A simple dirt path could become a shaded pedestrian experience with gathering spaces, vegetation, and elements that help mitigate the desert climate. The bus stop itself could evolve beyond basic infrastructure into a piece of functional art that contributes to the identity of the corridor while serving the community. These types of opportunities demonstrate how thoughtful design and artistic intervention can transform everyday spaces into places people remember and enjoy.

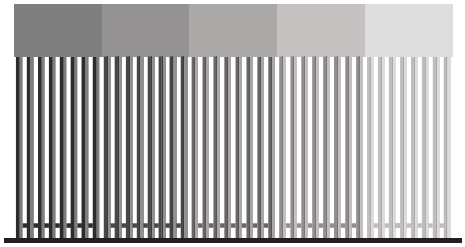
I am excited to contribute to murals, installations, functional art, and placemaking projects from concept development through physical implementation. Having grown up in San Luis, the opportunity to help shape the public spaces of my hometown is especially meaningful. I look forward to contributing to projects that celebrate the city's identity, improve everyday experiences, and leave a lasting positive impact on the community.

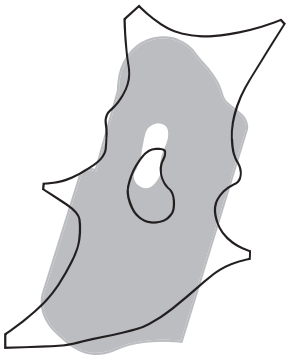
Sincerely,



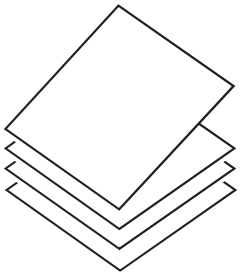
Ludwika Curiel

P.S. My interactive resume portfolio link includes additional relevant projects that are not included in the attached portfolio brief.









LUDWIKA CURIEL

PORTFOLIO BRIEF
2020 - 2025



LUDWIKA CURIEL

(928) 988 0013

wikitafiorela@gmail.com

ARIZONA

BACHELOR OF ARCHITECTURE - UNIVERSITY OF ARIZONA

I DESIGN AT THE INTERSECTION OF ENVIRONMENT, MATERIAL, AND COMMUNITY, WORKING WITH EXISTING SYSTEMS RATHER THAN AGAINST THEM. MY PROCESS MOVES BETWEEN DRAWING AND MAKING, WHERE CONSTRUCTION, CRAFT, AND PERFORMANCE INFORM ONE ANOTHER AND ARCHITECTURE IS UNDERSTOOD THROUGH BOTH REPRESENTATION AND PHYSICAL ASSEMBLY. I AM INTERESTED IN SPACES THAT GIVE BACK; TRANSFORMING WASTE INTO RESOURCE, INFRASTRUCTURE INTO CIVIC GROUND, AND CULTURAL NARRATIVES INTO BUILT FORM.

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HANDS ON WORK **PG 20 - 21**
PROJECT MODELS & ON SITE

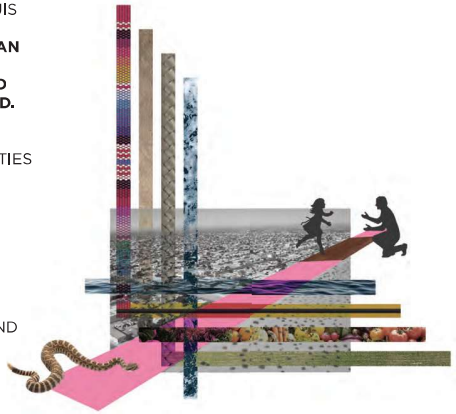
PHIUS **PG 22 - 25**
PROPOSED ASSEMBLY FOR CHICAGO, IL ZONE 5A

REIMAGINING THE U.S. & MEXICO BORDER - SAN LUIS PORT OF ENTRY

THIS PROJECT EXPLORES CROSS-BORDER COLLABORATION ALONG THE U.S.-MEXICO BORDER, FOCUSING ON WASTE MANAGEMENT, AGRICULTURE, AND COMMUNITY INTERACTION BETWEEN SAN LUIS, ARIZONA, AND SAN LUIS RÍO COLORADO, SONORA. **IT PROPOSES TWO PARALLEL CENTERS: A TRASH RECYCLING CENTER IN MEXICO AND AN AGRICULTURAL WASTE CENTER IN THE U.S. THEY ARE CONNECTED BY A FLEXIBLE MERCADO WHERE RECYCLED MATERIALS, COMPOST, FIBERS, AND ART ARE EXCHANGED.**

THE MODULAR, ADAPTABLE WORKSHOPS GROW WITH COMMUNITY NEEDS, ENCOURAGING SHARED OPPORTUNITIES AND COLLABORATION. **WASTE, INCLUDING TRASH, AGRICULTURAL BYPRODUCTS, AND CANAL SEDIMENT, IS REPURPOSED INTO THE BUILDINGS**, REDUCING ENVIRONMENTAL IMPACT AND ADDRESSING LOCAL CHALLENGES.

THE DESIGN ALSO ENGAGES WITH HISTORICAL AND ECONOMIC DYNAMICS, HIGHLIGHTING MEXICO'S VULNERABILITY DUE TO UNEQUAL RESOURCE ACCESS AND DEPENDENCE ON THE U.S. BY PROMOTING **SHARED RESPONSIBILITY FOR LAND AND RESOURCES**, THE PROJECT SEEKS TO TRANSFORM THE BORDER INTO A SPACE OF COLLABORATION, CULTURAL EXCHANGE, AND SUSTAINABLE DEVELOPMENT.





1848
TREATY OF GUADALUPE HIDALGO

1924
CREATION OF THE U.S. BORDER PATROL

1980'S
RISE OF DRUG TRAFFICKING

2006 - NOW
CARTEL CONFLICTS AND THE WAR ON DRUGS

2025
TRUMP'S RE- ELECTION

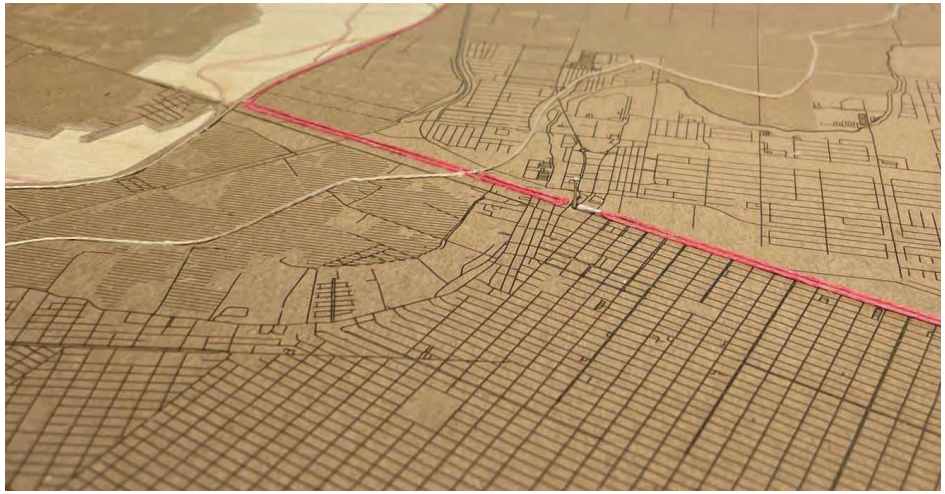
1910 -1920
MEXICAN REVOLUTION AND MIGRATION

1929 - 1939
REPATRIATION DURING THE GREAT DEPRESSION

1994
NAFTA AND ECONOMIC SHIFTS

2016
TRUMP ADMINISTRATION BORDER POLICIES

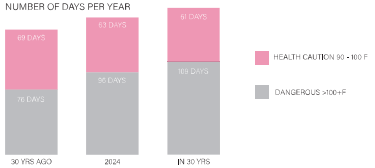


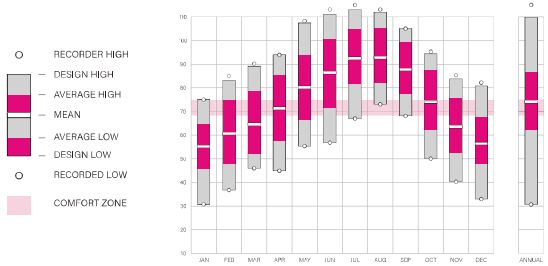


TEMPERATURE RANGE

SAN LUIS, ARIZONA, EXPERIENCES EXTREMELY HIGH TEMPERATURES, ESPECIALLY DURING THE SUMMER MONTHS, WHEN AVERAGE HIGHS CAN EXCEED 100°F. THE CITY ENDURES INTENSE HEAT AND PROLONGED HEAT WAVES, PARTICULARLY FROM MAY THROUGH SEPTEMBER.

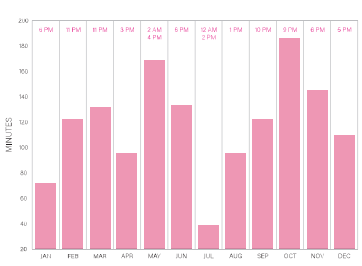
NUMBER OF DAYS PER YEAR





HIGHEST AVERAGE SUNDAY WAIT TIME OF EACH MONTH

UNDERSTANDING THE HIGHEST AVERAGE SUNDAY WAIT TIME WHEN CROSSING FROM SAN LUIS RÍO COLORADO TO SAN LUIS IS CRUCIAL BECAUSE MANY PEOPLE RETURN TO THE U.S. FOR WORK OR SCHOOL ON MONDAY, AFTER SPENDING WEEKENDS IN MEXICO. THIS DATA SHOULD HELP IMPROVE MANAGEMENT OF THE CROSSING, BUT THE U.S. CONTINUES TO ADD MORE SURVEILLANCE AND RULES, WHICH INCREASES WAIT TIMES AND DISCOURAGES FREQUENT CROSSINGS.



YUMA COUNTY (1864)

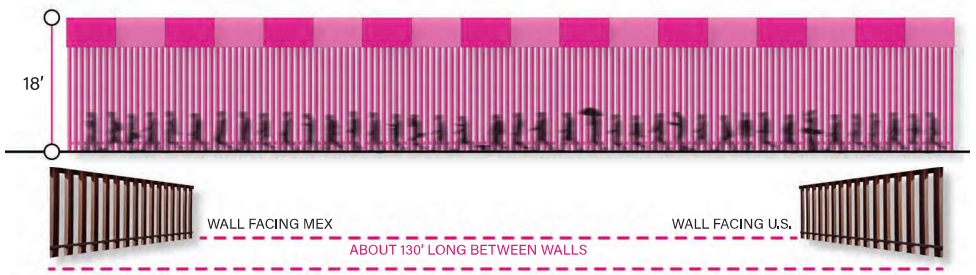
CENSUS OF AGRICULTURE - 2022

29 PERCENT OF STATE AGRICULTURE SALES

NUMBER OF FARMS	397
LAND IN FARMS (ACRES)	212,153
AVERAGE SIZE OF FARM (ACRES)	534
MARKET VALUE OF PRODUCTS SOLD	$ 1,507,066
MOST SOLD: VEGETABLES, MELONS, POTATOES, SWEET POTATOES	$ 1,129,444

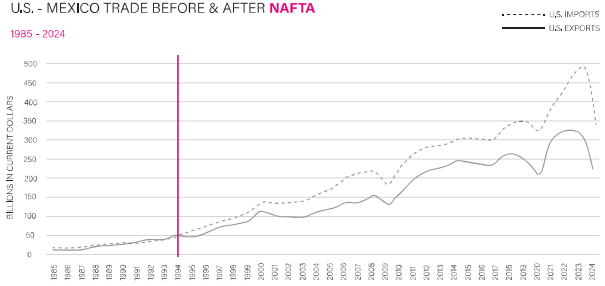
DIVERTED FROM THE IMPERIAL DAM, ABOUT 88% OF YUMA COUNTY'S WATER COMES FROM THE COLORADO RIVER, WHERE 90% IS USED FOR AGRICULTURE

SAN LUIS' DOUBLE WALL - DEAD SPACE & EXCESSIVE MATERIAL USE



U.S. - MEXICO TRADE BEFORE & AFTER **NAFTA**

1985 - 2024



PESO-DOLLAR EXCHANGE RATE

1985 - 2024



THE UNITED STATES UTILIZES **9,251 hm3** FROM THE RIVER, WHICH IS **5 TIMES** MORE THAN MEXICO

ANNUAL WATER DELIVERIES, COLORADO RIVER **FROM THE U.S. TO MEXICO**



SAN LUIS RIO COLORADO



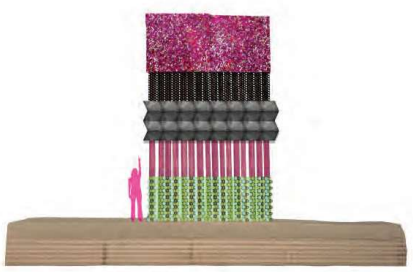
YUMA



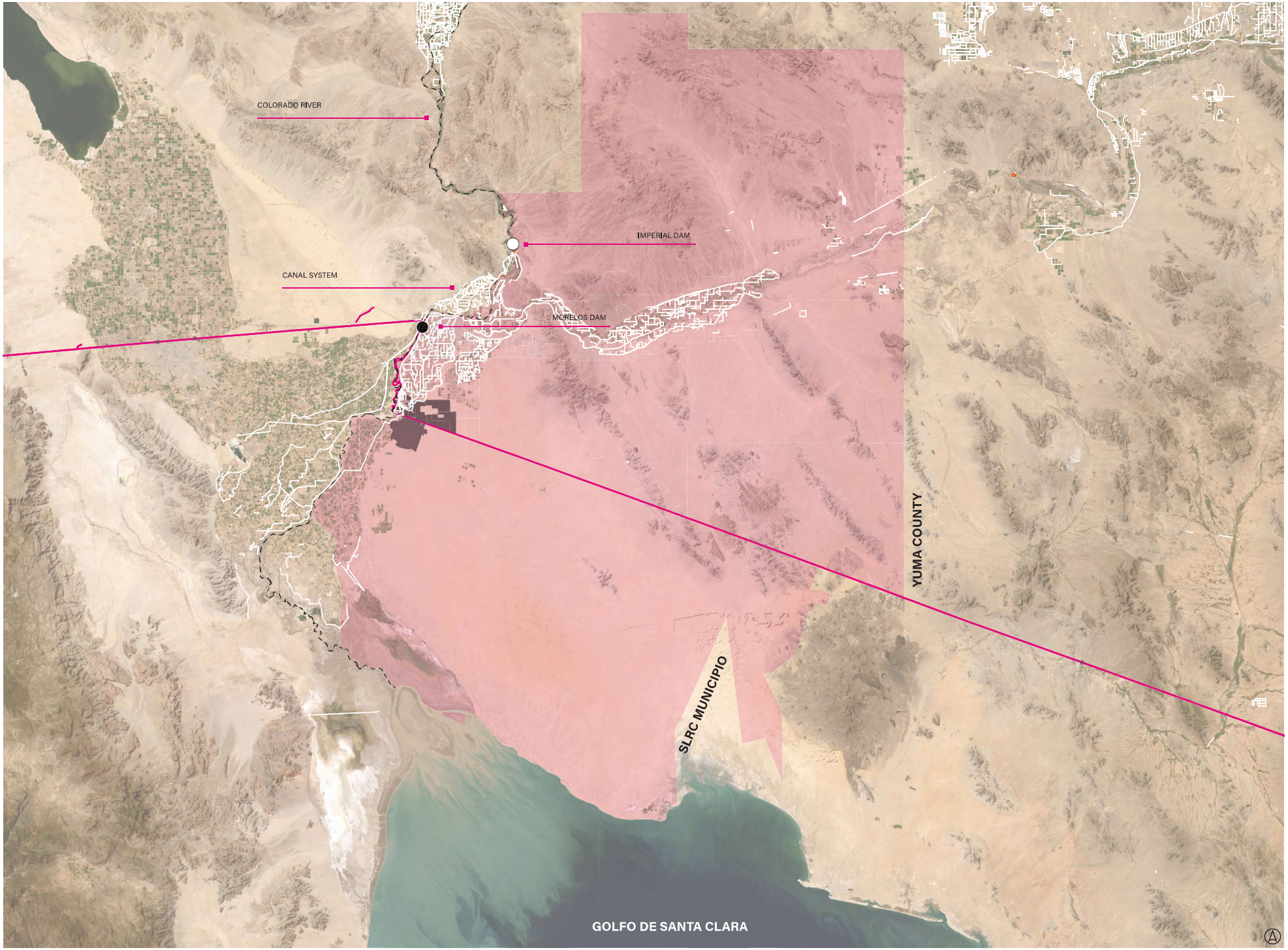
- UNDOCUMENTED RESIDENTS – Living in San Luis without legal status, navigating challenges in work, mobility, and daily life.
- CROSS-BORDER WORKERS – Those who work in the U.S. but live in Mexico, commuting daily for economic opportunities.
- AGRICULTURAL LABORERS – Many of whom are migrants or seasonal workers, sustaining the region's farming industry.
- U.S.-BORN WITH MEXICAN PARENTS – People with American citizenship but strong ties to Mexico, often feeling culturally split.
- CULTURALLY MEXICAN, NOT BY BLOOD – Non-Mexican individuals who fully embrace Mexican culture and identity.
- "WHITE-PASSING" MEXICANS & SUPERIORITY COMPLEX – Mexicans who identify as white and distance themselves from those unable to cross into the U.S.
- "POCHO" MEXICANS – U.S.-born individuals who struggle with their identity, feeling "not Mexican enough" for Mexico and "too Mexican" for the U.S.
- MIXED-STATUS FAMILIES – Households where some members are U.S. citizens or residents while others are undocumented.
- DACA RECIPIENTS ("DREAMERS") – Grew up in the U.S. but have uncertain legal status, often navigating both cultures with no clear home.
- DEPORTEES & RETURN MIGRANTS – People who lived in the U.S. for years but were deported or voluntarily returned to Mexico, struggling to adjust.
- BORDER COMMUTER STUDENTS – Kids and young adults who live in Mexico but cross daily to attend school in the U.S.
- DUAL-CITIZENSHIP HOLDERS – People who hold both U.S. and Mexican citizenship, benefiting from both but also facing identity conflicts.
- AMERICANS LIVING IN MEXICO FOR COST OF LIVING – U.S. citizens (often retirees or low-income workers) who move to SLRC for affordability.
- INDIGENOUS COMMUNITIES – Cocopah and other Indigenous peoples with ancestral ties to the region, often ignored in border narratives.
- TRANSFRONTERIZO ENTREPRENEURS – Business owners who operate on both sides of the border, taking advantage of binational commerce.
- WEALTHY MEXICAN NATIONALS WITH U.S. PROPERTY – Upper-class Mexicans who live or invest in U.S. property but maintain ties to SLRC.
- "NI DE AQUÍ, NI DE ALLÁ" (NEITHER FROM HERE NOR THERE) – Those who feel disconnected from both sides of the border despite having ties to both.
- BORDER PATROL AGENTS OF MEXICAN DESCENT – Mexican-Americans enforcing immigration policies against people of their own background.
- MILITARY FAMILIES WITH CROSS-BORDER TIES – Families where a member serves in the U.S. military but has close ties to SLRC.
- EXPATRIATES & FOREIGN WORKERS – Non-Mexicans living in SLRC, such as missionaries, aid workers, or corporate employees.

SPATIAL QUALITIES OF THE BORDER WALL

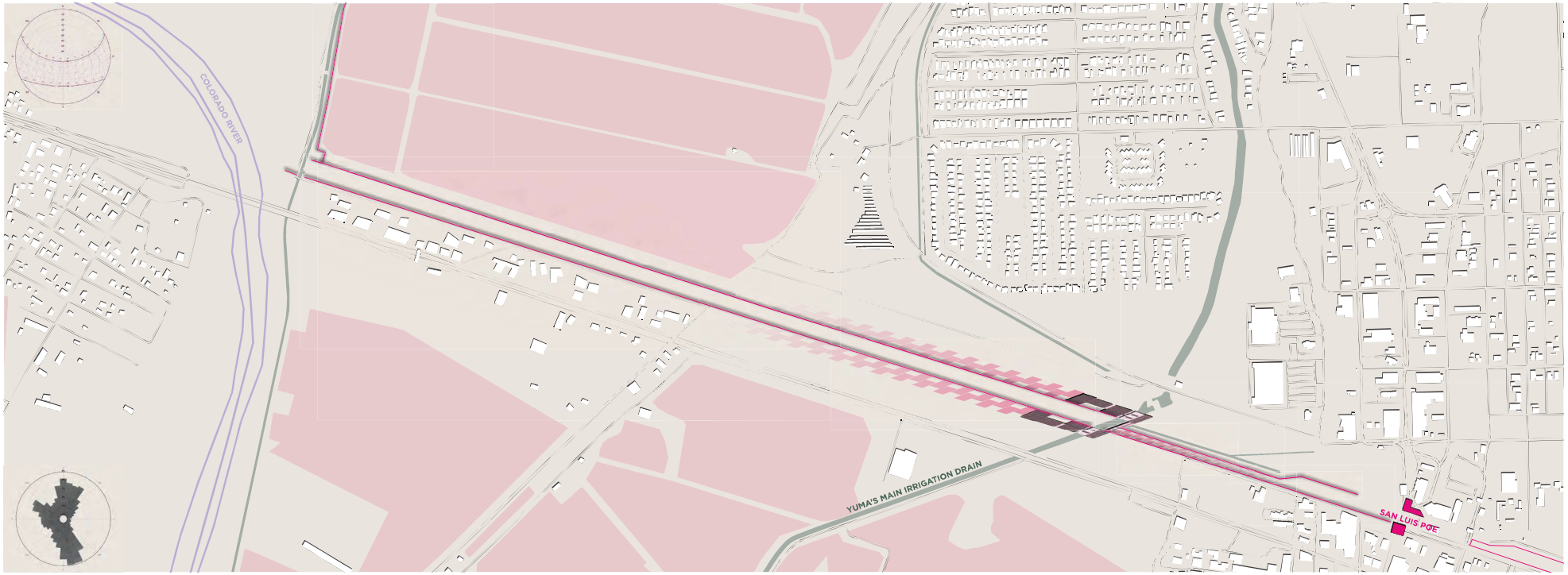




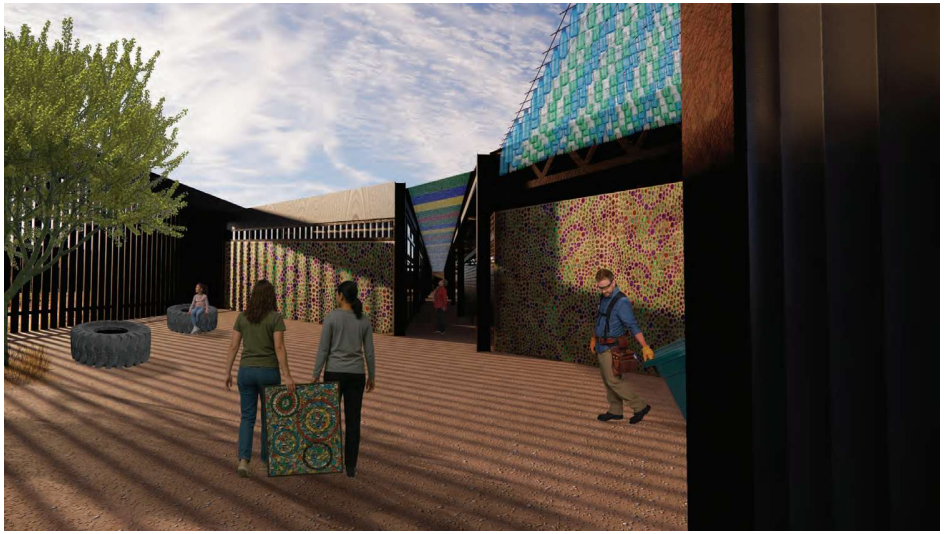



COLORADO RIVER
IMPERIAL DAM
CANAL SYSTEM
MORELOS DAM
YUMA COUNTY
SLRC MUNICIPIO
GOLFO DE SANTA CLARA

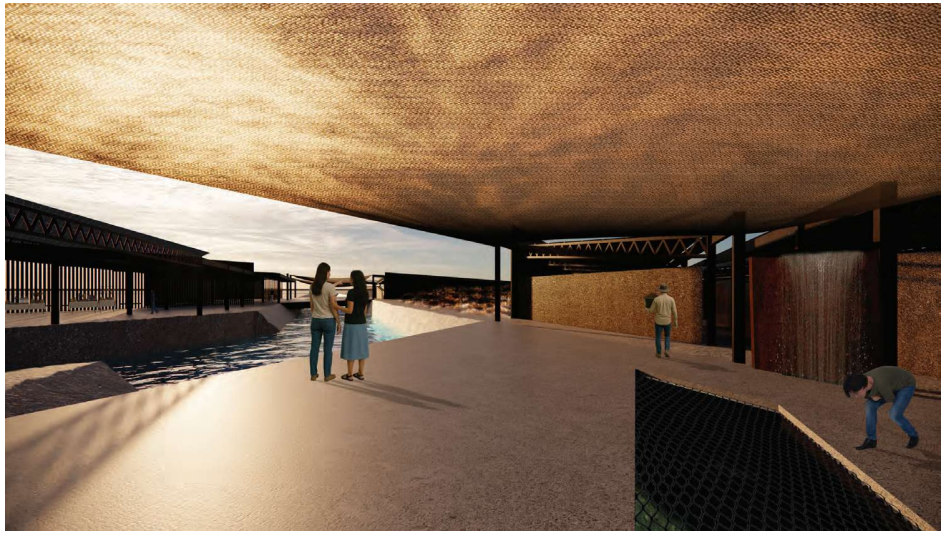
WORKSHOPS GROWING NORTHWEST MERCADO GROWING SOUTHEAST



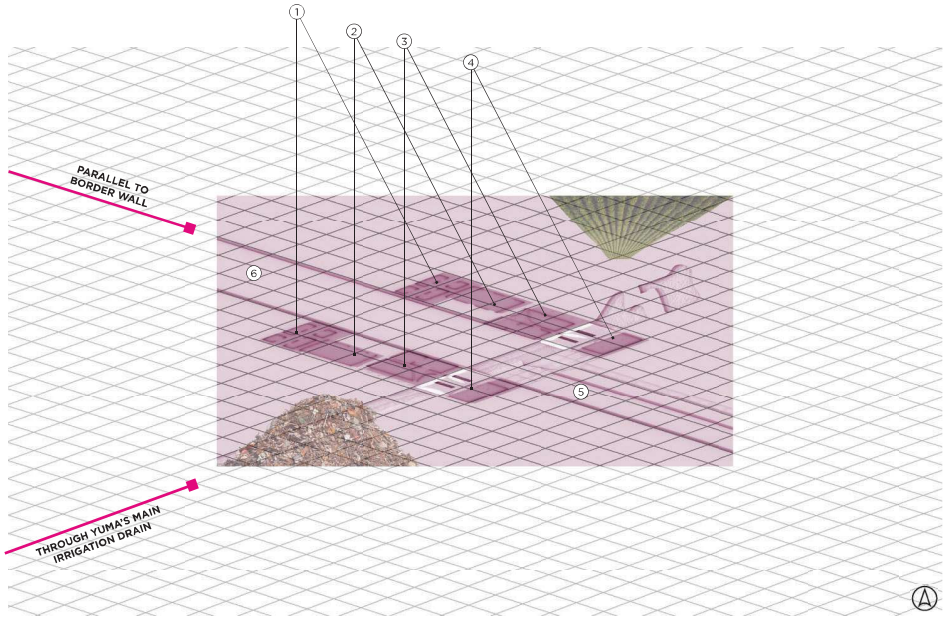
WALLS OF WASTE AND EARTH: DEFINING SPACE THROUGH RECYCLED AND NATURAL MATERIALS



TRASH RECYCLING CENTER - SAN LUIS RIO COLORADO, MEXICO



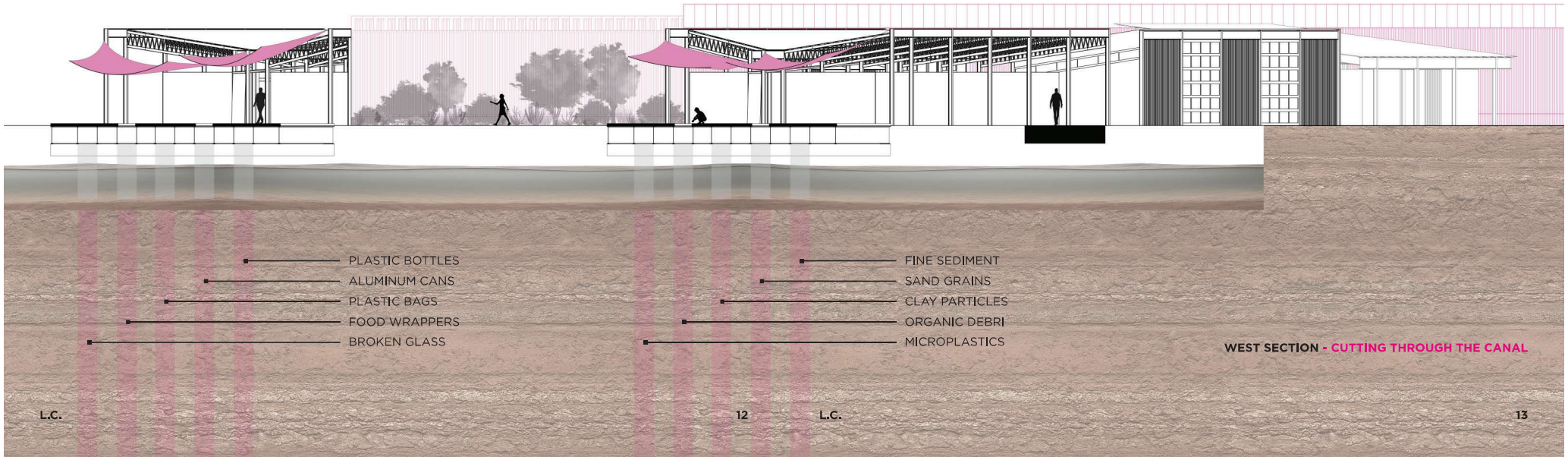
AGRICULTURE WASTE CENTER - SAN LUIS, ARIZONA



1. WORKSHOPS **2.** INITIAL DROP & SORT **3.** PUBLIC WORKSHOPS & EXHIBITION SPACE
4. WORKER'S LOUNGE **5.** MERCADO **6.** NATIVE VEGETATION



SHARED MERCADO SPACE - IN BETWEEN THE BORDER WALLS



WEST SECTION - CUTTING THROUGH THE CANAL

RESOURCE X CHANGE - "A" MOUNTAIN IN TUCSON

THE RESOURCEXCHANGE AT THE UNIVERSITY OF ARIZONA, SITUATED AT THE BASE OF 'A' MOUNTAIN ALONG THE SANTA CRUZ RIVER, IS A POIGNANT **TRIBUTE TO HISTORY, SUSTAINABILITY, AND EDUCATION**. IN COLLABORATION WITH THE TOHONO O'ODHAM NATION, IT SURPASSES THE CONVENTIONAL ROLE OF A **RESEARCH CENTER**, EMERGING AS A LIVING EMBODIMENT OF RESPONSIBLE ENVIRONMENTAL STEWARDSHIP, VISIBLE PROMINENTLY FROM TUCSON'S ICONIC LANDMARKS. MERGING SUSTAINABILITY PRINCIPLES WITH ARCHITECTURAL EXCELLENCE, THE RESOURCEXCHANGE REPRESENTS A TRANSFORMATIVE VISION, EMPHASIZING THE INTERCONNECTED RELATIONSHIP BETWEEN THE **EARTH, MATERIALITY, AND HUMAN WELL-BEING.**

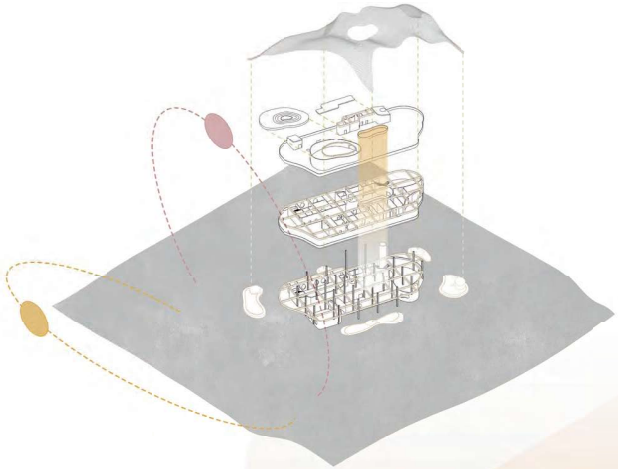




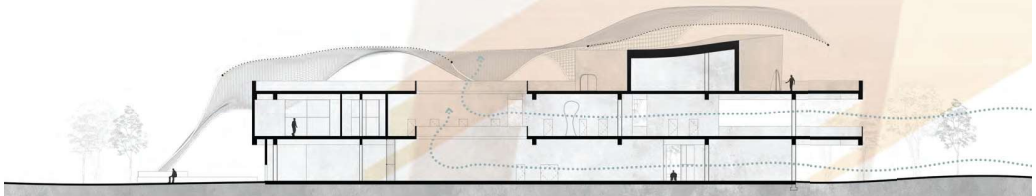
NE VIEW

PIONEERING WATER MANAGEMENT, THE RESOURCEXCHANGE REPURPOSES WELL WATER 'BLOW OFF' TO CONTRIBUTE ACTIVELY TO DESERT MICROCLIMATES, SHOWCASING COMMITMENT TO WATER CONSERVATION AND CLIMATE RESPONSIVENESS. EMBRACING ENERGY EFFICIENCY THROUGH PASSIVE DESIGN, STACK VENTILATION, AND STRATEGIC SHADING, IT MINIMIZES RELIANCE ON ARTIFICIAL LIGHTING AND COOLING SYSTEMS, PROMOTING OCCUPANT COMFORT.

SE AXO
SUMMER
WINTER

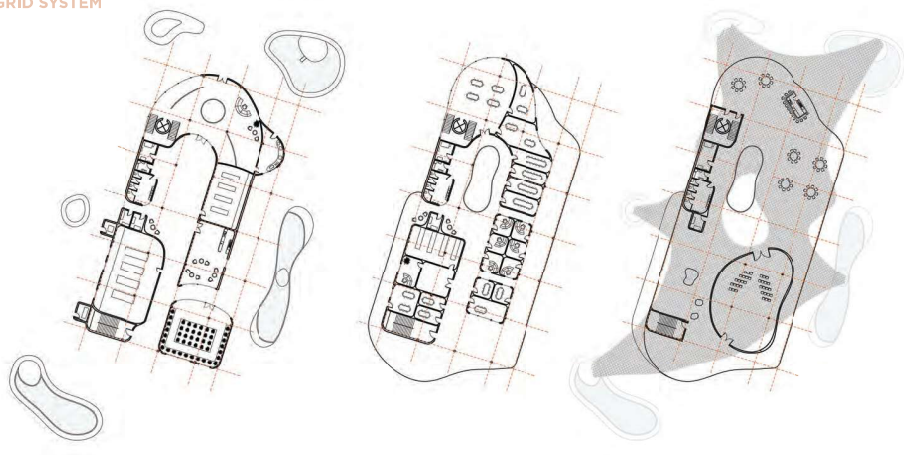


EAST SECTION



INCORPORATING ORGANIC, CURVED ELEMENTS SIGNIFICANTLY CONTRIBUTES TO OCCUPANT WELL-BEING, ENHANCING MENTAL HEALTH AND REINFORCING A CONNECTION TO THE ENVIRONMENT. SEAMLESSLY BLENDING HISTORICAL ESSENCE WITH SUSTAINABILITY, THE RESOURCEXCHANGE BECOMES A LIVING EMBODIMENT OF A VISION WHERE STRUCTURES COALESCE WITH NATURE FOR A MORE FULFILLING AND SUSTAINABLE EXISTENCE.

1ST, 2ND, & ROOF
GRID SYSTEM





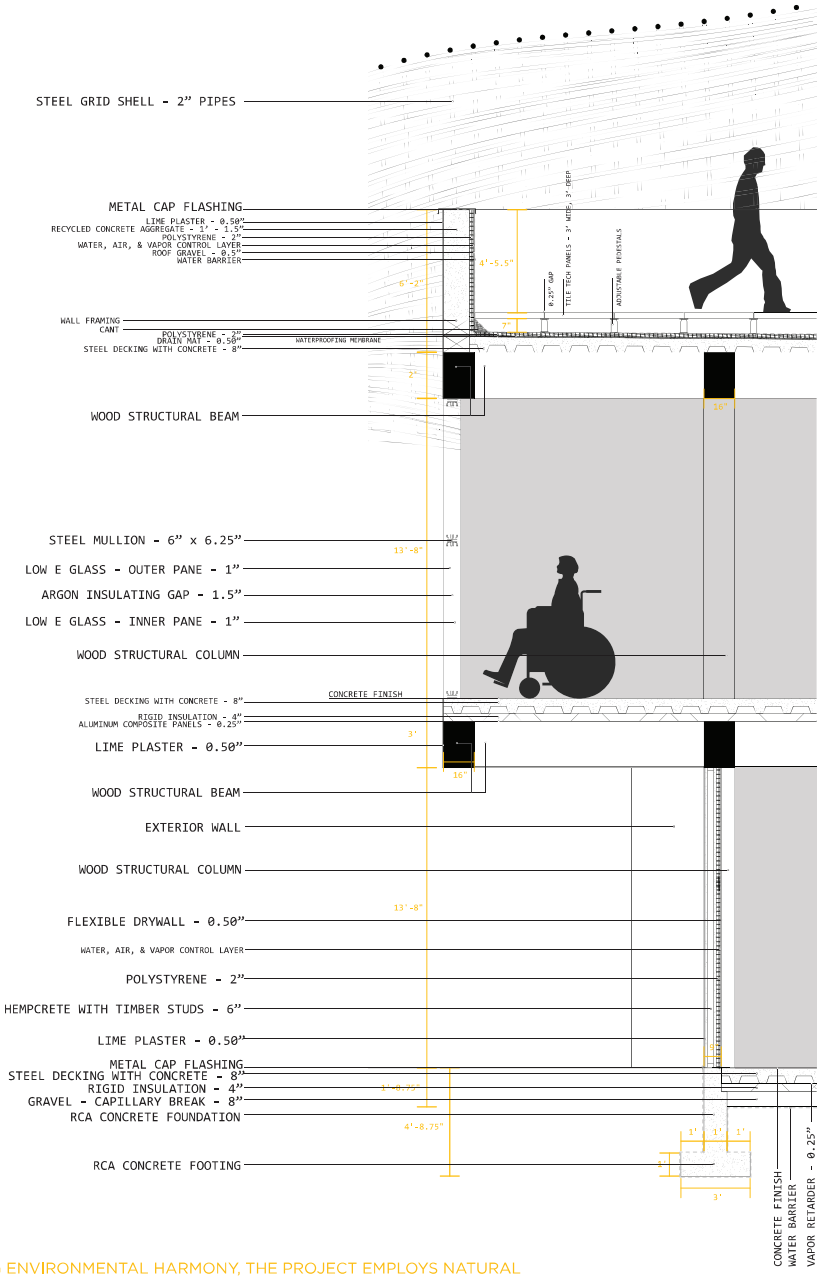
CENTRAL COURTYARD



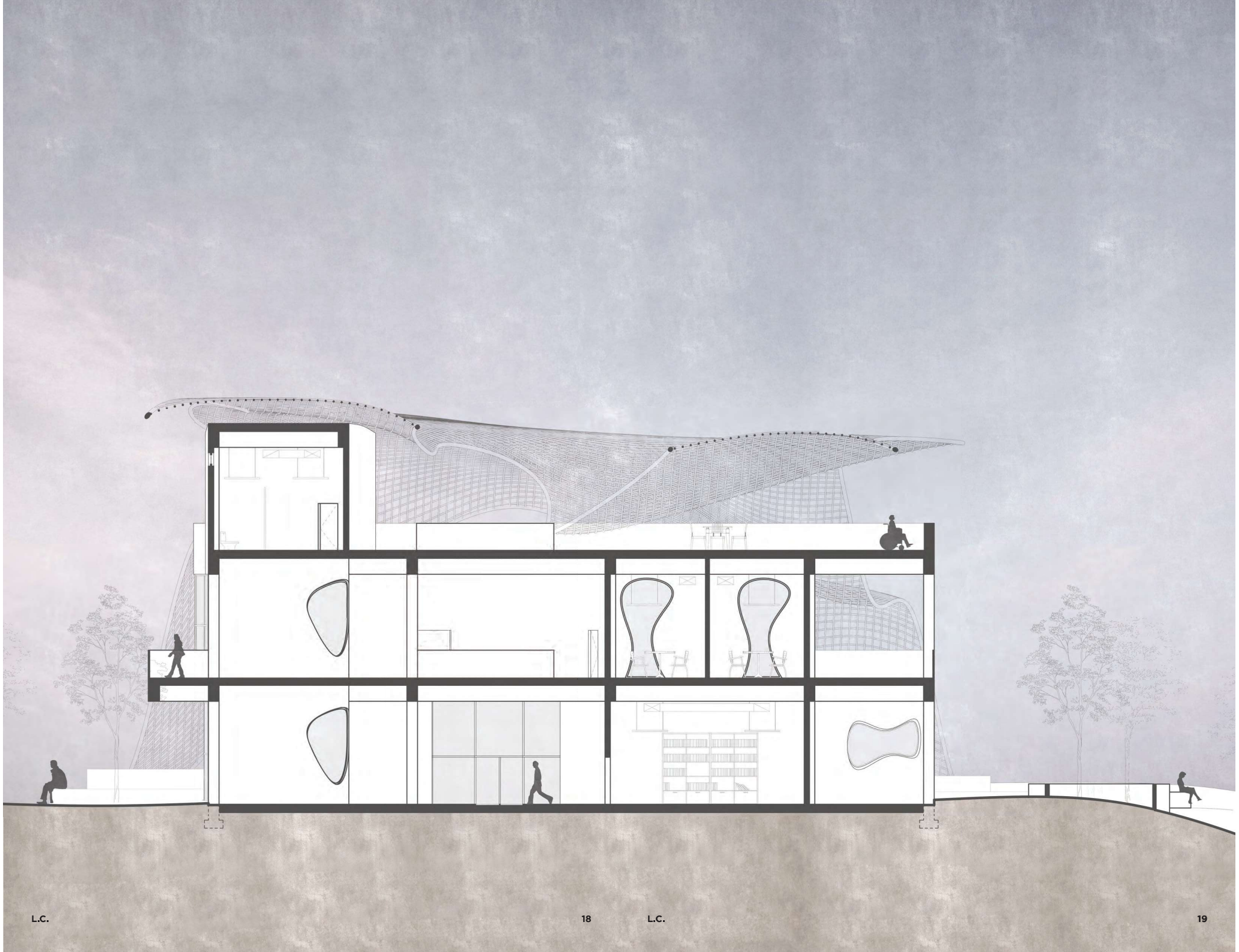
COFFEE SPACE

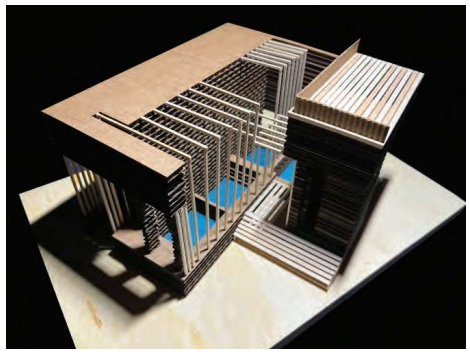


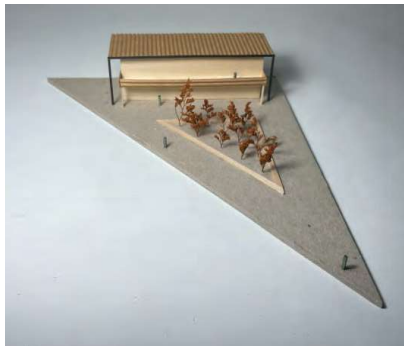
EVENT SPACE



PRIORITIZING ENVIRONMENTAL HARMONY, THE PROJECT EMPLOYS NATURAL ELEMENTS AND ECO-FRIENDLY MATERIALS TO MINIMIZE ITS IMPACT AND PRESERVE LOCAL ECOSYSTEMS. FROM RECYCLED STEEL TO HEMPCRETE, THE RESOURCEXCHANGE PASSIONATELY COMMITS TO RESOURCE EFFICIENCY AND RESPONSIBLE MATERIAL SOURCING, HARMONIZING RESPONSIBLE RESOURCING WITH THOUGHTFUL DESIGN. IT NOT ONLY SHOWCASES ECONOMIC SUSTAINABILITY BUT ALSO SERVES AS AN EDUCATIONAL BEACON, ENRICHING THE LEARNING EXPERIENCE WITH A HOLISTIC APPROACH TO ARCHITECTURAL INNOVATION.

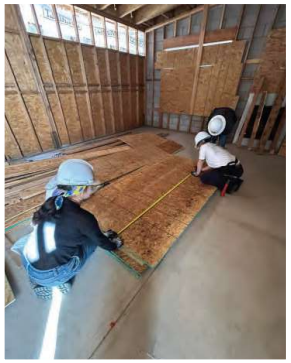


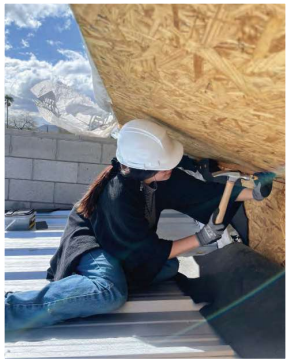



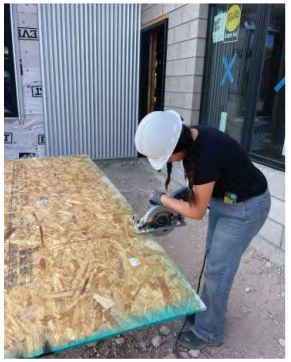









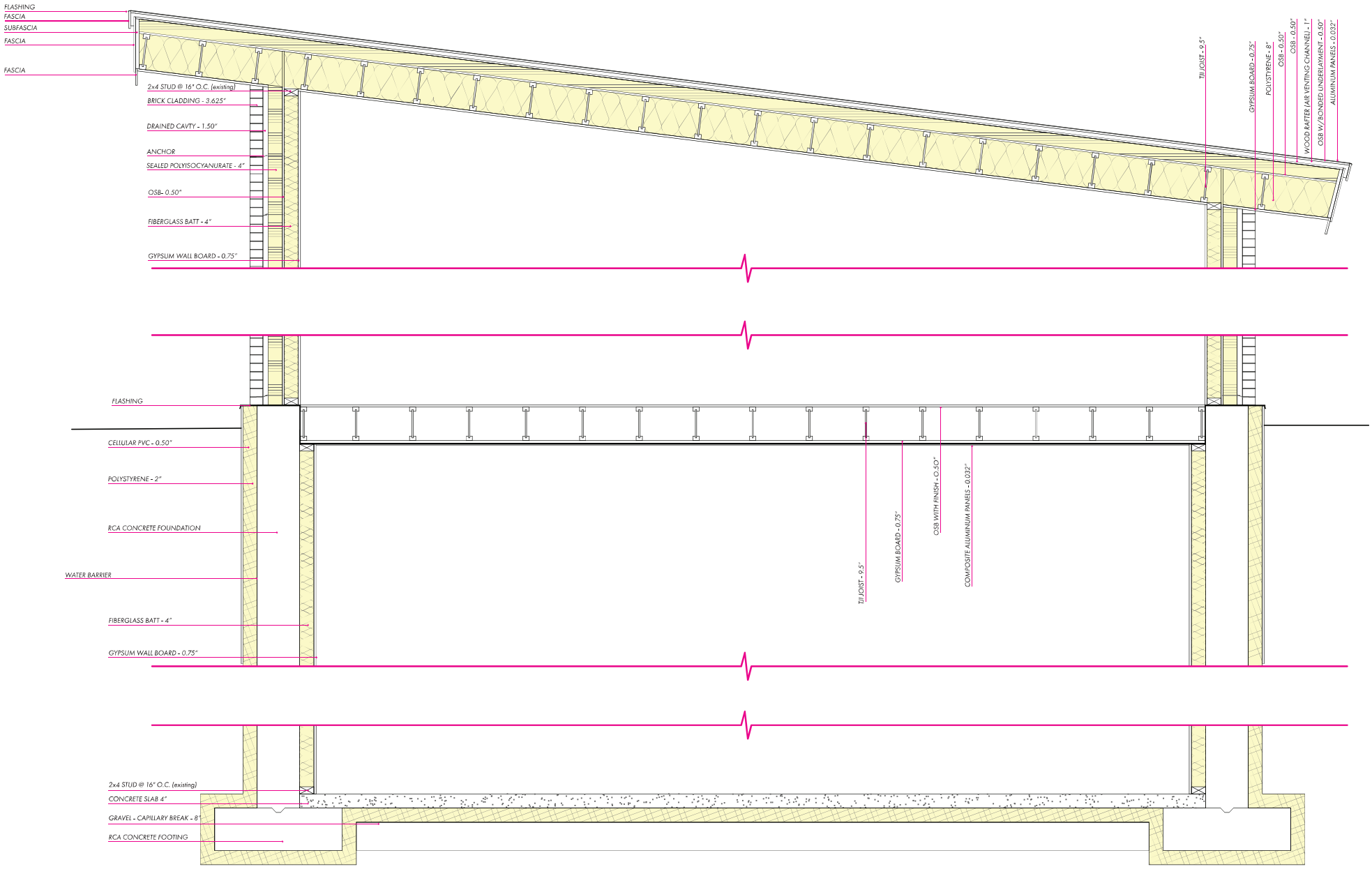




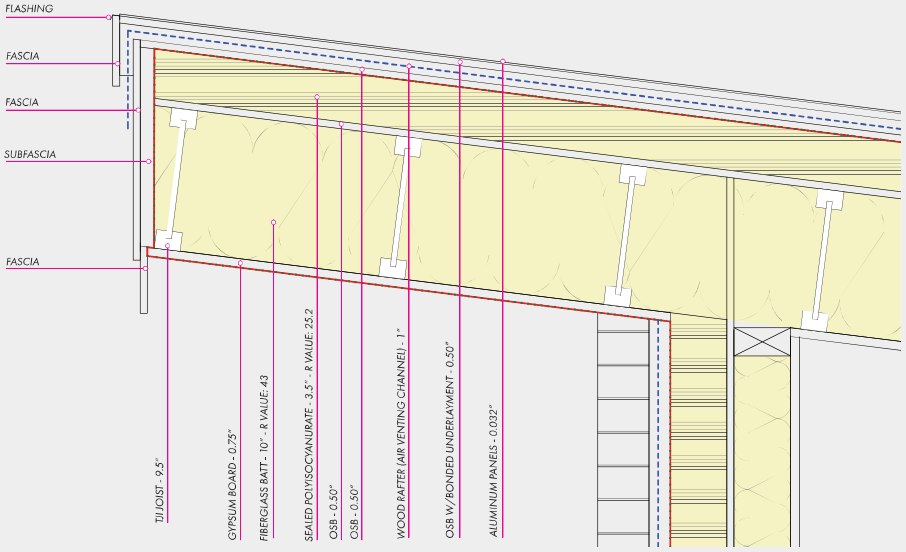




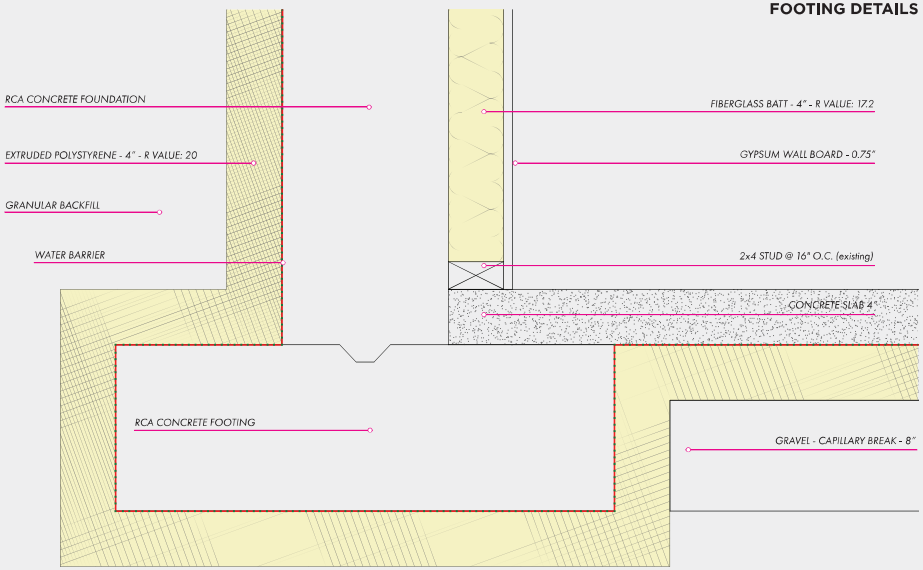



FLASHING
FASCIA
SUBFASCIA
FASCIA
FASCIA
2x4 STUD @ 16" O.C. (existing)
BRICK CLADDING - 3.625"
DRAINED CAVTY - 1.50"
ANCHOR
SEALED POLYISOCYANURATE - 4"
OSB- 0.50"
FIBERGLASS BATT - 4"
GYPSUM WALL BOARD - 0.75"
TJI JOIST - 9.5"
GYPSUM BOARD - 0.75"
POLYSTYRENE - 8"
OSB - 0.50"
OSB - 0.50"
WOOD RAFTER (AIR VENTING CHANNEL) - 1"
OSB W/ BONDED UNDERLAYMENT - 0.50"
ALUMINUM PANELS - 0.032"
FLASHING
CELLULAR PVC - 0.50"
POLYSTYRENE - 2"
RCA CONCRETE FOUNDATION
WATER BARRIER
FIBERGLASS BATT - 4"
GYPSUM WALL BOARD - 0.75"
TJI JOIST - 9.5"
GYPSUM BOARD - 0.75"
OSB WITH FINISH - 0.50"
COMPOSITE ALUMINUM PANELS - 0.032"
2x4 STUD @ 16" O.C. (existing)
CONCRETE SLAB 4"
GRAVEL - CAPILLARY BREAK - 8"
RCA CONCRETE FOOTING

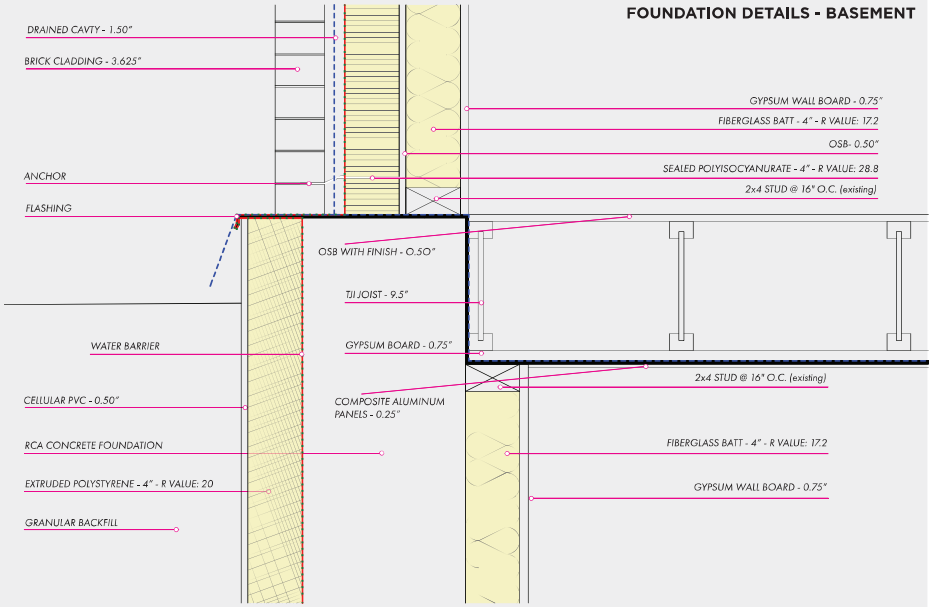
ROOF DETAILS - R VALUE: 68.2 (ft²·°F·hr/BTU)



FOOTING DETAILS

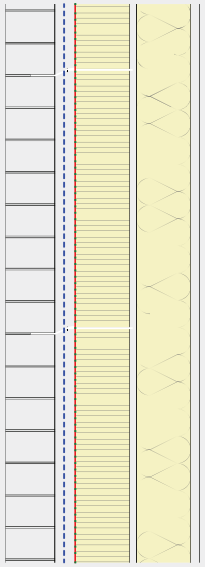


FOUNDATION DETAILS - BASEMENT

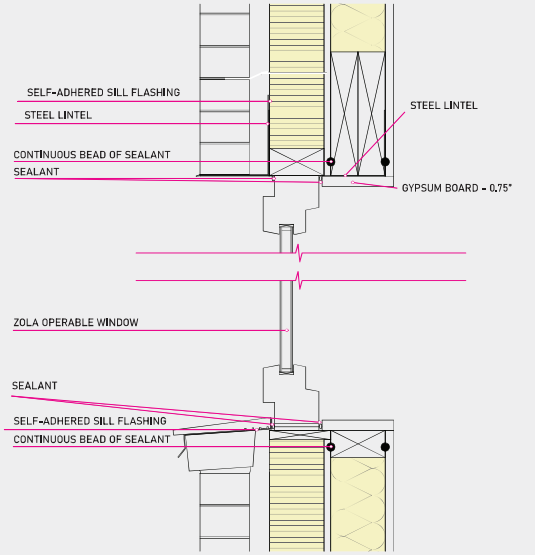


THERMAL ENVELOPE
DRAINAGE PLANE
AIR BARRIER
VAPOR BARRIER

WALL DETAILS - R VALUE: 48.45



WINDOW DETAILS - U VALUE: 0.16




LC

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[JESSICA MONTOYA] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Jessica Montoya Response

CONTACT INFORMATION

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Jessica Montoya

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jessicxmlp@gmail.com

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Jessica Montoya

Address:
PO Box 536
San Luis, AZ 85349

Phone:
(928) 503-4949

Website:
https://www.instagram.com/elartedjessica?igsh=MTdwd2p1bXNmODA3OA%3D%3D&utm_source=qr

Submission Date:
Jun 5, 2026 2:00 AM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 5, 2026 1:58 AM by Jessica Montoya

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

F5802731-E8AC-4992-932C-59FFF53314C5.jpeg

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
2. Any substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38-505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants that develops at any time during this contract will be immediately disclosed to the City of San Luis and Consultants.

Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Document_1.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

IMG_7136.jpeg
IMG_3338.jpeg
IMG_5339.jpeg
IMG_4362.jpeg
IMG_5274.jpeg
IMG_7246.jpeg
IMG_4434.jpeg
IMG_5702.jpeg
IMG_7241.jpeg
IMG_6044.jpeg
IMG_3265.jpeg

CERTIFICATIONS SIGNATURE FORM

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Jessica Montoya

(Typed Name of Official)



(Signature of Official)

(Typed Name of Firm)

06/05/25

(Date)

I am a professional visual artist with experience in custom artwork, portraiture, illustration, design, and tattoo artistry. My artistic background has allowed me to develop strong technical skills in composition, visual storytelling, color theory, proportion, balance, and design principles. Through years of creating personalized artwork for clients, I have gained extensive experience transforming ideas into meaningful visual pieces that reflect individual stories, identities, and community values.

My work emphasizes creativity, attention to detail, and high-quality craftsmanship. I regularly collaborate with clients throughout the creative process, from concept development and design planning to final execution, ensuring that each project meets both artistic and practical objectives.

As a tattoo artist, I have developed a deep understanding of design permanence, precision, aesthetics, and visual impact. This experience requires strong communication skills, adaptability, problem-solving, and the ability to create artwork that is both visually compelling and personally meaningful. In addition, I have experience producing custom portraits and commissioned artwork in a variety of styles, allowing me to work effectively with diverse artistic concepts and client needs.

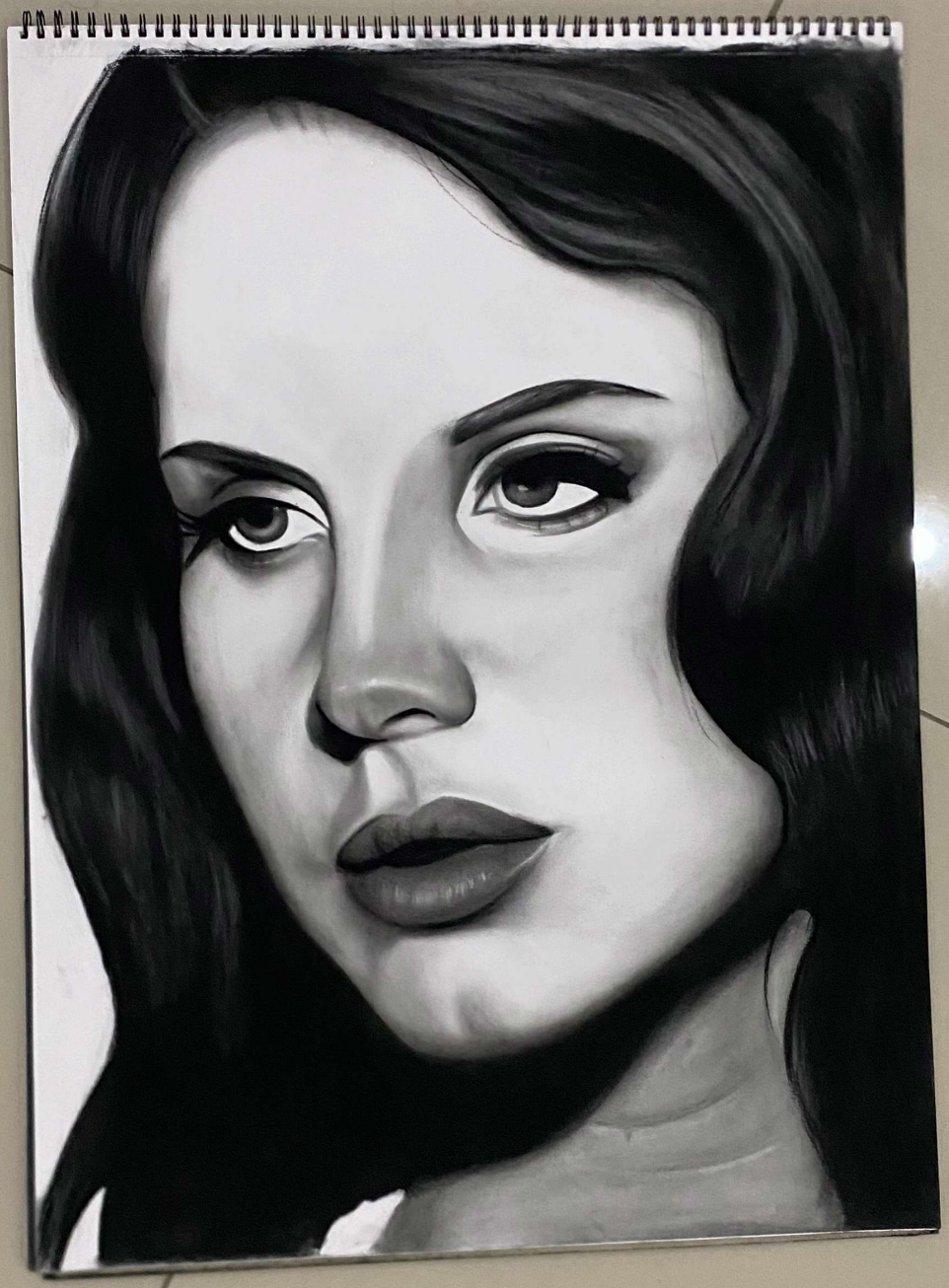
My artistic interests include realism, contemporary design, portraiture, and visually engaging compositions that connect with audiences. I am committed to creating artwork that enhances public spaces, reflects community identity, and contributes positively to the cultural environment.

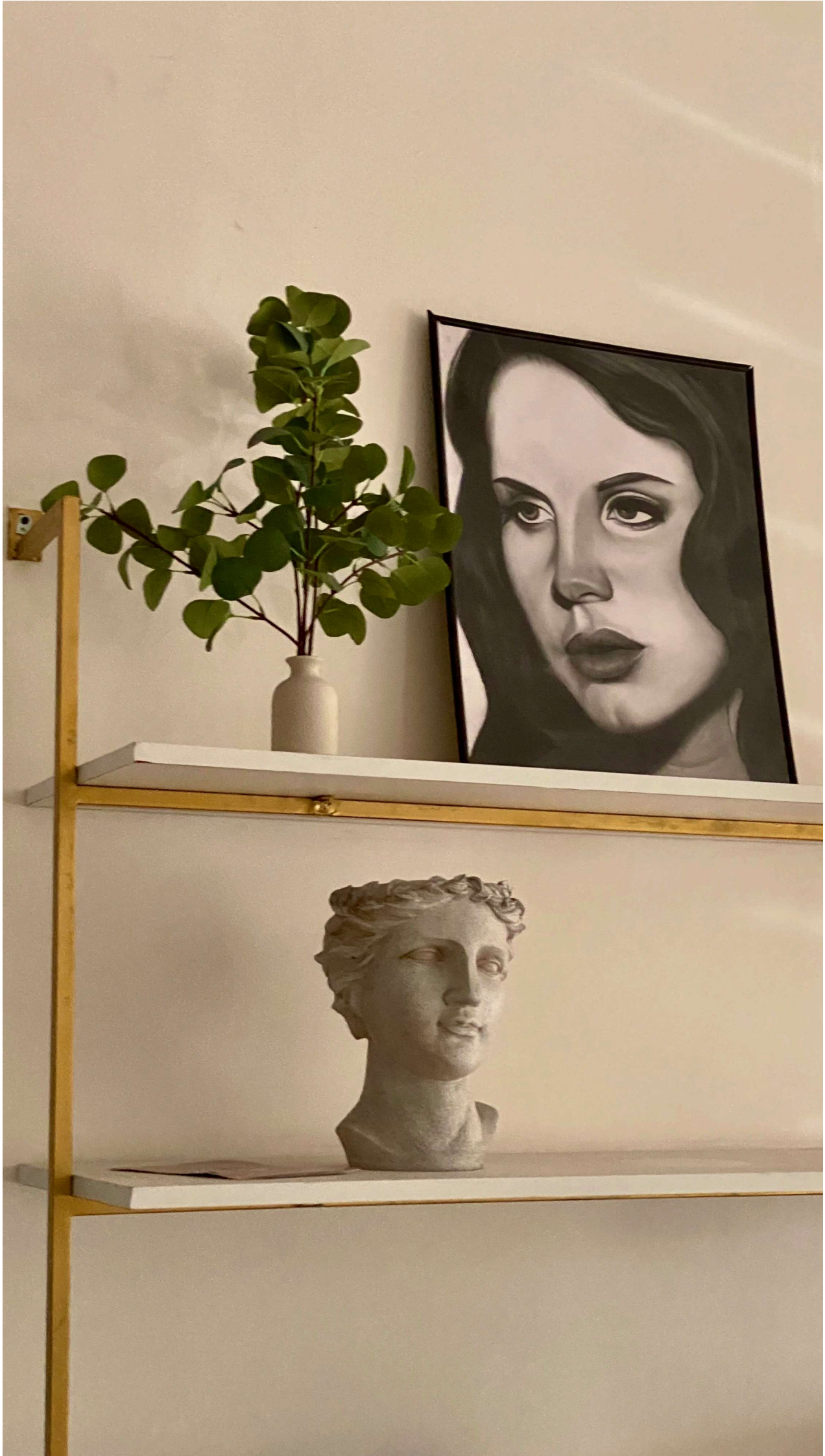
I am excited for the opportunity to contribute my artistic skills, creative vision, and professional experience to projects that celebrate and enrich the City of San Luis.

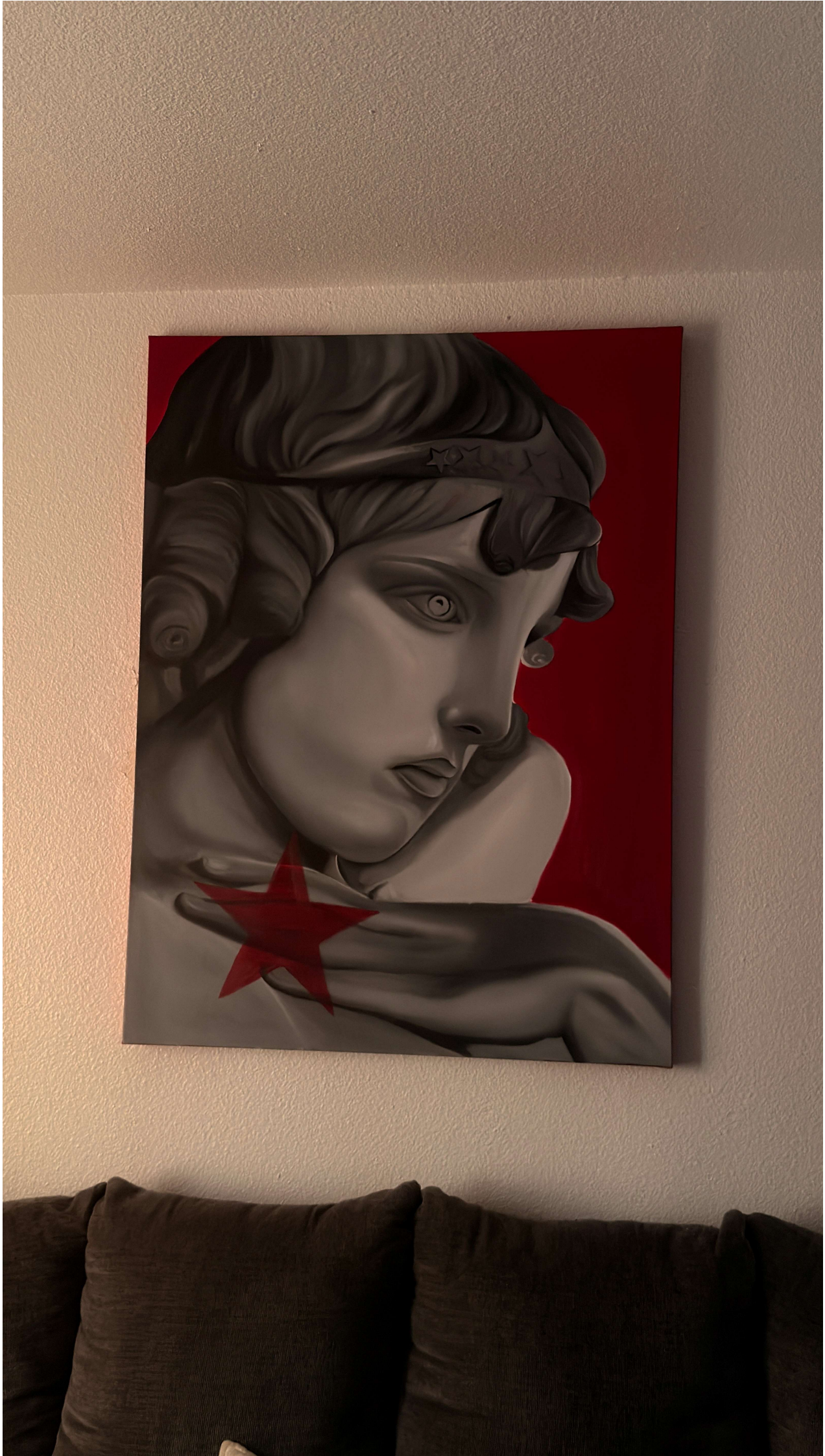













RICH DAD POOR DAD







Opie Taylor



City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[MELANIE MUNOZ ART] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Melanie Munoz Art Response

CONTACT INFORMATION

Company:
Melanie Munoz Art

Email:
citlali.vega1905@gmail.com

Contact:
Melanie Munoz

Address:
792 E Las Brisas Blvd
San Luis, AZ 85336

Phone:
(928) 398-5754

Website:
N/A

Submission Date:
Jun 4, 2026 4:21 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 4, 2026 3:38 PM by Melanie Munoz

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

ab4958a4-d269-44c4-80fd-b806ce142156_Certifications_Signature_Form.pdf

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

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Confirmed

3. Statement of Qualifications*

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STATEMENT_OF_QUALIFICATIONS.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

Melanie_Art_Portfolio.pdf

CERTIFICATIONS SIGNATURE FORM

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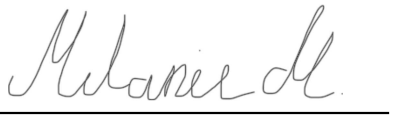
Melanie Munoz	
(Typed Name of Official)	(Signature of Official)
Melanie Munoz Art	06/04/2026
(Typed Name of Firm)	(Date)

STATEMENT OF QUALIFICATIONS
Melanie Muñoz

Melanie Muñoz is an emerging visual artist and art student currently pursuing a Bachelor of Arts in Art Studies at Arizona State University. She previously earned an Associate Degree from Arizona Western College, where she actively participated in student exhibitions and artistic projects.

Her artistic practice includes painting, drawing, sculpture, and mixed media. Through her work, she explores themes of emotion, identity, storytelling, and personal experience. Melanie is passionate about creating artwork that encourages connection, reflection, and engagement within the community.

Melanie has received recognition for her artistic achievements, including the Best Portrait Award at the Yuma County Fair. Her work has been featured in student exhibitions and showcases, demonstrating both technical skill and creative development across multiple mediums.

In addition to her studio practice, Melanie has experience teaching and guiding art activities for children, strengthening her ability to communicate ideas, collaborate with others, and contribute to creative community experiences.

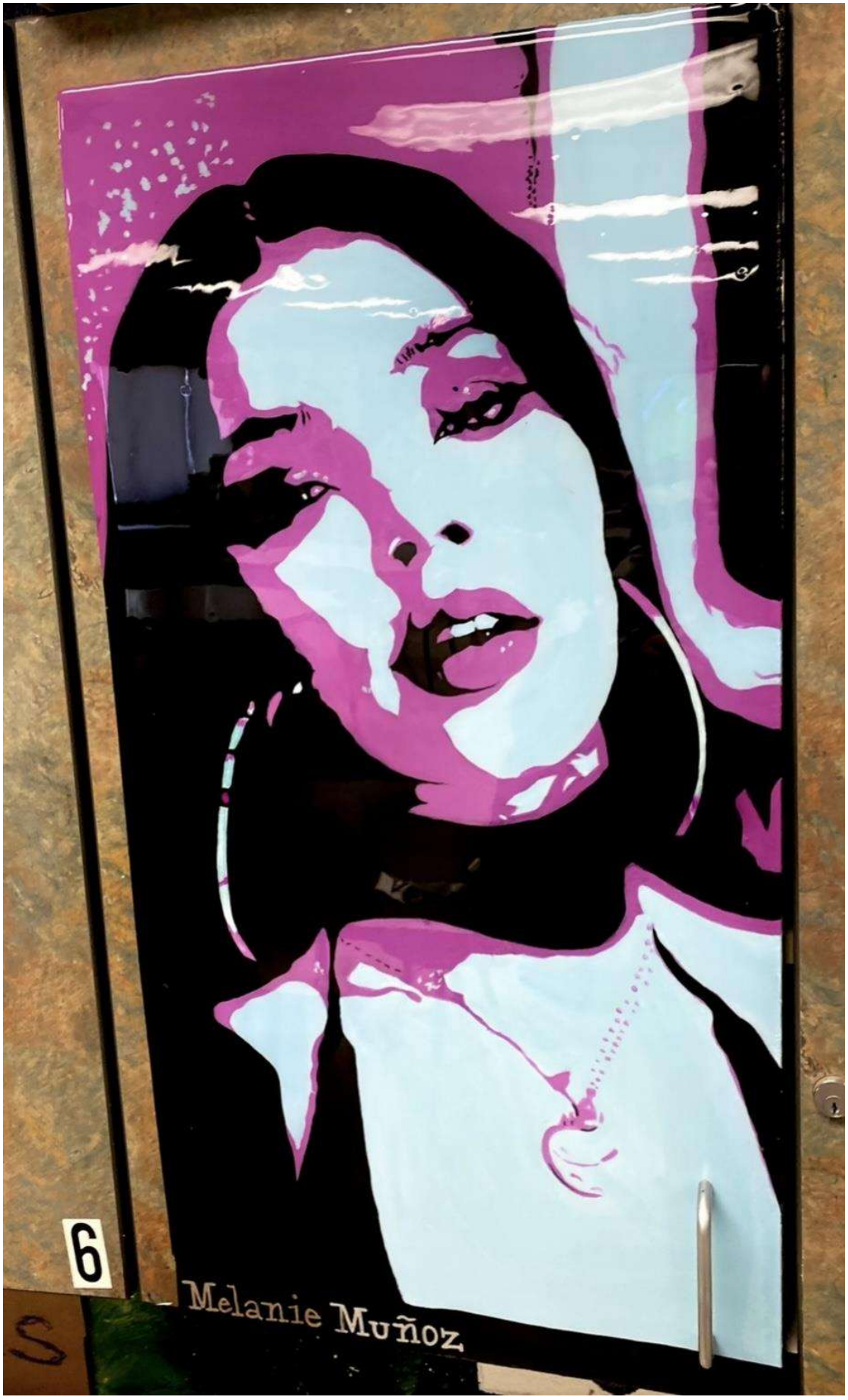
As a resident of the border region, Melanie values the culture, diversity, and unique identity of the San Luis community. She is excited about the opportunity to contribute to future public art projects that celebrate local stories, inspire civic pride, and create meaningful visual experiences for residents and visitors.

Melanie seeks to continue growing as an artist while using public art as a way to connect people, enrich shared spaces, and positively impact the community.

Melanie Munoz Art Portfolio

I am a visual artist from San Luis, Arizona, currently pursuing a Bachelor of Arts in Art Studies at Arizona State University. I previously earned an Associate Degree from Arizona Western College, where I developed skills in drawing, painting, sculpture, and mixed media.

Art is my passion and a way for me to express emotions, tell stories, and connect with others. Through my work, I continue to explore creativity while growing as both an artist and future art educator.



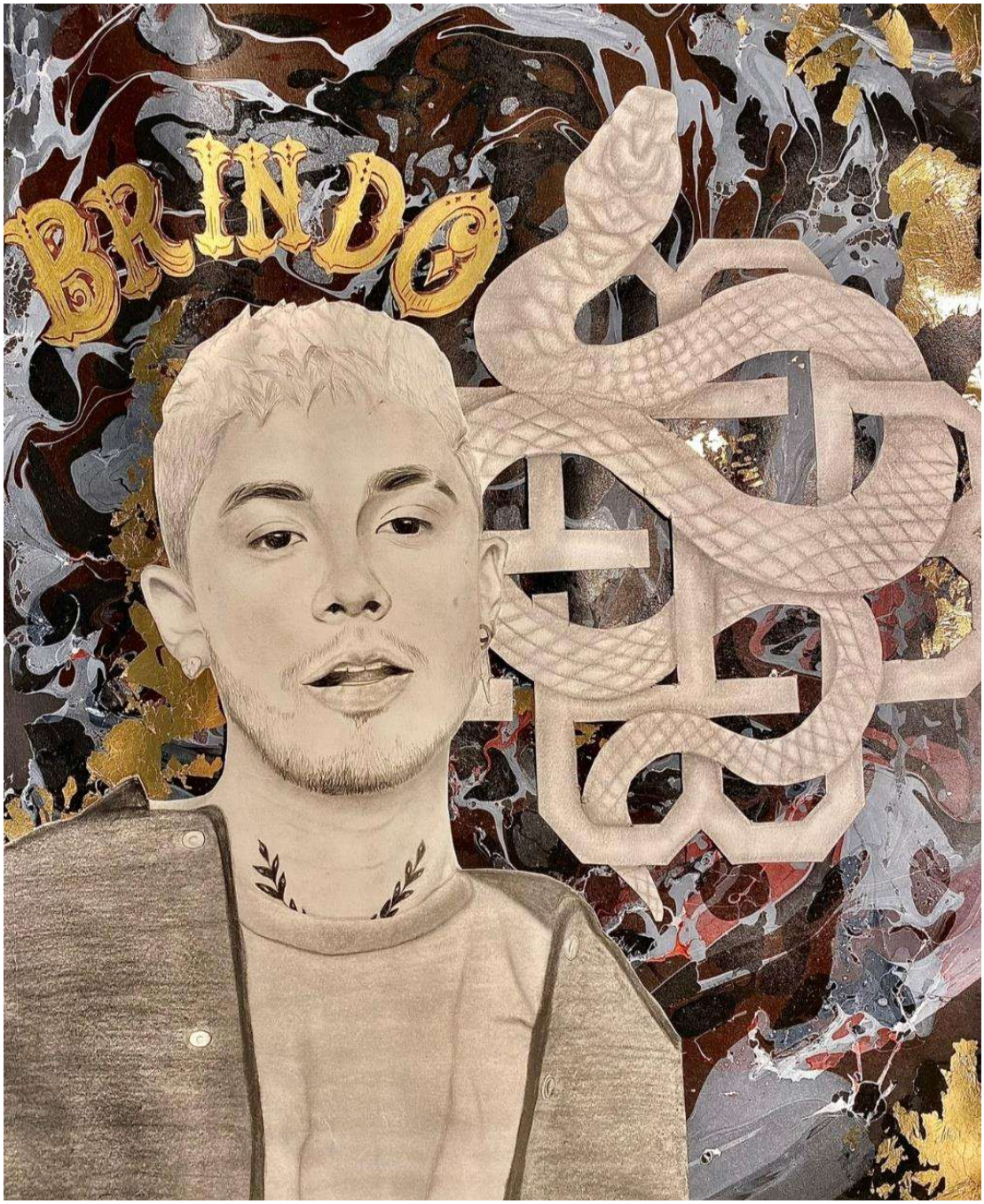
Kenia Os Painting

This painting is inspired by the Mexican singer Kenia OS. It is made with acrylic paint and sealed with a layer of resin.

VAN GOGH’S BEDROOM

THIS PAINTING WAS CREATED FOR A SCHOOL PROJECT WHERE I HAD TO CHOOSE A FAMOUS ARTWORK TO RECREATE. I SELECTED VAN GOGH’S "THE BEDROOM". IT IS MADE ENTIRELY WITH ACRYLIC PAINT.





Mario Bautista Drawing

This is a pencil drawing with a background made using marbling paint and gold leaf. The letters were created with gold Sharpies. It is inspired by the Mexican singer Mario Bautista.

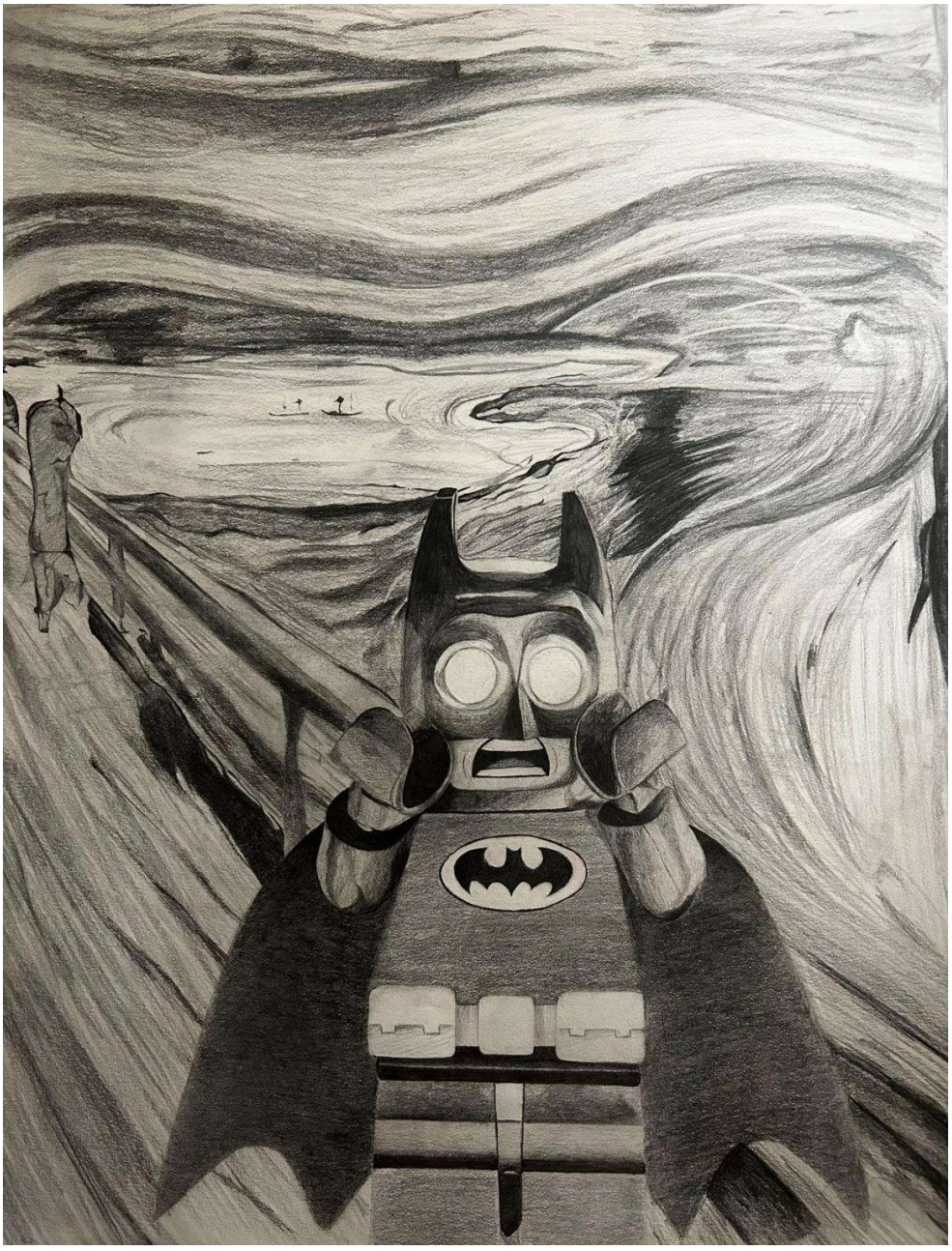


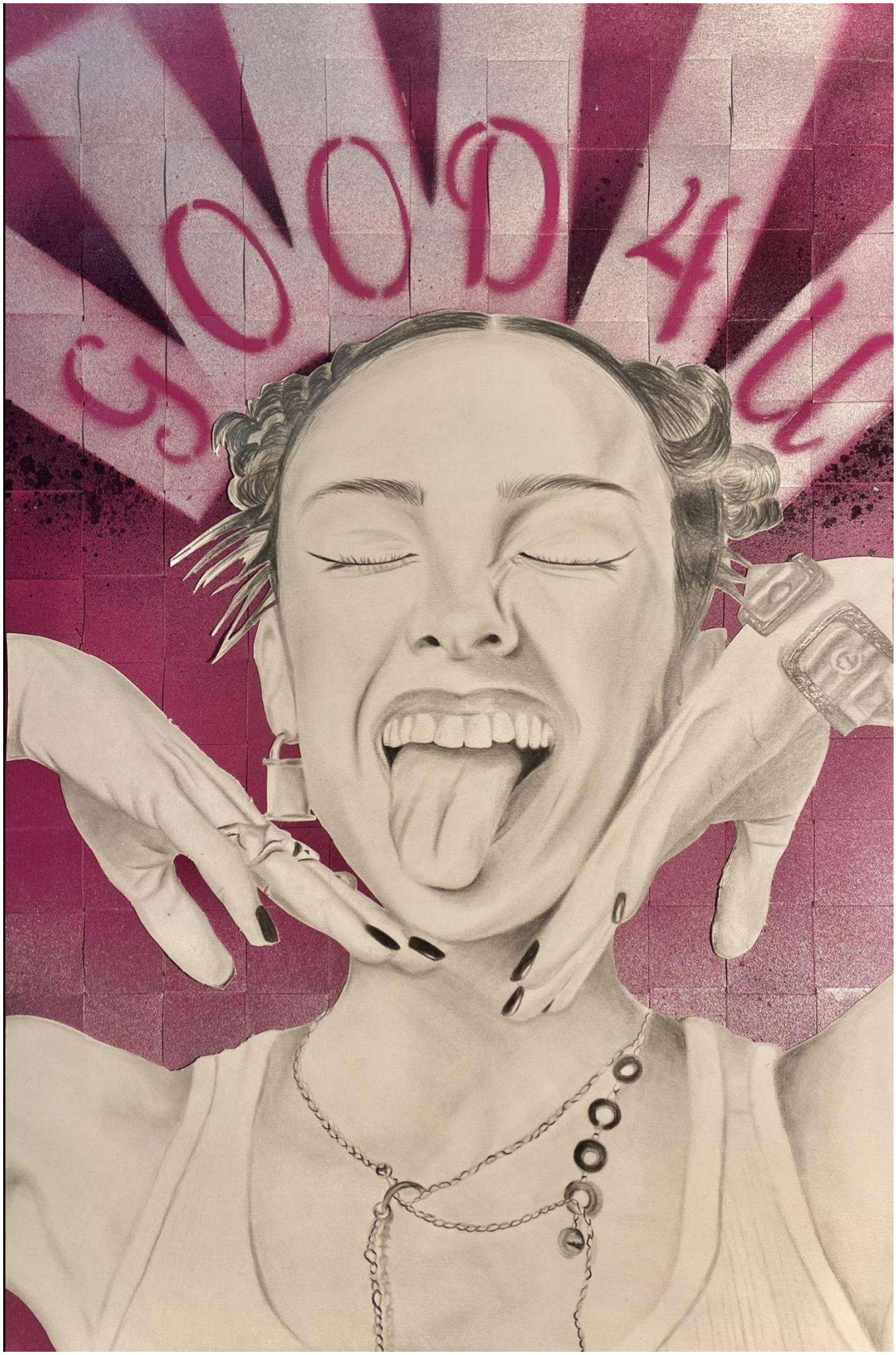
SELF PORTRAIT

This is a self-portrait drawing, created entirely with pencil.

The Bat man Scream

This drawing is inspired by the painting "The Scream" and the character Lego Batman. I wanted to experiment and combine the two. It is done completely in pencil.





Rodrigo in Pink

This is a pencil drawing with a background created using spray paint. It is inspired by the singer Olivia Rodrigo.



POP LONDRA

This is a painting made with Posca markers, inspired by the singer Paulo Londra.

NATURE AND DUA LIPA

THIS ARTWORK IS MADE WITH PENCIL, POSCA MARKERS, WHITE GEL PEN, AND NATURAL FLOWERS ENCAPSULATED IN TRANSPARENT GLUE. THIS ONE IS INSPIRED IN THE SINGER DUA LIPA



Peso Pluma AMG

This painting is done entirely with watercolors and is inspired by the singer Peso Pluma.

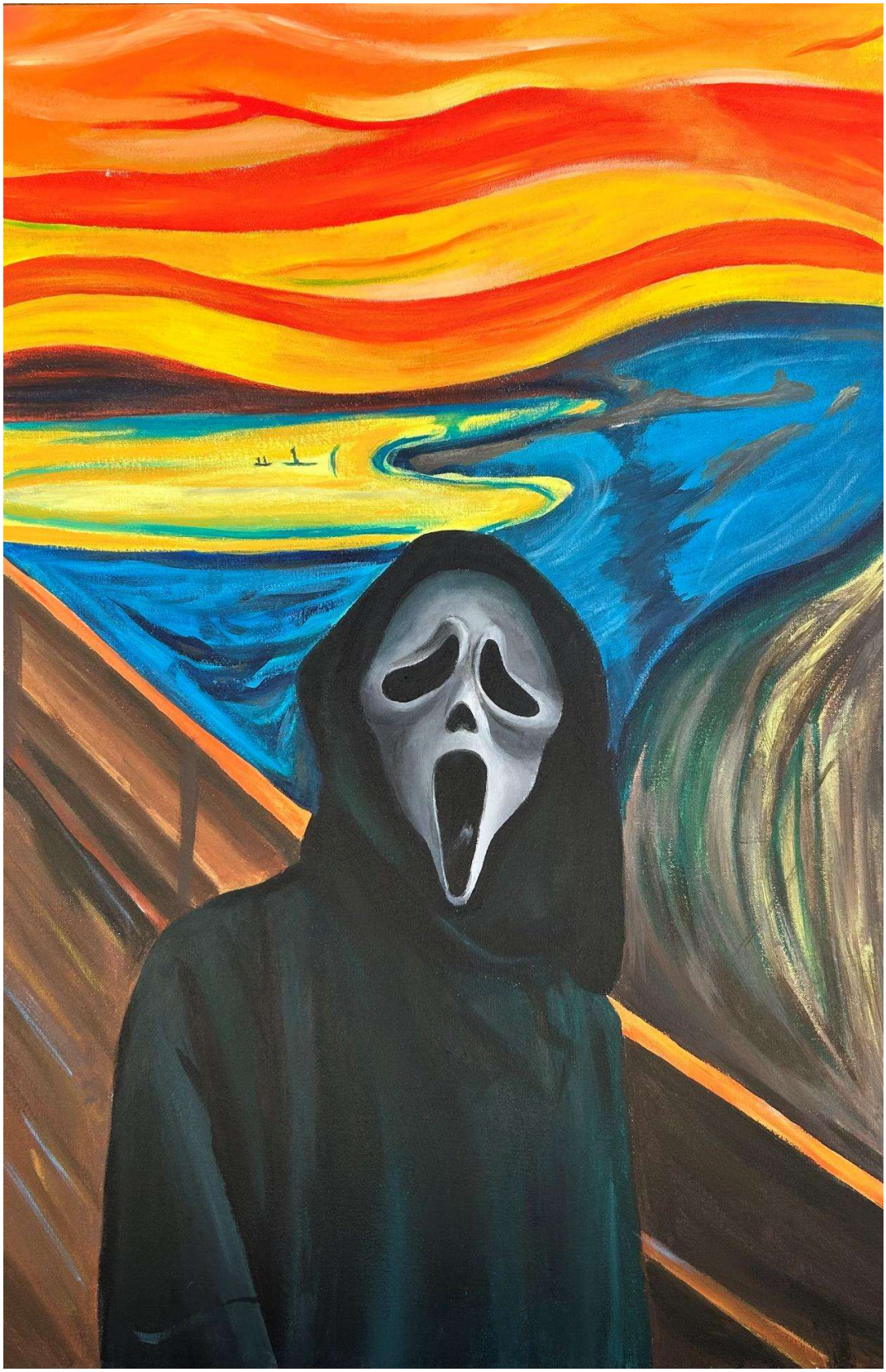


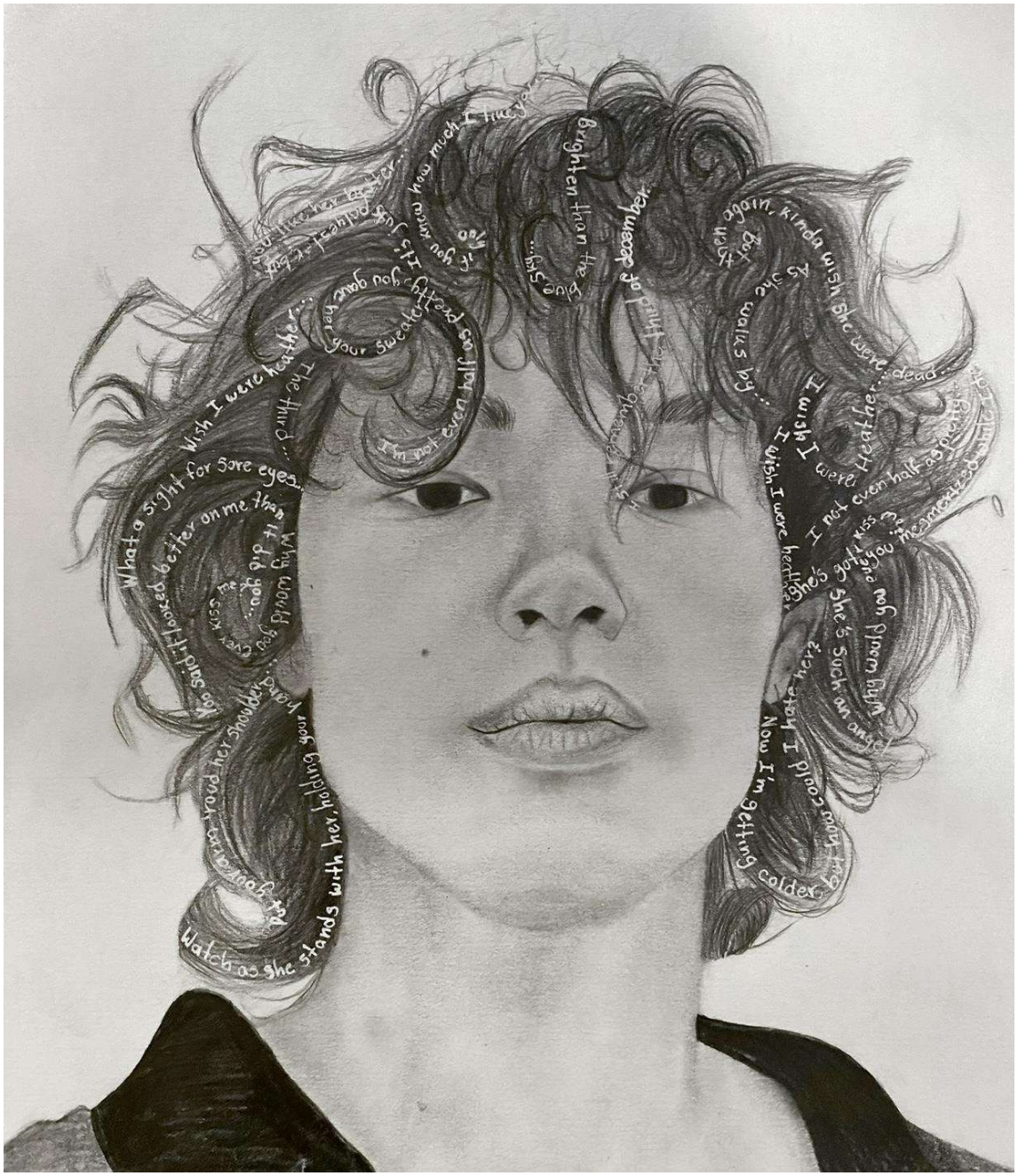
Friendship Memory

This pencil drawing is inspired by my best friend. It is a portrait based on a special photo we took together.

Scream

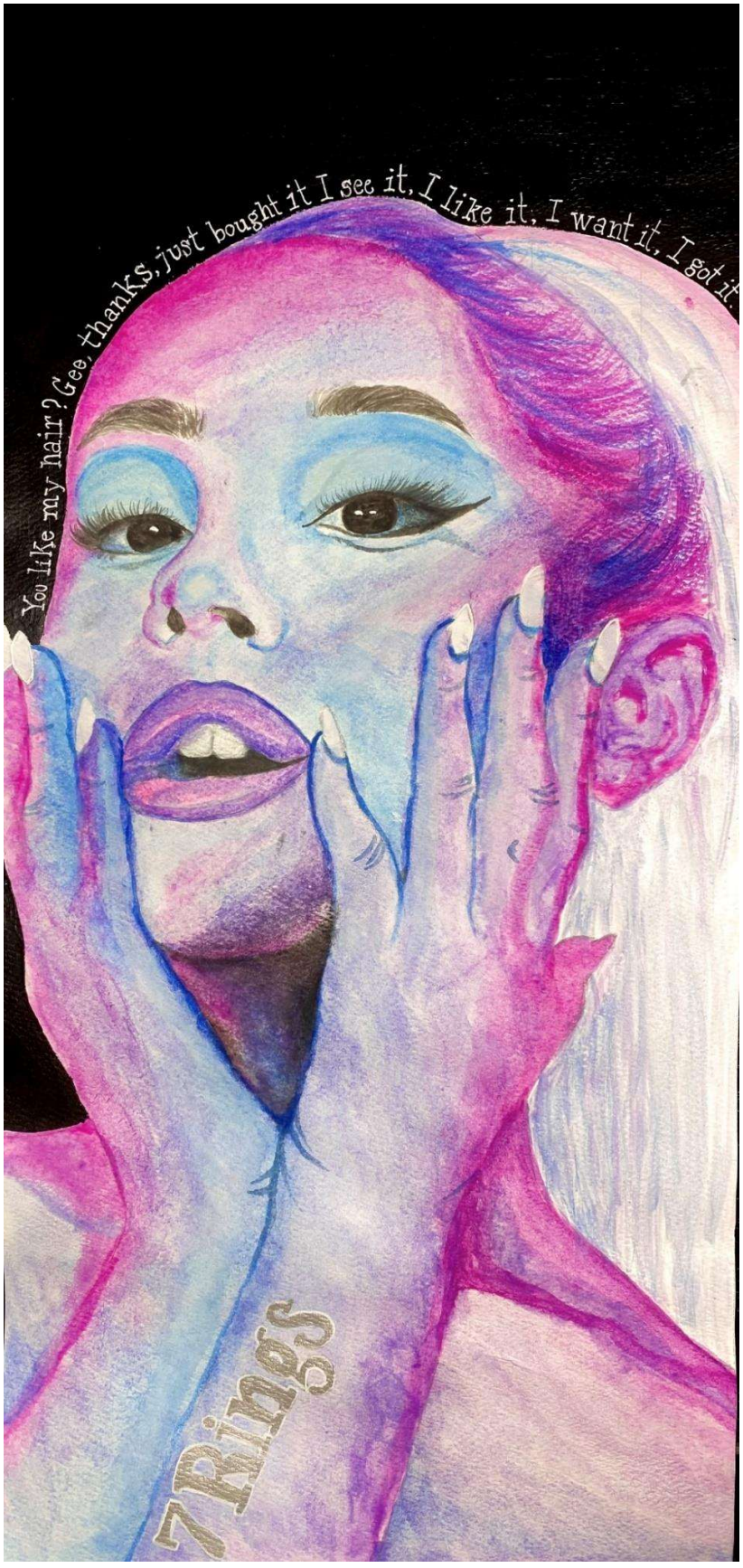
This painting is inspired by "The Scream". I combined the famous painting with the character from the movie "Scream" because I felt they would fit well together. It is made entirely with acrylic paint.





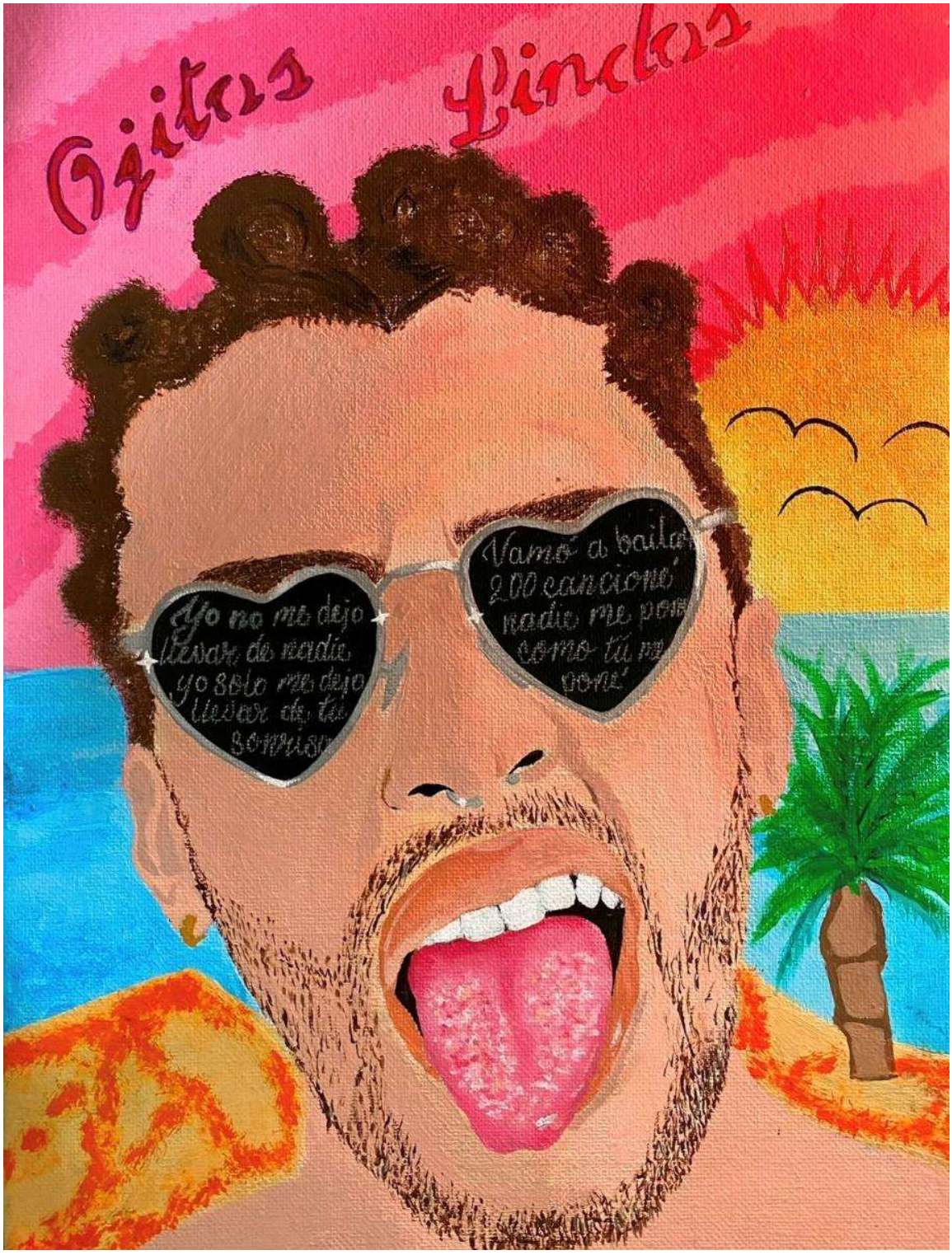
Gray and Light

This drawing was made with pencil and white gel pen, inspired by the singer Conan Gray.



ARIANA GRANDE IN COLOR

This painting was created using watercolors, acrylic paint for the background, white gel pen, and Posca markers for the lettering. It is inspired by the singer Ariana Grande.



A painted summer

This painting is inspired by the singer Bad Bunny and his album "Un Verano Sin Ti". It is made with acrylic paint, and the letters were done with white colored pencil.

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[OKAWA ARTS] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Okawa Arts Response

CONTACT INFORMATION

Company:
Okawa Arts

Email:
mjokawa@gmail.com

Contact:
Mary-Jo Okawa

Address:
1514 East Laredo Street
1514 E Laredo St
Chandler, AZ 85225

Phone:
N/A

Website:
https://www.mjokawaart.com

Submission Date:
May 17, 2026 1:41 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed May 28, 2026 3:26 PM by Mary-Jo Okawa

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

SanJuanSignature_Page.pdf

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

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Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

SAN_LUIS_-_MJOKAWAART_statement_of_qualifications.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

CityHall_Phoenix_AZ_LightCovers_Rich_Roberts.jpg
Walker_Sculpture_RRoberts_2015.jpg
Katies_Plane_HighRes_RichRoberts_2018.jpg
Oliver_Backdrop_MJOkawa_2018.png
Reflections__2024_MJOkawa.jpg
Peace_Like_A_River_MJOkawa_2024.png

CERTIFICATIONS SIGNATURE FORM

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Mary-Jo Okawa	
(Typed Name of Official)	(Signature of Official)
Okawa Arts	05/17/2026
(Typed Name of Firm)	(Date)

City of San Luis Approved Artist List - Public Art Program

by MJ Okawa + Rich Roberts

Concept Statement of Qualifications

MJ Okawa Art, in collaboration with sculptor and fabricator Rich Roberts, provides contemporary fine art, public art, placemaking, and large-scale artistic design and fabrications for civic, cultural, and community spaces. The team specializes in vibrant, site-responsive artwork that incorporates color, light, movement, storytelling, and durable sculptural design to create engaging public experiences.

Their collaborative work combines MJ Okawa's contemporary silk painting practice and immersive visual language with Rich Roberts' expertise in fabrication, kinetic sculpture, structural engineering, and large-scale installations. Together, they create murals, sculptural works, interactive installations, and artistic placemaking elements designed to reflect community identity, cultural heritage, and environmental context.

MJ Okawa Art is committed to developing welcoming, meaningful public spaces that celebrate creativity, connection, and regional character while supporting long-term durability, safety, and community engagement.













City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[SHECCID ORTIZ] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Sheccid Ortiz Response

CONTACT INFORMATION

Company:
Sheccid Ortiz

Email:
arleynortiz@gmail.com

Contact:
Sheccid Ortiz

Address:
1406 Zamora Avenue
P.O Box 11147
San Luis, AZ 85349

Phone:
N/A

Website:
https://www.instagram.com/sa_art04/

Submission Date:
May 28, 2026 11:08 AM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed May 28, 2026 11:07 AM by Sheccid Ortiz

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*
Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

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Confirmed

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Statement_of_Qualifications.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

Artistic_Work_Samples.pdf

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Sheccid Ortiz	
(Typed Name of Official)	(Signature of Official)
	05/26/26
(Typed Name of Firm)	(Date)

Sheccid Ortiz

Multidisciplinary Artist & Designer
San Luis, Arizona

(602) 496-0623 | (928) 580-2028
saorti15@asu.edu | arleynortiz@gmail.com

Bio

I am a multidisciplinary artist and designer from San Luis, Arizona, and my work is inspired by culture, identity, emotion, and community. I work through painting, drawing, live art experiences, public art, and design to create pieces that feel personal and connected to everyday experiences and the border community I grew up in.

A lot of my work is influenced by Mexican culture, community connection, and storytelling through visual art. I enjoy creating artwork that allows people to feel represented, reflect on shared experiences, and connect emotionally with public spaces and creative projects. Through both independent and collaborative work, I aim to create art that feels meaningful, welcoming, and accessible to the community around me.

I am currently pursuing a Bachelor of Science in Industrial Design at Arizona State University after completing degrees in Studio Art and Graphic Design at Arizona Western College. My background in both art and design has helped me approach projects with creativity, problem-solving, and a strong focus on community engagement and visual storytelling.

Statement of Qualifications

I am an emerging artist and designer with experience in public art, live painting, exhibitions, collaborative community projects, and cultural events. Over the past several years, I have participated in projects that allowed me to create artwork connected to culture, identity, and community engagement while gaining experience working in public and collaborative creative spaces.

One of my most meaningful experiences was being selected to design and paint the San Luis, Arizona public letters installation. This project gave me the opportunity to contribute to a public art piece that represents local identity and community pride while also helping create a welcoming visual landmark for residents and visitors. Through this experience, I strengthened my ability to collaborate with community organizations, contribute to public-facing artwork, and create work connected to the culture and identity of the region.

Since 2022, I have participated in multiple live painting events and art showcases through Arte de la Calle, where I created artwork in interactive public environments while engaging directly with the community. I have also participated as a live painting artist for the Somerton Día de los

Muertos Festival and Somerton Festival, experiences that allowed me to continue exploring community-centered art and cultural celebration through live visual art.

Additional artistic experience includes participating in the Light Pole Banner Contest in 2022 and 2023, the Dreams That Inspire Art Contest Door Painting project, and the Arizona Western College Student Showcase exhibitions from 2024 through 2026. In 2025, I participated in the Helios & Xico Student Juried Exhibition: *Transforming Lives Through Education*, which further expanded my experience exhibiting artwork in educational and professional creative spaces.

Most recently, I collaborated with Colectivo Cardone in the exhibition *Donde el Calor Habita* at the Museo Regional de San Luis Río Colorado. This exhibition explored themes of heat, emotion, environment, and everyday life through contemporary visual art and collaborative creative expression. Participating in this exhibition helped me continue growing as an artist while contributing to a collective project centered around shared experiences within the region.

Alongside my artistic practice, my background in industrial design, studio art, and graphic design allows me to approach projects through both creativity and design-thinking. I enjoy combining visual storytelling, collaboration, and problem-solving to create artwork and experiences that feel engaging and meaningful to the community.

I am passionate about creating artwork that reflects the culture and experiences of border communities while helping public spaces feel more welcoming, expressive, and connected to the people around them.

Sheccid Ortiz

Multidisciplinary Artist & Designer
San Luis, Arizona

(928) 580-2028
saorti15@asu.edu | arleynortiz@gmail.com

Education

Arizona State University

Bachelor of Science in Industrial Design *(In Progress)*
Yuma, Arizona | 2025 – Present

Focused on creative problem-solving, product development, and interdisciplinary design practices.

Arizona Western College

Associate of Arts in Studio Art
Associate of Arts in Graphic Design
Yuma, Arizona | 2023 – 2025

- Graduated with Academic Distinction
- Phi Theta Kappa Honor Society
- CAMP Program Participant
- YES Program Participant
- La Cosecha YES Program Scholarship Recipient

Public Art & Exhibition Experience

San Luis AZ Letters Public Art Project

Artist & Designer | San Luis, AZ

Selected to design and paint the San Luis Arizona public letters installation representing local identity and community culture.

Arte de la Calle

Live Painter & Exhibiting Artist | 2022–2025

Participated in multiple live painting events and community art showcases.

Somerton Día de los Muertos Festival & Somerton Festival

Live Painting Artist

Created live artwork during community cultural events and festivals.

Museo Regional de San Luis Río Colorado

Exhibiting Artist – "Donde el Calor Habita" | 2026

Collaborative exhibition with Colectivo Cardone exploring themes of heat, emotion, and environment through contemporary art.

AWC Student Showcase

Exhibiting Artist | 2024, 2025, 2026

Participant in annual student art exhibitions.

Helios & Xico Student Juried Exhibition

Exhibiting Artist | 2025

Participated in *Transforming Lives Through Education* juried exhibition.

Hispanic Heritage Month Chalk Mural

Mural Artist | Arizona Western College **|** 2024, 2025

Collaborative chalk mural installations celebrating Hispanic heritage and culture.

Dreams That Inspire Art Contest

Door Painting Artist

Created painted installation artwork as part of a community art competition.

Light Pole Banner Contest

Participating Artist | 2022, 2023

Designed public banner artwork for community display.

Community & Leadership Experience

Arizona State University – ASU Local Yuma

Student Leader / Site Assistant | 2025 **–** Present

Supports students through mentorship, workshops, event coordination, and community engagement.

Arizona Western College – CAMP Program

Tutor & Mentor | 2024 **–** 2025

Mentored and supported first-year college students while assisting with events and student engagement initiatives.

Skills

- Painting & Drawing
- Public Art & Community Engagement
- Live Painting
- Visual Storytelling

- Adobe Creative Suite
- Canva
- Installation Concepts
- Bilingual: English & Spanish
- Collaborative Project Development
- Event & Community Coordination

Artistic Work Samples



Arte en la Calle Live Painting 2022



Arte en la Calle Live Painting 2023



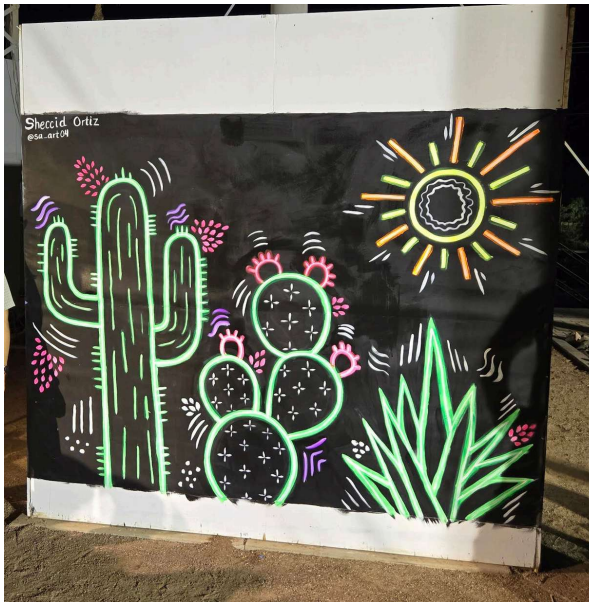
Arte en la Calle Live Painting 2024



Arte en la Calle Live Painting 2025



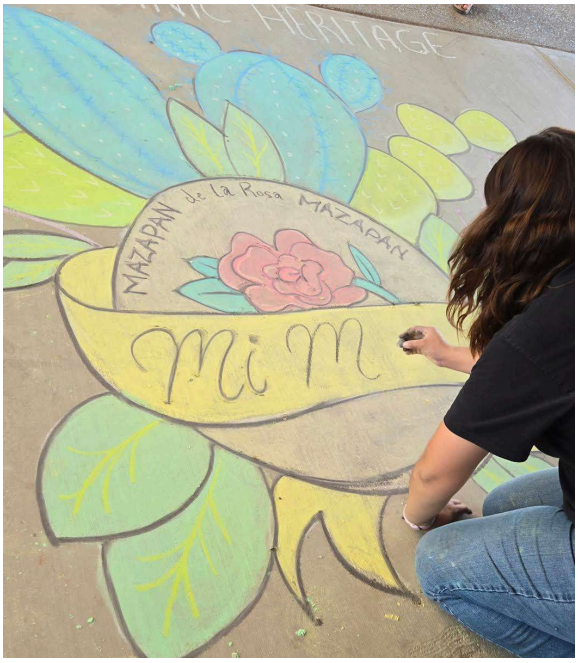
Somerton Dia de los Muertos Festival



Somerton Art Festival



Dreams That Inspire Art Contest Door Painting Artist



Hispanic Heritage Month Chalk Mural



Transforming Lives Through Education juried exhibition



Exhibiting Artist – “Donde el Calor Habita”



Yuma County Fair Art Showcase



AWC Student Showcase



San Luis Az Letters

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[SPECTACLE] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

Spectacle Response

CONTACT INFORMATION

Company:
Spectacle

Email:
mike@spectacle.works

Contact:
Mike Murray

Address:
3230 E Washington St
Suite 103
Phoenix, AZ 85034

Phone:
(602) 405-3610

Website:
https://www.instagram.com/mike_murray_art/?hl=en

Submission Date:
May 19, 2026 8:00 AM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed May 31, 2026 11:25 AM by Mike Murray

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

- Certifications_Signature_Fo...

Singed_42156_Certifications_Signature_Form.pdf

2. Conflict of Interest*

The firm is fully aware that this contract is wholly or partially federally funded and further, by submission of the proposal that the individual or firm, certifies that:

1. There is no substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38- 505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants.
2. Any substantial interest, as defined by Arizona Revised Statute §§38-503 through §§38-505, with any public official, employee, agency, commission or committee (including members of their immediate family) with the City of San Luis or Consultants that develops at any time during this contract will be immediately disclosed to the City of San Luis and Consultants.

Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Mike_Murray_Resume.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

1_-_SPIKE.jpg
2_-_PINWHEELS.jpg
2_-_PINWHEELS3.jpg
3_-_ALTER.jpg
4_-_TISH.png
5_-_HELIOS.jpg
6_-_DAISY.jpeg

CERTIFICATIONS SIGNATURE FORM

These Certifications (Civil Rights, Equal Employment Opportunity, Equal Opportunity for Workers with Disabilities – Section 503, Procurement of Recovered Materials, Access to Records and Records Retention, Conflict of Interest, Anti-Lobbying) are a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of these Certifications is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required Certifications shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Mike Murray	
(Typed Name of Official)	(Signature of Official)
Union Digital, Inc.	05/19/26
(Typed Name of Firm)	(Date)

MIKE MURRAY

Artist | Phoenix, AZ | 602-405-3610 | mike@spectacle.works | Instagram: @mike_murray_art

PROFILE

Public artist with 25+ years of experience delivering large-scale, site-specific installations for municipalities and private clients. Founder of Spectacle, a Phoenix-based fabrication studio specializing in interactive and highly visible public artworks that integrate art, engineering, and infrastructure.

Extensive experience working in public right-of-way environments, coordinating with engineers, contractors, and city stakeholders to deliver projects that meet safety, durability, and long-term performance requirements.

EXPERIENCE

Founder, Spectacle — Phoenix, AZ (2000–Present)

- Lead artist and fabricator of Spectacle, a design-build fabrication studio delivering complex public artworks from concept through installation.
- Completed 100+ large-scale projects for municipalities, developers, and private clients over 30 years. Manages full project lifecycle including design, engineering coordination, fabrication, installation and ongoing service. Leads a team of full-time fabricators in a 22,000 sq ft facility in Phoenix, AZ.
- Regularly coordinates and leads project management with licensed engineers, general contractors, and municipal departments.
- Delivers work requiring structural integrity, durability, and performance in public environments.

SELECTED PROJECTS

- DAISY (2025) – 25’ illuminated flower sculpture
- PINWHEELS (2024) - three 20’ kinetic and interactive pinwheels at Mesa Idea Museum
- SPIKE (2023) – 45’ illuminated saguaro sculpture, Phoenix Super Bowl Host Committee
- ALTER (2022) – 30’ tall immersive sculptural installation
- HELIOS (2020) – large-scale interactive light tunnel installation
- TISH (Dressform) (2019) – 18’ illuminated sculpture

CORE STRENGTHS

Public Art Design
Design-Build Project Delivery
Roadway & Right-of-Way Projects
Structural & Electrical Coordination
Large Scale Installations

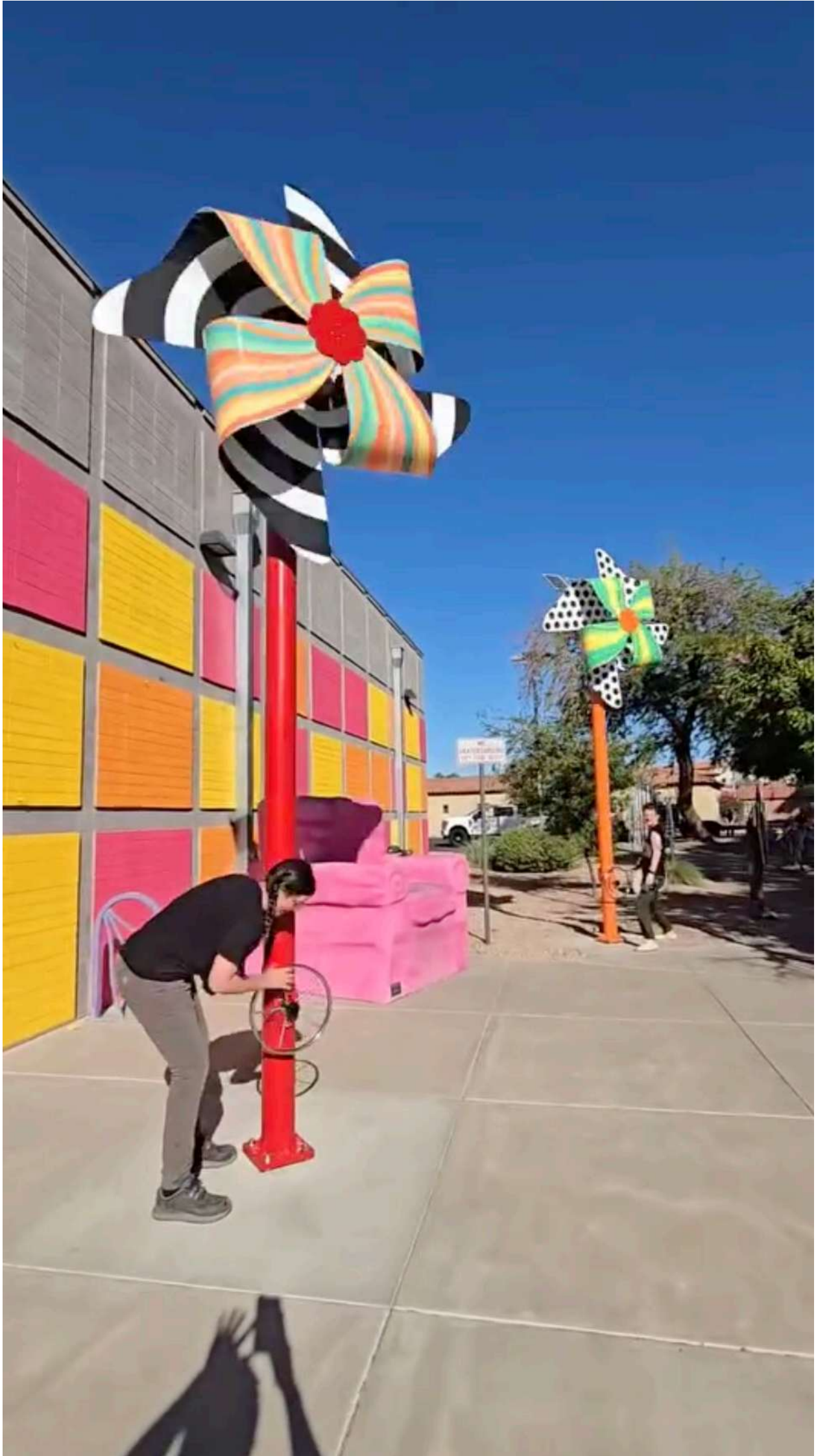
TECHNICAL CAPABILITIES

Parametric Architecture
CNC Milling, Routing, and Fabrication
3D Modeling and Photorealistic Rendering
Structural Engineering
Electrical Engineering
$1,000,000 GL Insurance
Licensed Contractor in AZ and CA

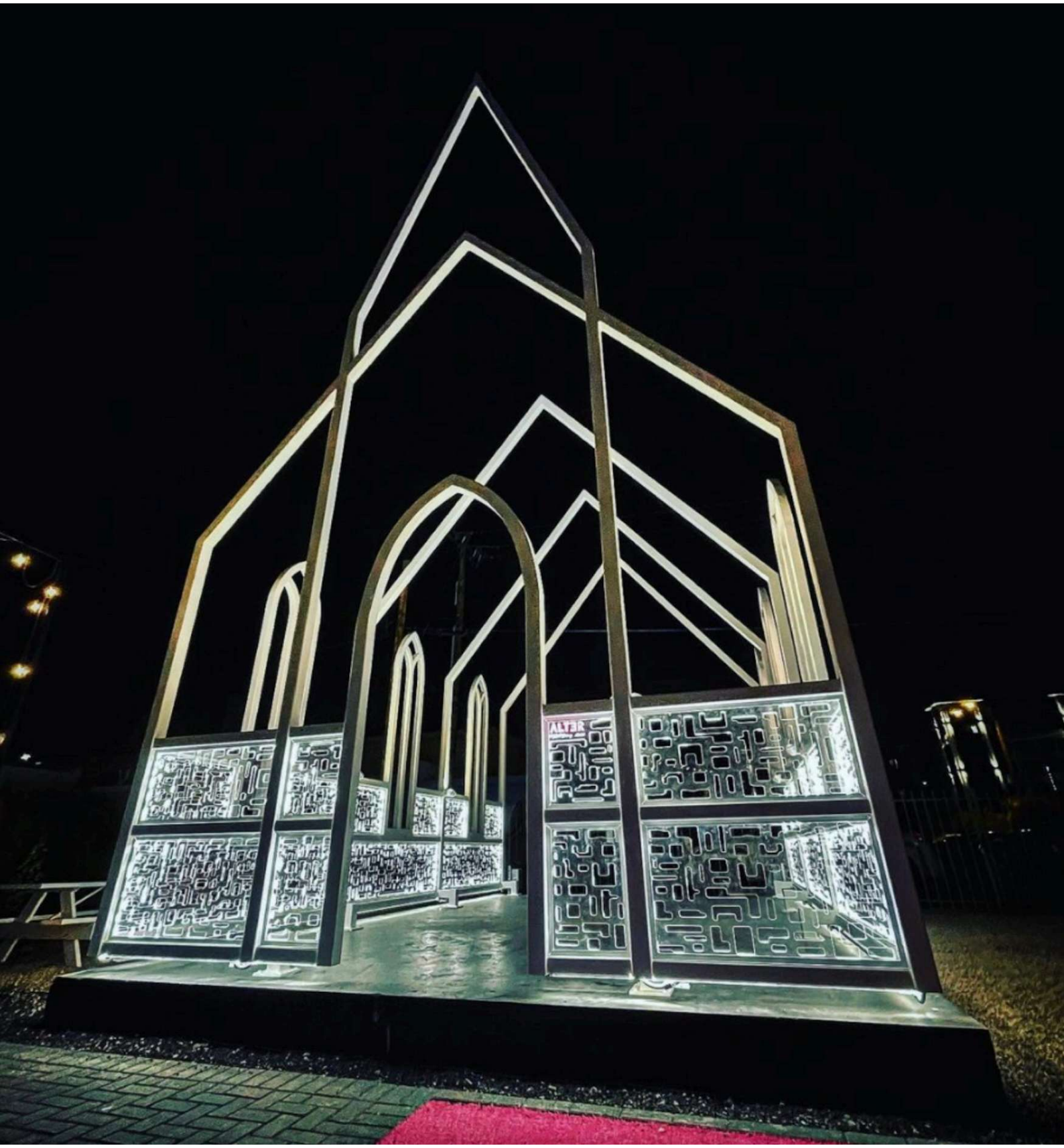
CLIENTS/PROJECTS

City of Phoenix
City of Tempe
City of Mesa
City of Scottsdale
Nike
Redbull
Pepsi
FritoLay
Arizona State University
University of Arizona
University of Oregon
Creighton University (Omaha, NE)








ALTAR





City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[THE OXIDE STUDIO] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

The Oxide Studio Response

CONTACT INFORMATION

Company:
The Oxide Studio

Email:
nina@theoxidestudio.com

Contact:
Daniel Moore

Address:
50 W Vernon Ave
Phoenix, AZ 85003

Phone:
(602) 614-2709

Website:
https://www.theoxidestudio.com

Submission Date:
Jun 8, 2026 4:48 PM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 8, 2026 2:47 PM by Daniel Moore

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*

Please download the below documents, complete, and upload.

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Cert_Signature.pdf
Cert_Signature.pdf

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Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

SOQ_RFQ_No._2026-RFQ-00000001.pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

01_DMoore_Generations.jpeg
02_DMoore_BEE-52.jpg
03_DMoore_MagnesiumMaggie_(1).jpg
04_DMoore_MagnesiumMaggie_Back_copy.jpg
05_DMoore_Infusio.jpg
06_DMoore_MomentOfTruth.jpeg
07_DMoore_LoveLocks.jpg
08_DMoore_EyesOnTheBall.jpg
09_DMoore_HexEcon__copy.jpg
10_DMoore_Randolph.JPG
11_DMoore_ChaosReStored_(1)_copy.jpg

CERTIFICATIONS SIGNATURE FORM

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Daniel Moore — Daniel Moore

(Typed Name of Official) (Signature of Official)

Five Moores Enterprises LLC dba The Oxide Studio — June 8, 2026

(Typed Name of Firm) (Date)

CERTIFICATIONS SIGNATURE FORM

These Certifications (Civil Rights, Equal Employment Opportunity, Equal Opportunity for Workers with Disabilities – Section 503, Procurement of Recovered Materials, Access to Records and Records Retention, Conflict of Interest, Anti-Lobbying) are a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of these Certifications is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U. S. Code. Any person who fails to file the required Certifications shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Daniel Moore _____ Daniel Moore _____

(Typed Name of Official) (Signature of Official)

Five Moores Enterprises LLC dba The Oxide Studio _____ June 8, 2026 _____

(Typed Name of Firm) (Date)

DANIEL**MOORE**
METAL ARTIST + PUBLIC ART **THE OXIDE STUDIO**
50 West Vernon Avenue, Phoenix AZ 85003 - 602.614.2709 - dan@theoxidestudio.com
www.theoxidestudio.com

I am an Arizona-based artist, designer, and fabricator with more than fifteen years of experience creating permanent public art, architectural enhancements, and site-specific installations throughout the Southwest. As the founder of The Oxide Studio, I specialize in large-scale metal artwork inspired by the landscapes, plant life, and cultural heritage of the region.

My work combines artistic vision with technical expertise in design, fabrication, and installation. Working primarily with steel, natural patinas, laser-cut elements, and architectural materials, I create durable public artworks that respond to their environment while fostering a strong sense of place and community identity. My projects include freestanding sculptures, decorative screening systems, integrated architectural panels, custom gates and fencing, shade structures, and educational art installations.

Throughout my career, I have completed commissioned projects for municipalities, schools, parks, healthcare facilities, commercial developments, and private clients. I have designed, fabricated, and installed large-scale artistic panel systems for elementary schools within the Phoenix Elementary School District, as well as numerous custom public-facing installations throughout Arizona and the Southwest.

A central focus of my work is translating local history, ecology, and cultural narratives into visually engaging artwork. I enjoy collaborating with stakeholders, project teams, and community members to develop designs that reflect the unique character of a place while meeting project goals. My experience managing projects from concept through fabrication and installation allows me to deliver artwork that is both aesthetically compelling and built to endure.

The City of San Luis's commitment to celebrating its border identity, cultural heritage, and historic character aligns closely with my artistic practice. Much of my work is inspired by the landscapes and stories of the Southwest, and I am particularly interested in creating artwork that honors community history while contributing to vibrant and welcoming public spaces.

I believe public art has the power to strengthen community connections, encourage civic pride, and create memorable experiences for residents and visitors. Through thoughtful design and durable craftsmanship, I strive to create artwork that becomes a meaningful part of the built environment.

I welcome the opportunity to be included on the City of San Luis Approved Artist List and to contribute to future public art and placemaking projects that support the vision of the El Corazón de San Luis Historic Preservation and Public Art Plan.

Respectfully,

Daniel Moore


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VICTORY ROAD
WATER STREET






SAVANNAH RAPIDS
LOVE LOCKS




OFFICE OF
ECONOMIC DEVELOPMENT
mesa·az


RANDOLPH ARIZONA
EST 1925
Welcome to Historical
Randolph Arizona


beyond SELF STORAGE

City of San Luis
Economic Development
Armando Esparza, Director of Economic Development and Government Affairs
1090 E Union Street, San Luis, AZ 85349

[THE SKETCHY DEN] RESPONSE DOCUMENT REPORT

RFQ No. 2026-RFQ-00000001

City of San Luis Approved Artist List - Public Art Program

RESPONSE DEADLINE: June 11, 2026 at 11:00 am

Report Generated: Monday, June 15, 2026

The Sketchy Den Response

CONTACT INFORMATION

Company:
The Sketchy Den

Email:
ihascupquake774@gmail.com

Contact:
Joelly B Chavez

Address:
PO BOX 12282
San Luis, AZ 85349

Phone:
(901) 501-6269

Website:
https://www.instagram.com/thesketchyden?igsh=MXZjZjE0ajdxZWpqMA==

Submission Date:
Jun 10, 2026 1:24 AM (Mountain Time - Arizona)

ADDENDA CONFIRMATION

Addendum #1
Confirmed Jun 10, 2026 1:14 AM by Joelly B Chavez

Addendum #2
Unconfirmed

QUESTIONNAIRE

1. Certifications Signature Form*
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- Certifications_Signature_Fo...

Certifications_Signature_Form.pdf

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Confirmed

3. Statement of Qualifications*

Please upload your complete Statement of Qualifications per RFQ No. 2026-RFQ-00000001

Statement_of_Qualifications_(The_Sketchy_Den).pdf

4. Artistic Work Samples*

Please Upload Samples of past Artistic Work

The_Sketchy_Den_Art_Portfolio.pdf

CERTIFICATIONS SIGNATURE FORM

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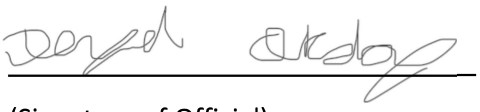
Denzel Ordaz Jacobo	
(Typed Name of Official)	(Signature of Official)
The Sketchy Den	05/27/2026
(Typed Name of Firm)	(Date)

STATEMENT OF QUALIFICATIONS

City of San Luis Public Art Program | RFQ No. 2026-RFQ-00000001

1. ARTIST & AGENT PROFILE

Art Brand / Studio Name:	The Sketchy Den
Lead Artist Name:	Denzel Ordaz Jacobo
Business Structure:	Sole Proprietor / Individual
Authorized Agent Name:	Joelly B. Chavez
Mailing Address:	P.O. Box 12282, San Luis, Az 85349
Contact Email:	joellybchavez@gmail.com
Phone Number:	(928) 291-8557

2. BACKGROUND & QUALIFICATIONS DESCRIPTION

The Sketchy Den is the independent art and illustration practice of a San Luis, Arizona-based artist specializing in custom visual design, fan art, and contemporary pop-surrealism. Representing a fresh, cross-cultural energy from the local border community, this bilingual, Hispanic-led creative venture fuses classic animation, modern media iconography, and fine art techniques. Operating as an independent freelance entity, The Sketchy Den delivers high-impact, colorful illustrations designed to elevate public spaces, digital platforms, and private collections.

3. ARTISTIC STATEMENT & COMMUNITY VISION

Art has always been my way to express myself and share my roots. Growing up in the cross-border community of San Luis Rio Colorado and San Luis, Arizona, has deeply inspired my creativity; the local culture, music, fashion, and our community spirit serve as my muse and my emotional foundation.
Through this program, I want to refine my technical skills, grow as a creative person, and produce artwork that others can truly connect with. My inspiration comes from the nuances of everyday life-sports, music, television, and the unique lived experiences of young people in our city. I hope my art brings a positive and creative perspective to the community while authentically representing the talent and culture of San Luis.

4. EXPERIENCE & PAST COMMISSIONS BRIEF

Since graduating from San Luis High School in 2024, I have been actively building my portfolio through a variety of professional and community-focused projects. My experience includes:

• Exhibitions & Galleries: I have contributed to several art showcases, most notably the "A Walk Through My Rainbow" exhibit at the Yuma Art Center and various gallery displays hosted at the Arizona Western College San Luis Learning Center.

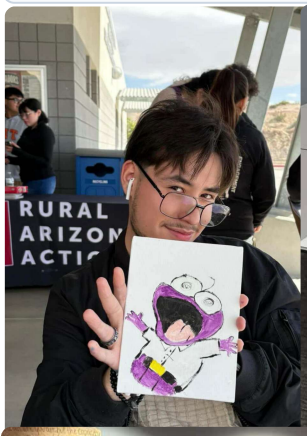
• Public & Live Art: I have participated in multiple local live-painting events in San Luis, Arizona, which required high-speed creative execution, technical design, and direct engagement with the community.

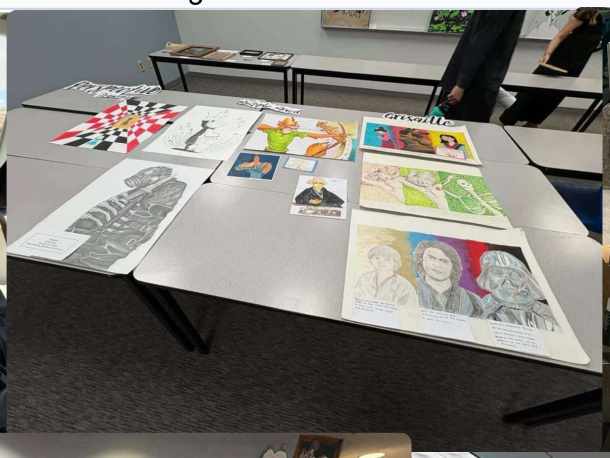
• Community Murals: I have taken part in the creation of various murals throughout the region, contributing to large-scale public visual projects.

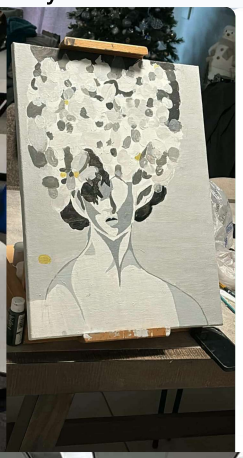
• Large-Scale Production: My artistic practice has reached a point where I am now handling projects at a significant scale, managing complex design workflows from my home studio.

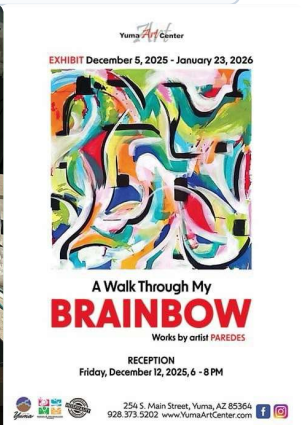
• Current Commission: I am currently engaged in a major private commission—a large-scale mural project consisting of multiple canvases. This project is allowing me to push my boundaries in structural design, scale management, and collaborative installation.

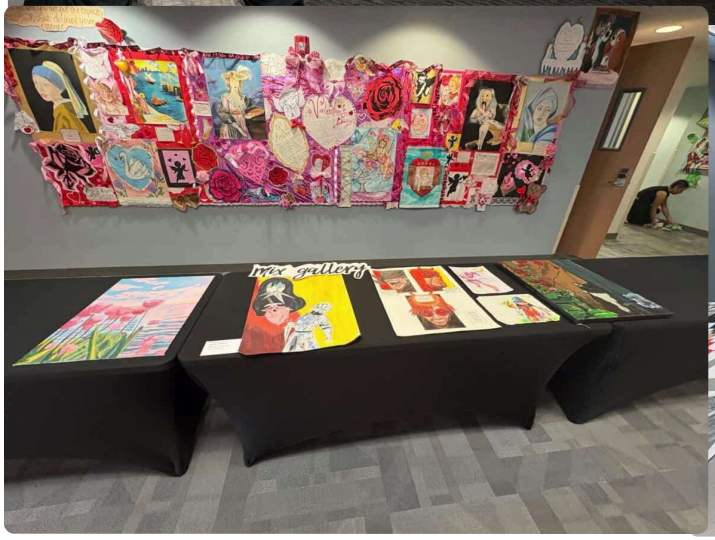
• Professional Development: Through these experiences, I have gained extensive practice in digital and physical design, social media promotion, and public presentation—all of which have helped me develop a unique voice and a strong connection to our local community.













ARTWORK PORTFOLIO

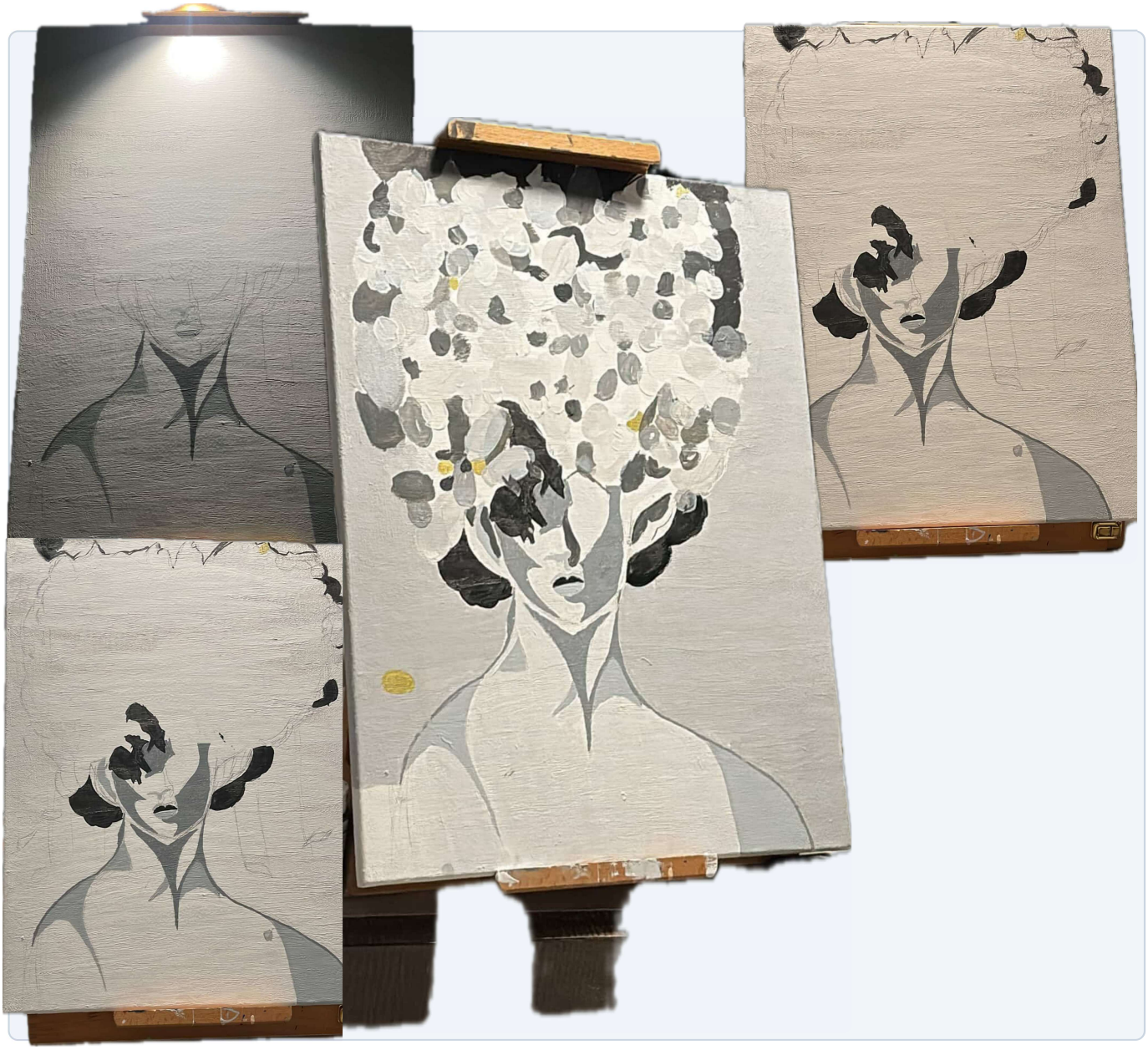
Sample Works Selection — The Sketchy Den



Title: Lake Girl

Mediums Used: Mixed Medium, Canvas, Acrylic Posca markers

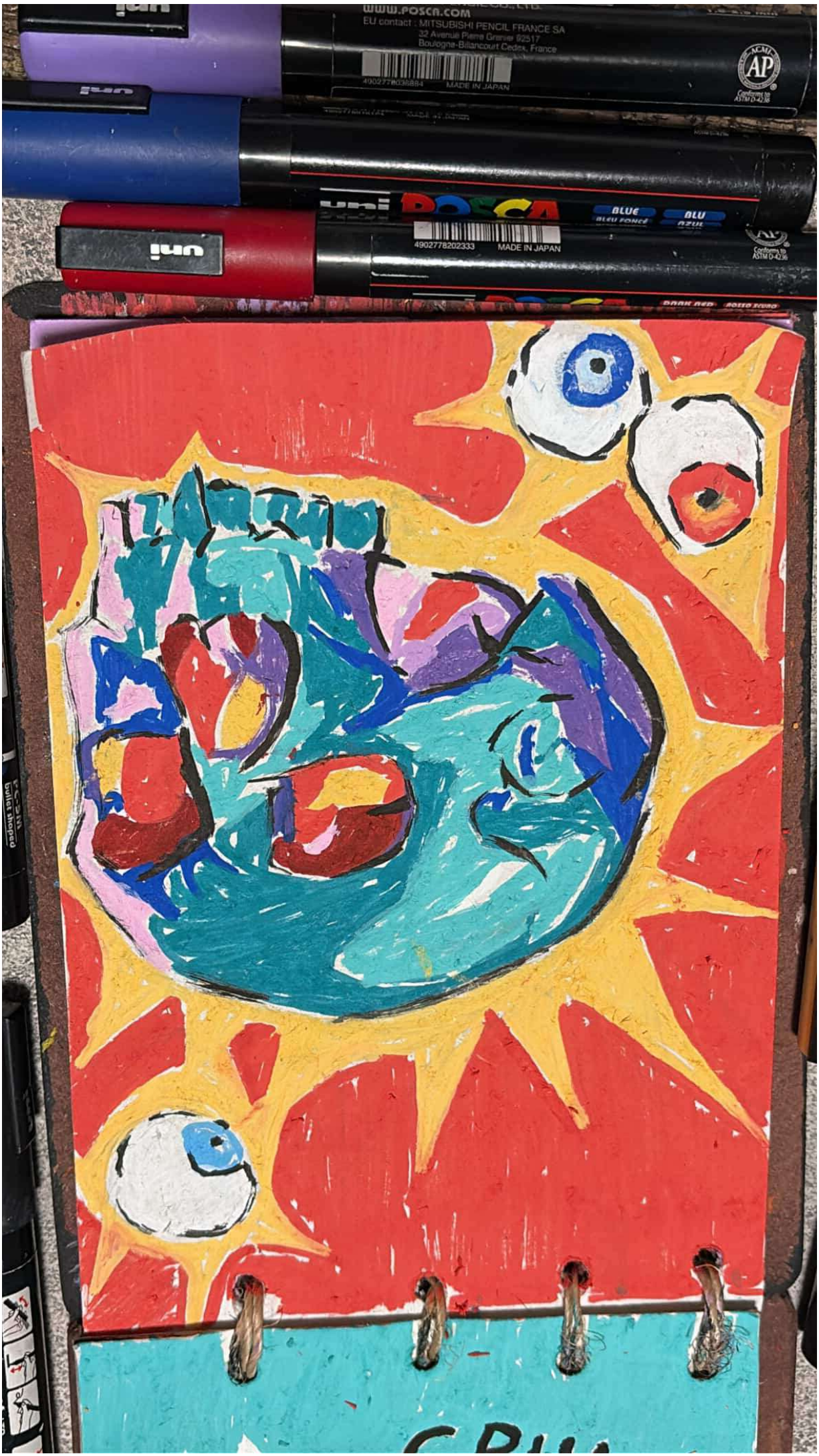
Dimensions / Scale: 10”W x 12”L



Title: Sibil of Delphi

Medium Used: Canvas, Colored Pencils

Dimensions / Scale: 18”W x 24”L


WWW.POSCA.COM
EU contact : MITSUBISHI PENCIL FRANCE SA
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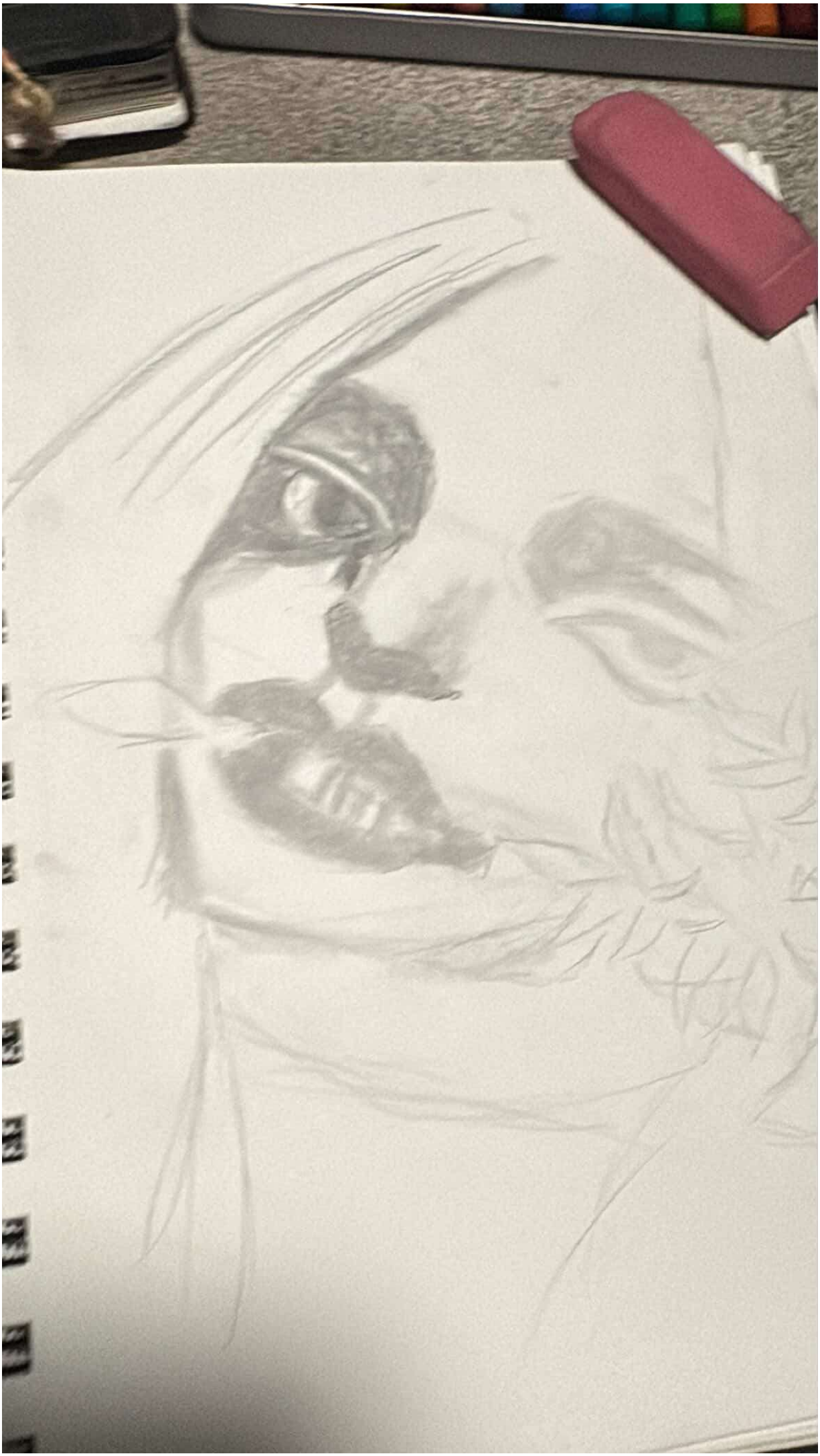
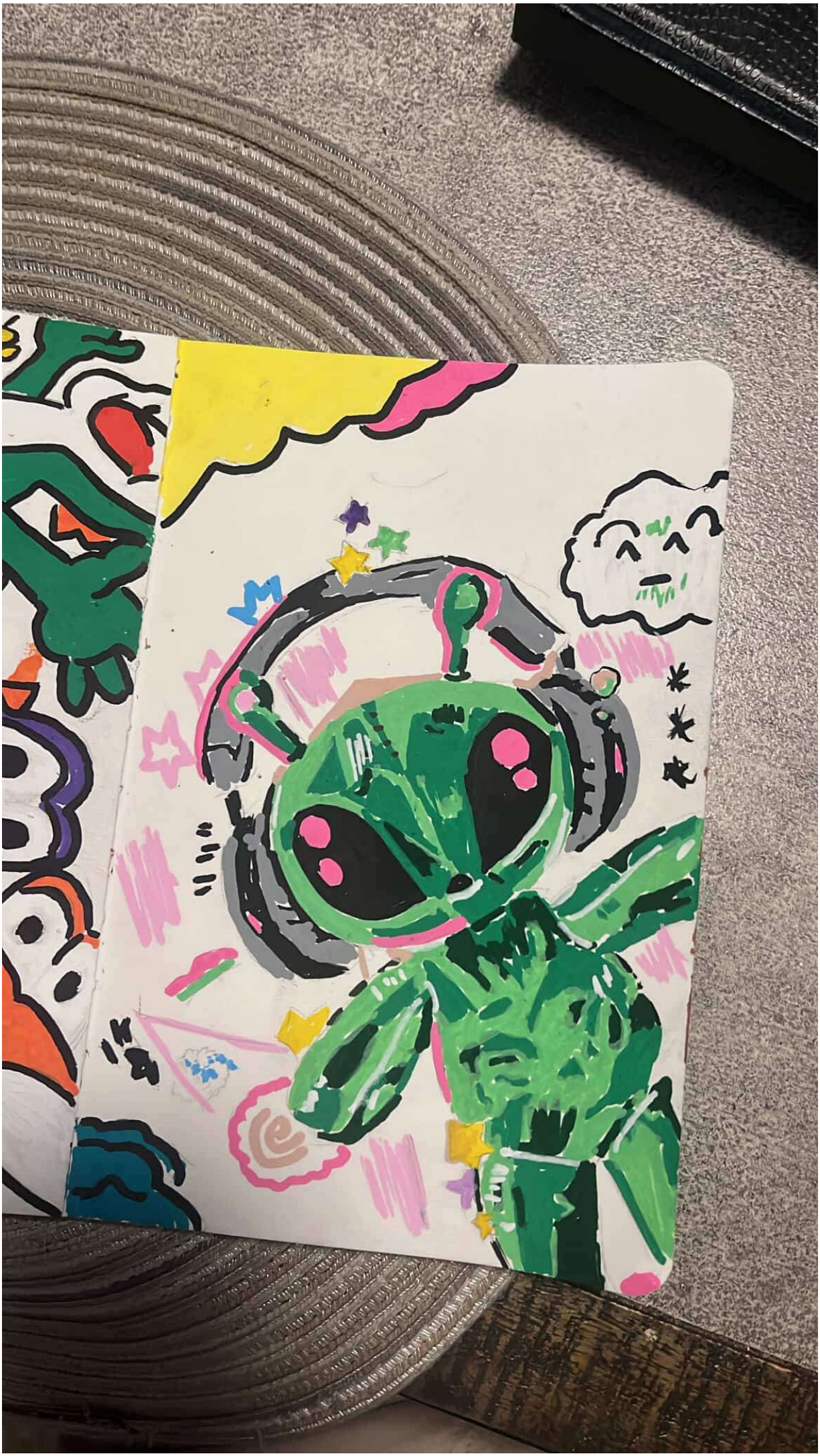
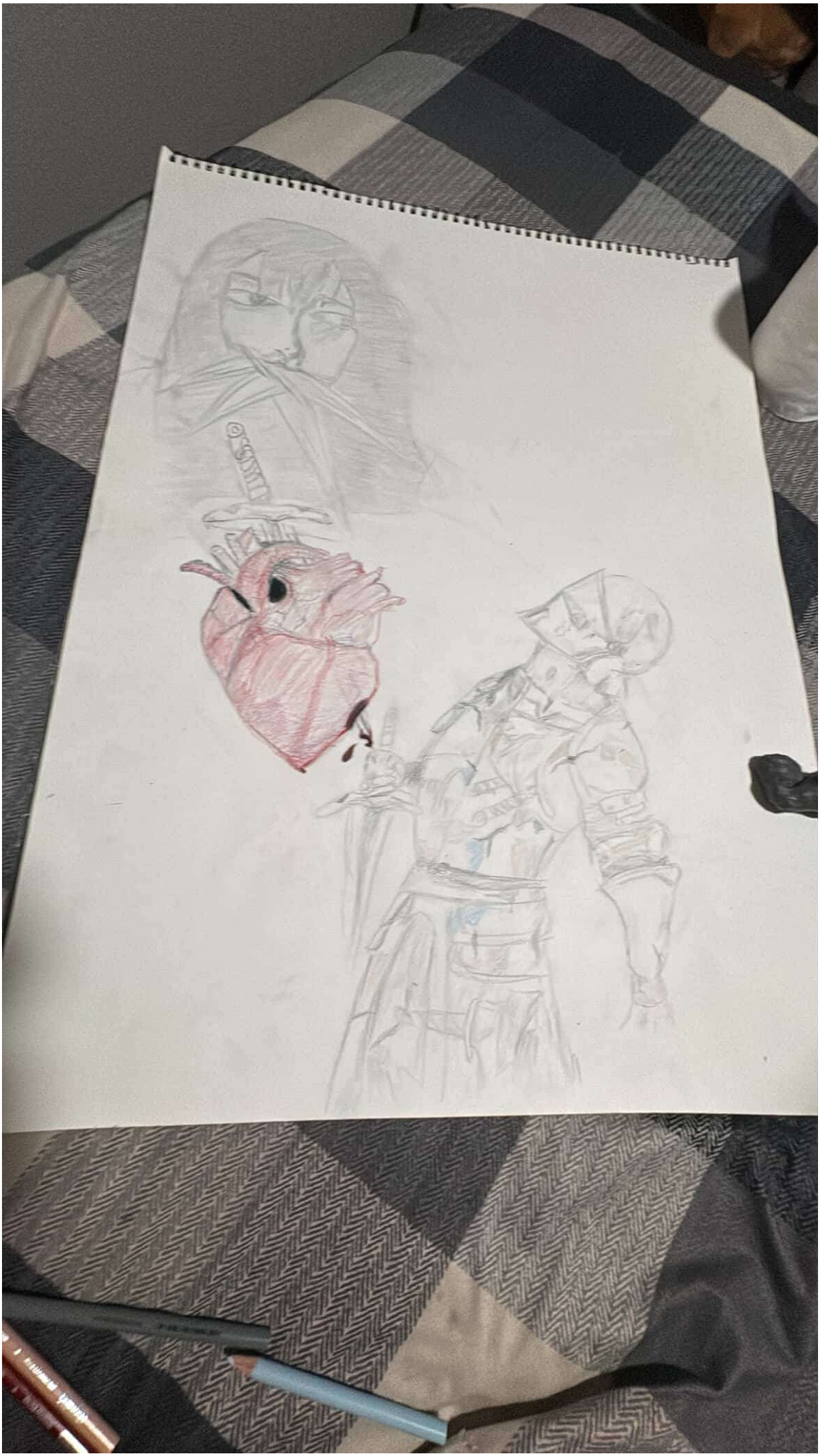



yo estoy mas blanca (estamos igual)
escucha stray kids
mio nomas
Ash
Dam
golden boy
ay que cantar American boy

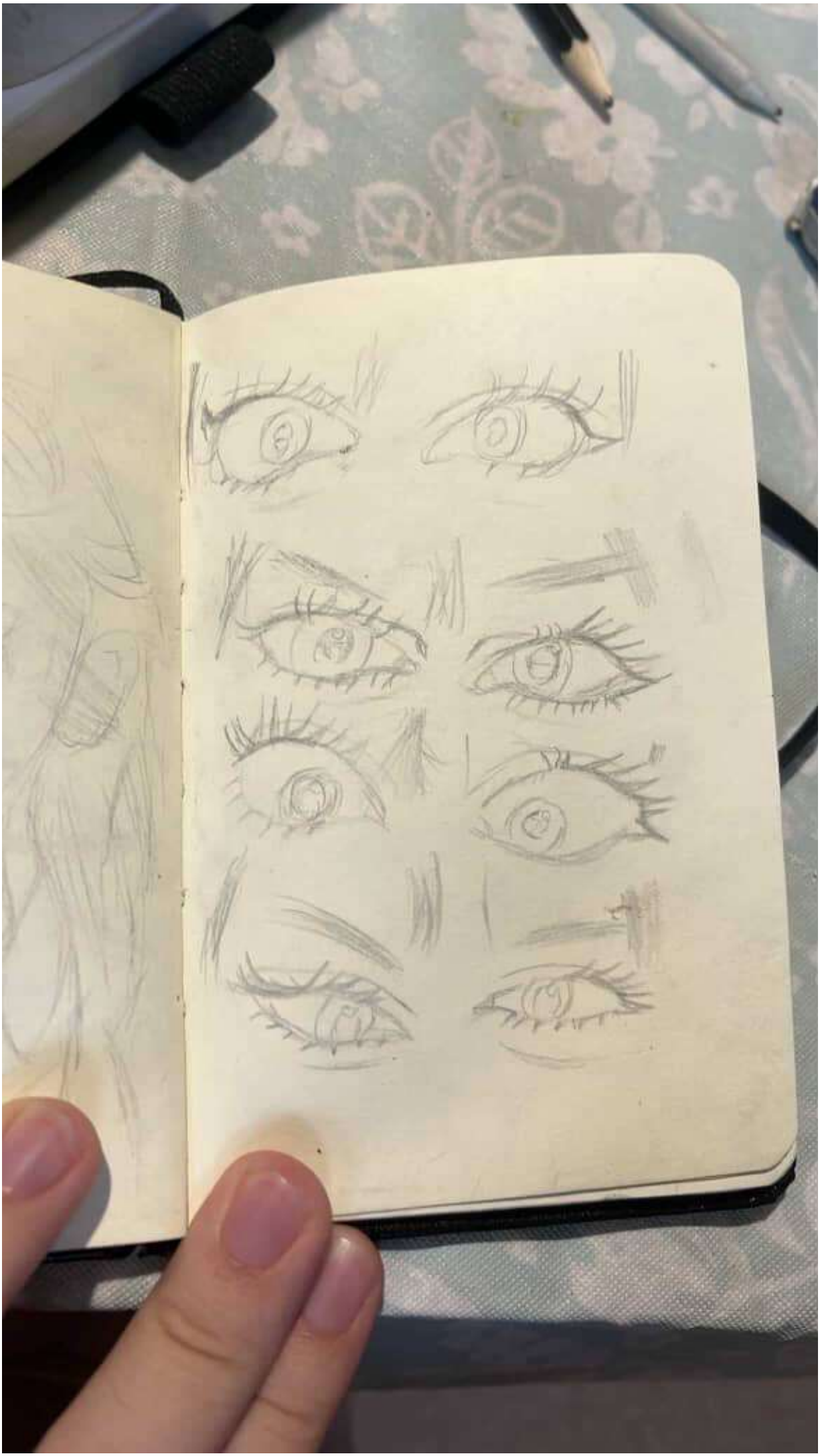


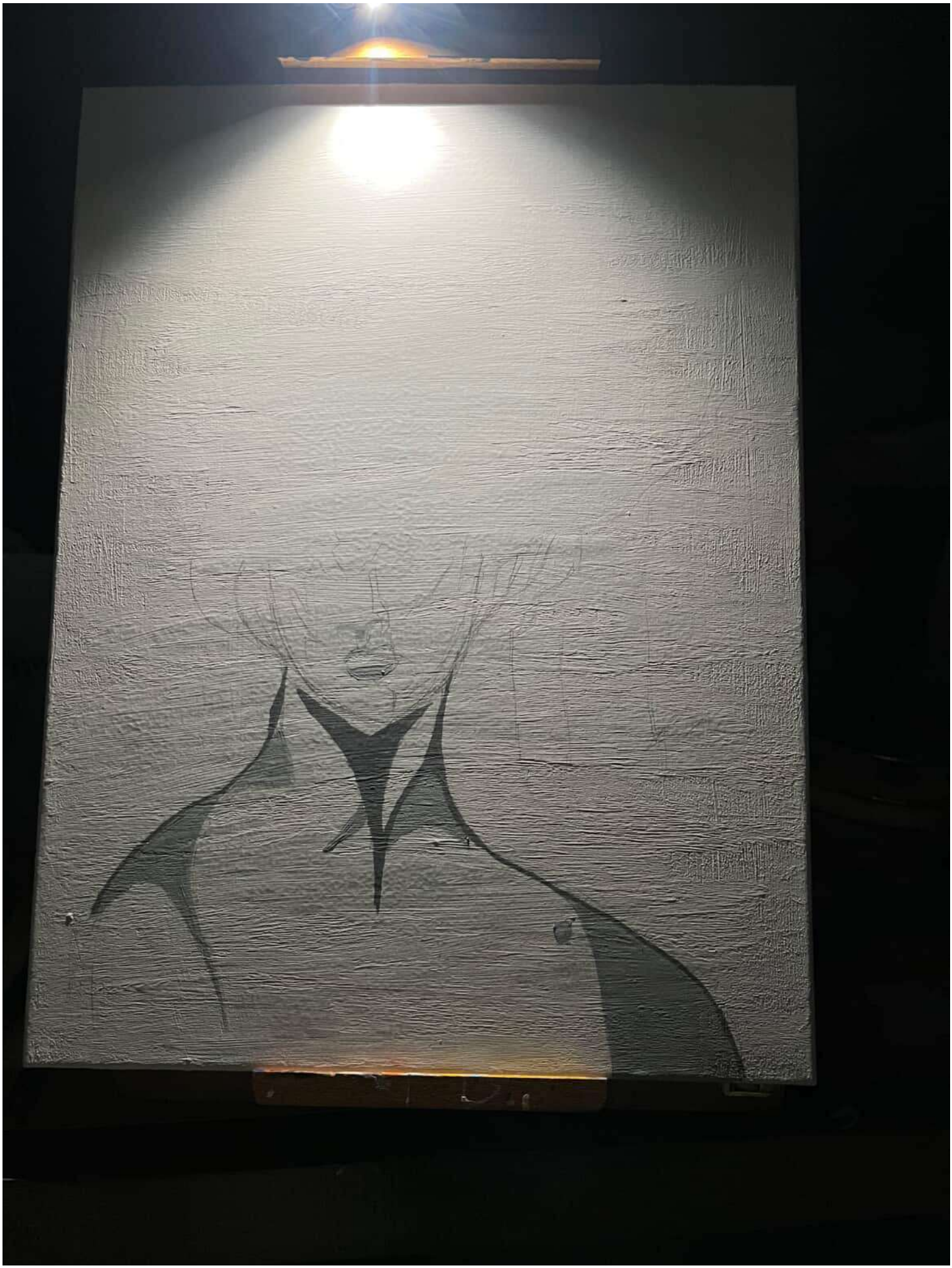


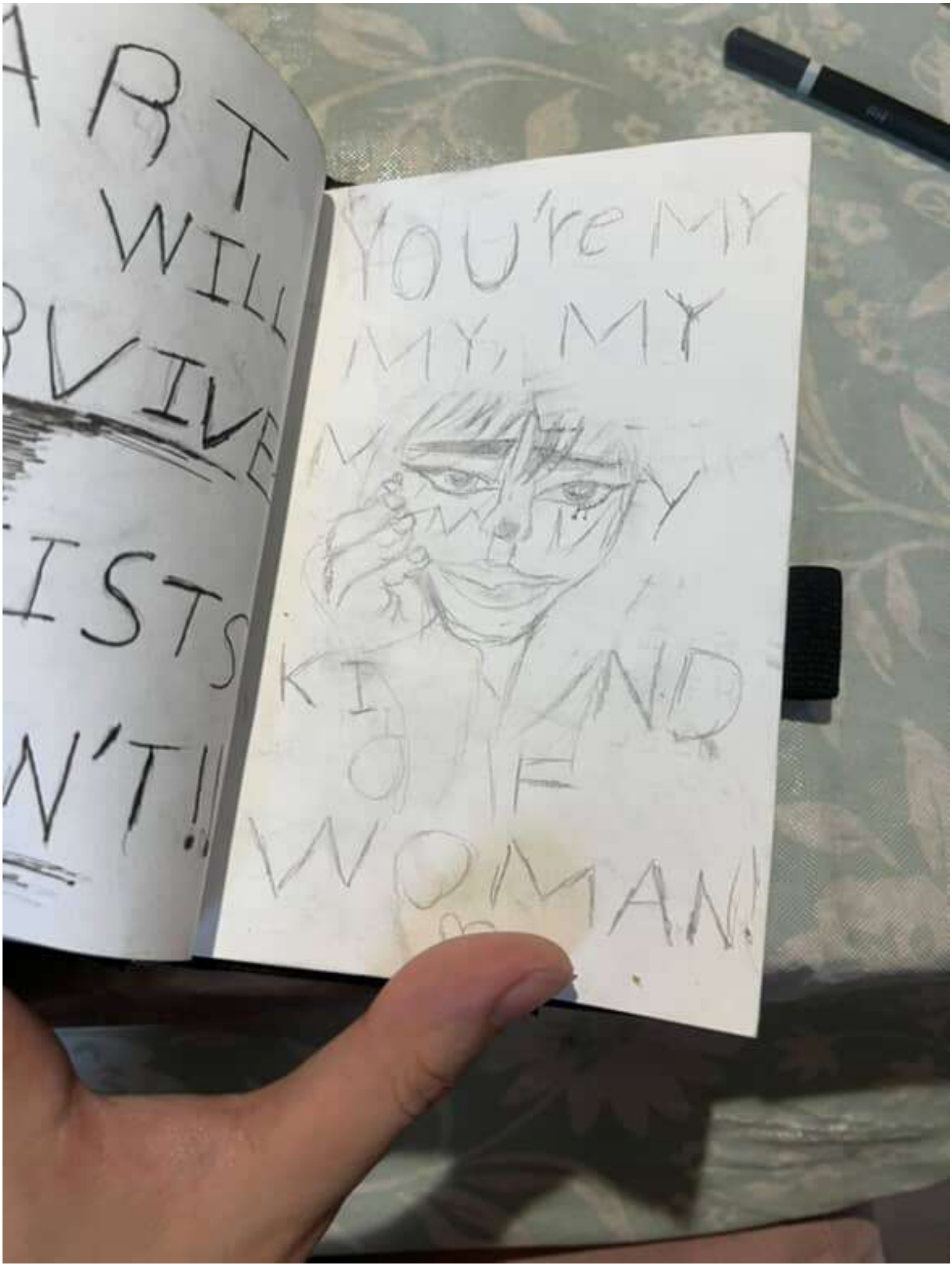

PRISMACOLOR
PREMIER


Perspective
Grisaille





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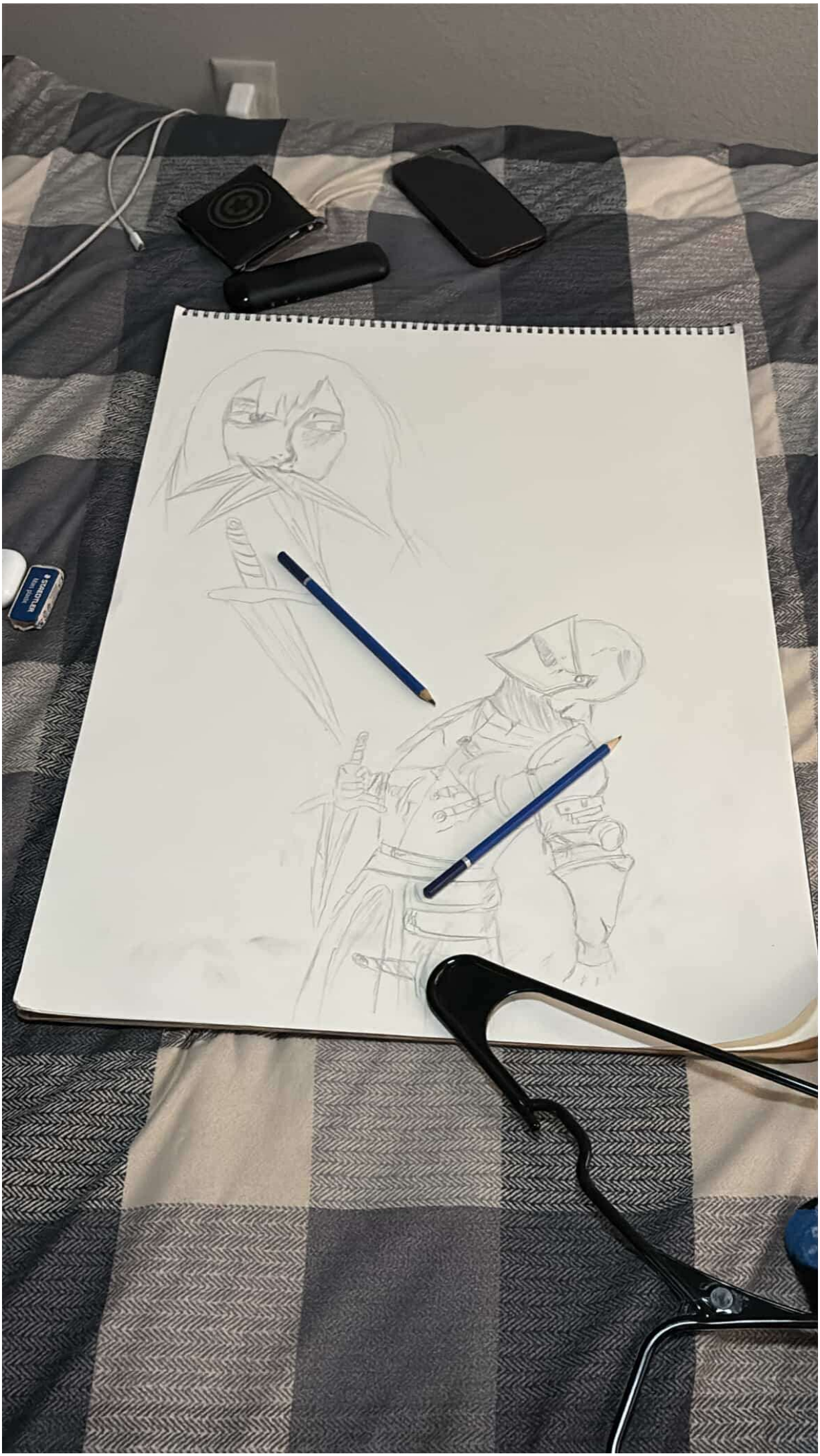

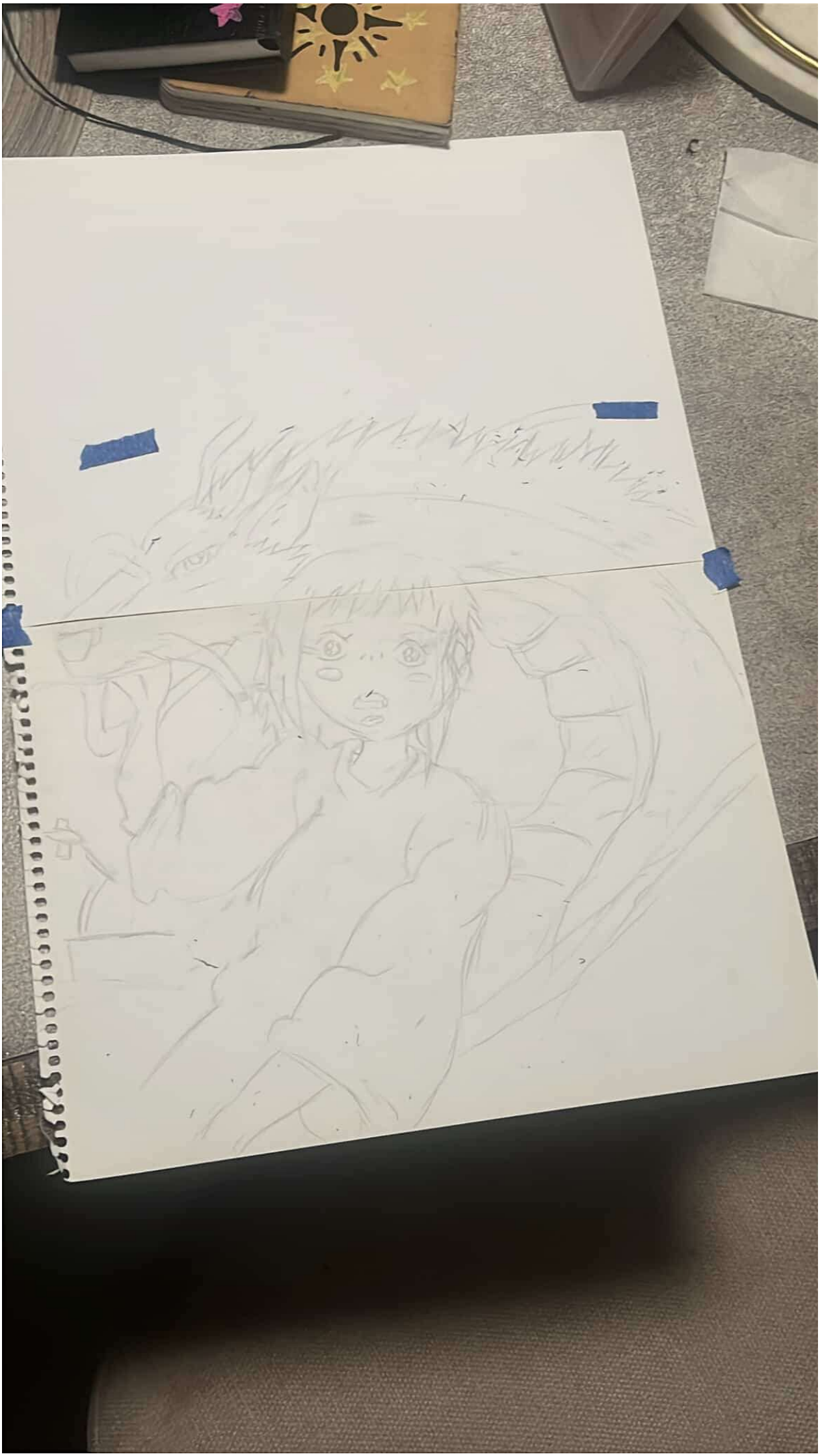




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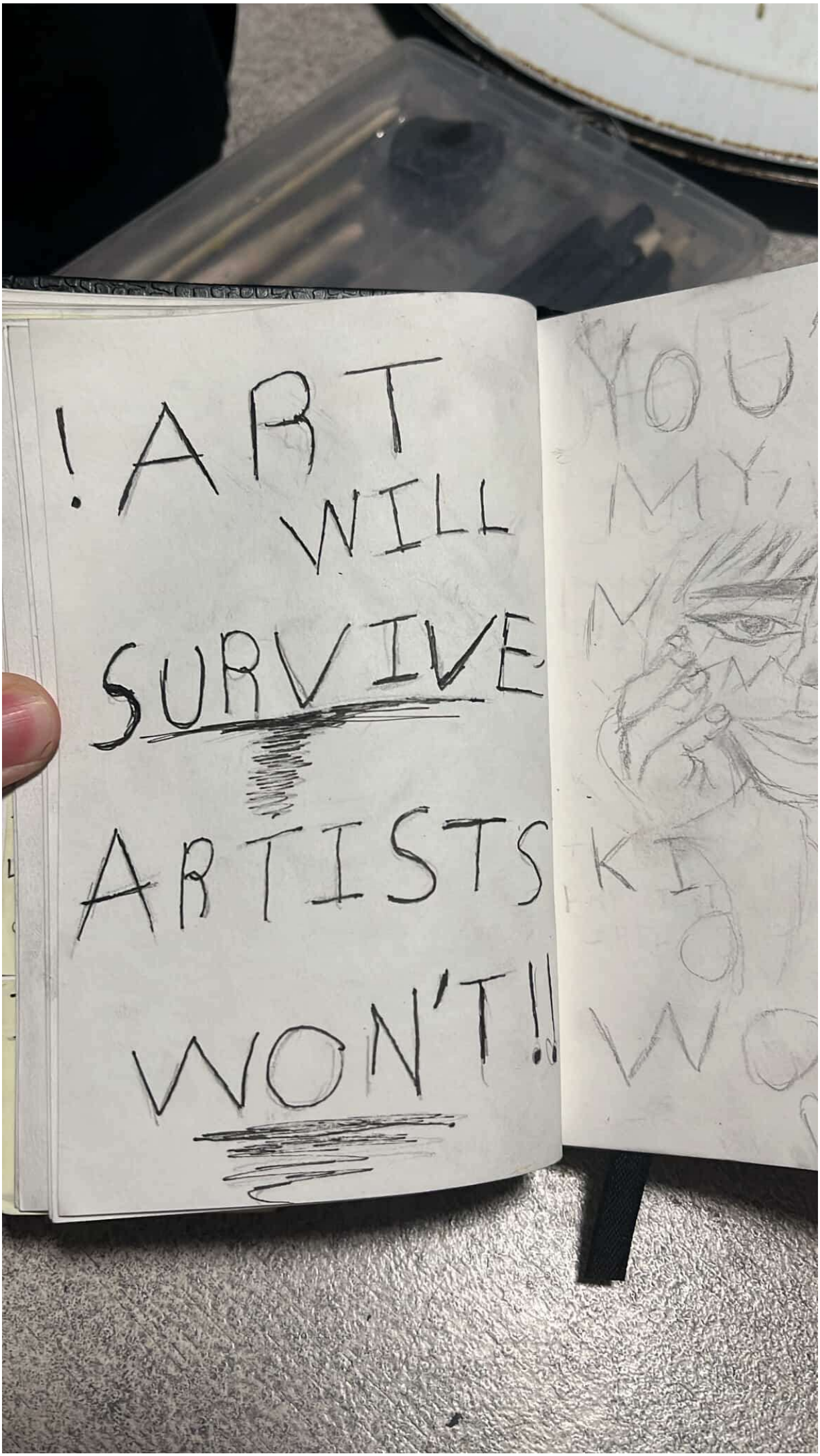
!ART
WILL
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ILOOOOOO VEEE
I LOVE
I LOVE
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GREEN
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MITSUBISHI PENCIL FRANCE SA
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RURAL
RECYCLING

IS I DONT UNDERSTAND
How PEOPLE LIVE. IT'S
AMAZING TO ME THAT
PEOPLE WAKE UP EVERY
MORNING & SAY, "YEAH
ANOTHER DAY, LET'S DO
IT!!" How DO PEOPLE
DO IT? I DONT'
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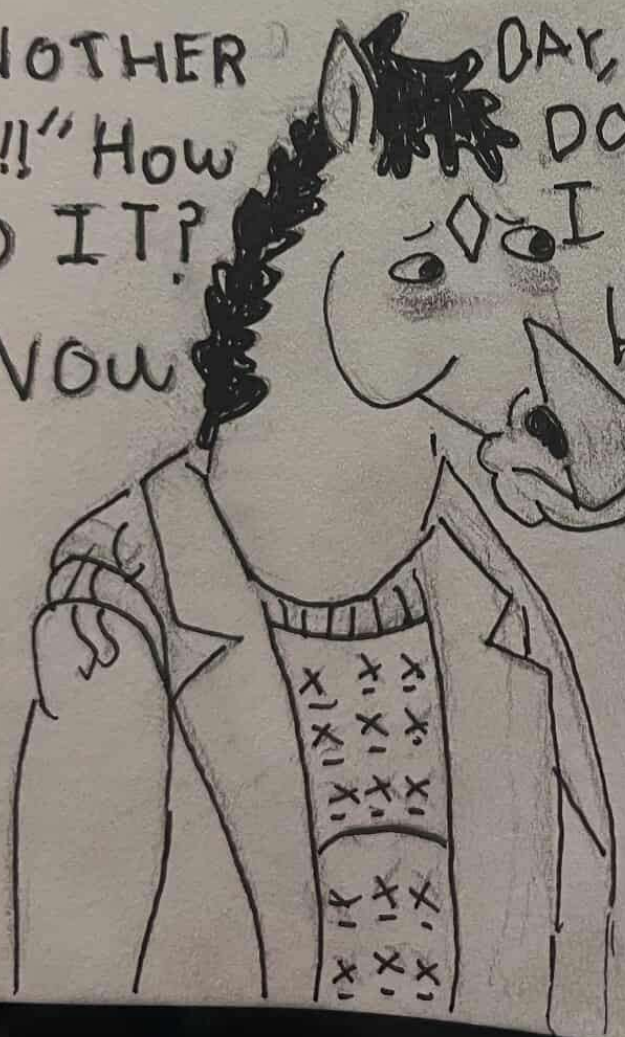

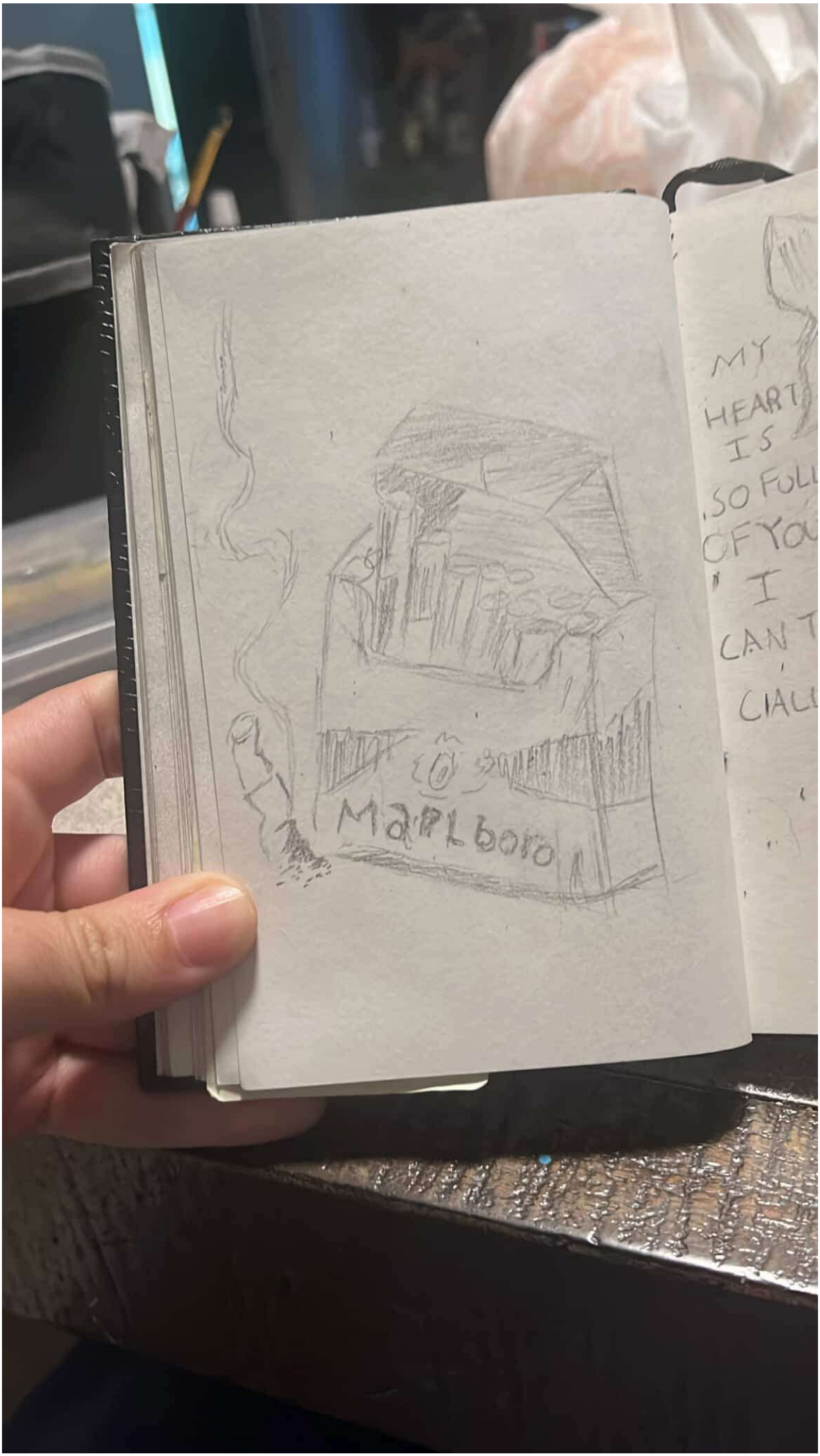
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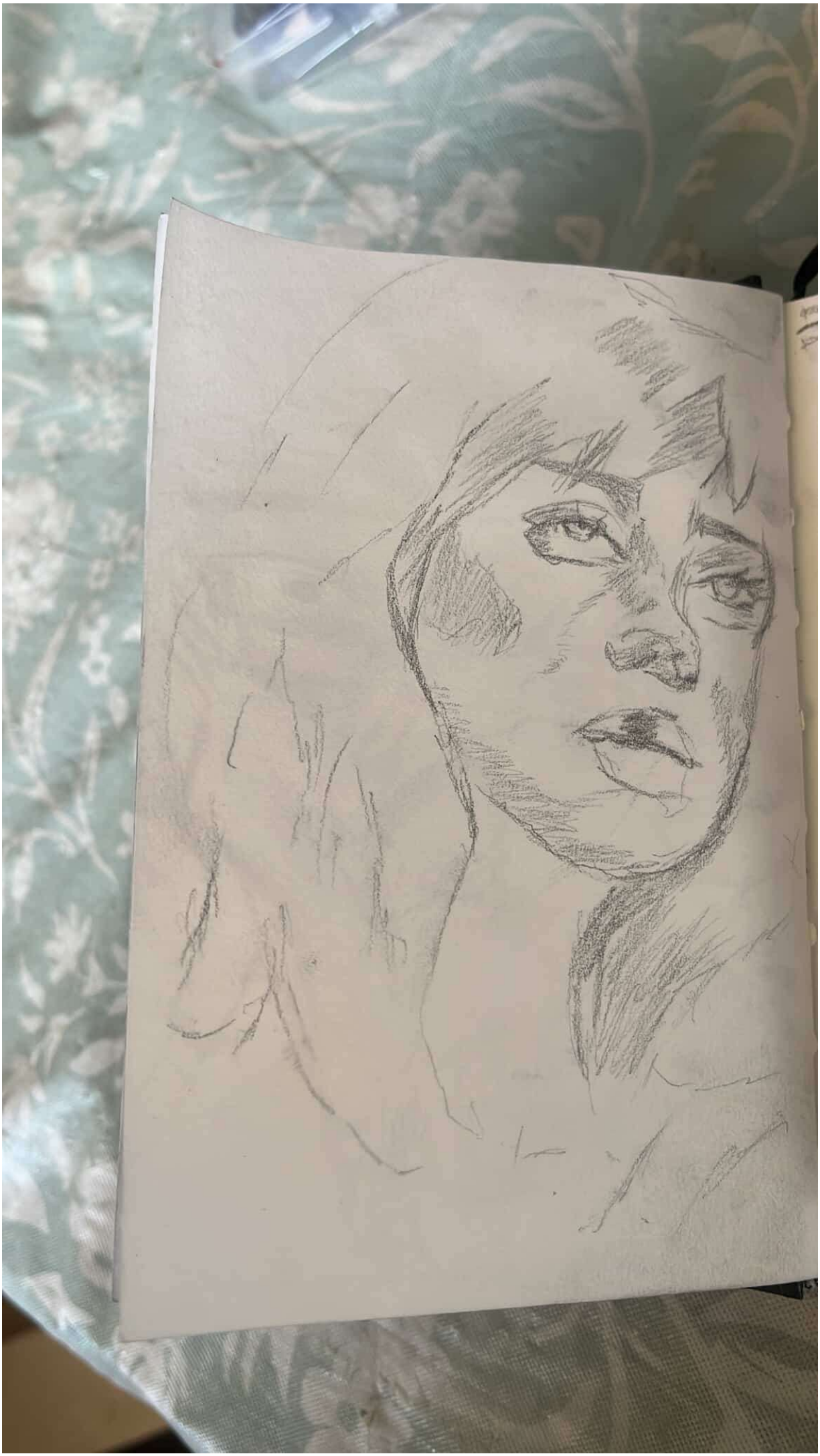

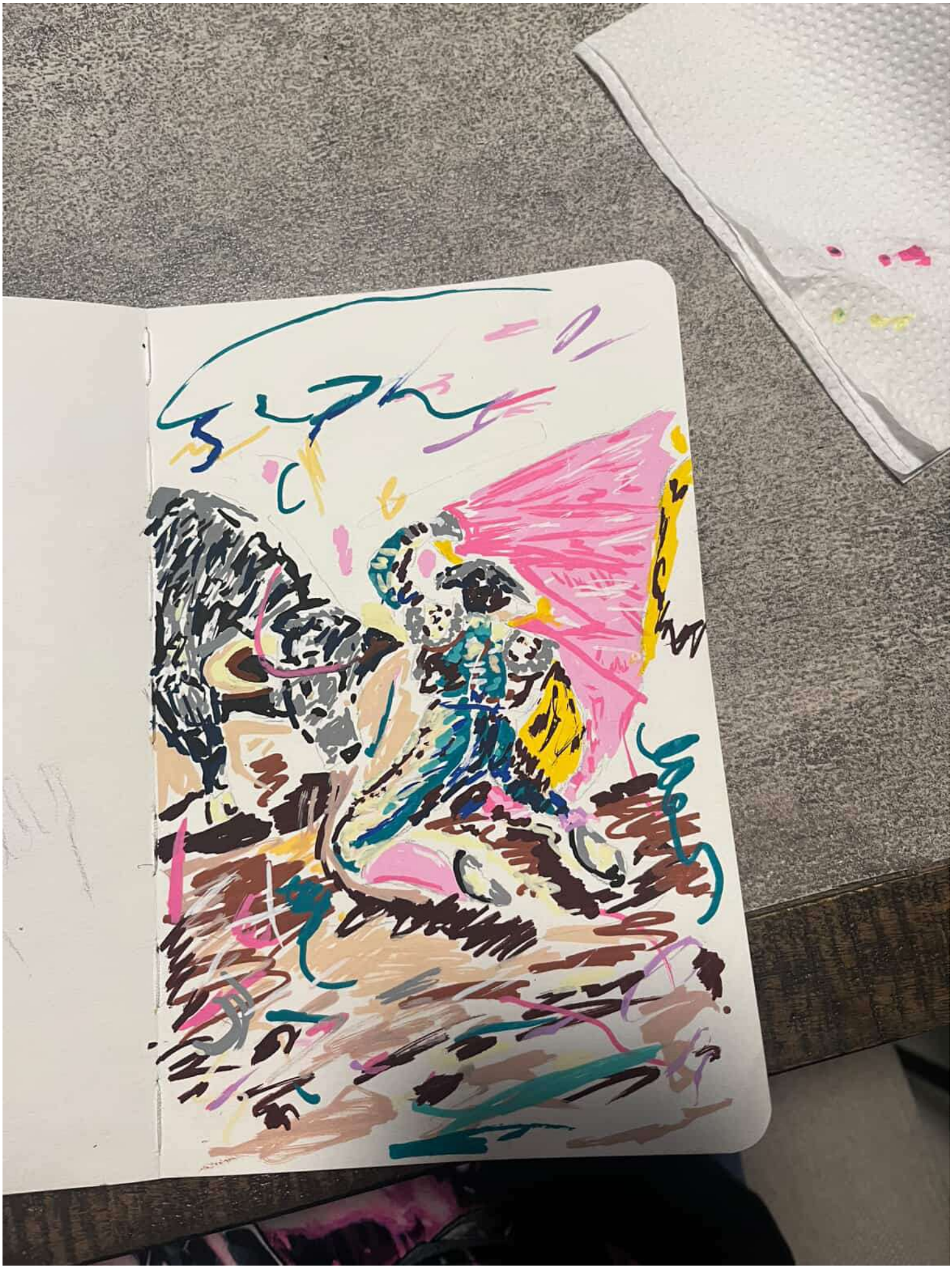

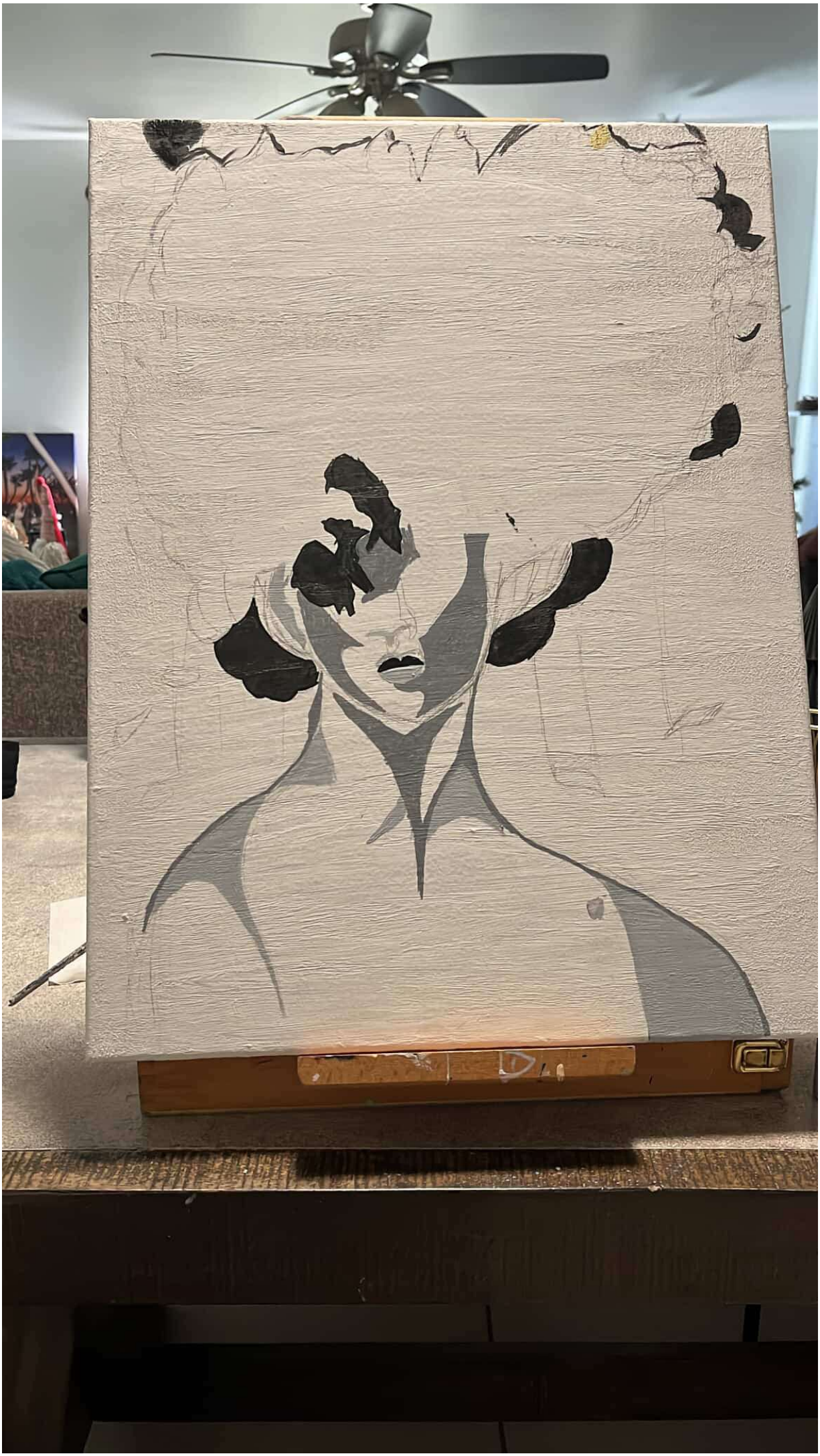

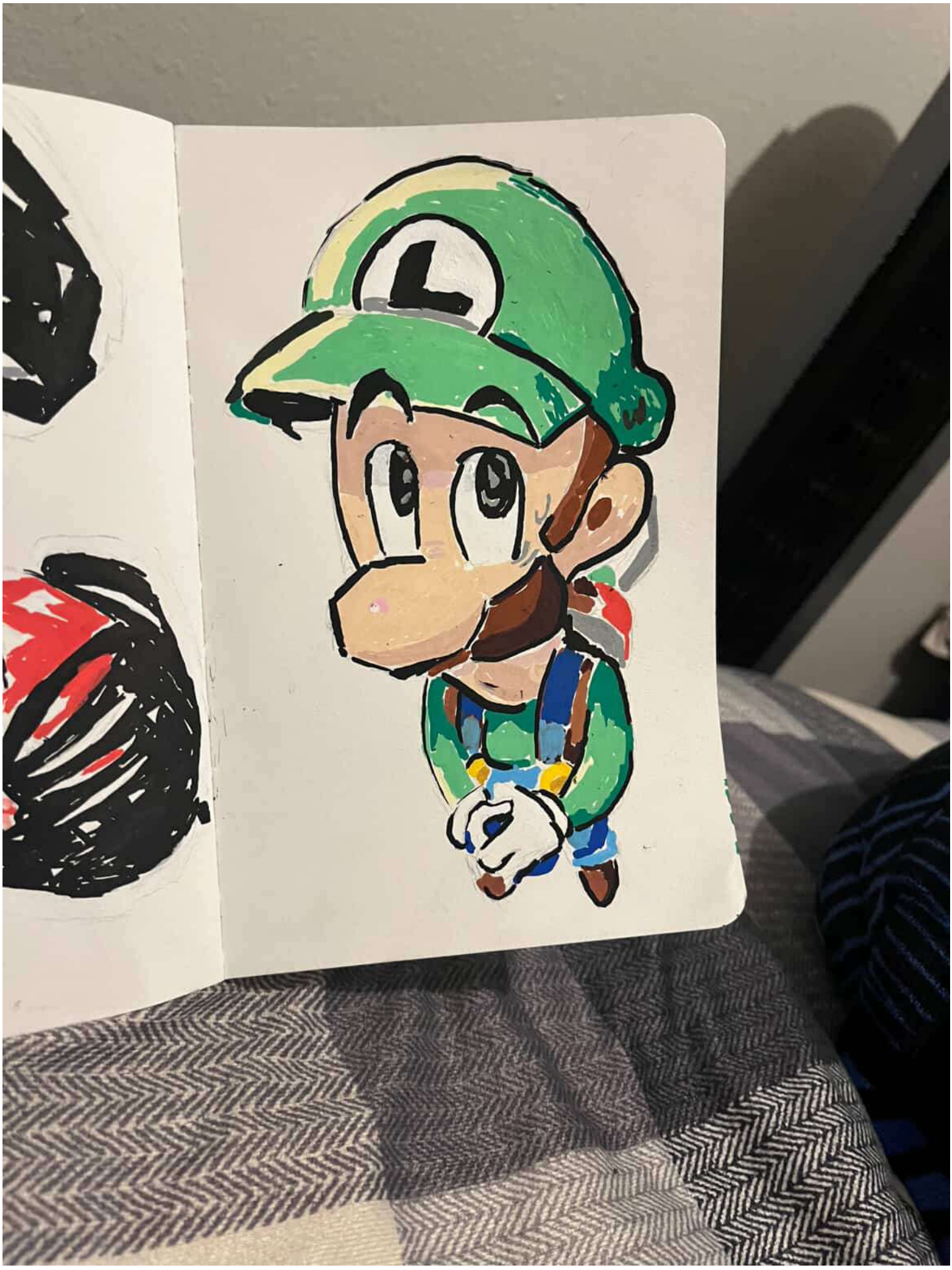




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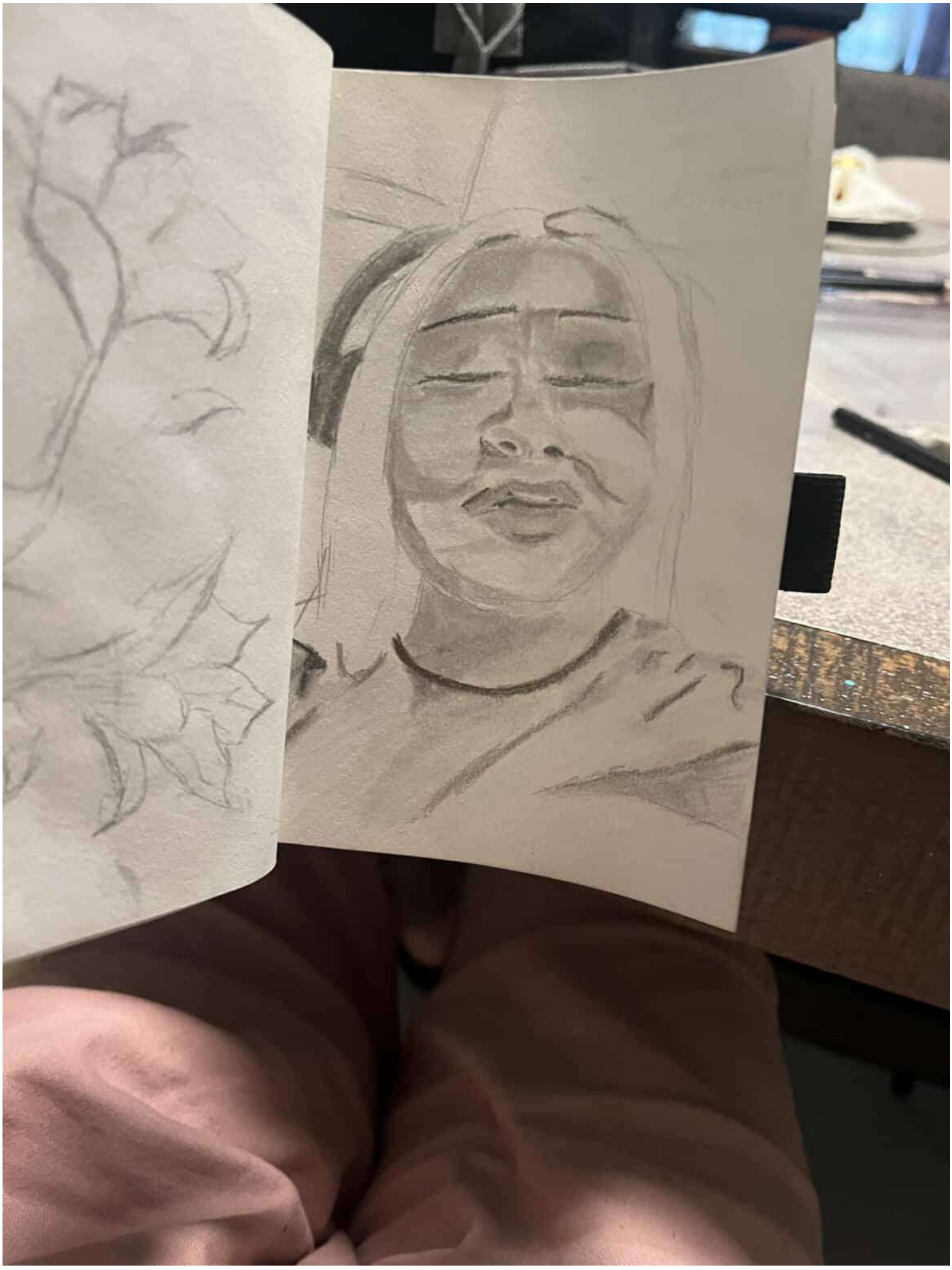

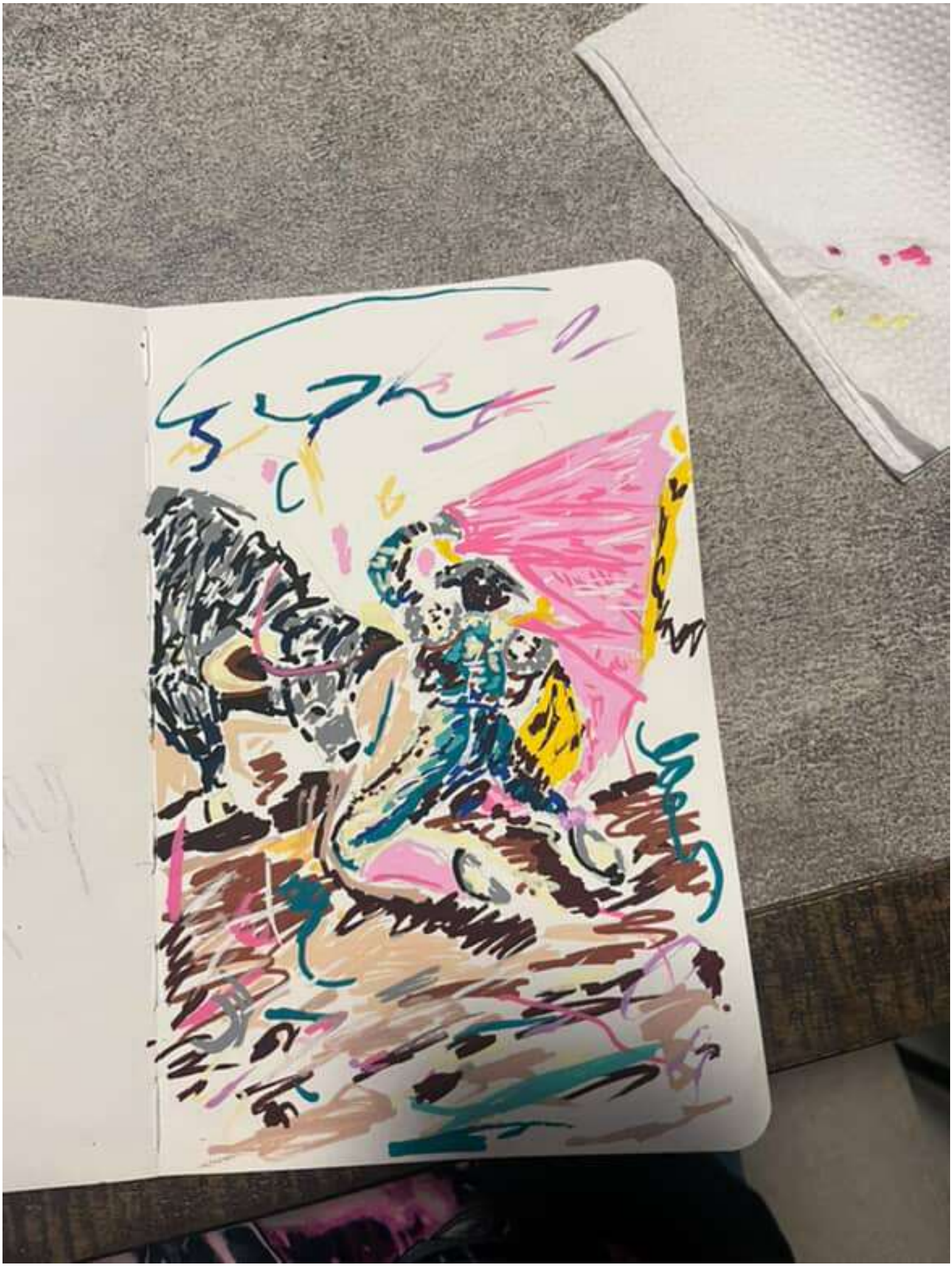



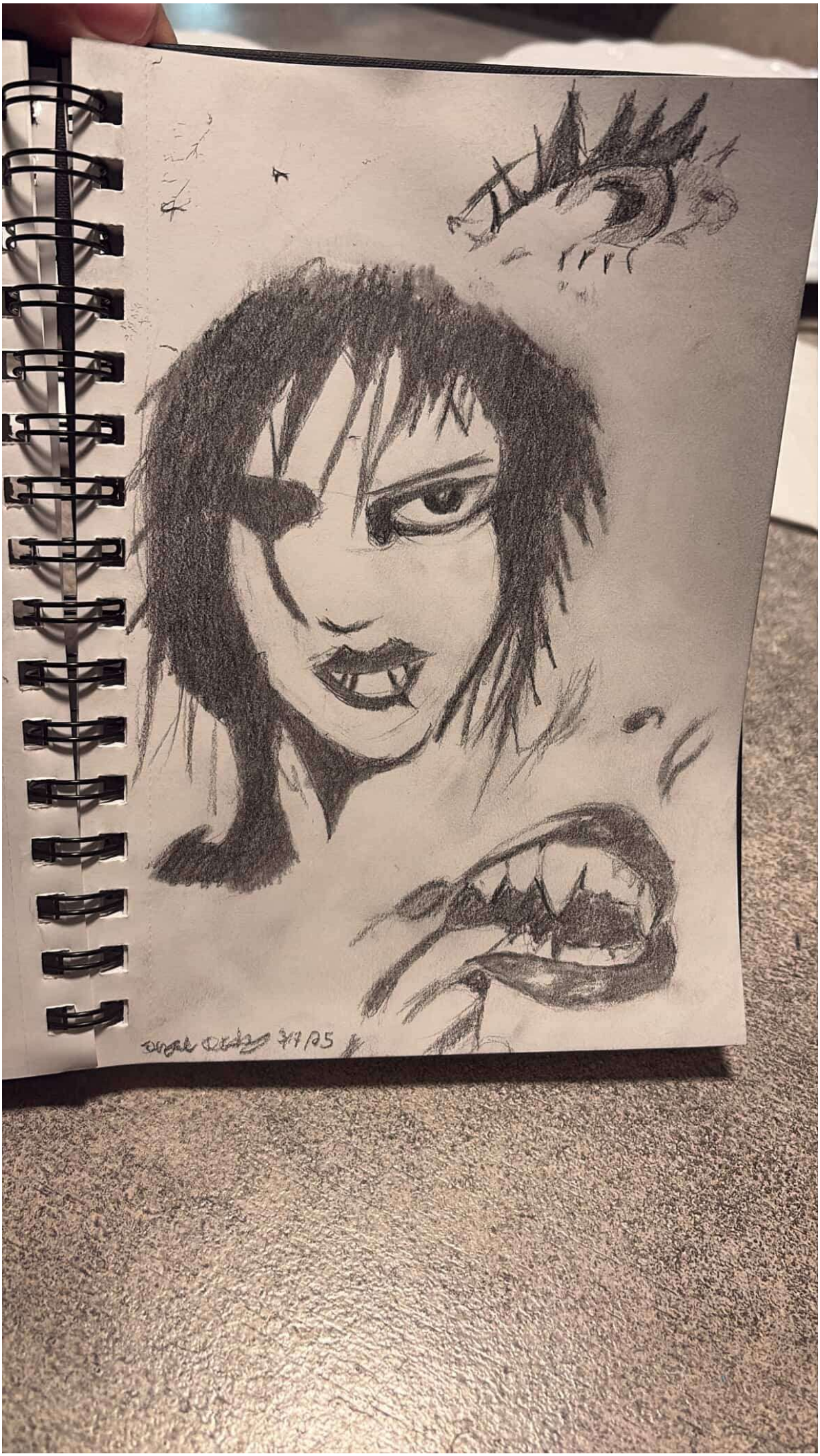


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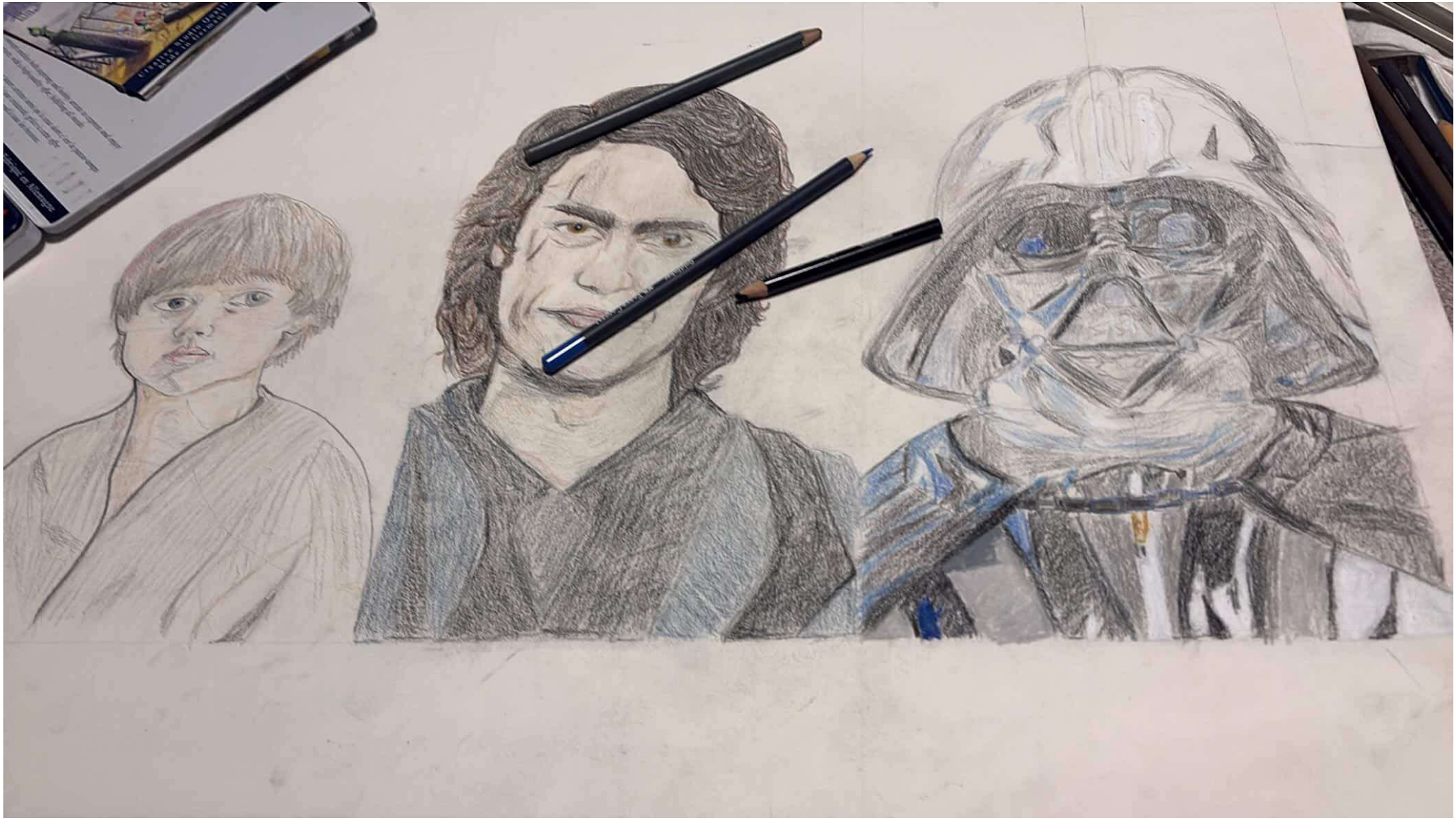

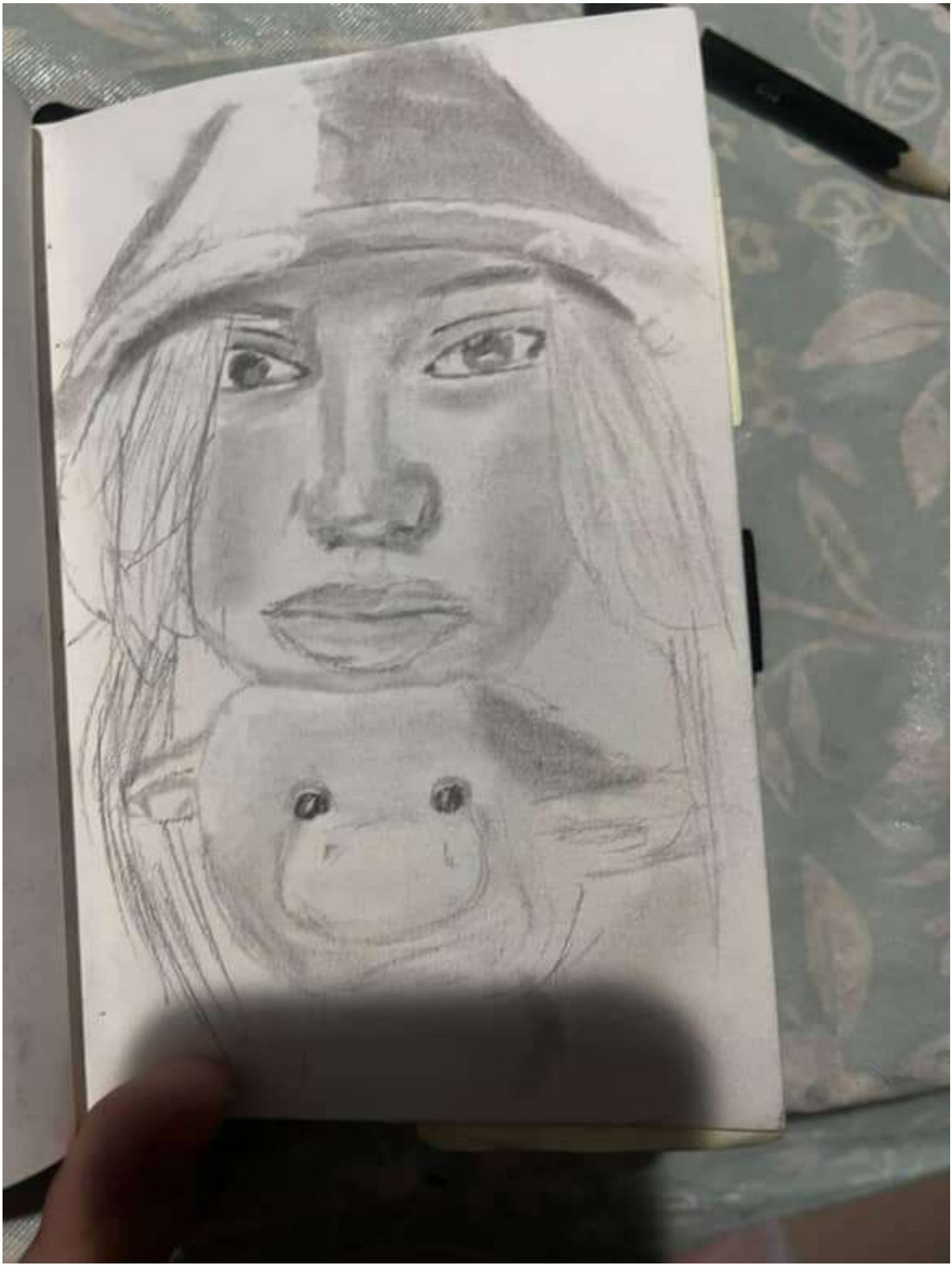


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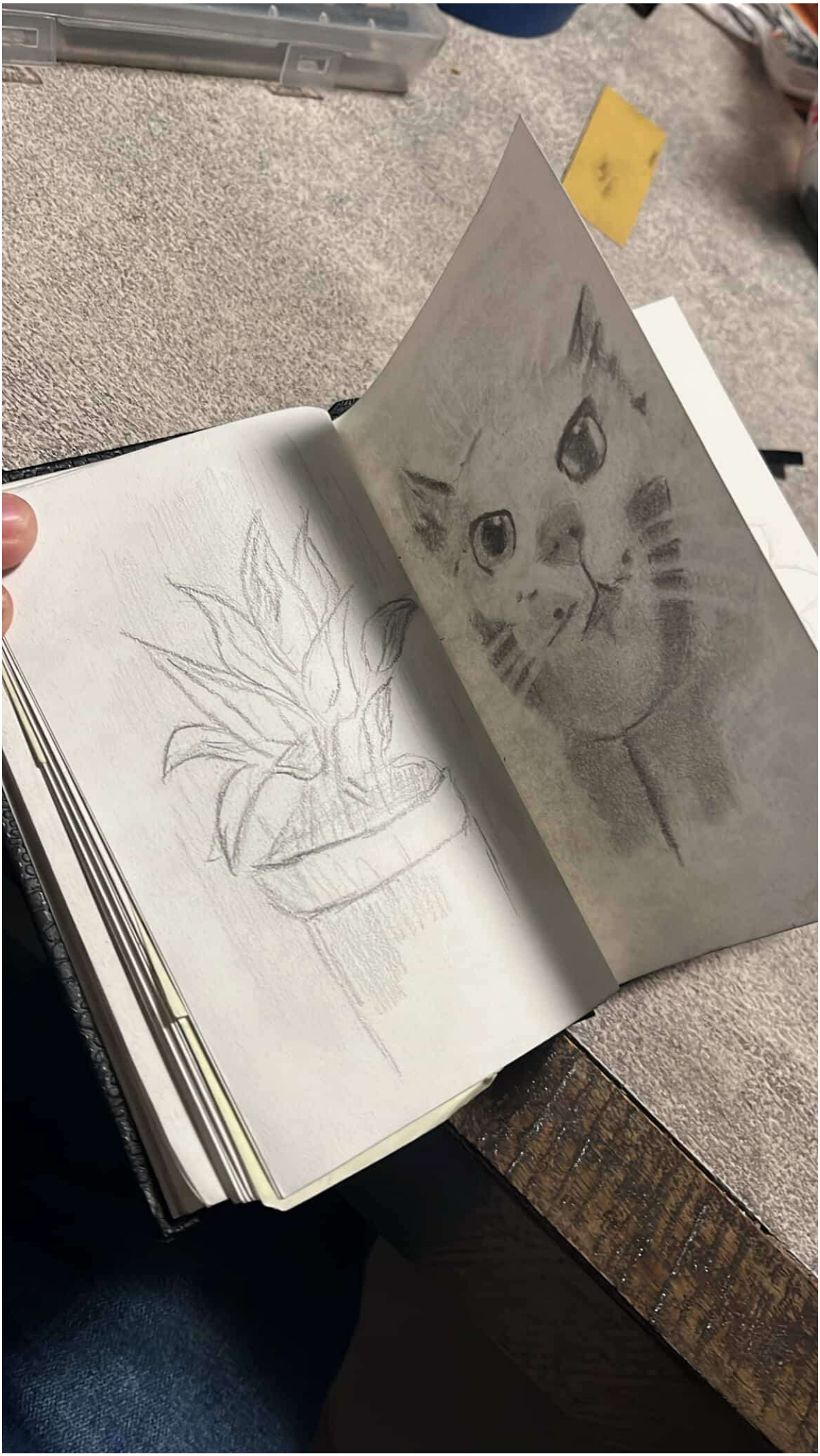

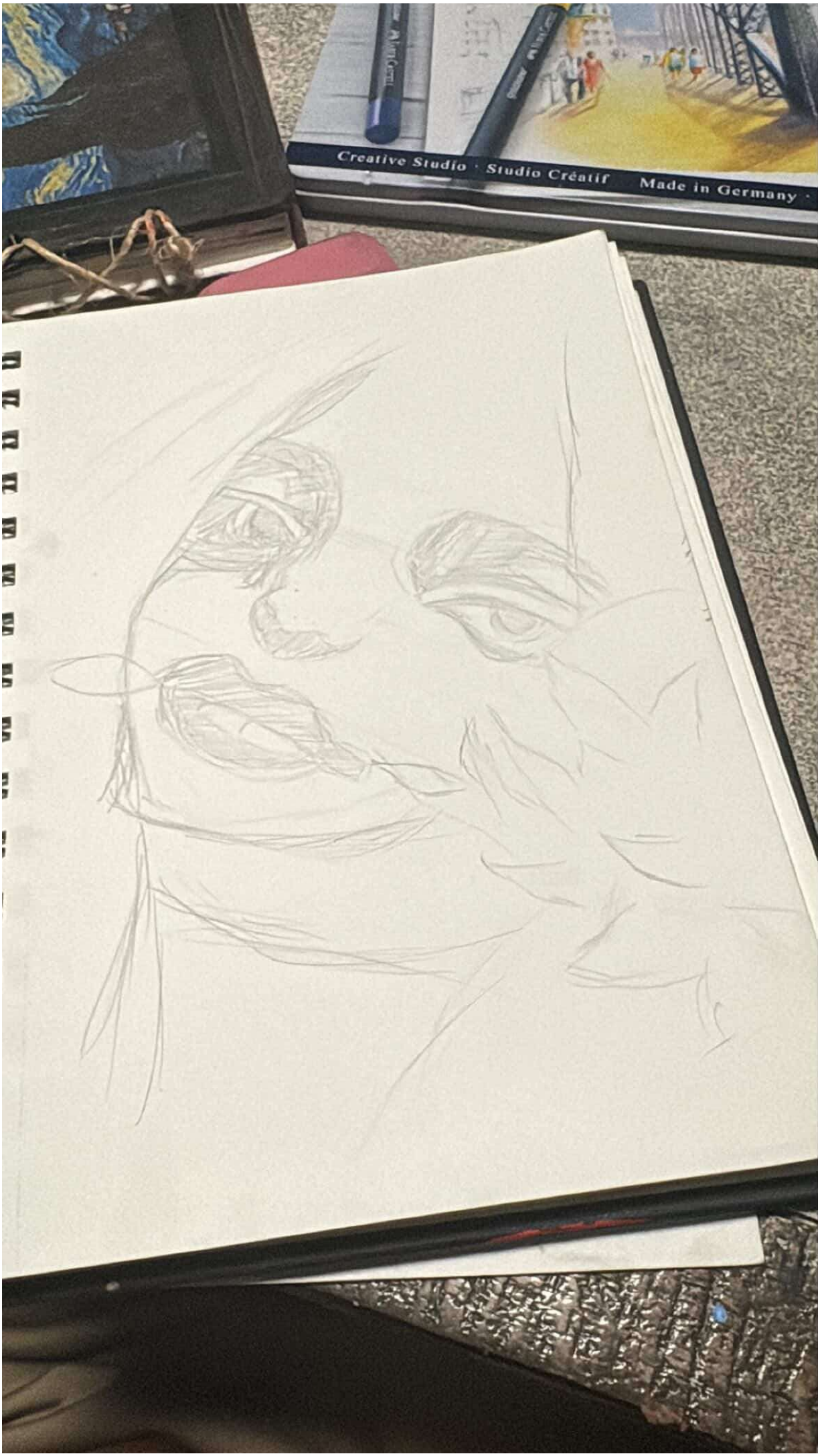
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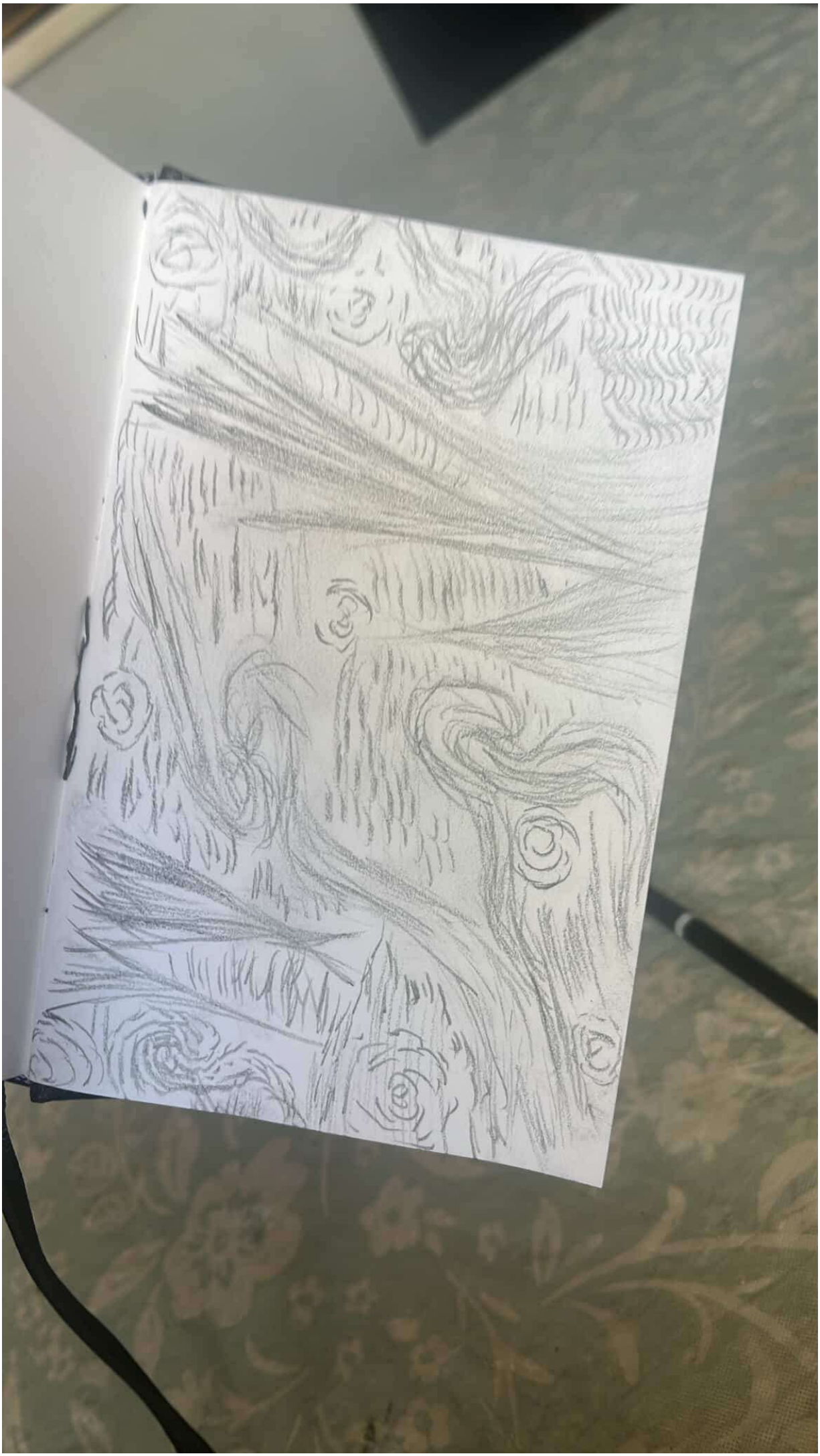

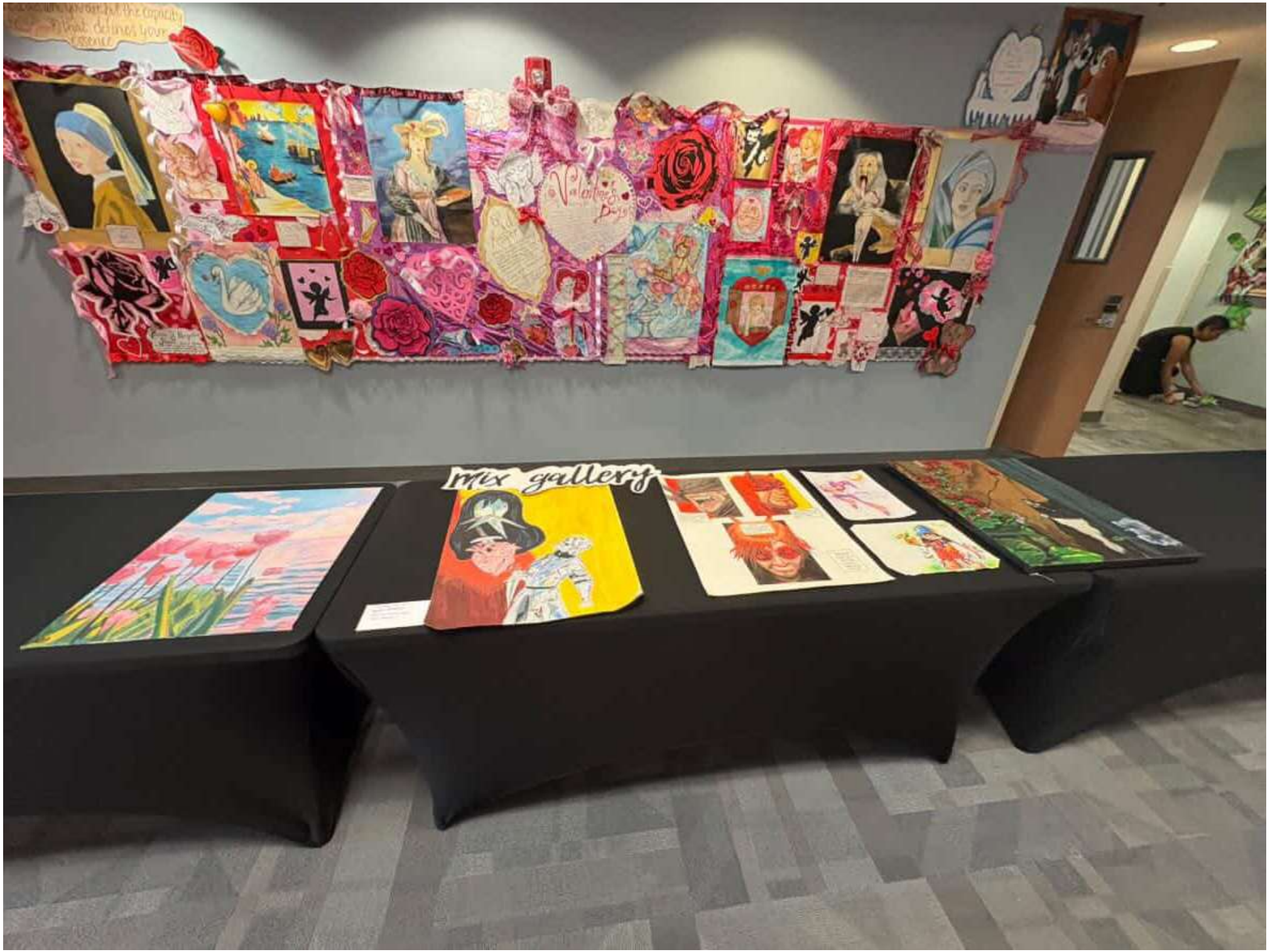
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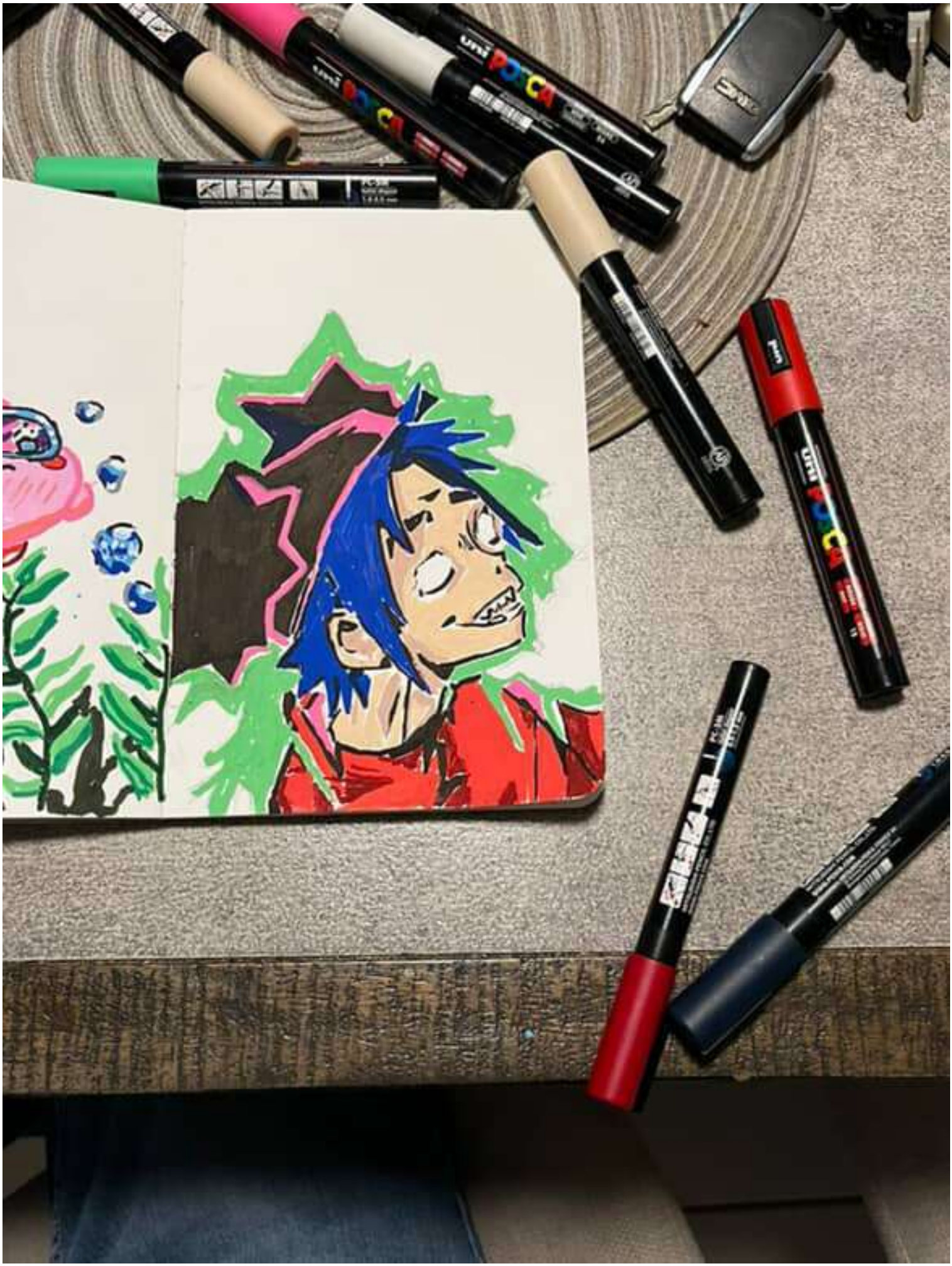
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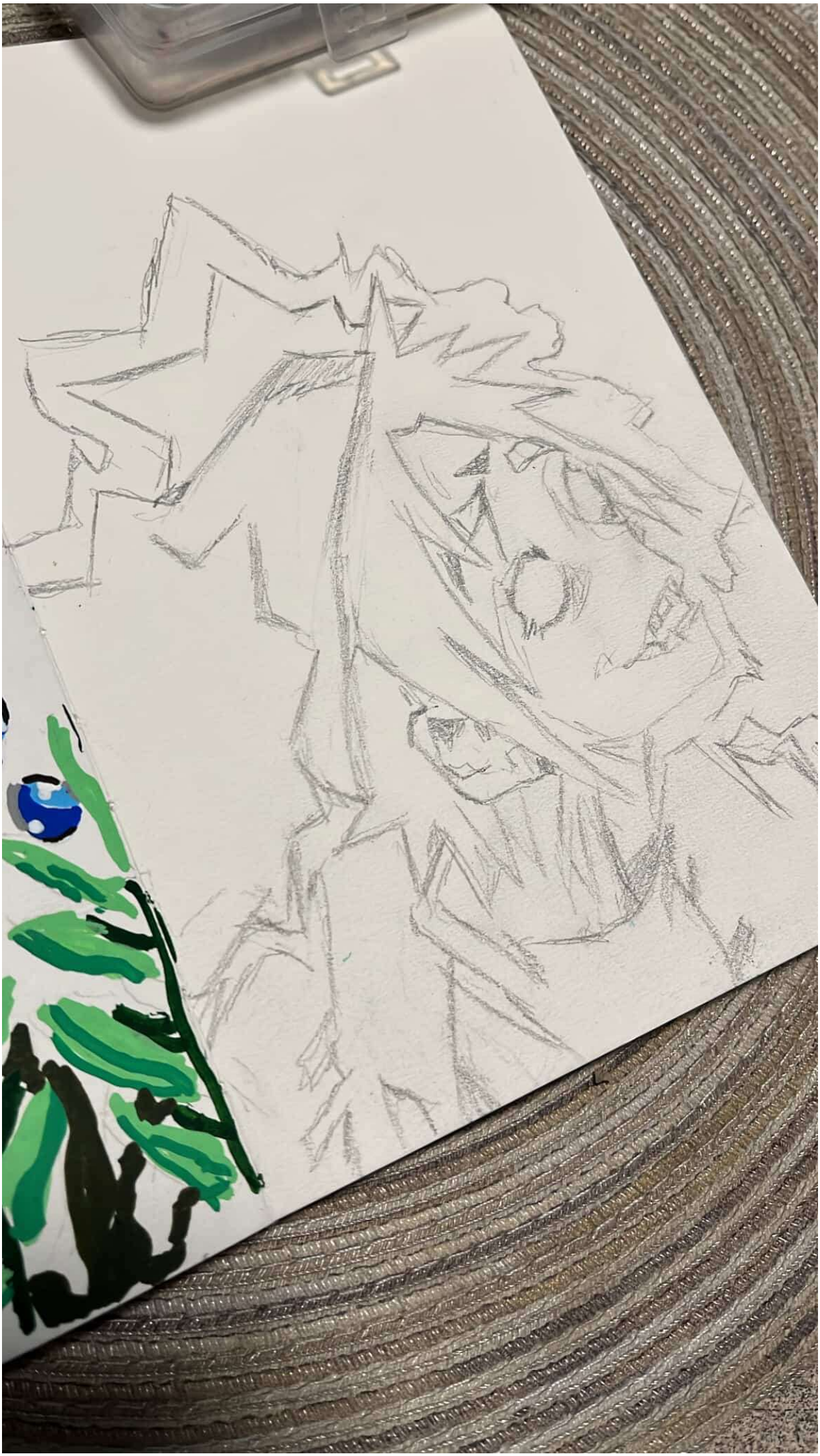

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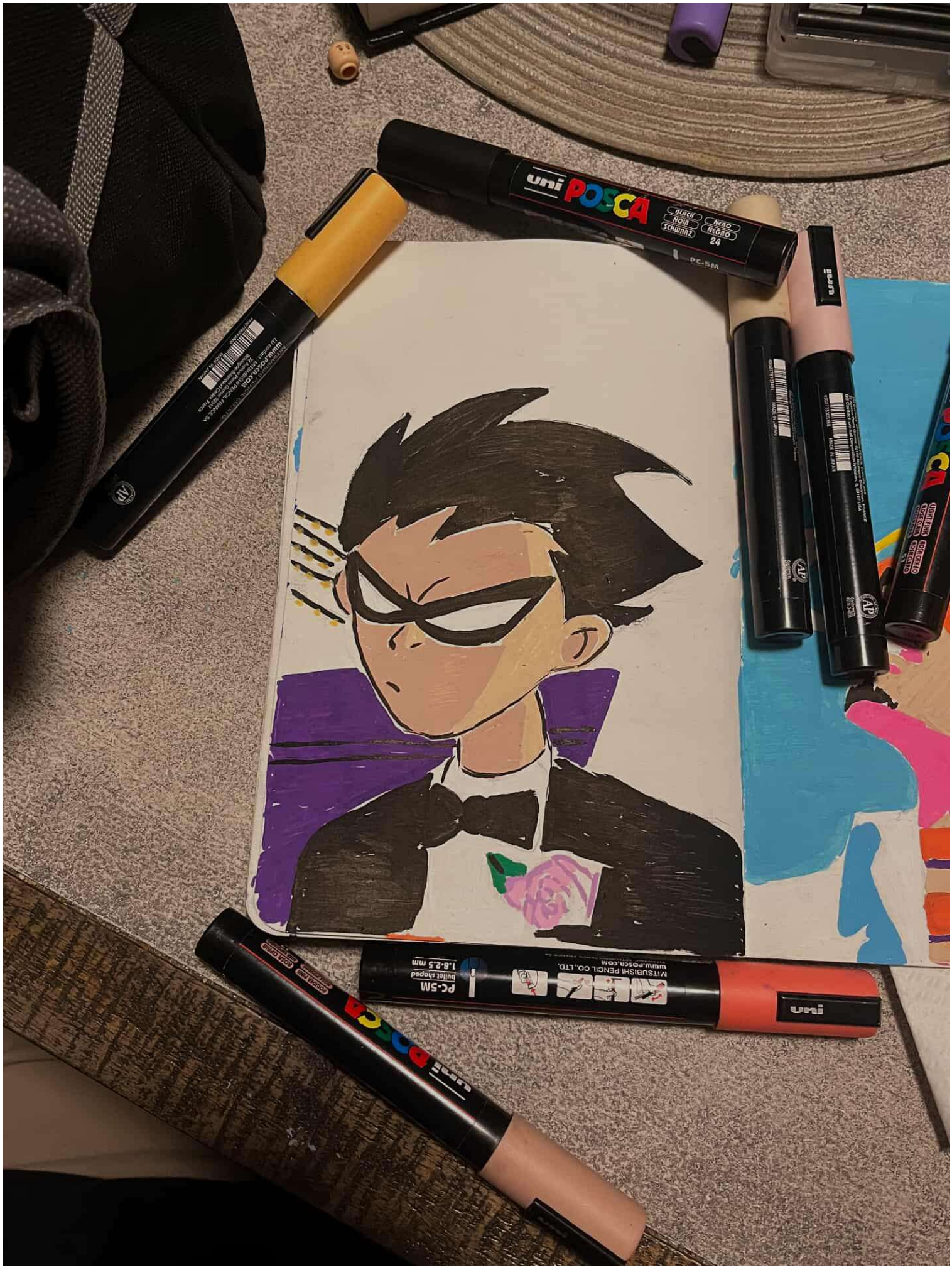
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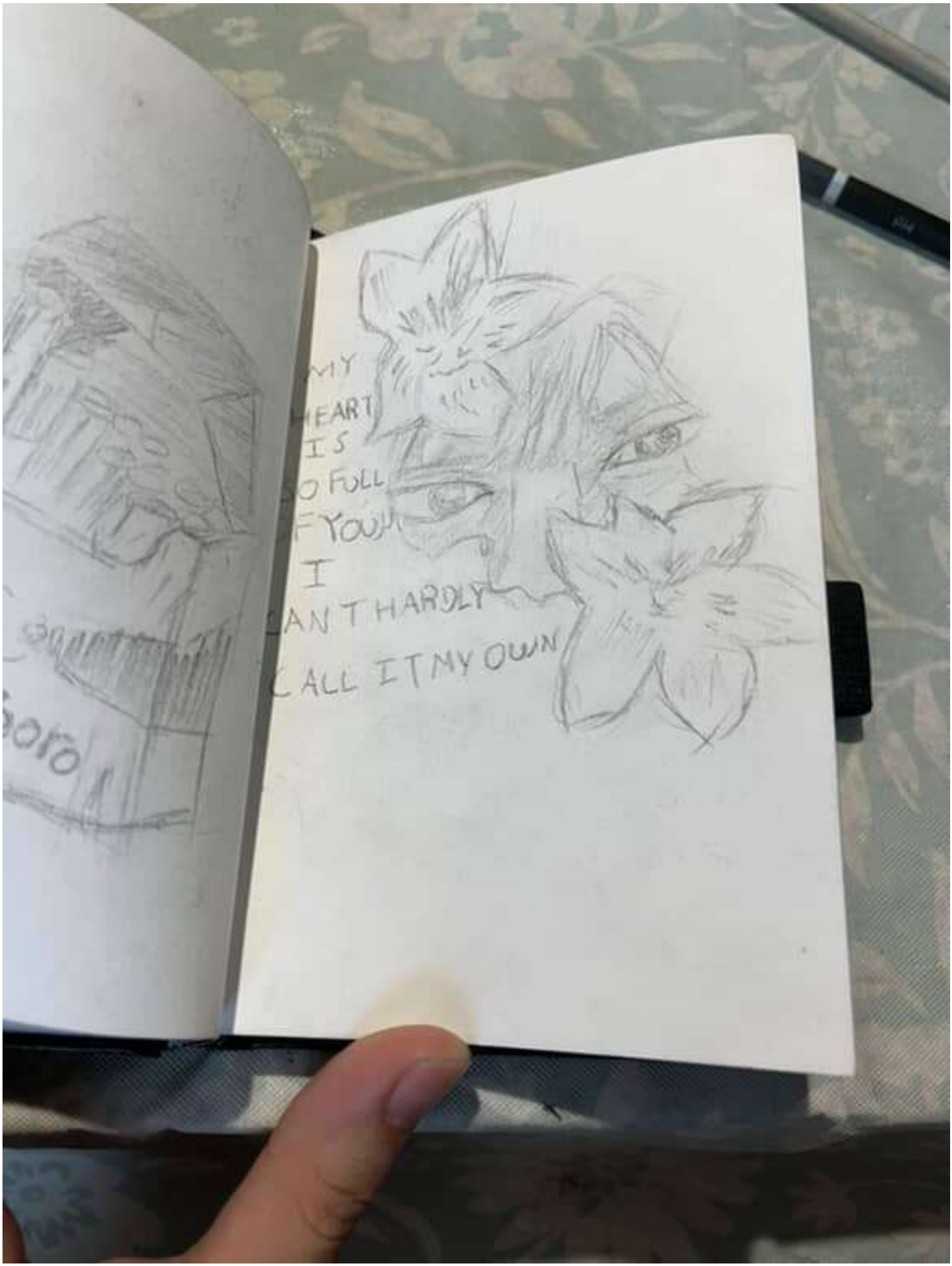
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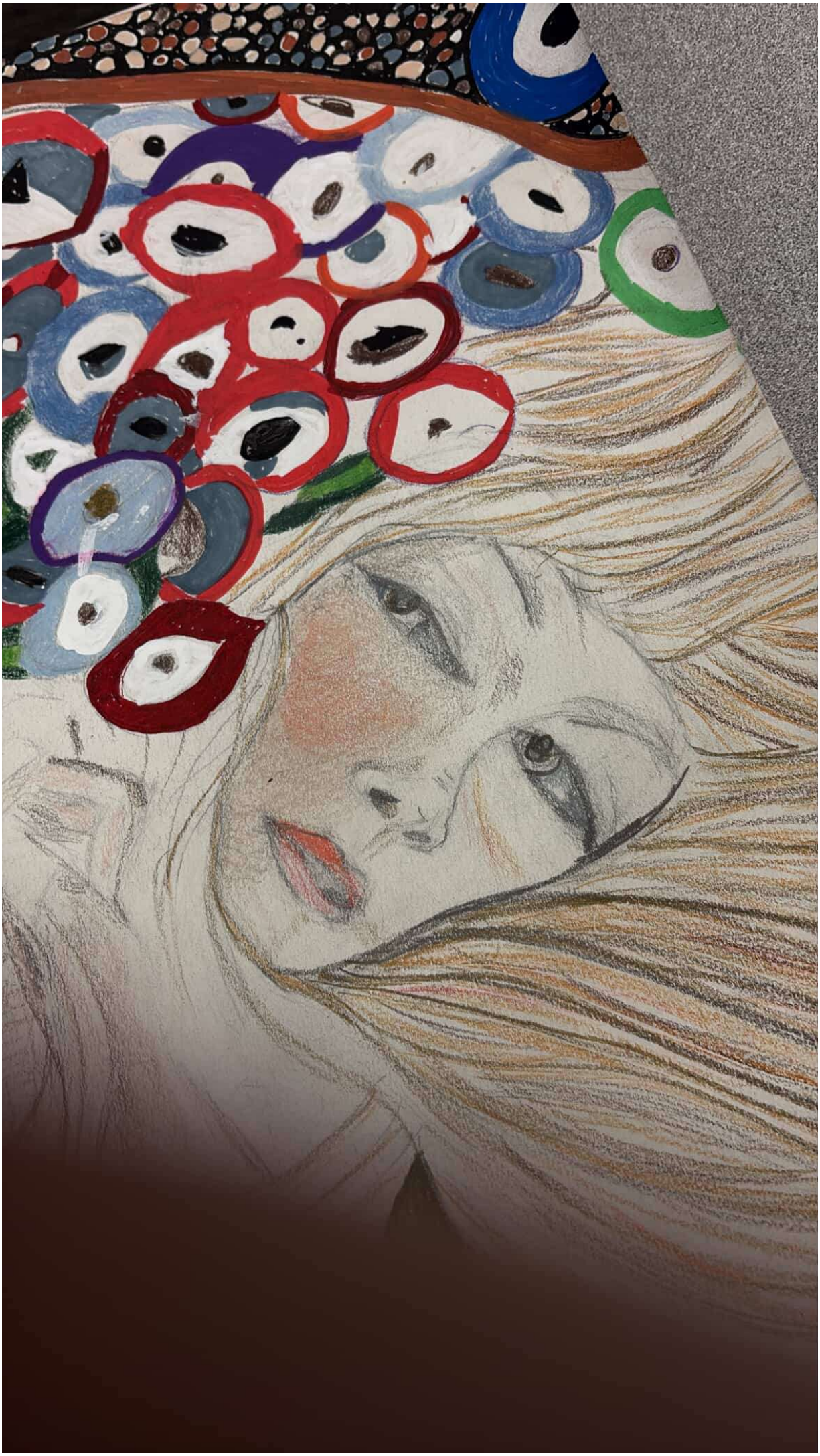

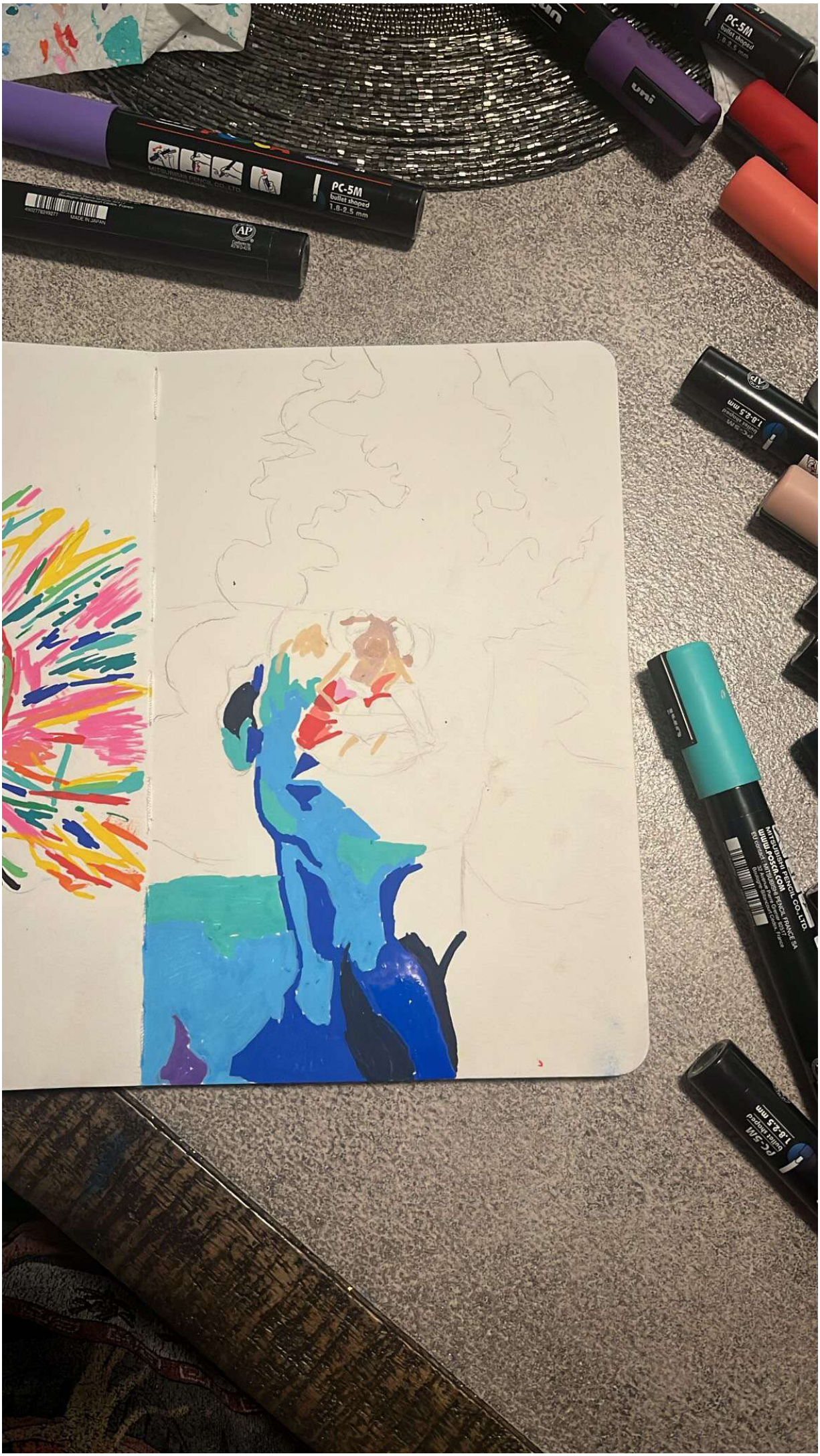
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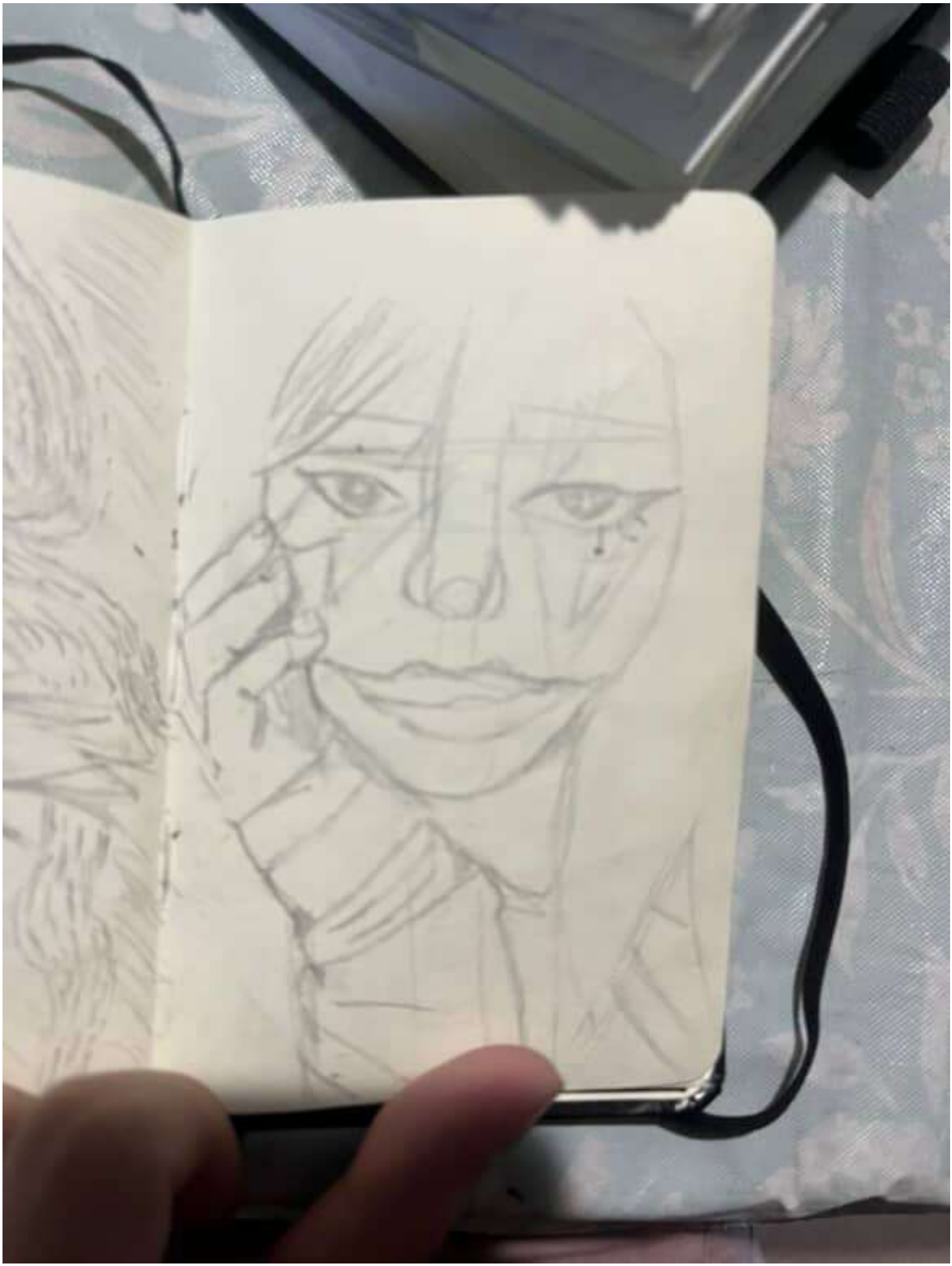

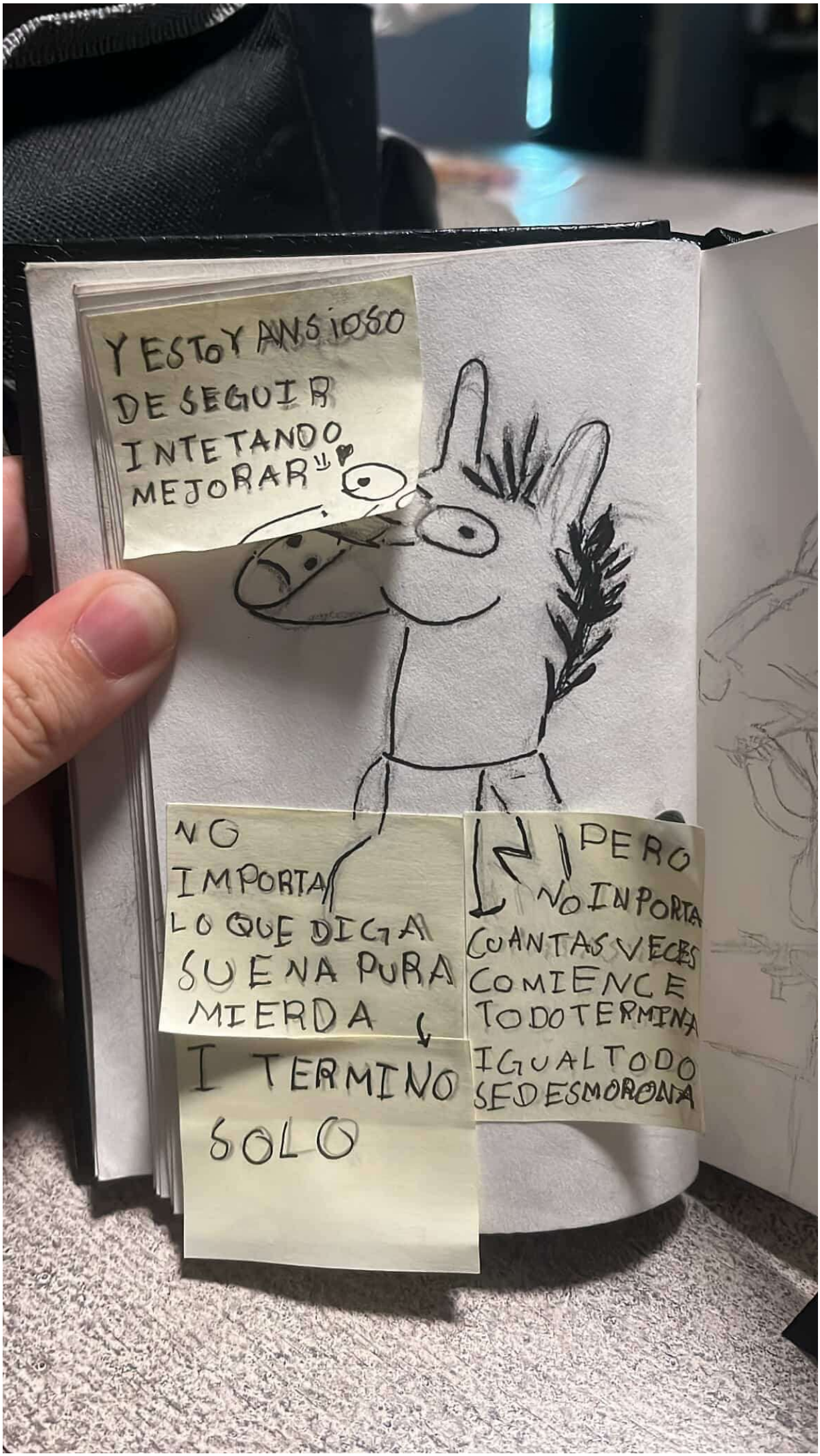
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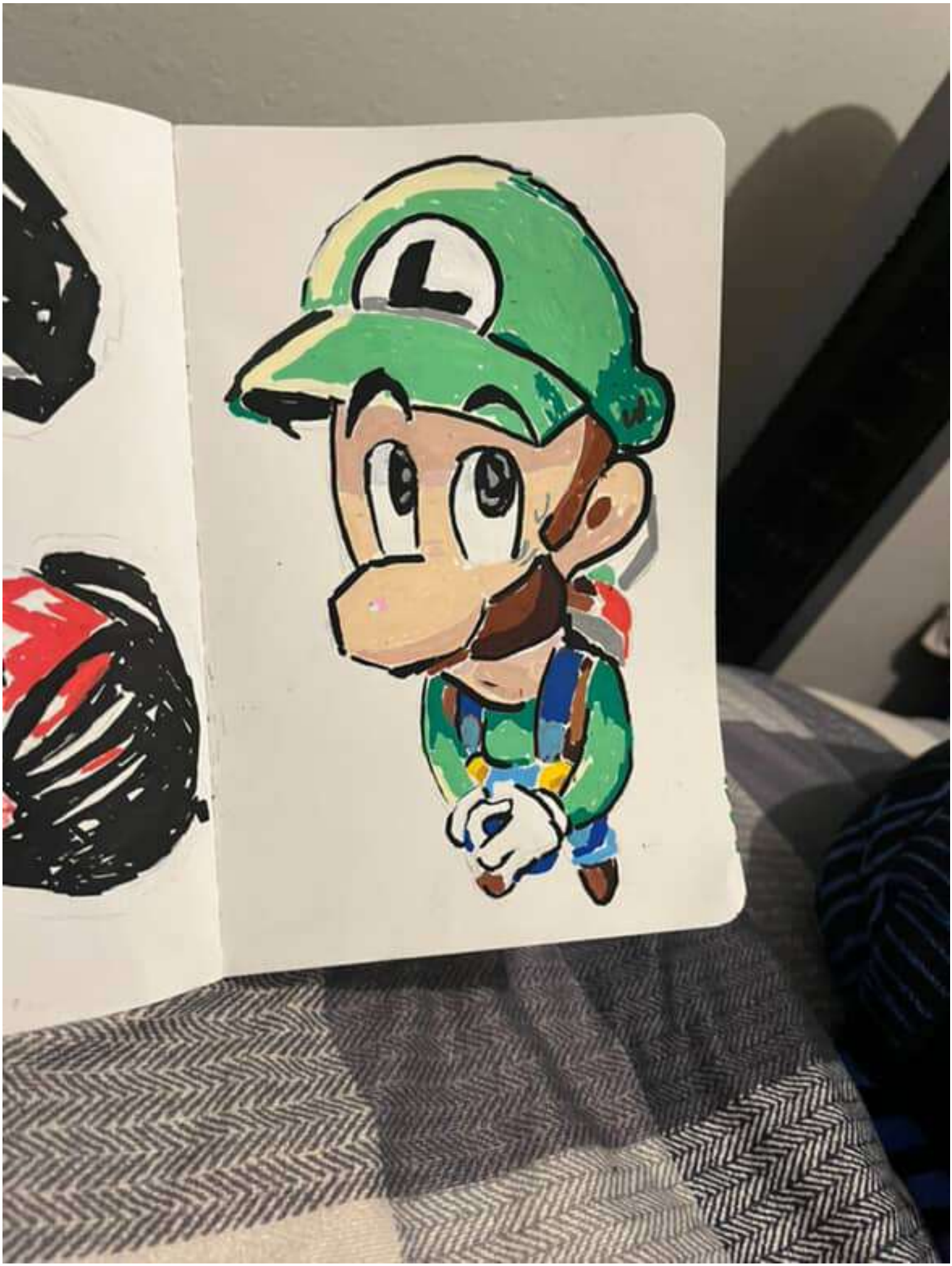

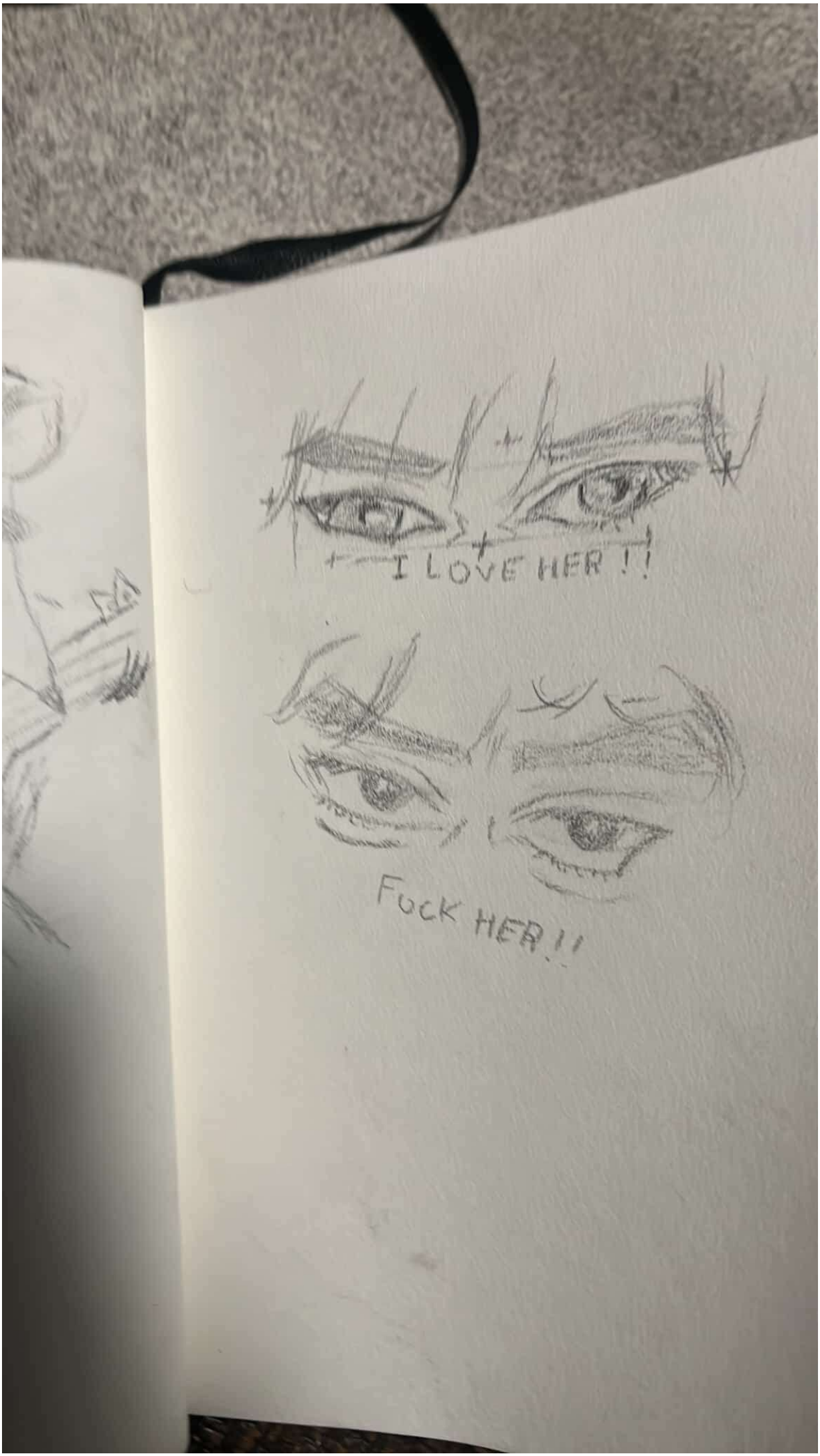
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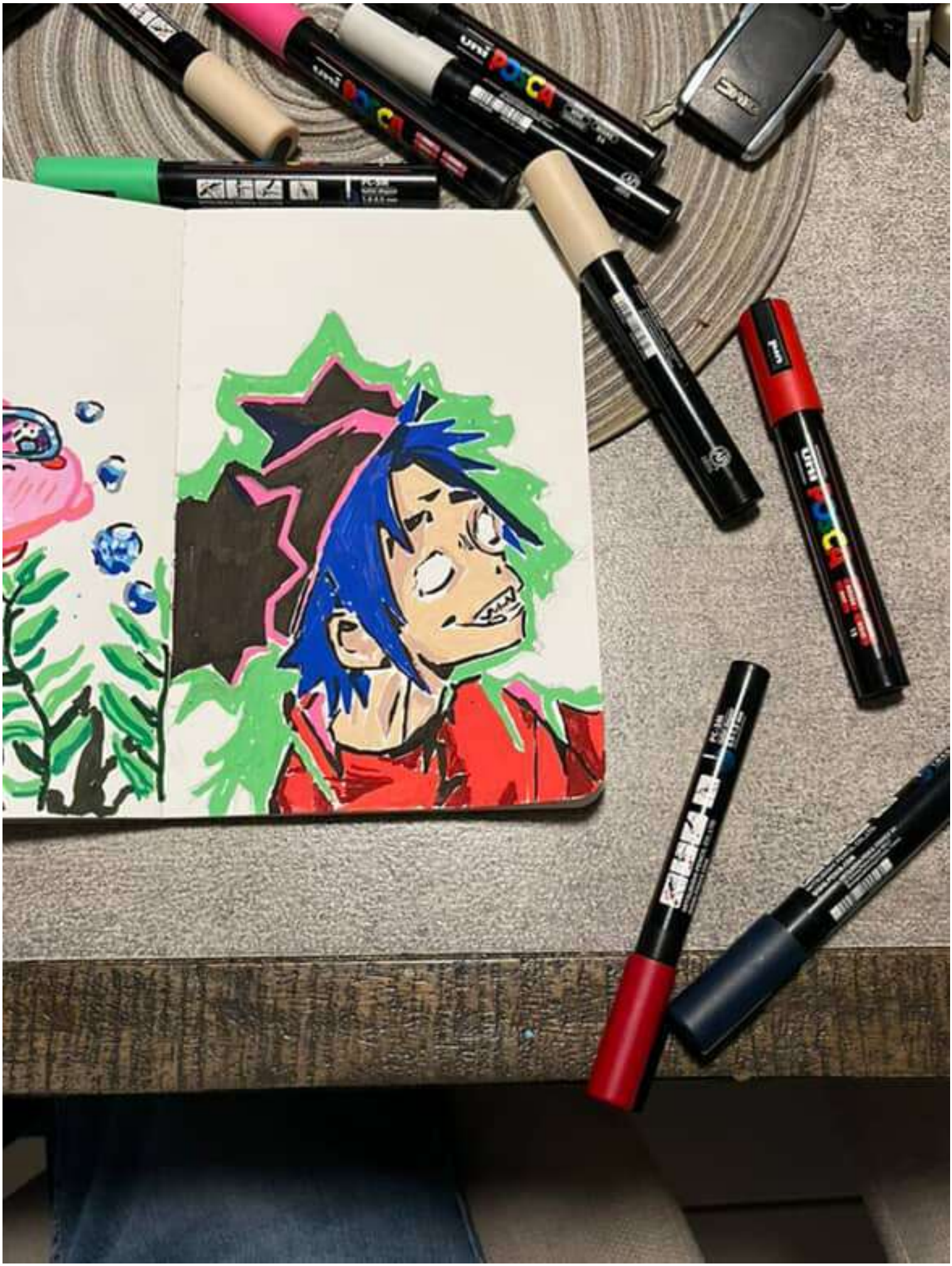
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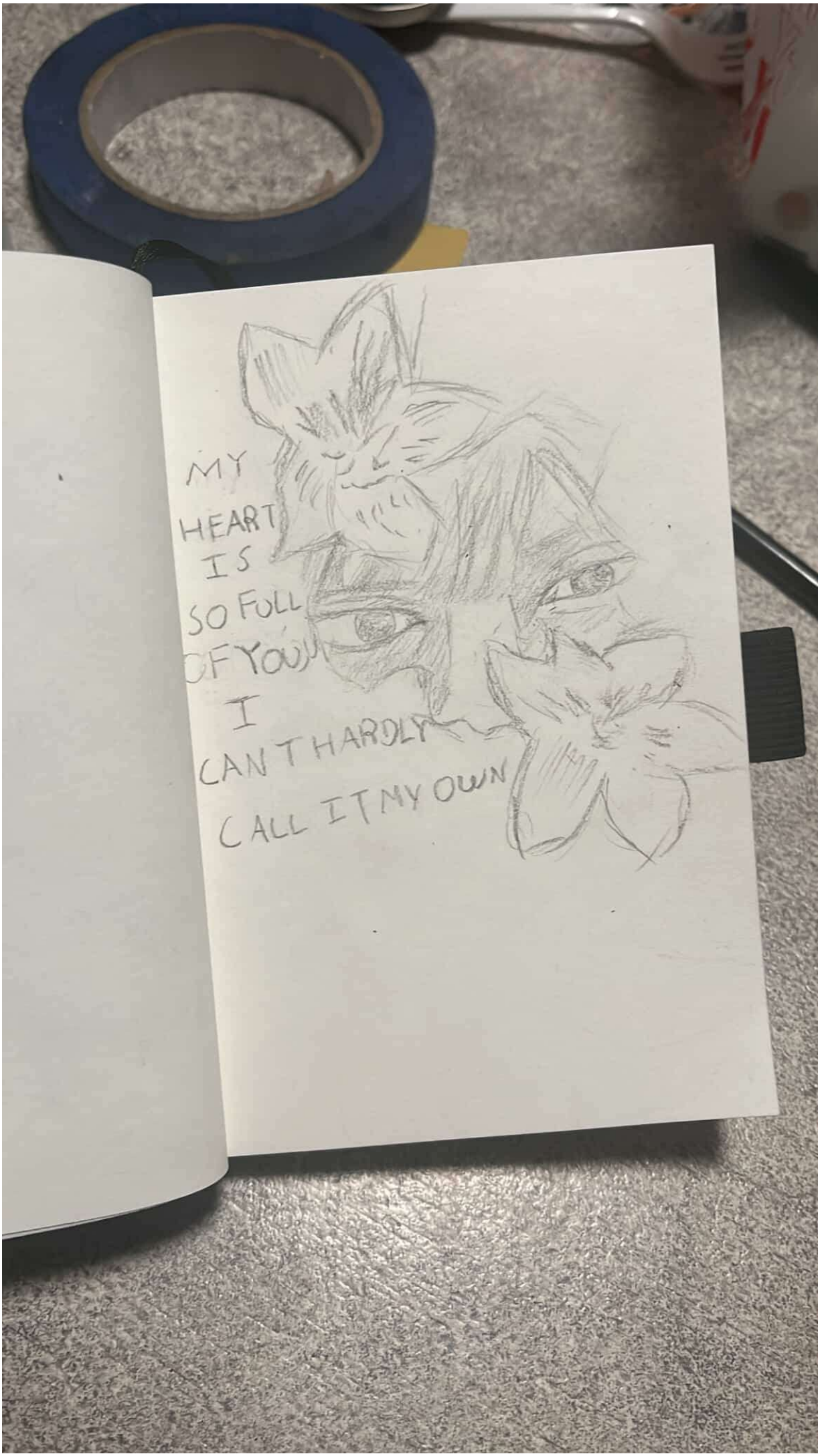
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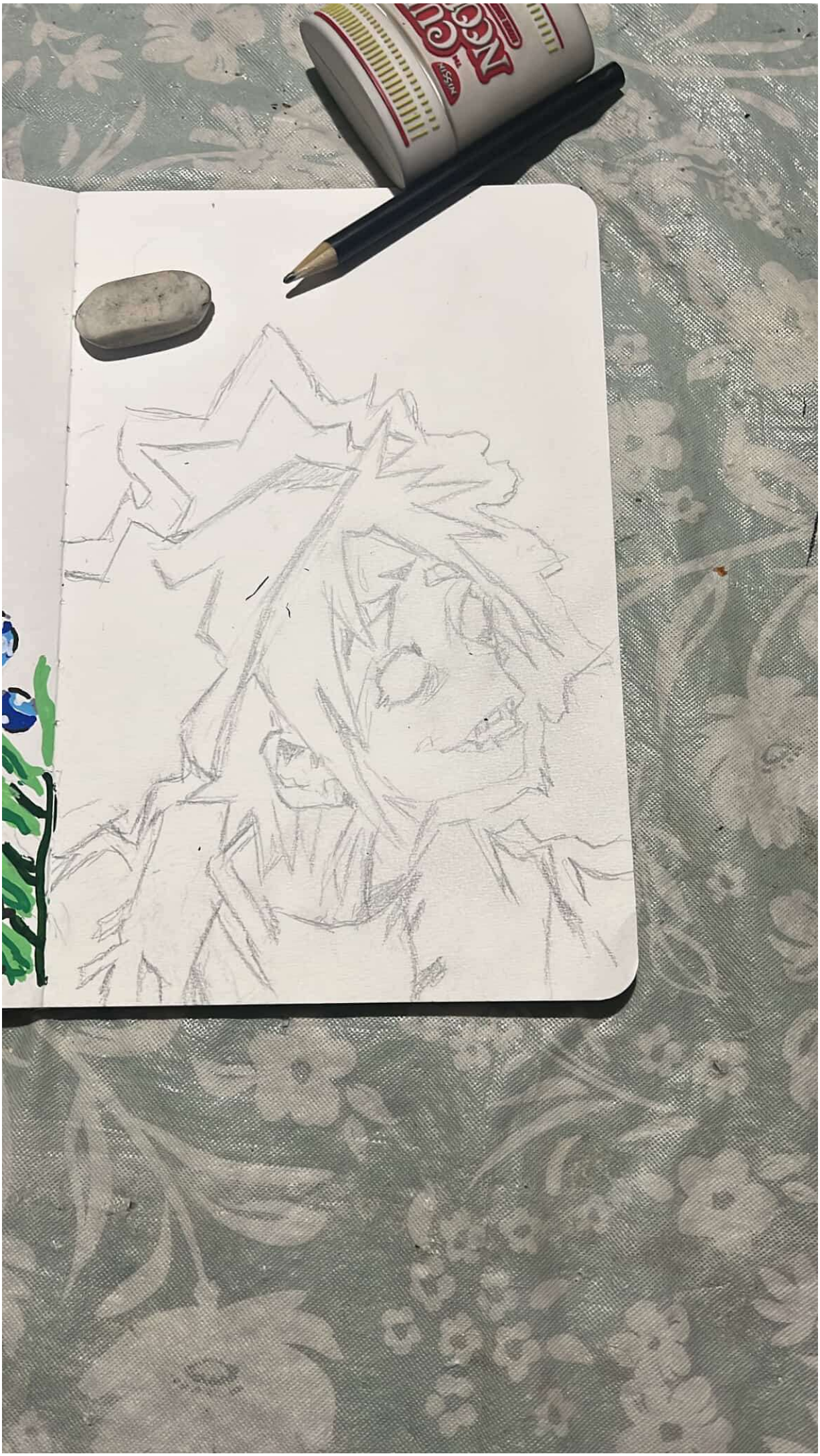


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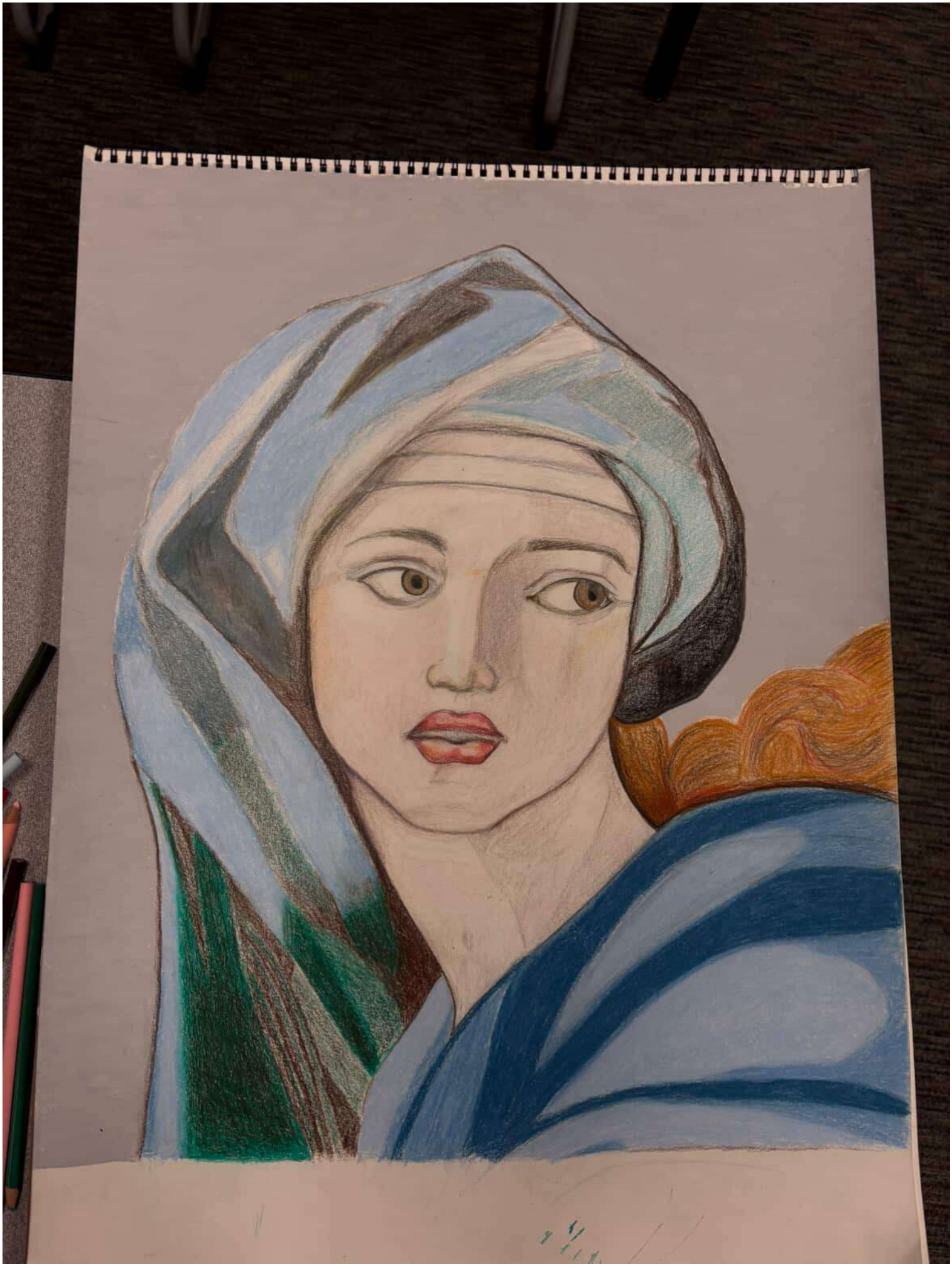


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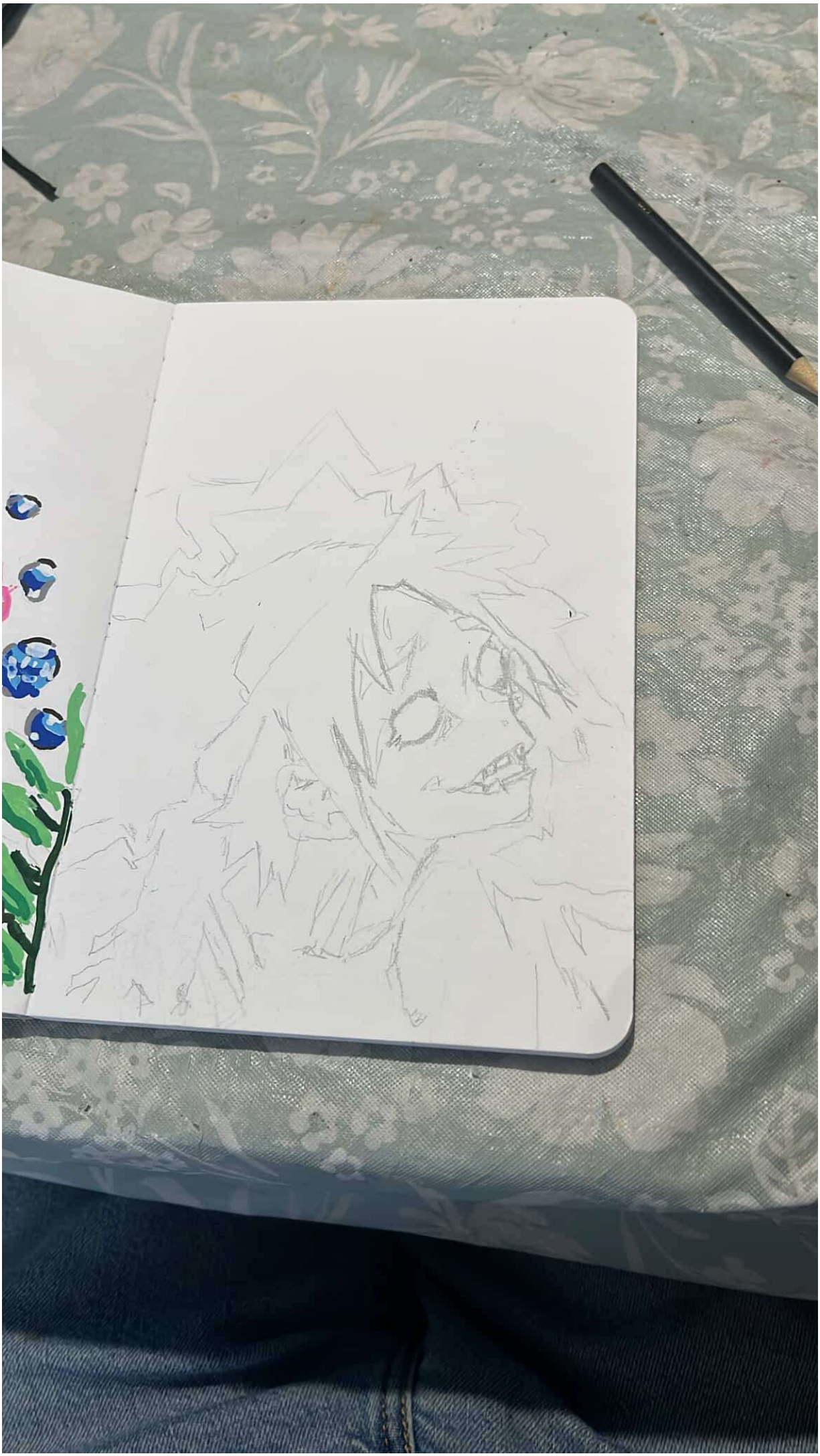


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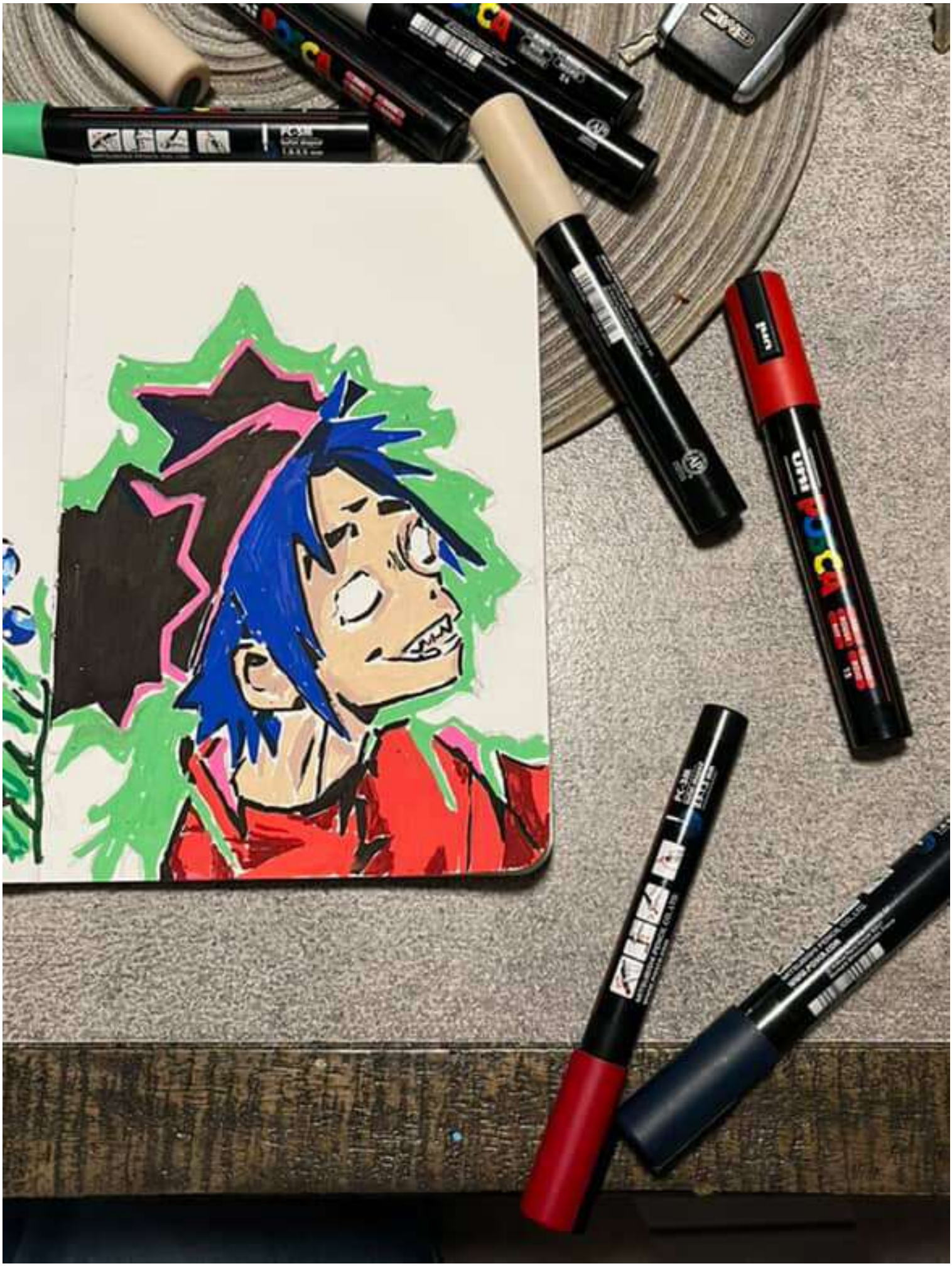

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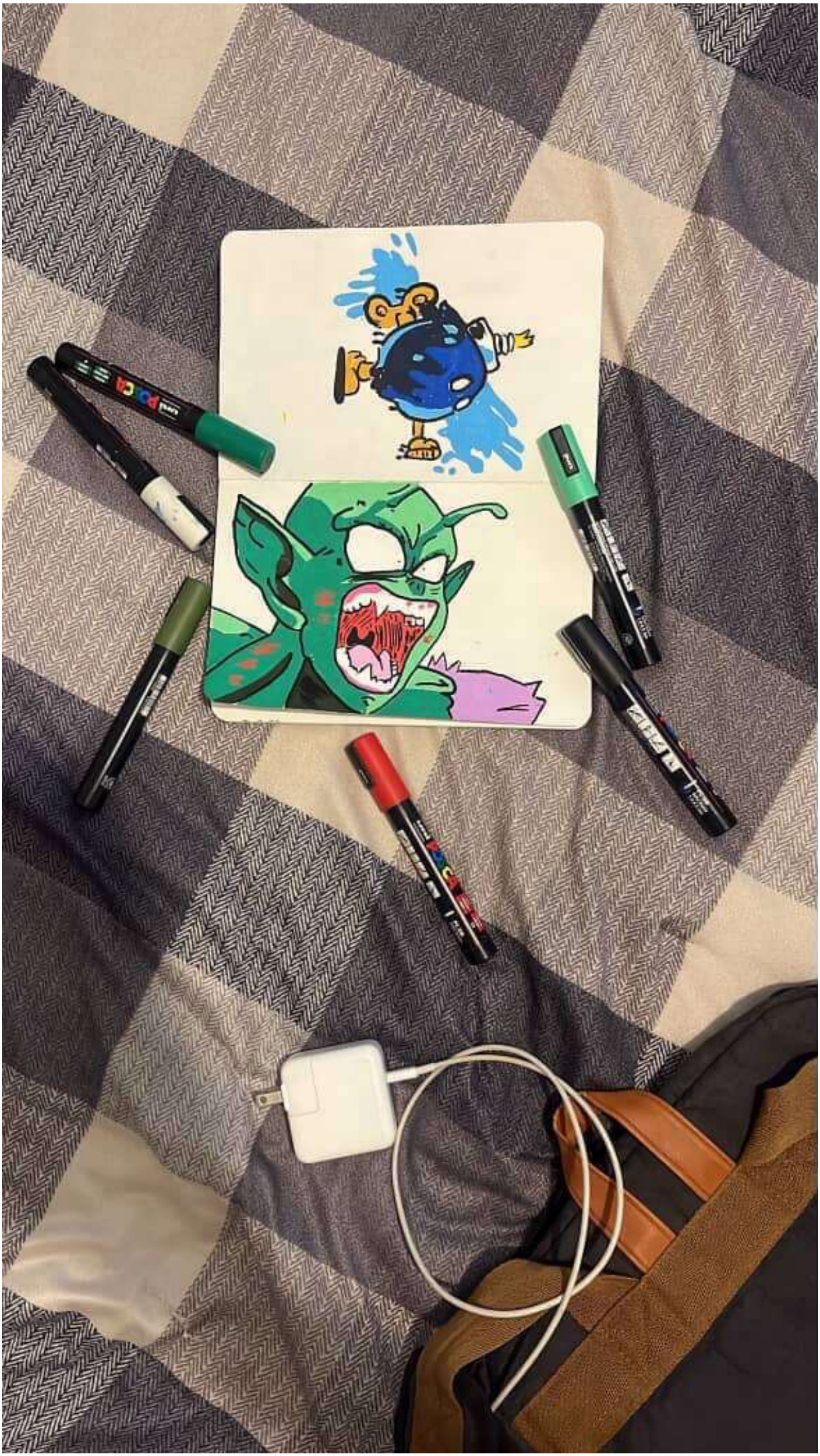

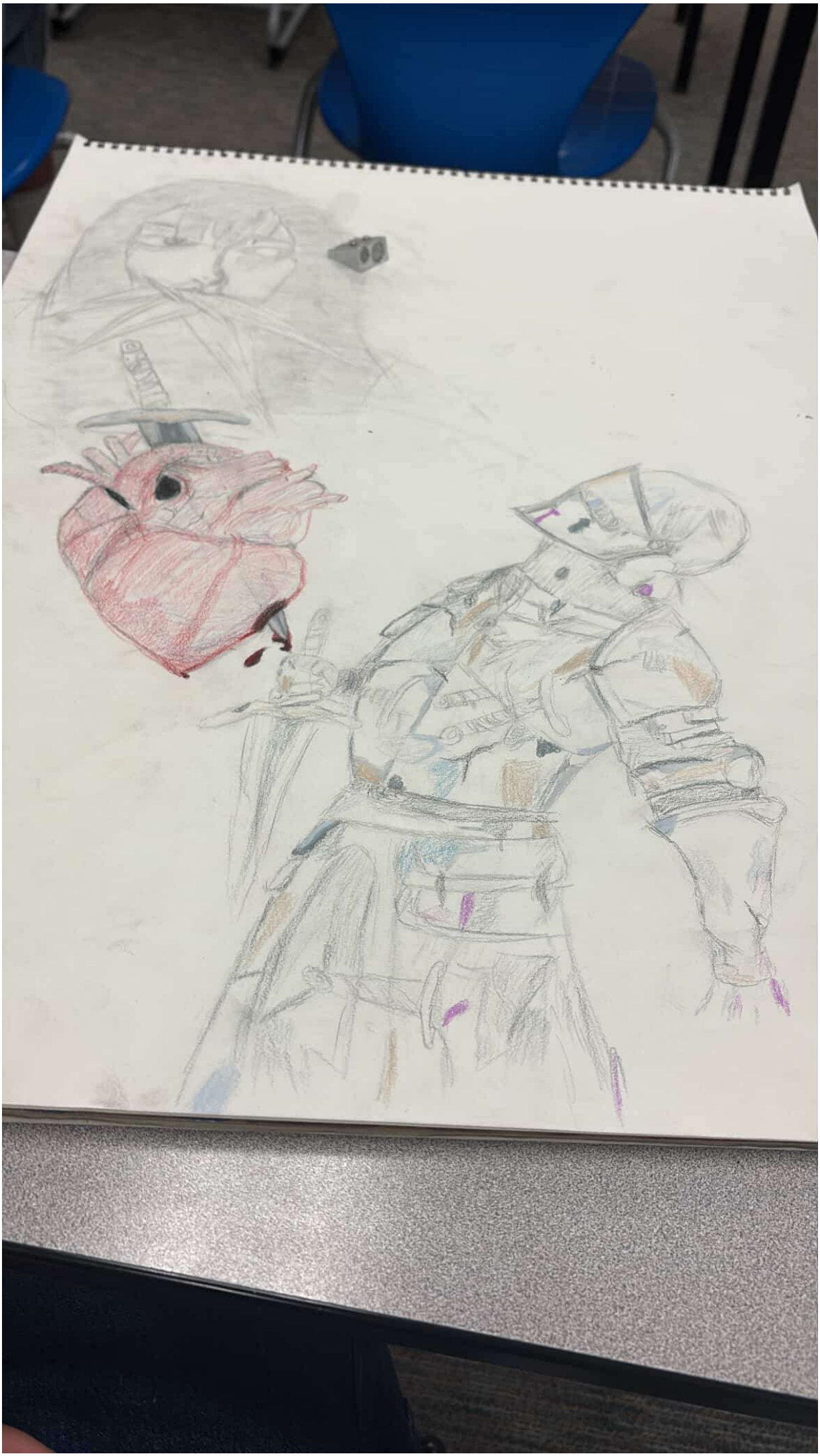




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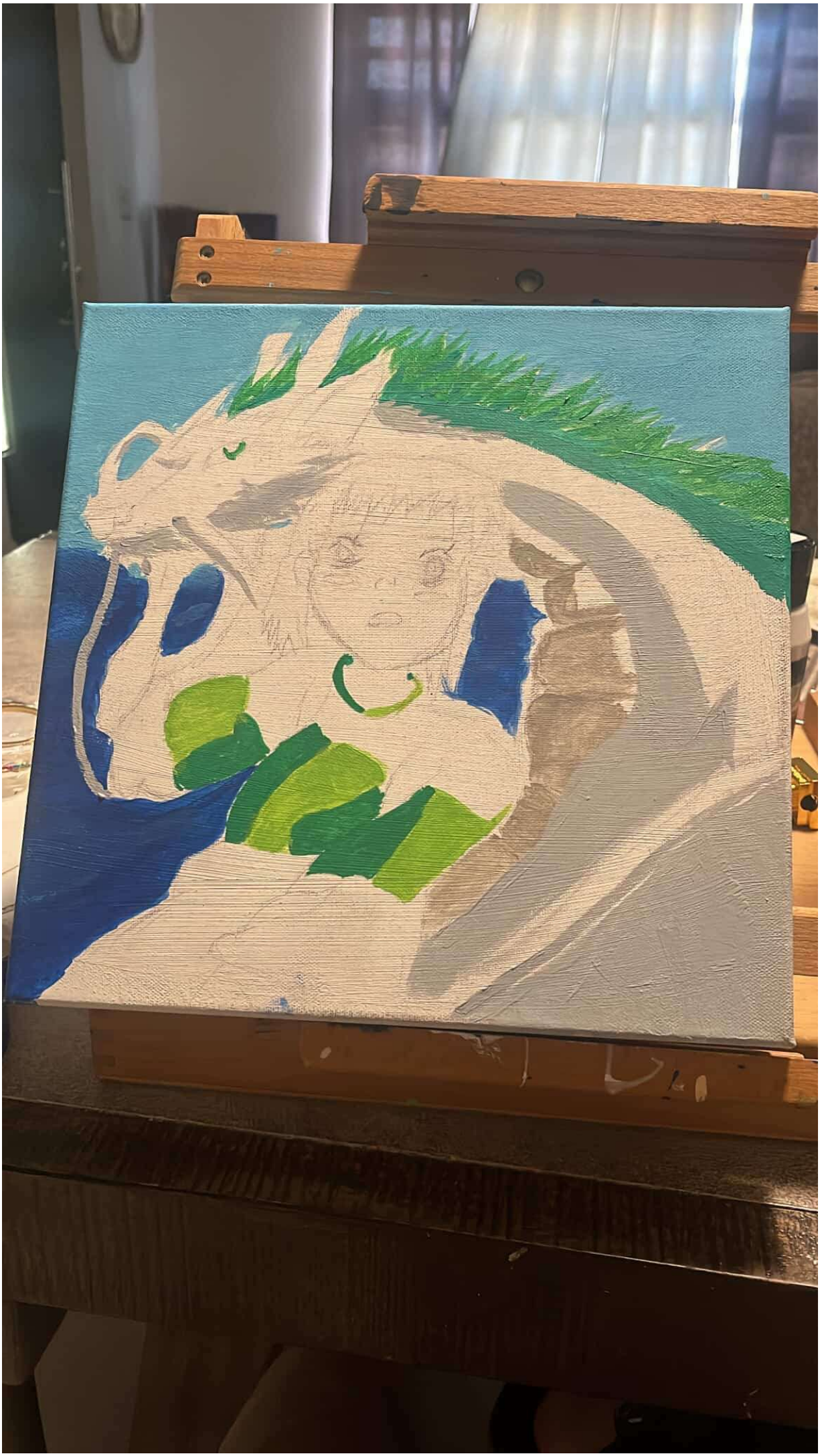

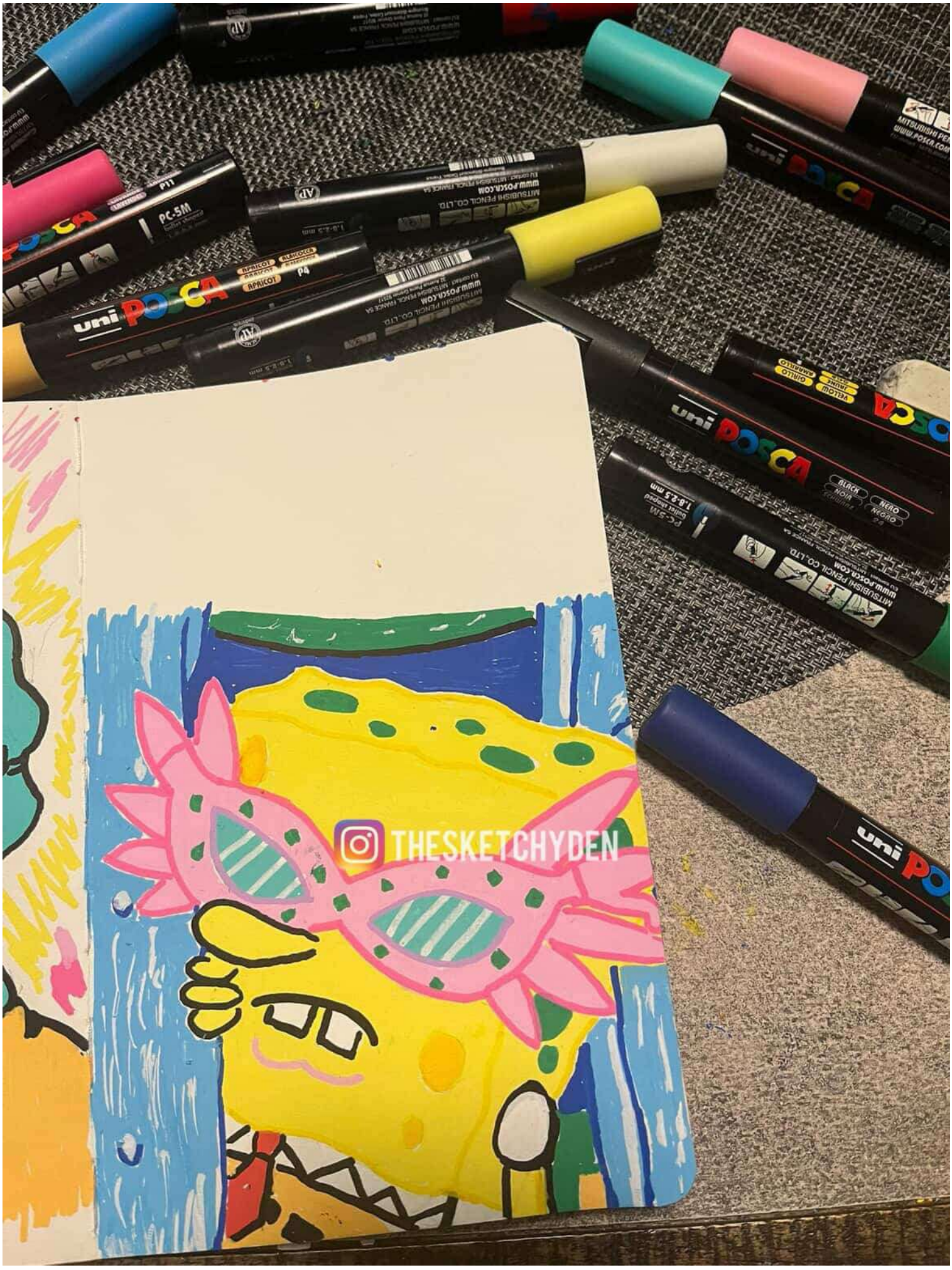
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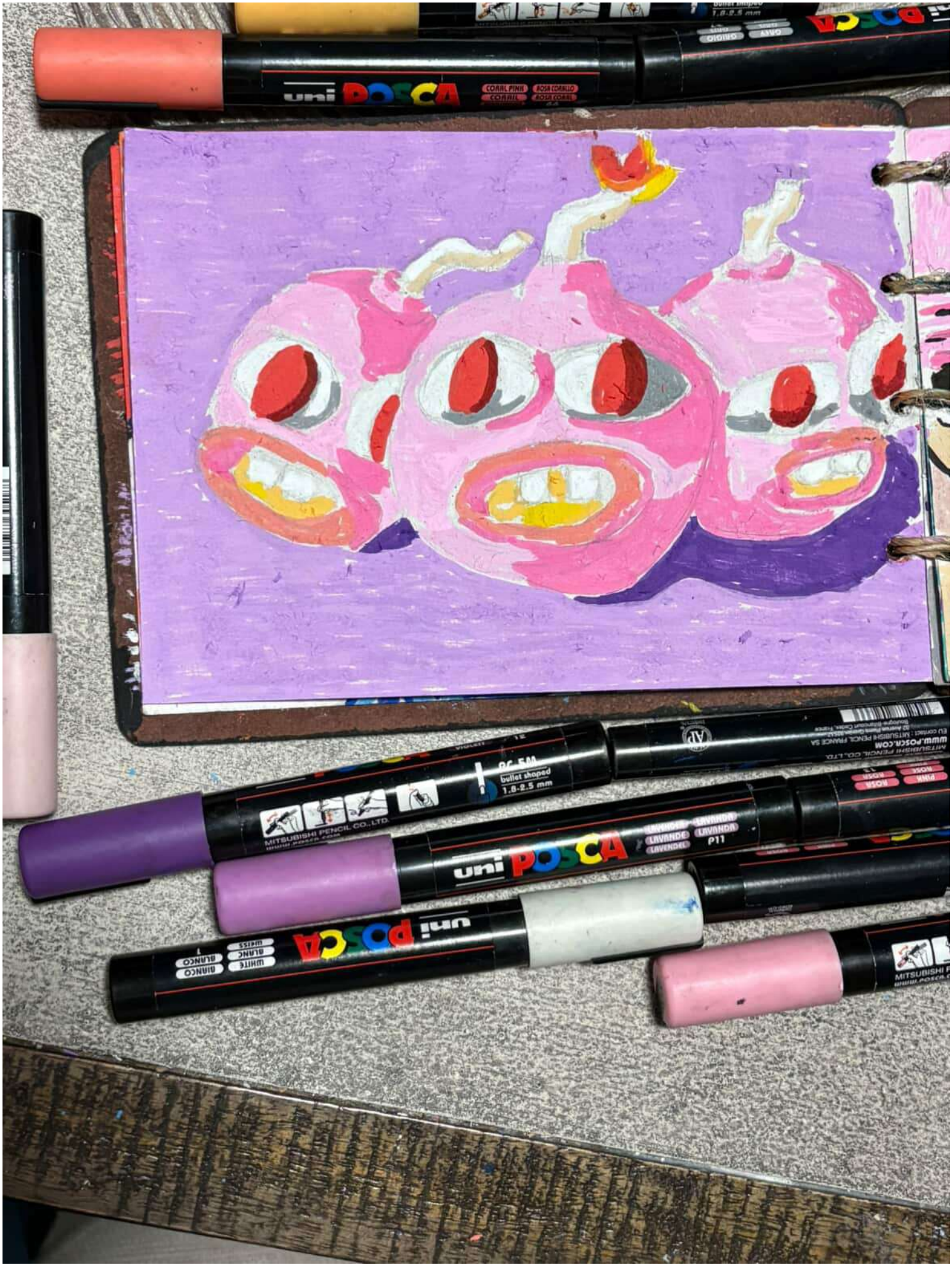
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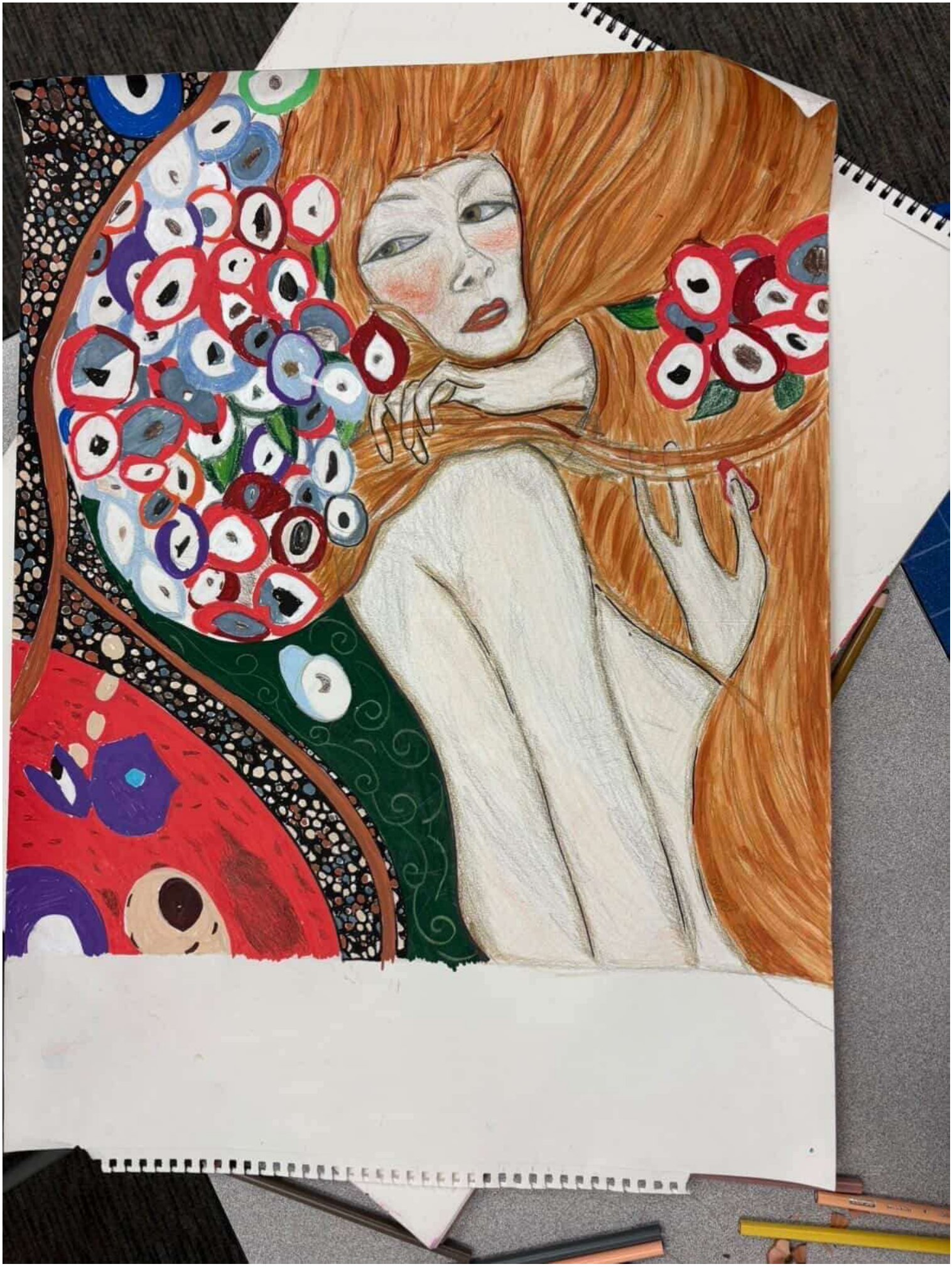



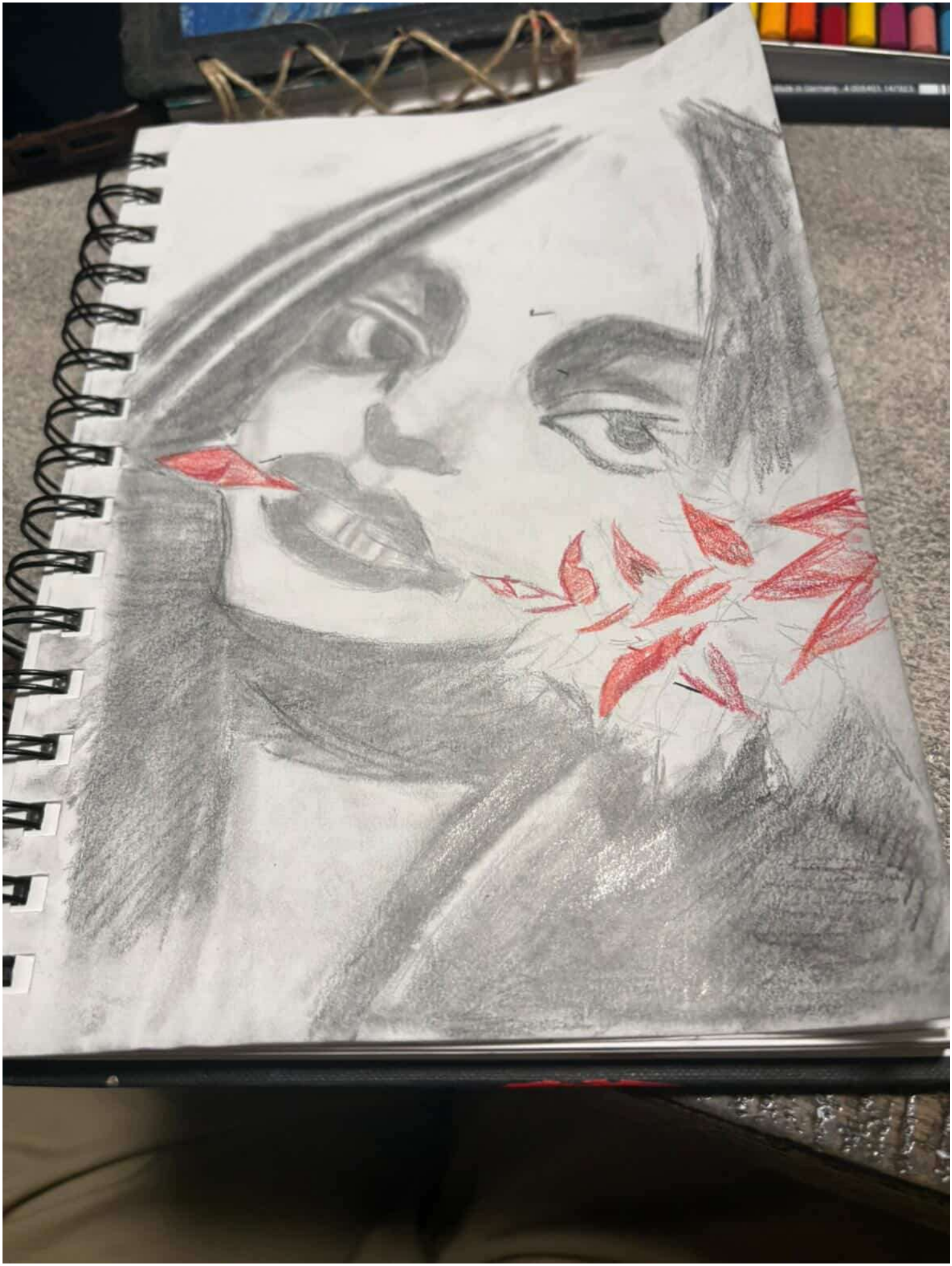

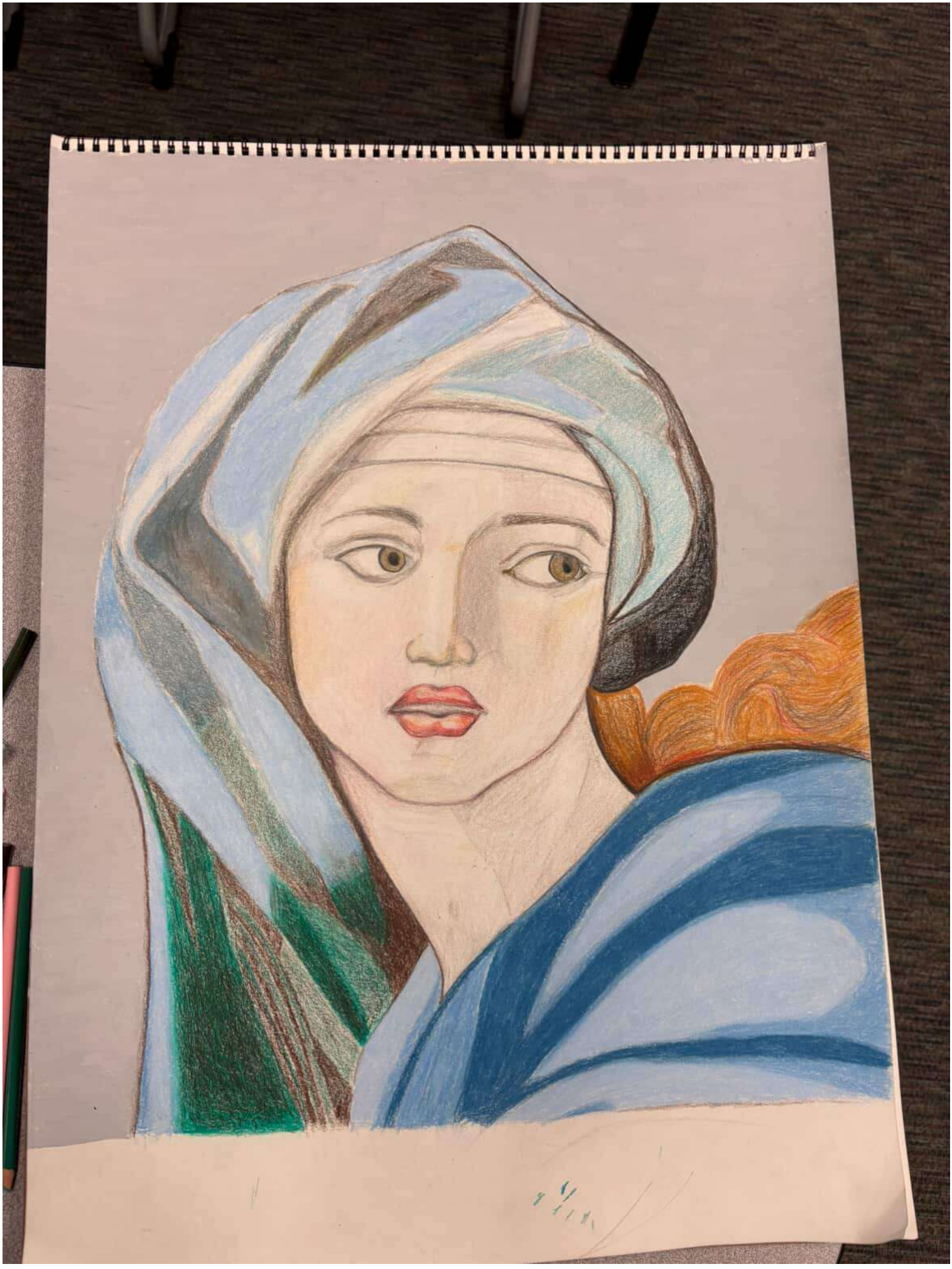

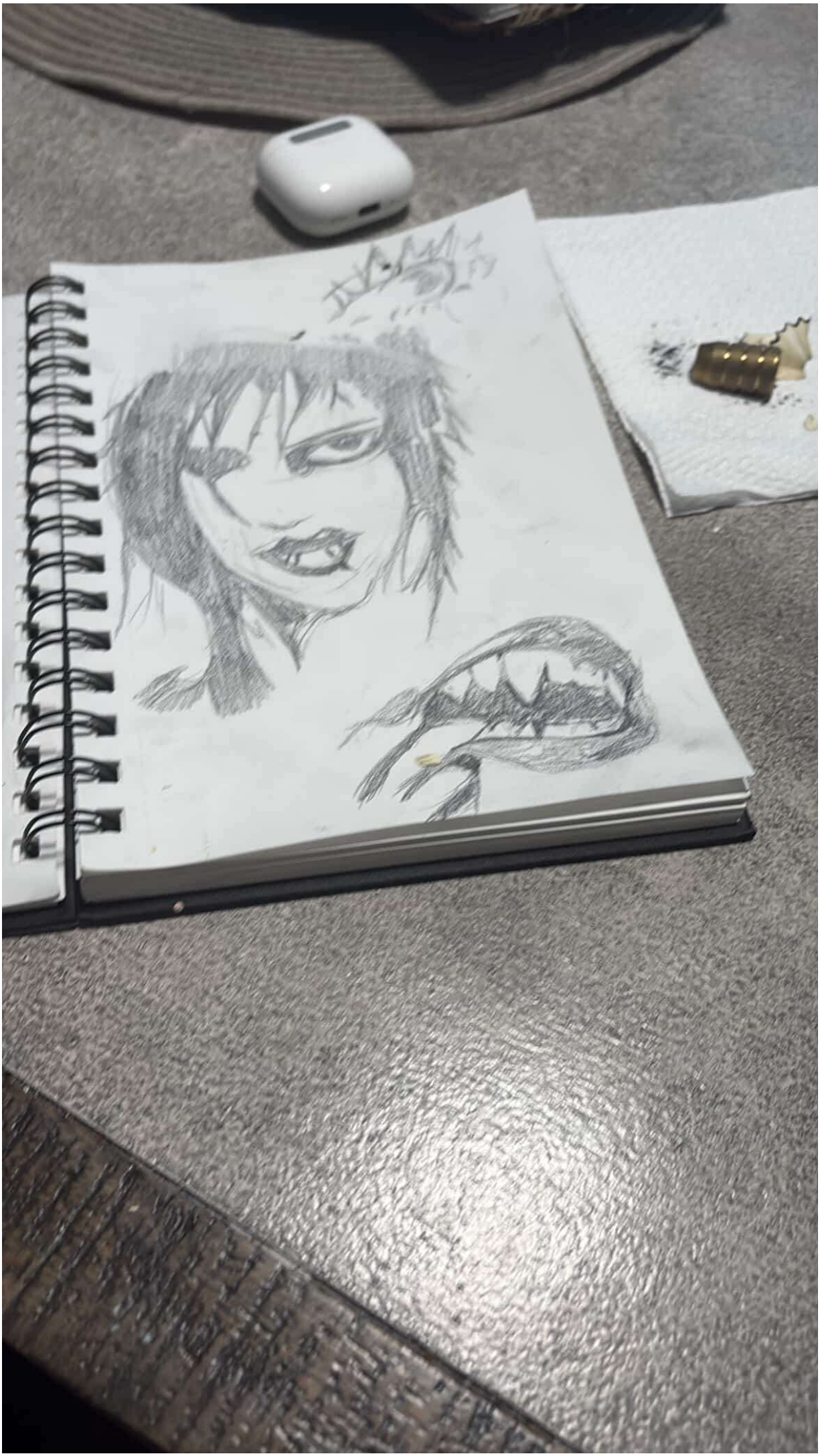

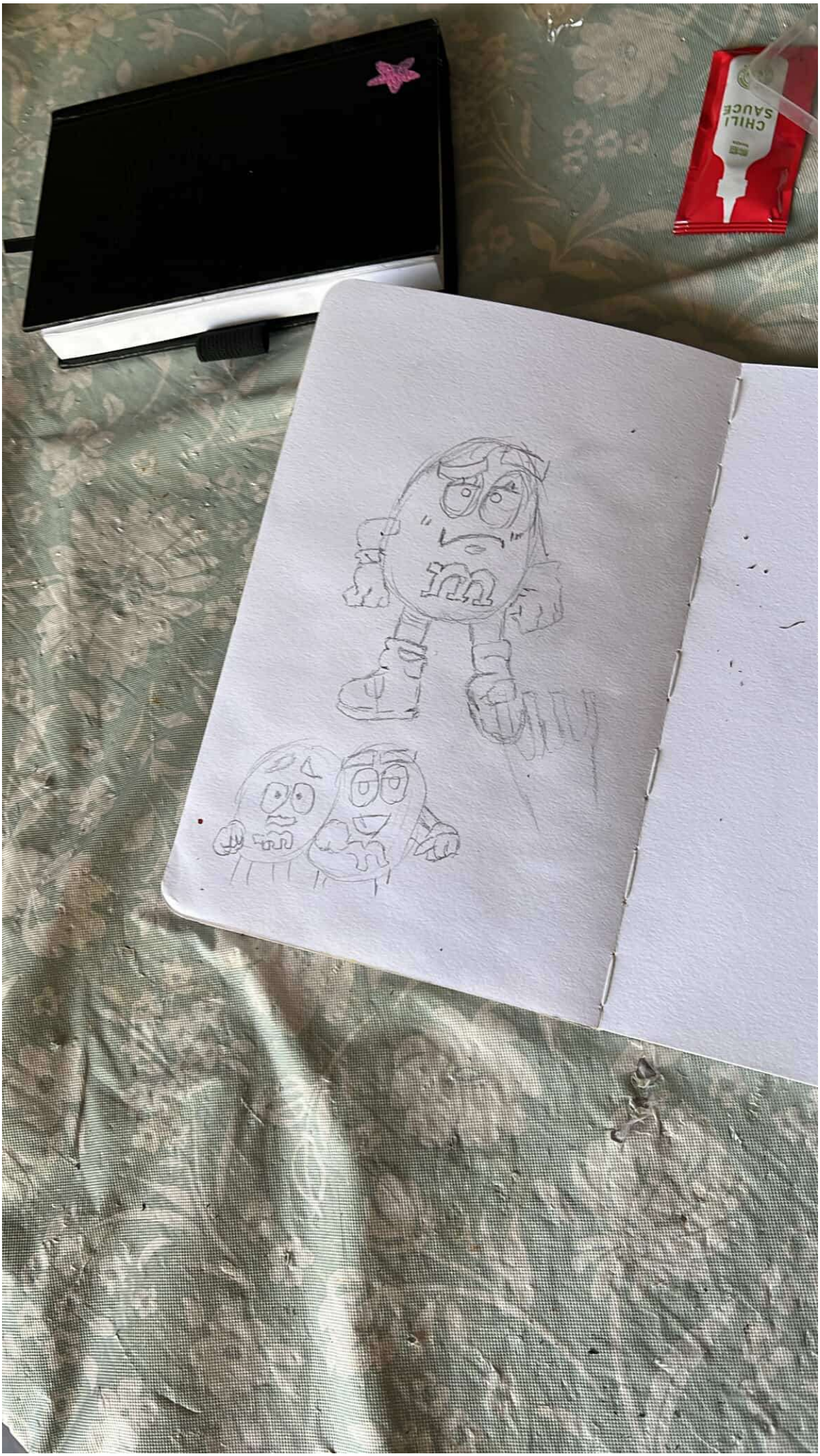
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CITY OF SAN LUIS

EL CORAZÓN DE SAN LUIS

Cultural & Economic Revitalization Plan



NOVEMBER 2025

Prepared by Designing Local, Ltd.


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OF THE DOG
KEEP
OUT
FOR
RENT

Acknowledgments

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Mayor Nieves Riedel, on behalf of City Council
Salma Pasillas, Vice Chair of San Luis Economic Development Commission
Armando Esparza on behalf of City Staff

SAN LUIS ECONOMIC DEVELOPMENT COMMISSION

Jesus Carillo, Chair
Mary Carmen Lopez, Commission Member
Oscar Franco, Commission Member
Linda Padilla, Commission Member
Abraham Andrade, Commission Member
Eric Jones, Commission Member

STAKEHOLDERS

A special thanks to the numerous stakeholders and community members that participated in the Community Survey and Stakeholder interviews.

DESIGNING LOCAL

Josh Lapp, AICP, Co-Founder & Principal
Anna Talarico, Project Manager & Public Art Coordinator
Megan Adornetto, Project Manager & Historic Preservationist


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LETTERS OF SUPPORT

I am truly excited and honored to introduce the San Luis Historic Survey & Public Art Plan, a pivotal step in preserving the heart and soul of our community for generations to come. As Vice Chair of the Economic Development Commission, I've seen firsthand how deeply rooted San Luis is in its history, and how vital it is that we protect and celebrate the stories that have shaped our city's unique identity.

This initiative is not just about cataloging historic buildings or envisioning public art installations; it's about building a sense of pride and belonging for everyone who calls San Luis home. By documenting our community's historic resources and creating a vision for public art, we're taking an important step toward a future that is more connected, vibrant, and sustainable.

The collaboration between the City of San Luis, Designing Local, and countless community members has been nothing short of inspiring. From the passionate conversations during public surveys to the invaluable contributions. This project stands as a testament to the power of community-driven action. Together, we are laying the foundation for a future where history and culture are not only celebrated but also woven into the daily life of our city. It's a place where future generations can walk through San Luis and feel the richness of our shared heritage.

I'm incredibly proud of what we've accomplished so far, and I look forward to seeing how these efforts continue to grow. This project isn't just for us; it's for those who will inherit our city and its stories long after we are gone. With every step we take, we're ensuring that San Luis remains a place where culture, history, and community thrive together, side by side.

Thank you to everyone involved in this important work. Together, we are shaping the future of San Luis, and I couldn't be more excited about what's to come.

Sincerely,

Salma Pasillas

Salma Pasillas, Vice-Chair of the Economic Development Commission



LETTERS OF SUPPORT

Preserving the stories and spaces that shaped San Luis is more than a cultural priority; it's an economic development strategy.

This Historic Preservation and Public Art Plan lays the groundwork for how our community unlock new opportunities for growth. Even with a modest number of historic structures, we have the chance to revitalize key sites, spark reinvestment, and celebrate the character that makes San Luis unique.

Across Arizona and the nation, cities that invest in preservation, arts, and culture see real returns: stronger property values, increased local spending, greater resilience during downturns, and thriving small business ecosystems. These districts consistently outperform conventional development when it comes to attracting residents, entrepreneurs, and visitors. And in a community like ours, rich with culture, border identity, and entrepreneurial spirit, that impact can be even more powerful.

Public art plays a critical role in this strategy. By activating historic spaces with murals, sculpture, and storytelling, we can drive foot traffic, support our creative economy, and make San Luis a destination. This plan outlines how small, targeted steps, such as adaptive reuse, art installations, and preservation programs, can help us retain our heritage while building economic momentum.

Importantly, this plan does not propose broad regulation. Instead, it focuses on a small, clearly defined part of the city where preservation and public art can have the most impact. The goal is not to freeze the past in place, but to invite our residents and business owners to shape a future that's rooted in pride, creativity, and opportunity.

Sincerely,



Armando Esparza, Director of Economic Development and Government Affairs
City of San Luis




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CHAPTER 01

PROJECT INTRODUCTION

Project Introduction

This project was spearheaded by the City of San Luis Economic Development Commission and Staff, and kicked off in April of 2025. The primary objectives were to document and inventory historic buildings within Downtown San Luis and to develop a vision for revitalizing the historic core of San Luis through preservation, adaptive reuse, public art, and placemaking. The plan - broken into two components: historic preservation and revitalization, and public art and placemaking - aims to give the city a blueprint for enhancing the built environment of the historic core by building off the City's culture and legacy. By utilizing the results of the historic survey, more revitalization strategies can be developed to promote adaptive reuse, infusing new life into vacant buildings, bringing outside funding to the community, and identifying potential historic districts in the community to promote continued preservation of the City's history. The goal of the public art & placemaking vision is to build a strong foundation for recommendations for public art and placemaking opportunities as the enhancement of the built environment, as well as policy framework and potential funding.

Plan Goals

Rooted in community engagement, the El Corazón de San Luis plan unites national best practices, site-specific recommendations, and actionable strategies to support San Luis' creation of an authentic destination through preservation, revitalization, and public art. This Plan aims to achieve the following goals:

1. to identify historic and cultural resources that can be used as the foundation for revitalization;
2. to create a dynamic destination that draws visitors;
3. to tell the story San Luis and its people, past present and future;
4. to reaffirm the city's welcoming and inclusive spirit through vibrant, creative public spaces; and
5. to leverage public art and placemaking to enhance local identity.



Project Approach

Through the foundation of community engagement, stakeholder input, best practices, and actionable items, this plan will assist the City of San Luis in creating an authentic destination through preservation, revitalization, and public art.

01

Community Engagement & Stakeholder Input

The engagement efforts, between community engagement and reaching out for stakeholder input, were instrumental in developing the overall plan including the vision and priorities for placemaking, public art, and revitalization The team was also able to gain some perspective of what the community considers historic and culturally significant. Engagement efforts included a large-scale community survey, in-person participation at "Arte en la Calle," and one-on-one conversations with community stakeholders.

02

Best Practices

By examining best practices in preservation, community revitalization, public art, and placemaking in similar communities around the country, the team is able to ensure that this plan can be successfully implemented in San Luis, creating an even more vibrant community.

03

Actionable Items

Focusing on actionable projects was a key perspective of the team. By focusing on recommendations of impactful projects that promote revitalization through public art, placemaking, and historic preservation, this plan ensures that the City has the tools it needs to create an authentic, vibrant, thriving destination that goes far beyond the Port of Entry.

Key Project Components



Key Components of this Plan

By utilizing the feedback from the community engagement efforts and nationwide best practices, this plan has determined action items centered around two key components: Community Revitalization and Public Art. Both of these components were inspired by the historic context of the City and community engagement conducted in early 2025. The recommendations for Community Revitalization for San Luis are driven by historic preservation tools and adaptive reuse, and how these ventures can be funded. These recommendations are inspired by the existing built environment in the City as determined through a preliminary historic resource survey. The recommendations for Public Art in San Luis are driven by stakeholder engagement and best practices at the regional level, outlining approaches and projects that are best suited to the City of San Luis that honors both the history and the values of the community.


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CHAPTER 02

HISTORIC CONTEXT

Historic Narrative



Customs Gate at San Luis, Arizona – Sonora



San Luis: A Border Town's Rich History

San Luis, Arizona, established by the U.S. government in 1930, sits directly across the border from San Luis Río Colorado, Sonora, Mexico. Before these cities emerged, indigenous groups like the Quechan, Maricopa, and Cocopah tribes called this land home. San Luis Río Colorado was settled earlier, in the 1900s, with its residents often traveling by stagecoach into Yuma County to work in the agricultural fields.

The strategic location of San Luis, with its close ties to the Mexican city and surrounding farmland, led the U.S. government to open the Port of Entry and Customs Station in its current spot in 1930. The American town grew gradually, with about 200 residents living within a two-block radius of the port by the 1950s. The 1960s saw a population boom, thanks in part to the Bracero program, a post-World War II program meant to address labor shortages by bringing in Mexican workers on temporary labor contracts. The town welcomed more businesses, including its first locally owned gas station in 1961 and a Chevron service station in 1965—the first major chain to arrive.

In 1979, San Luis local officials petitioned the county to get the City officially incorporated, becoming the youngest city in Yuma County, and Josefina Rodriguez was elected as its first mayor. The first City Hall was located in the building that is home to the Courthouse today on Main Street. The Port of Entry underwent significant upgrades in the 1980s and 1990s, with a new customs station completed in 1984. By 2010, a second port of entry opened to handle commercial vehicles, freeing up the original port for private vehicles and pedestrians.

Today, San Luis boasts a population of approximately 40,000. In 2023, the Port of Entry welcomed around 2.3 million northbound pedestrians, 3.3 million northbound private vehicles, and processed an impressive $115.3 million in imported goods.

Farm Workers: The Agricultural Engine of San Luis

The fertile soil of San Luis and the surrounding Yuma County is a direct result of the Colorado River, which flows to the west. Annually, the river's floods deposited rich soil and minerals into the floodplains, creating ideal conditions for agriculture. After the river was dammed in the early 1900s, canals were built to efficiently route water to the agricultural lands.

Agriculture has since become the dominant industry in the region, generating about $2.3 billion annually. This area now supplies an incredible 90% of all winter leafy greens to the United States and Canada. Over 150 different crops are grown year-round, including lettuce, cauliflower, broccoli, kale, root vegetables, wheat, cotton, Medjool dates, watermelons, cantaloupes, and lemons, among many others.

A large group of the labor force that grows and harvests these crops are seasonal and migrant labor workers that cross the border at the San Luis Port of Entry from Mexico to come work in the fields. Many of these workers work the fields from November through April, able to come into the US to work through H-2A visas, green cards, or dual citizenship. It is estimated that anywhere from 8-10,000 workers cross the borders to work between the months of November to April, and make up approximately 25% of the farmworkers that work in Yuma County.







Cesar Chavez & the UFW: A Legacy of Activism

Cesar Chavez, born near Yuma, Arizona, on March 31, 1927, experienced the hardships of migrant farm work firsthand after his family moved to California during the Great Depression. From a young age, he was exposed to labor movement efforts before joining the Navy at 19. Through organizations like the Community Service Organization (CSO) and the National Farm Workers Association (NFWA), later known as the United Farm Workers Organizing Committee (UFW), Chavez and other activists sought to improve working and living conditions for farmworkers through nonviolent methods.

Chavez's work with the CSO focused on voter registration, housing discrimination, civil rights, and police brutality. With the UFW, he championed fair wages, adequate living conditions, and access to medical protection for farmworkers. These organizations employed boycotts, strikes, marches, and fasts to advance their cause.

While much of Cesar Chavez's work took place in California, Arizona was also deeply involved. The UFW opened a field office in San Luis in the 1970s, leading to annual melon strikes. In 1972, Chavez undertook a 24-day fast in Phoenix in response to the anti-union Farm Bureau bill passed that year. Dolores Huerta, a New Mexico native, and co-founder and vice-president of the UFW, also played a crucial role in the movement.

On April 21, 1993, Cesar Chavez made his final journey to Yuma to testify for two days against a lawsuit filed by the lettuce industry giant, Bruce Church Company. After testifying, he drove to San Luis, to the home of his friend and former farmworker, Dofla Maria Hau. Chavez and other UFW leaders were staying at Hau's home, discussing the trial, before he went to sleep around 10 PM. Tragically, he passed away in his sleep in the early hours of April 22, 1993.

Cesar Chavez's legacy as a champion for farmworkers in Arizona, California, and beyond continues to thrive in San Luis. A visitor's center has been established to honor his life and mission, offering programs that connect the struggles of past farm workers with today's labor movements, and providing a space for education and reflection. Streets, schools, and the cultural center in San Luis are named after him, and city offices close in observance of Cesar Chavez Day in March.


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Historic Timeline

1930

The San Luis Port of Entry was founded by the United States Government San Luis Rio Colorado, Sonora, Mexico. This location was chosen due to its proximity to San Luis Rio Colorado, and the existing number of border crossings of Mexican farm workers coming to the United States for work. At this time, only a few small buildings existed along what is Main Street today.

1950

The population of the city began to steadily increase, and by 1950, the population of San Luis was around 200 people.

1961

As the city continued to grow and residents began to settle down, the first locally owned gas station opened on Main Street about a block north of the border in 1961 by Jose Urtuzuastegui.

1962

Cesar Chavez and Dolores Huerta founded the National Farm Workers Association (NFWA). The mission of this organization was to use nonviolent organizing methods, such as marches, boycotts, and fasts, to defend the rights of all farmworkers, with goals that include fair wages, adequate living conditions, and access to medical protection. The NFWA reorganized as the United Farm Workers (UFW) in 1971.

1965

San Luis welcomed their first major business chain to set up shop when Chevron opened a new service station in town.

1979

San Luis officials requested that Yuma County formally incorporate the town into an official city. They agreed, making San Luis the youngest city in Yuma County with Josefina Rodriguez elected as the first mayor.

1984

The new San Luis Port of Entry I completed construction and reopened for private and commercial use.

1993

Cesar Chavez visited Yuma to testify against a lawsuit filed by Bruce Church Company, which was a major player in the lettuce industry. After testimony, he drove to the home of Dolfa Maria Hau in San Luis, a friend and retired coworker. It was in Hau's home that he passed in his sleep on the morning of April 23, 1993, at the age of 66.

2010

San Luis Port of Entry II opened as the acting commercial port with dock space and expedited crossings for approved vehicles.






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PRÉSTAMOS ▲ TARJETAS DE DÉBITO
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CHAPTER 03

ENGAGEMENT REPORT

Community engagement for the El Corazón de San Luis Plan took place between late April 2025 and early June 2025. Several different methods of engagement were leveraged to ensure broad outreach with as many community members as possible.

Engagement Methods:

- “Arte en la Calle” Engagement
- Community Survey
- Stakeholder 1-on-1s

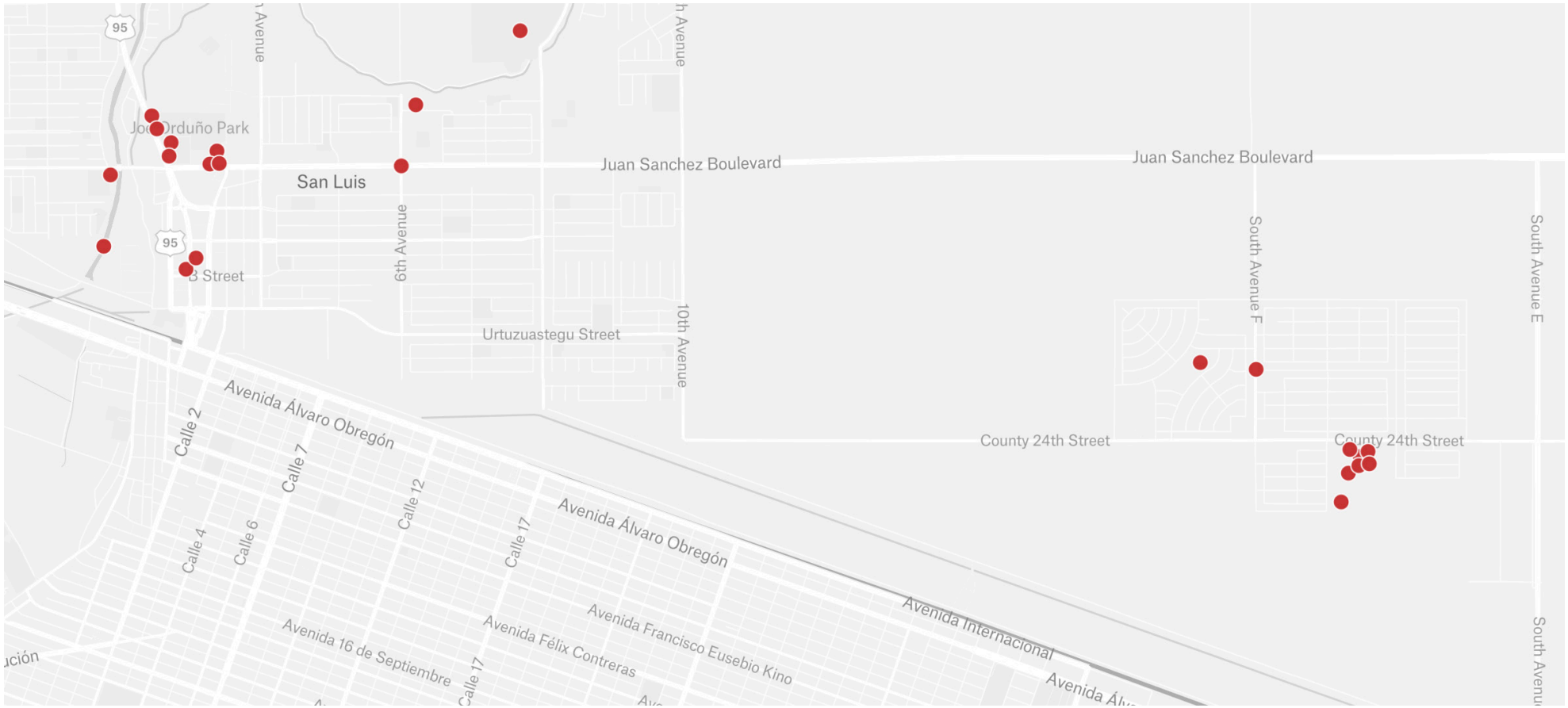
“Arte en la Calle”



On April 25, 2025, the City of San Luis and the Parks & Recreation Department held their annual “Arte en la Calle” event for the public. At this event, six (6) boards were set up to encourage community members to interact with and offer their feedback for preferred types of public art, preferred locations for future public art, and locations of possible historic buildings. The results are summarized below.







Where would you like to see Public Art in San Luis?

For this inquiry, participants were asked to place a sticker on a map of the city to indicate where they'd like to see public art placed in San Luis. Many of the stickers were placed near San Luis Community Park, Joe Orduño Park and its adjacent buildings, and on Main Street.



Where are the historic buildings & areas in San Luis?

For this inquiry, participants were asked to place a sticker on a map of Downtown San Luis to indicate where they believe the historic buildings and areas of downtown are located. The stickers were only placed along Main Street.

This prompt was also found in the online community survey , and participants were asked to write-in locations and buildings that they believed were historic. These answers were put into a word cloud, placed on the next page.

Where are the historic buildings & areas in San Luis?

This prompt was also found in the online community survey , and participants were asked to write-in locations and buildings that they believed were historic. Only a small handful of the buildings submitted are considered historic based on the 50-year rule, but many of the buildings listed are important fixtures to the community. The most popular responses were:

- Library
- Cultural Center
- Post Office
- Cesar Chavez Hall
- Senior Center

Other responses were:

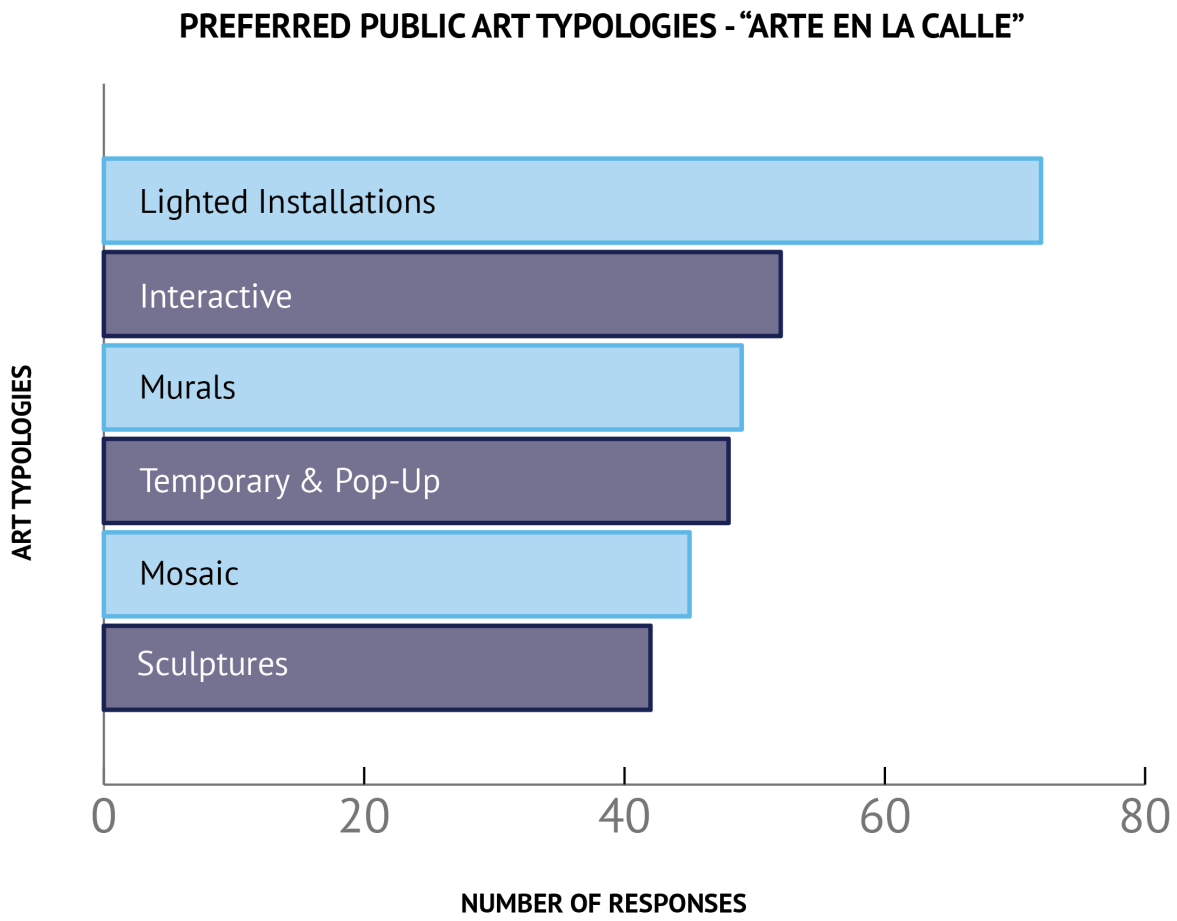
- Main Street Hotel / Museum
- Courthouse
- Cesar Chavez House
- NW Corner of Main Street and Urtusuastegui Street
- Joe Orduno Park
- San Judas Tadeo Church
- Main Street storse
- Town Hall
- Money Exchange Building
- Hospitals
- Parque de La Amistad
- Park
- El Sol Mark
- Padilla
- Police Office
- Walmart
- King Market











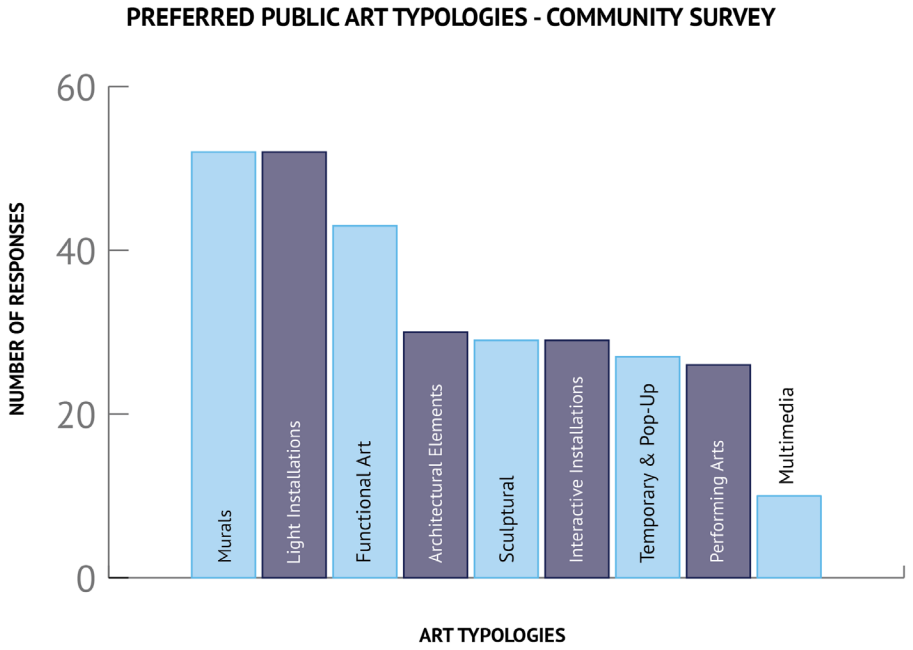
What types of Public Art would you like to see more of?

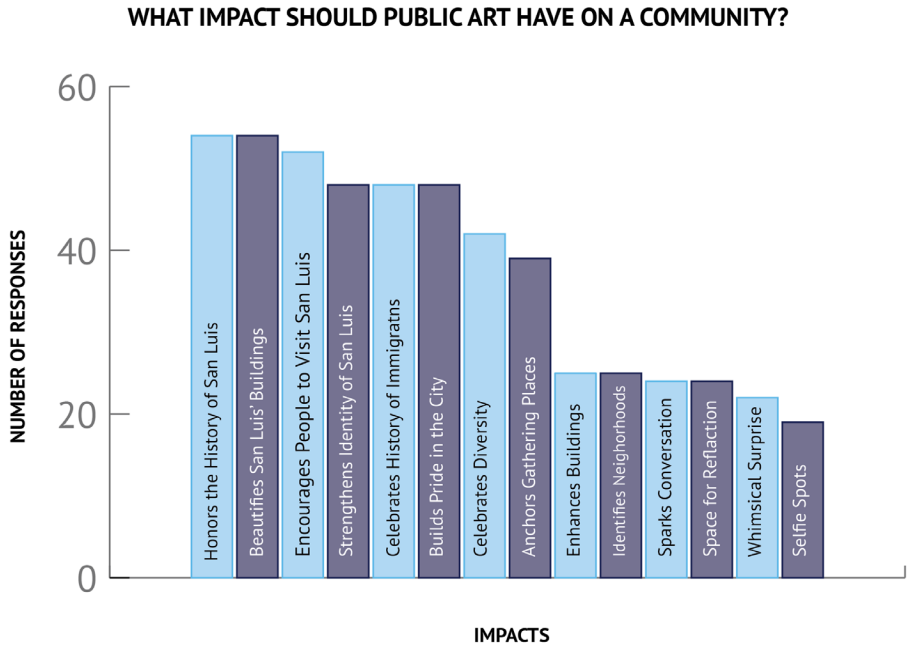
The top responses were:

- Lighted Installations - 72 votes
- Interactive Art - 52 votes
- Murals - 49 votes

Community Survey

The community survey was open to the public online from April 24, 2025 until May 30, 2025. The survey was also available on paper for those who preferred it. The survey was taken by 59 people online and 36 on paper. The results are summarized below.





What types of Public Art would you like to see more of?

The top responses were:

- Murals, with 52 votes
- Lighted Installations, with 52 votes
- Functional Art, with 43 votes, and,
- Architectural Elements, with 30 votes

What impact should Public Art have in the Community?

The top responses were:

- "Beautifying San Luis," with 54 votes
- "Honoring the History of San Luis," with 54 votes
- "Encourages the People to Visit San Luis," with 43 votes

What is the first thing that comes to mind when you think of San Luis?

The most common answers for this question were:

- The border
- Agriculture
- Culture
- Growth

Other answers include:

- People
- Farm Workers
- Veggie Planting
- Cesar Chavez
- Tranquility
- Family
- Change
- Friendship Park
- Sister city across the border
- Community
- Port of Entry
- Young population
- Rural area
- The heat and climate
- Safety of the city
- New construction set away from the city center
- Diverse political views
- Continuous growth
- Calm environment



What city have you visited, or that you know of, has a noteable public art program?

The most common answers for this question were:

- Yuma
- Mexico / Pueblos Magicos
- San Luis, Mexico

Other answers include:

- Tuscon
- Phoenix
- Puerto Vallarta
- Sedona
- Tempe
- Tolleson
- San Diego
- Scottsdale
- Guadalajara
- Oro Valley
- Los Angeles
- Las Vegas
- Seattle
- Gilbert
- Sacramento
- Coachella
- Algodones

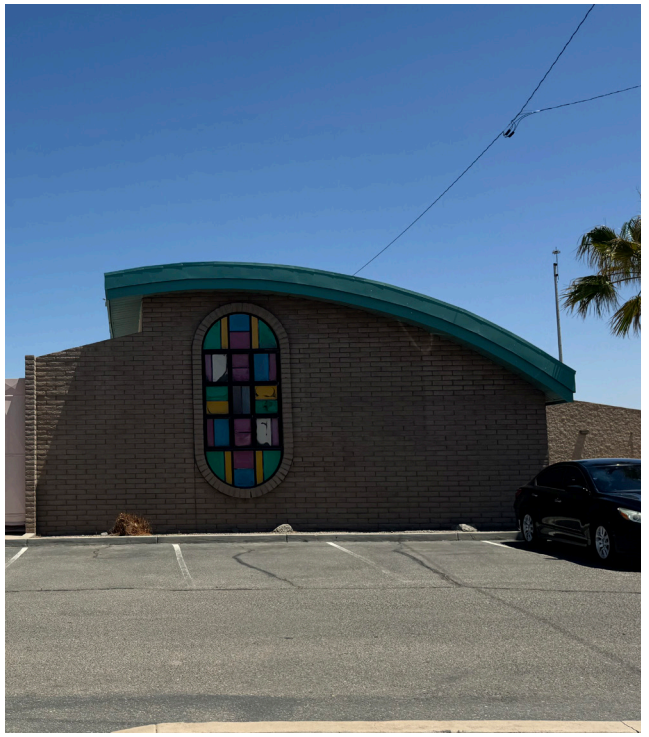
What Locations in San Luis would be ideal for Public Art?

The most common answers for this question were:

- Main Street
- Parks
- Cultural Center
- Senior Center

Other answers include:

- The library
- Archibald Street
- Cesar Chavez Street
- City Hall
- Historic Buildings
- Recreational Areas
- The Port of Entry
- Williams Avenue
- Urtusuastegui Street
- River / Canal





Stakeholder Engagement

Seven (7) members of the community were engaged in 30 minute one-on-on conversations with the planning consultants. Participants in these conversations included residents, workers, commission members, town leaders, and local business owners. The following are some themes from these meetings.

01 - Historic Buildings & Events

Many of the discussions had about the historic buildings and areas of San Luis largely centered around Main Street, Urtuzuastegui "U" Street, and the two buildings that center around Cesar Chavez, his union movement, and his death. The Port of Entry was also brought up in discussions and how the relationship between the United States and Mexico, and the opening of the port, plays a large role in the development and history of the City of San Luis.

02 - Successes & Challenges of Historic Preservation & Revitalization

Stakeholders believe that the community would be open and receptive to proposed historic preservation efforts as long as the reasons for undertaking a project are explained and thorough plans for project execution are presented before a project begins. It is hoped that any preservation efforts would benefit the community by way of economic improvements and increased tourism. Concerns about funding for city-wide projects as well as the funding for rehabilitation projects were brought up, as well as concerns that there will be varying public opinions regarding any potential projects.

03 - Values in Public Art

Stakeholders hope that any future public art projects should reflect the local culture (Hispanic and agricultural themes), family, unity, and the relationship between the US and Mexico. The hope is also that the art will inspire reflection, pride, and inclusion through murals, metalwork, and painted benches. Stakeholders believe that education and promotion are needed to gain public understanding and support.

Historic Locations

- Border Port
- Main Street
- Cesar Chavez Hall
- Joe Orduño Park

Public Art Vision Goals

- Enhance public spaces
- Bring the community together
- Preserve history of San Luis
- Opportunities for children and families
- Keep San Luis relevant
- Attract new businesses
- Improve public perception




CESAR



CHAPTER 04

COMMUNITY REVITALIZATION

Within this chapter are the methodology and research methods used to conduct a preliminary historic survey as well as the results of the survey and recommendations for future work. This survey is meant to act as a starting point for the City of San Luis to plan future work to advance the community's historic preservation goals.

HISTORIC SURVEY

What is a Historic Resource Survey?

A historic resource is an aspect of architecture that is valued or is a significant representation of a culture or community's history. These resources can be tangible things, such as buildings, landscapes, sites, structures, objects, or districts, or they can be intangible, such as cultural practices like art, music, and religion.

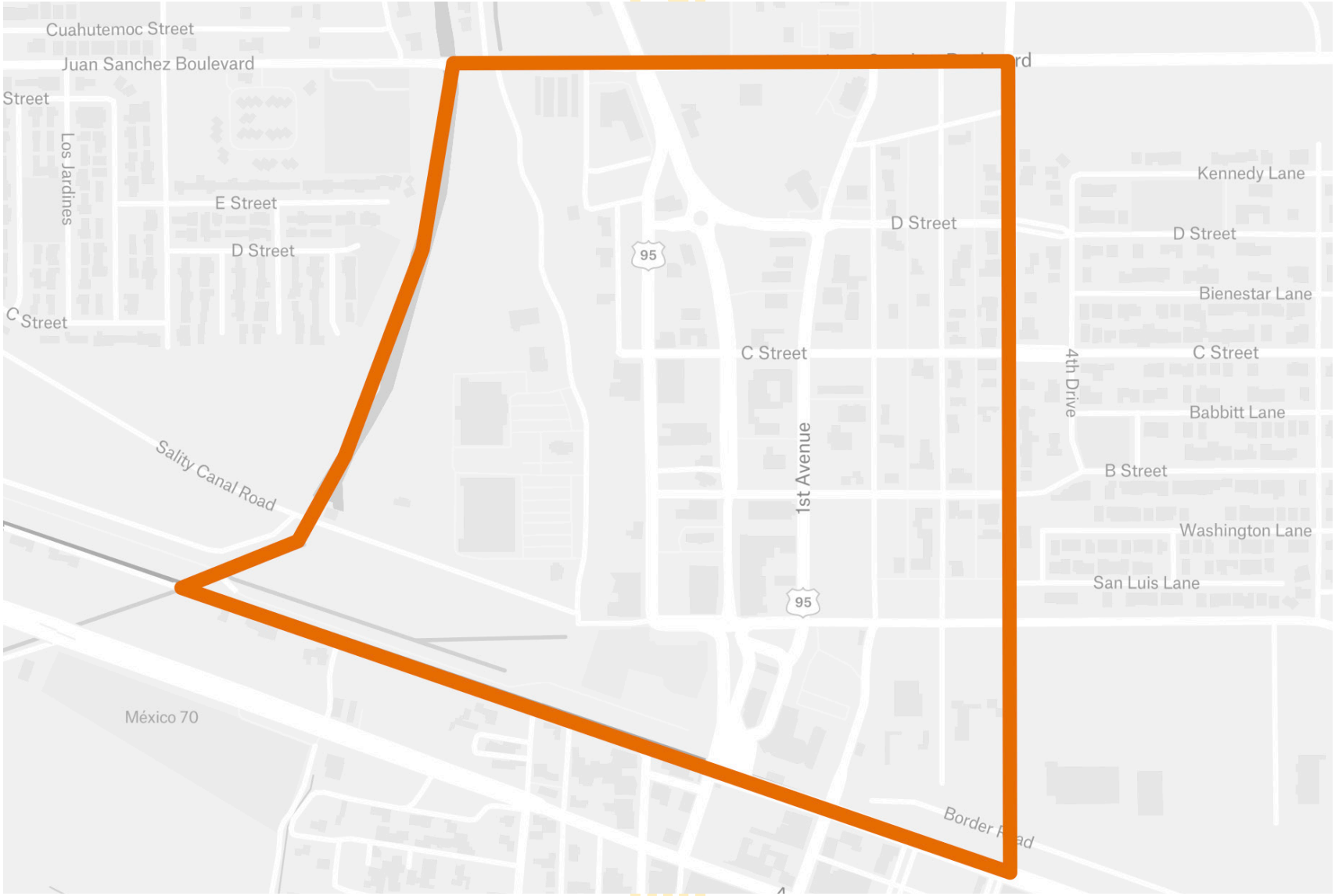
A historic resource survey is the investigation and documentation of these significant pieces of architecture. Documentation methods include photo documentation, sketches, field notes, and conducting historical research into a specific property or neighborhood. Historic resource surveys are often undertaken to not only identify and create an inventory of historic properties and resources within an area, but also to provide insight into a community's past, answer questions about a community's history and development, and to also identify the significant sub-sections of a neighborhood to determine boundaries for historic districts.

Methodology

To conduct this survey, the planning team first defined a project area. The boundary was determined after discussions between City Staff and the Designing Local team. Ultimately, the survey area is bordered by East Cesar Chavez Boulevard to the north, the irrigation canal to the west, the United States-Mexico border to the south, and North 4th Avenue to the east. From the predetermined project boundary, the project area was narrowed down even further based on conversations with city leadership and stakeholders. It was determined that many believe that the most historically significant area of San Luis was located adjacent to Port of Entry 1, so the final survey area is bound by Urtuzuastegui "U" Street to the south, Main Street to the west, 2nd Avenue to the east, and D Street to the north.

Once the project area was set, we created a list of properties eligible for the survey. Using the Yuma County GIS Map and data from the Yuma County Tax Assessor's website, we identified properties over 50 years old, as required by the National Park Service, meaning any eligible property needs to be built before January 1, 1976. A separate list of properties between 40-50 years old was also created for future consideration and can be found in the Appendix. Those properties that are at least 50 years old were documented and mapped using Felt, an online mapping software to identify any potential historic districts that could be further defined through a local historic preservation zoning ordinance or even a national historic district.

Survey Area Map



Surveyed Properties

Address	Construction Date	Resource Type
503 N Main Street	1964	Retail
522 N Main Street	1962	Retail
534 N Main Street	1962	Retail
541 N Main Street	1963	Retail
542 N Main Street	1959	Retail
588 N Main Street	1970	Retail
654 N Main Street	1969	Retail
661 N Main Street	1969	Retail
554 N William Brooks	1964	Retail
522 N Cesar Chavez St	1960	House
532 N Cesar Chavez St	1973	House
537 N Cesar Chavez St	1961	Professional
543 N Cesar Chavez St	1972	Mobile
610 N Cesar Chavez St	1972	House
617 N Cesar Chavez St	1974	Mobile
618 N Cesar Chavez St	1971	House
643 N Cesar Chavez St	1972	House

Address	Construction Date	Resource Type
644 N Cesar Chavez St	1949	Mobile
655 N Cesar Chavez St	1961	House
656 N Cesar Chavez St	1945	Mobile
667 N Cesar Chavez St	1952	Mobile
673 N Cesar Chavez St	1974	House
684 N Cesar Chavez St	1940	House
707 N Cesar Chavez St	1940	House
713 N Cesar Chavez St	1967	House
720 N Cesar Chavez St	1957	House
733 N Cesar Chavez St	1973	Mobile
738 N Cesar Chavez St	1960	Mobile
741 N Cesar Chavez St	1971	Event Space
746 N Cesar Chavez St	1972	House
772 N Cesar Chavez St	1975	House
837 N Cesar Chavez St	1971	Mobile
859 N Cesar Chavez St	1975	Restaurant
508 N Archibald St	1973	Retail

Address	Construction Date	Resource Type
552 N Archibald St	1967	House
576 N Archibald St	1973	House
710 Urtuzuastegui St	1950	Retail
722 Urtuzuastegui St	1950	Retail
533 N 2nd Ave	1974	Mobile
629 N 2nd Ave	1970	Professional
643 N 2nd Ave	1970	Retail
655 N 2nd Ave	1971	Restaurant
773 N 2nd Ave	1974	House
823 N 2nd Ave	1950	House
835 N 2nd Ave	1940	House
847 N 2nd Ave	1967	Retail
860 E B St	1974	House
865 E B St	1971	House
871 E B St	1971	House
879 E B St	1971	Restaurant
859 E C St	1974	House

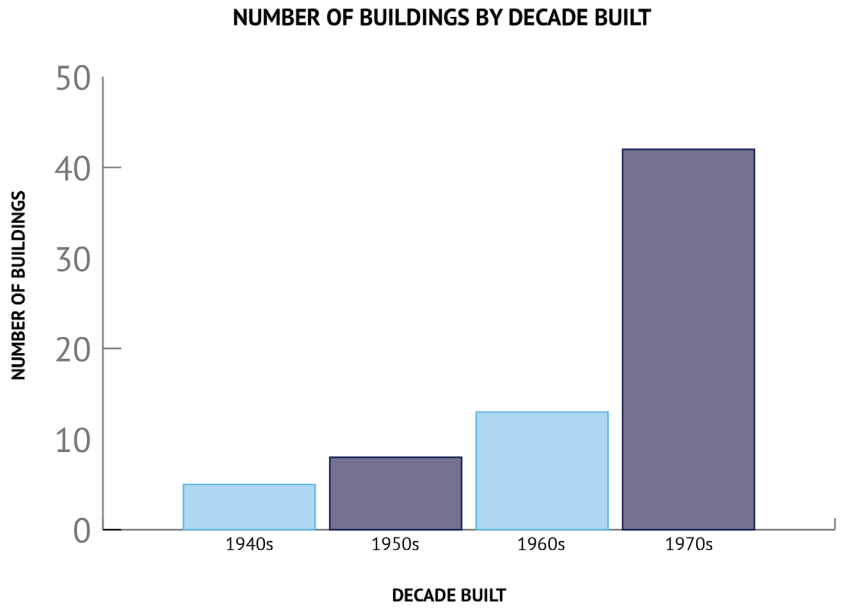
Address	Construction Date	Resource Type
840 E D St	1971	Restaurant
863 E D St	1971	Home
890 E D St	1965	Mobile
875 E E St	1974	Mobile
612 N 4th Ave	1975	House
628 N 4th Ave	1973	House
636 N 4th Ave	1974	House
648 N 4th Ave	1971	House
652 N 4th Ave	1974	House
658 N 4th Ave	1973	House
664 N 4th Ave	1972	House
676 N 4th Ave	1974	House
683 N 4th Ave	1973	House
700 N 4th Ave	1974	House
718 N 4th Ave	1974	House
756 N 4th Ave	1972	House
844 N 4th Ave	1956	House

Survey Results Summary

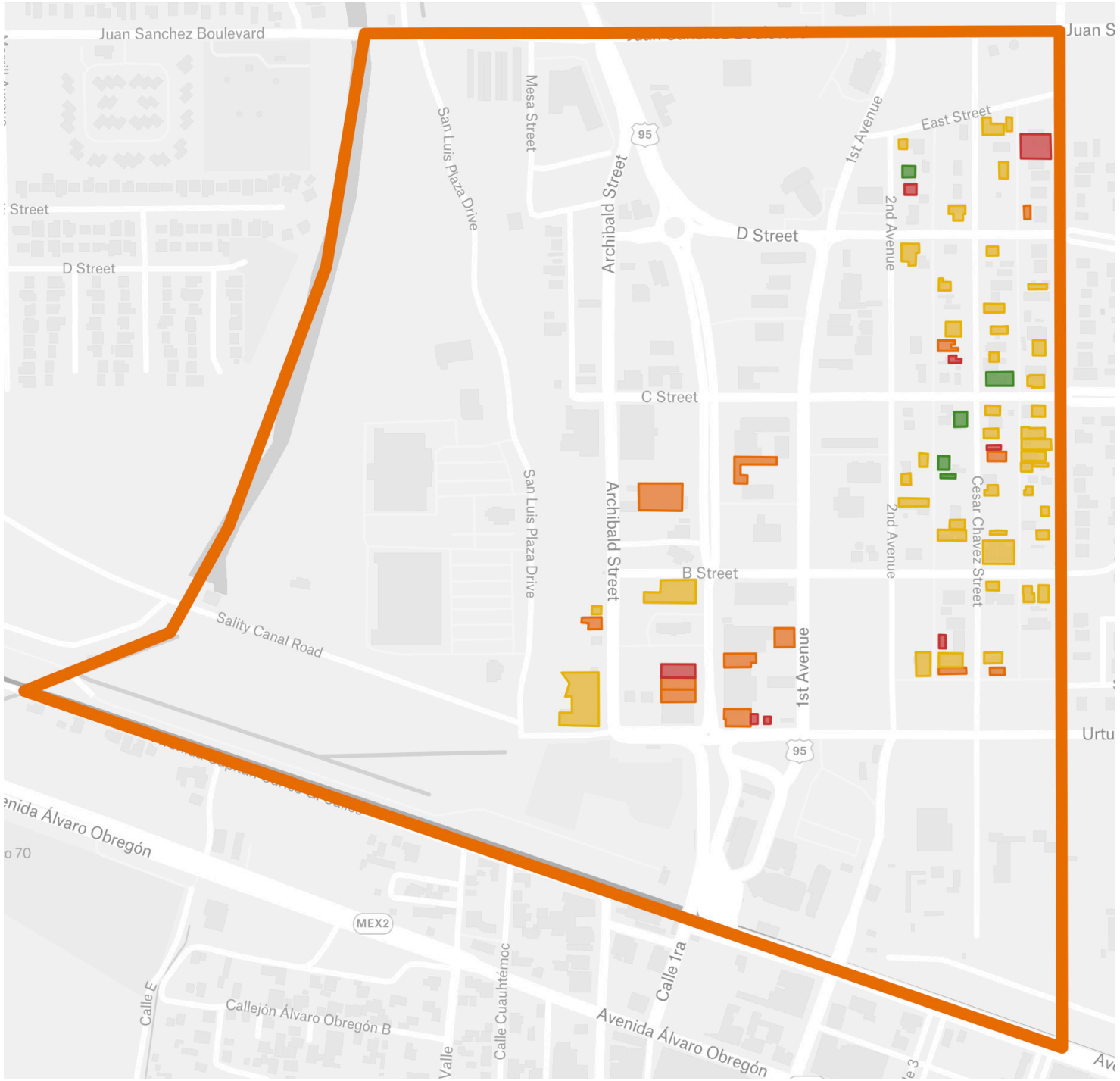
Within the survey boundary, 68 properties were found to be eligible for survey based on the 50 year minimum age requirement as set by the National Park Service and the State Historic Preservation Office. The majority of these buildings were located on Main Street and North Cesar Chavez Street. The other eligible properties were located on North 4th Avenue, North 2nd Street, Archibald Street, North William Brooks Street, Urtuzuastegui "U" Street, B Street, C Street, and D Street. 47 of the buildings are residential, with 36 single family homes and 11 mobile homes. The other 21 buildings are primarily used for retail or restaurant services, with some professional businesses and one event space. The commercial buildings are found primarily on N Main Street, Urtuzuastegui "U" Street and Archibald Street, closer to the Port of Entry, with six (6) others located on N 2nd Avenue, B Street, and D Street.

Five (5) buildings were built in the 1940s. All five (5) of these properties are found in the residential portion of the surveyed area along North Cesar Chavez Street and N 2nd Ave. Eight (8) buildings were built in the 1950s. Three (3) are residential properties along Cesar Chavez Street, and the other five (5) are commercial buildings found in the commercial area of downtown. 13 buildings were built in the 1960s. Eight (8) of those buildings are found in the commercial area of downtown San Luis on Archibald and Main Streets, and the remaining three (3) are found in the residential area surveyed along North Cesar Chavez Street. 42 buildings surveyed were built in the 1970s. Three (3) of those buildings were built in the commercial area on Archibald and Main Streets, and the remaining 16 are found in the residential area of the project.

The prominent style of architecture in the project area is Vernacular with characteristics of Spanish Colonial Revival architecture. Features of Spanish Colonial Revival architecture are low-pitched roofs finished with red tile and little to no eave overhang, arches at the windows, doors and porches, walls finished with stucco, and asymmetrical building plans. The buildings in the commercial area along Main Street and "U" Street near the port of entry are examples of early-twentieth century commercial buildings.



▲ GRAPH INDICATING NUMBER OF BUILDINGS BY THE DECADE THEY WERE BUILT, WITH THE NUMBER OF BUILDINGS IN THE 1970S BEING THE MOST COMMON.



LEGEND

CONSTRUCTION DATE

- 1940 - 1949
- 1950 - 1959
- 1960 - 1969
- 1970 - 1979

Survey Area Boundary

REVITALIZATION RECOMMENDATIONS



This section outlines several community revitalization tools that can enhance and highlight the built environment in San Luis broadly. These recommendations support the City's goal of utilizing and advocating for the existing building stock while still providing opportunities for new development in the community.

Adaptive Reuse as a Development Strategy

One tool often utilized to revive an underutilized district or neighborhood is adaptive reuse. Adaptive reuse is the practice of refurbishing and restoring a historic building to be used in a way that it was not originally intended to be used. On a small scale, this could be the conversion of a single dwelling home into a medical office, a retail space, or even a coffee shop. On a larger scale, this could be the conversion of an old warehouse space into a multi-unit apartment building.

Benefits of Adaptive Reuse

Eco-Friendly Construction

There's a saying that goes, "The greenest building is the one already built." By cutting back on the mining & transportation of new materials for construction and reducing the number of demolitions to make room for new buildings, whether they're sustainably designed or not, carbon emissions are reduced. Reusing materials also cuts down on demolition waste that often lessens the amount of materials that head to a landfill.

Revitalized Communities

By participating in adaptive reuse practices, communities have the chance to revitalize their blighted areas and buildings. Through preserving historic buildings, communities can retain their local character and identity while creating new opportunities. These historic buildings, even after being adapted into new use, have the opportunity to be a tangible example of the priorities of preserving culture and history in the community. By investing in structures that already exist, a community can create a distinct sense of place while also investing in newer developments, continuous change, and growth.

Adaptive Reuse Case Studies



Roosevelt Row Arts District

The Roosevelt Row Historic District is a historic neighborhood that sits on the northern edge of downtown Phoenix, Arizona. This was one of the first suburbs of the city and indicated the beginning of northward settlement of the city. The neighborhood was recognized as a historic district by the National Register of Historic Places in 1983. The City then established the Roosevelt Neighborhood Special Planning District within the historic district in 1989 to preserve the built environment and promote adaptive reuse in the area in order to revive dilapidated buildings. Today, it is home to art galleries, restaurants, bars, boutique shops, and apartments, and developers are drawn to the area because of the history and the art and artists that have made it home.



The Farish House

Located in Roosevelt Row in Phoenix, Arizona, the Farish House is a Victorian style home that was built in 1899. It was the home to the first City Manager of the City of Phoenix, William Farish. It was a single family home before it eventually was converted into a restaurant. It was first home to a tavern called the Roosevelt Tavern that closed in 2012 before remaining vacant for many years. It was purchased and restored by Chef Lori Hassler to bring back the original charm of the home. Hassler restored the floors and trim, added vintage furniture, art, & tapestries. It reopened in 2019 and now operates as a French restaurant, named after the original home name.



Songbird Cafe

Also located in Roosevelt Row in Phoenix, Arizona, the Songbird Cafe is located in a historic house reportedly built in 1904. It was a single family home until it was converted for commercial use. The Songbird Cafe opened in 2012 and is a spot for the community to grab a drink, work, or gather with friends and family. The Cafe also hosts musicians, poets, writers, and more in the cafe and outside where the front porch serves as a stage.

Facade Improvements

The revitalization of historic neighborhoods and commercial areas often starts with renovations or improvements to a single building's facade. These changes can be as simple as a fresh coat of paint or a new sign, and can be as complex as returning a storefront to its original design after years of modernization. As simple or complex as these updates can be, facade improvements often start a chain reaction that inspire other building owners following suit, creating a vibrant and welcoming commercial area or neighborhood with economic benefits for a community. These benefits include attracting new shoppers to the area, profit increases for businesses, and filling vacant storefronts with new businesses. Seeing the success of a renewed and vibrant commercial area has the potential to attract new business owners to fill vacant storefronts to be a part of the action, so that they in turn could be just as successful and contribute to the ongoing regrowth of the area.

Facade improvement programs can be created at a municipal level voluntarily as part of a downtown revitalization strategy or historic preservation plan. These plans can create incentives such as matching grants, loans, tax incentives, or providing design assistance, which encourages community participation.





More In Depth Survey and Property Evaluation

The survey conducted was a preliminary survey that identified potential historic structures and historic districts. The only area of history that was analyzed was the age of the buildings, identifying the buildings that were built in the year 1975 or earlier. It was based on this information, the local significance, and the clustering of these buildings that preliminary structures and districts were identified. Additional evaluation and documentation should be done to inventory any historic properties in San Luis by using the State of Arizona's Historic Property Inventory Form, found HERE on the Arizona State Parks and Trails website. When determining eligibility for a site or district to join a National, State, or Local register, it is important to evaluate the building or district's significance and history integrity. More information on significance and integrity evaluation can be found below.

Significance and Integrity

When surveying a historic building, another important aspect of the survey is determining a building's historic significance and whether or not the building retains any kind of historic integrity. Significance and integrity often go hand-in-hand, as a building hoping to qualify for the National Register of Historic Places must have historic significance that falls under one or more criteria category, AND retain historic integrity to convey that significance.

Significance

A building must be determined to be significant under one or more of the four National Register Criteria, defined by the National Park Service, to be eligible for inclusion on the National Register of Historic Places. The Criteria categories are:

- Criteria A: A property must be associated with one or more events important in the defined historic context.
- Criteria B: A property must be associated with a person significant to America's past.
- Criteria C: A property must display distinctive characteristics in its architecture or construction, be that related to artistic value or being the work of a master.
- Criteria D: A property must have information that contributes to the understanding of human history or pre-history.

There are other criteria that could be applicable in San Luis, such as moved buildings, religious properties, cemeteries, and reconstructed properties.

Integrity

Integrity, as defined by the National Park Service, is the ability of a property to convey its significance. There are seven aspects used to evaluate if a property has retained its historic integrity. A property that retains its integrity will possess several of the aspects, though it is sometimes a subjective judgment.

- Location: the place where the historic property is located was constructed or where the historic event occurred
- Design: the combination of elements that create the form, plan, space, structure, and style of the property
- Setting: the physical environment of a historic property
- Materials: the physical elements that were combined or deposited during a particular period of time and in a particular pattern or configuration to form a historic property
- Workmanship: the physical evidence of the crafts of a particular culture or people during any given period in history or pre-history
- Feeling: a property's expression of the aesthetic or historic sense of a particular period of time
- Association: the direct link between an important historic event or person and historic property

Local vs State vs National Designations

Buildings and districts with historic significance and integrity can be designated on the Federal, State, or Local historic register. This page breaks down the differences between what being designated on these historic registers means for a property owner and the building. It is also worth noting that Federal and State governments do not dictate local preservation policy. Despite the perception, decisions around development intensity or maintaining existing character ultimately rest at the local level.

01

Federal

- Designation through the National Park Service on the National Register of Historic Places
- Recognizes the historic significance
- Provides some protection from federally funded projects
- Doesn't restrict alterations or new developments unless federal funds or federal historic tax credits are being used
- Eligible for Federal & State Historic Tax Credits
- Designation as a Historic District at the Federal level can serve as a marketing tool through branding and as a draw for tourism.

02

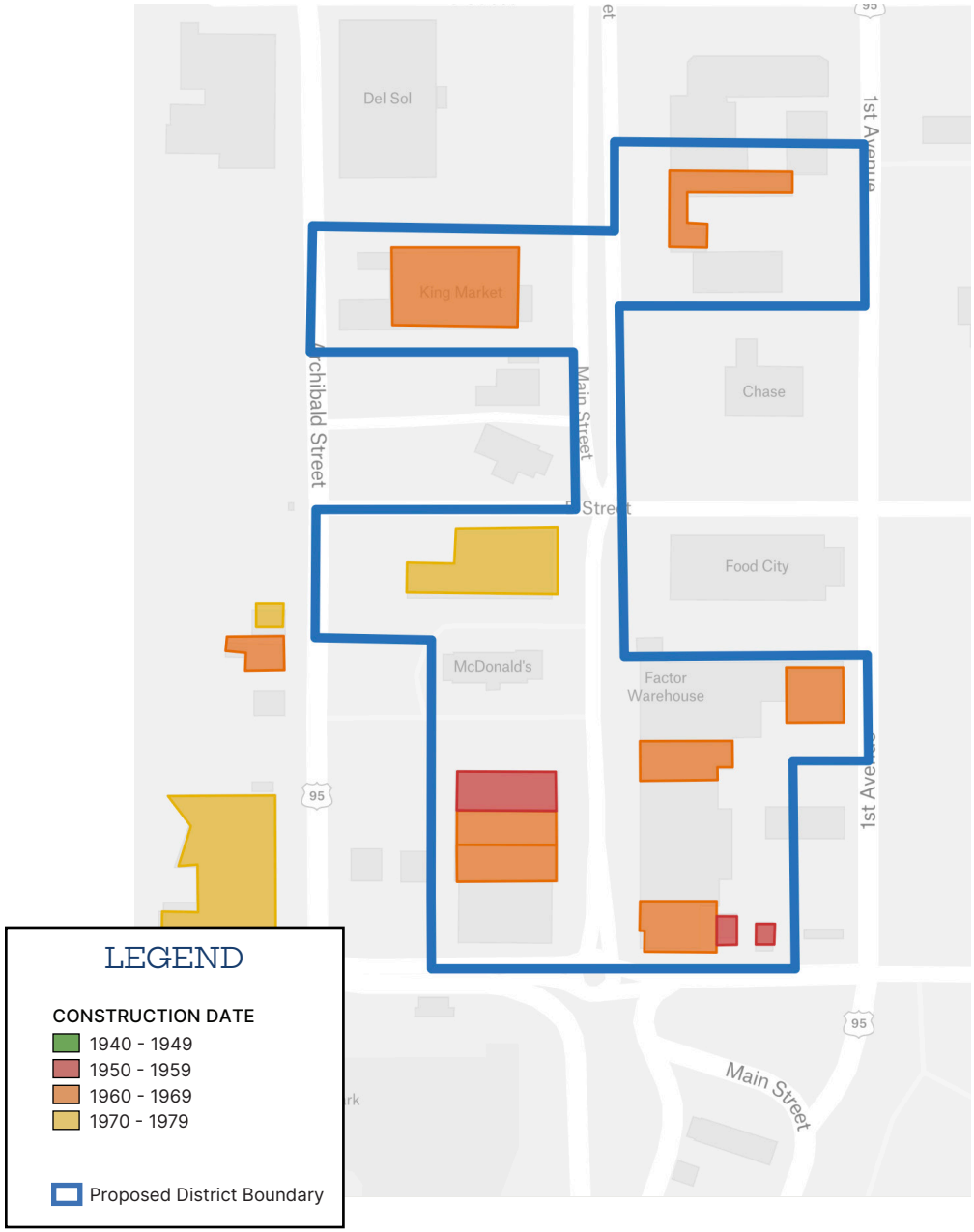
State

- Designation through Arizona State Parks and Trails on the Arizona State Register of Historic Places
- Managed by state registers, likely with the State Historic Preservation Office
- Eligible for state funding, grants, tax credits, etc.
- Meant to follow any state government actions, ordinances, policy, etc.

03

Local

- Designation through local historic preservation ordinances or zoning laws
- Protects the historic character of a district to maintain appearance and architectural integrity
- Protects properties from incompatible alterations to exteriors, demolition, and incompatible new construction, as well as requiring the work to be reviewed and approved by a local historic commission through a local design review process
- Some incentives and/or financial assistance, if available, at the local level
- Regulation of what property owners can and cannot do based on the Secretary of the Interior's Standards for Rehabilitation through Design Guidelines



Historic District on Main Street

Based on the survey, a potential historic district could be identified using the buildings in the commercial downtown area of San Luis, bound by C Street to the north, North William Brooks Avenue to the east, Urtuzuastegui "U" Street to the south, and Archibald Street to the west. This area was primarily developed in the 1950s-early 70s, during the population boom when San Luis really started to grow in population.

26 buildings are within this boundary, and of those buildings, 10 would be considered contributing within this period of significance:

- 710 and 722 Urtuzuastegui "U" Street
- 503, 522, 534, 541, 542, 588, 654, and 661 Main Street

This district may be eligible under Criteria A: properties that are associated with events that have made contributions to broad patterns of our history. This area is a collection of buildings that signify the beginning of commercial growth and development in San Luis as the city became a proper township.

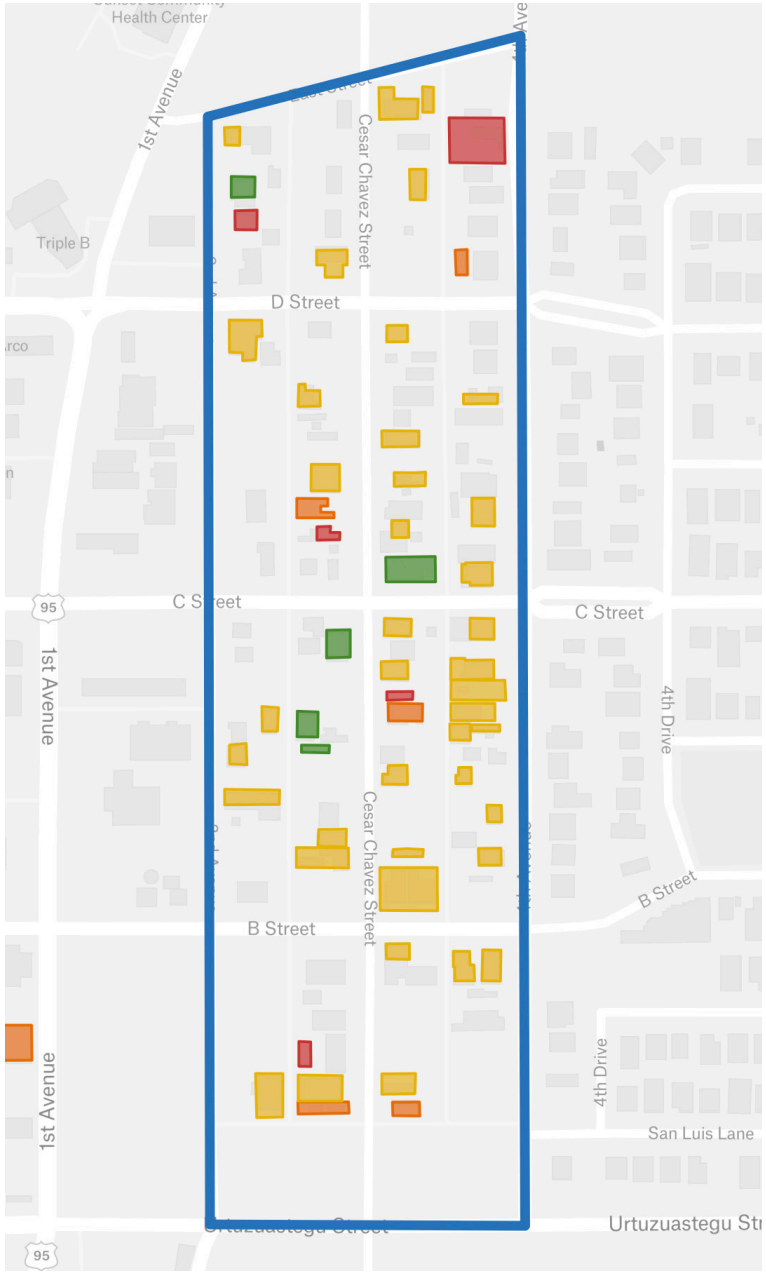
The buildings within this area along Urtuzuastegui "U" Street are two vernacular rectangular commercial buildings with features similar to those of false-front buildings. These buildings are one-story in height with a flat roof, but the front facade has a parapet that extends above the building's roof line, giving it a false sense of being taller. The parapets on these buildings feature signs advertising the businesses at these locations the full height of the parapet. False-front commercial buildings have a lot of the same features as these two buildings, however, traditional false-front facades have front gable roofs, where these buildings do not.

This area also features early-twentieth century commercial buildings typical of the time period along Main Street. These buildings use lighter materials, have flush and/or slightly recessed entrances, large glass storefronts, and little to no ornamentation.

Historic District on North Cesar Chavez Street

A potential residential historic district was identified on the east side of the survey area. Within this potential district, 51 properties were determined to be historic and being at least 50 years old on North Cesar Chavez Street and North 2nd Avenue between East Street and Urtuzuastegui "U" Street. These properties range in construction from 1940 to 1975 and are all residential, single dwelling homes.. The buildings on this street are primarily residential with some commercial buildings on the corners of the blocks. As a historic district, the district would be eligible under Criteria A: properties that are associated with events that have made contributions to broad patterns of our history. This district contains a collection of buildings that are examples of the homes built during the establishment and continuous development. The architecture in this area is one-story homes or mobile homes, and predominantly Spanish Colonial Revival styled, or vernacular with features of Spanish Colonial architecture. These features include tiled roofs, stucco'd walls, low pitched roofs, and arches.

Through the new City-proposed mixed-use zoning overlay, a pathway can be made to gradually introduce adaptive reuse to this area, which, as previously mentioned, is largely residential. The new zoning overlay could allow the residential properties within this area to remain as residential single family dwellings, or the owners could make the decision to change the use of the building from residential to commercial, and adapt the space for a new commercial use, such as a bookstore, or coffee shop.



LEGEND

CONSTRUCTION DATE

- 1940 - 1949
- 1950 - 1959
- 1960 - 1969
- 1970 - 1979

Proposed District Boundary





Individual Historic Nomination: 707 North Cesar Chavez Street

An individual listing on a local or state registration could be considered for 707 North Cesar Chavez Street under Criterion B: Significance of a Person with Criteria Consideration G: Properties that have achieved significance within the last fifty years. The building at 707 North Cesar Chavez street was built in 1940, with additions or alterations in the early 1970s, making it eligible by age standards. For the Criteria of Significance, this property could be eligible through Criterion B, Significance of a Person. This was the home of Dofla Maria Hau, a farmworker, active participant in the activities of the UFW, and friend of Cesar Chavez. It is also the location of the death of Cesar Chavez, after he and other UFW leaders met to debrief after Chavez testified in court against a lawsuit, directly correlated to his work with the UFW and working for farmworkers rights. This property had no significance prior to the evening before and the death of Chavez, but Chavez's death was felt across Arizona, California, and the rest of the country, making it potentially eligible through Criteria Consideration G: Properties that Have Achieved Significance Within the Last Fifty Years.

Agriculture is one of the primary industries in San Luis, and Cesar Chavez and his work with the UFW made a direct impact on the people in San Luis, and the greater Yuma area. It is because of this that the building at 707 North Cesar Chavez Street has a good chance of being nominated to a Local or State Historic Register, with the possibility of nomination at the National level.

Individual Historic Nomination: 741 North Cesar Chavez Street

An individual listing on a local or state register could be considered for 741 North Cesar Chavez Street, more locally known as Cesar Chavez Hall. This building was built in 1971, making it eligible by age standards. For the Criteria of Significance, this property could be eligible through Criterion C: displaying distinctive characteristics in architecture & construction. This building is an excellent example of Spanish Eclectic style architecture. Most notable architectural characteristics displayed on this building are the low-pitched, red rounded tile roof with little to no overhang, the covered front porch with arched entries, and decorative window grille covers. Similar to 707 North Cesar Chavez Street, the relationship between the building and Cesar Chavez was likely established after the death of Chavez in the early 1990s. It is in this way that the property also has potential to be eligible through Criteria Consideration G: Properties that Have Achieved Significance Within the Last Fifty Years.

Today, this building is designated as a meeting place for events such as remembrance days for Cesar Chavez, support meetings for groups like Narcotics and Alcoholics Anonymous, lending to its significance to the community.





Funding Opportunities

01 - Historic Tax Credits

One of the concerns had by stakeholders was about increasing costs to manage and maintain historic buildings along Main Street. One of the ways these property owners could look into funding their rehabilitation projects would be considering historic tax credits. There are two Historic Tax Credit programs that property owners in Arizona can apply to earn funds for appropriate rehabilitation work: the Federal Historic Preservation Tax Credit and the Arizona State Historic Property Tax program.

Properties applying for the Federal Historic Tax Credit Program must be 50 years or older, and must be eligible for individual listing or contribute to a historic district on the National Register of Historic Preservation. If a property meets the criteria for evaluation, is the right age, and retains enough historic integrity and significance, the owner is eligible to receive a 20% income tax credit after the rehabilitation project is completed, so long as the scope of work adheres to best practices put forth by the Secretary of the Interior's Standards for Rehabilitation. Applications are then reviewed by staff members of the National Park Service and the State Historic Preservation Office. (Source) To receive Federal Historic Tax Credits, the building owner/developer must first prove that the building has retained its historic integrity and significance. The project scope of work must then be provided to show that as little historic fabric will be demolished, and any new development does not detract attention from the existing building.

The Arizona State Historic Property Tax program is managed by the State Historic Preservation Office and offers a reduction in state property taxes for eligible property owners. This program is limited to non-income producing properties, and those who apply are considered eligible must then enter into a 15-year agreement with the state, agreeing to maintain the property and to preserve the integrity of its historic features, materials, appearance, workmanship, and environment. The program reduces property taxes between 35-45%, but the figure depends on assessments specific to the area, and questions can be answered by the Yuma County assessor's office. (Source)

02 - Certified Local Government Grant

Certified Local Government (CLG) Grants are only available to qualified CLGs. These funds come from the U.S. Department of the Interior's Historic Preservation Fund (HPF), which is administered by the National Park Service. These grants are reserved for historic preservation planning projects, such as historic surveys, and often vary in award amount given. For more information, visit the link HERE.

03 - Arizona Preservation Foundation Jumpstart Grant

This grant helps non-profit preservation organizations "jumpstart" the historic preservation efforts in their communities. This grant can be applied for at any time and can be applied for 2x per calendar year. This grant provides funds up to $2,000. It could be used to help kickstart a new non-profit organization after formation or smaller restoration and rehabilitation projects.

(Source)

04 - Backing Historic Small Restaurants Grant

The National Trust for Historic Places has partnered with American Express to supply $50,000 in grant money to support historic small restaurants. The owners of these restaurants must apply for the grant themselves, and the restaurant must make a positive impact on the community, contribute to the history and/or identity of the surrounding community, have a compelling historic or cultural significance narrative, tell a story about cuisine and community, and be disproportionately affected by economic hardship. The aim of the grant is to help business owners improve their businesses and continue to positively contribute to their community.

(Source)

05 - Arizona Department of Environmental Quality Brownfields Assistance Grant

The Arizona Department of Environmental Quality Brownfields Assistance Grant is aimed to help local governments, non-profits, and other organizations revitalize abandoned or underutilized properties where clean up is complicated due to hazardous materials, mine-scarred land, or leftover petroleum. Eligible properties must be an underutilized commercial or industrial site, have redevelopment potential, and have complications in the clean up efforts.

(Source)

Future Considerations

A historic architectural resource survey is an ongoing endeavor to ensure that a city has the most up-to-date inventory of their historic structures. Within the survey area, it is determined that there are 35 buildings within the final survey area that would be eligible for investigation if a survey were to be completed by San Luis in 10 years. Any potential historic district eligible to be on the National Register of Historic Places could expand or adjust each time the survey is updated to include newly eligible buildings.

Additional future historic preservation initiatives that San Luis could consider would include creating a local historic preservation ordinance, becoming a Certified Local Government, joining the Arizona Downtown Alliance Main Street program, and recommending State or Federal Historic Tax Credits to property owners.

Joining the Arizona Downtown Alliance Main Street Program

The Arizona Downtown Alliance Main Street Program is a program that helps support communities through a four-point approach. This four-point approach looks to support preservation efforts in communities through Design, Organization, Promotion, and Economic Development. The Arizona Downtown Alliance program provides communities with technical assistance, networking opportunities, information, and other services to help communities revitalize their historic downtowns and neighborhoods. Main Street America, the national Main Street organization, offers competitive grants for communities within the Main Street Program.

(Source)

Additional Historic Preservation Overlay

A new mixed-use zoning overlay is being proposed by the City of San Luis to steer away from single use zoning areas throughout the City. An additional historic district overlay could be built into the City Code to identify the potential historic districts identified on the following pages. A historic zoning overlay is a tool that is used to identify specific boundaries in which additional regulations would be enforced on top of the base zoning rules. A historic preservation zoning overlay often goes hand in hand with historic preservation ordinances, in that they are local measures taken to preserve a historic area from inappropriate alterations and new construction that does not honor the existing character.

Creating a Local Historic Preservation Ordinance

A local Historic Preservation Ordinance is local legislation that protects historic buildings, sites, and districts from demolition or remodeling projects that do not do the area justice. These ordinances are part of a city's zoning ordinance, or historic preservation overlay, that identifies the boundaries of any historic districts, which protects historic features from zoning and development laws or projects. Ordinances also establish designation procedures and create a design review board or preservation commission to review the resources up for designation or renovation. The end goal of Historic Preservation Ordinances are to protect historic resources and ensure that any changes or new developments complement the existing character of the community. A draft historic preservation ordinance can be found in the Appendix.

Becoming a Certified Local Government

The Certified Local Government (CLG) Program is run with cooperation between the state and local governments and Federal partners to promote historic preservation across the country. By becoming a CLG, the local government and community make a commitment to historic preservation in their city and commit to adhere to national standards of practice in order to preserve, protect, and advocate for cultural heritage across the country. No matter the size of the community, any local government can become a CLG, whether it's a small village or a major urban center. Once approved, a CLG has the opportunity to compete for CLG grants.

(Source)

PLACEMAKING



What is Creative Placemaking?

Creative placemaking is the bridge between art, artists, art organizations, and the built environment that helps transform communities into vibrant, beautiful places. By weaving arts into revitalization programs, placemaking can be the physical expression of what a community is, what it represents, what it strives to be, and how it wants to be experienced. Through projects such as streetscape or building improvements, community programming, site fixtures and furnishings, and public art, placemaking supports a local community's efforts to create an enhanced quality of life, create a distinct sense of place, and create opportunities for current residents to embrace and enjoy the lively community in which they live.

Placemaking Types



Parklets & Seating Areas

Parklets are sidewalk extensions that are installed in parking lanes and use several parking spaces to provide more space and amenities for people using the street. Parklets typically extend out at the level of the sidewalk to the width of the adjacent parking space, providing a designated seating area for public use, or for restaurants and bars to have additional seating for patrons. The benefit is that they don't disrupt foot or vehicular traffic and they create more lively streets.



Food Truck Areas

Designated areas on streets, parking lots, or public spaces provide opportunities for food trucks or restaurant pop-ups to park, encouraging visitors to utilize existing public spaces. Food trucks offer low-cost entry into the food and beverage industry and create opportunities for these restaurateurs to bring their food and culture to the community. Additional seating options can be added to provide a space for visitors to stay and enjoy the space with their food.



Alley Enhancements

Alleys are often a downtown's most underutilized asset, for these spaces can be vibrant spaces with seating, artwork, and other elements that can enhance a neighborhood. These alleys, when properly utilized, can also become destinations in their own right. They are low cost, easy to maintain, and can support nearby businesses, as long as services to adjacent buildings are not impacted.

Creative Parking Lot Screens

Parking lot screens are a fundamental part of urban design that can be made of plant material, placemaking features, or public art. Parking lots can have a negative impact on streetscapes and can detract from a vibrant street life. Screens can be costly and require maintenance but they can also positively impact the street by dressing up the landscape or, in the case of plantings, provide greenery in otherwise dense urban areas.



Existing Curb Extension Murals

Curb Extensions, or bump outs, are extensions of the curb that visually and physically narrow the roadway, creating safer and shorter crossings for pedestrians, and creating available space for street furniture, plantings, benches, and street trees. These can be created using low-cost materials, such as bollards or planters, and can be enhanced with murals. Painting murals in these bump outs gives local artists an opportunity to showcase their art in a highly visible location, create a sense of place and create local interest, and studies show that these murals painted on asphalt improve safety performance on the roads.



Creative Crosswalks

By installing art treatments at intersections and pedestrian crossings, cities can create a highly visible, walkable, active, and shared use environment between vehicular and pedestrian traffic. Not only are these art-infused crosswalks more vibrant and create a lively intersection, but they are also more noticeable to drivers, improving safety performances, studies show.



PLACEMAKING IDEAS

This section outlines several placemaking interventions that can enhance public spaces in San Luis broadly. While not pertaining directly to public art or historic preservation, these recommendations support similar goals that seek to transform and enliven San Luis' sense of place.





Plaza

Central gathering plazas are ideal places for community events, gatherings, and public recreation. Transforming an underutilized space in downtown San Luis into a nimble setting for both events and everyday entertainment can maximize community programming year-round, in addition to providing an enhanced civic space that could provide dynamic opportunities for public art. This space could also help to spur the development of nearby real estate and encourage new businesses. Additionally, this space could create a gateway for visitors near the border crossing.

CASE STUDY: HENDERSON WATER STREET (HENDERSON, NV)

- **Plaza & Amphitheater**
- **Hosts festivals, concerts, sports watch parties, and other community related programs**
- **Located outside City Hall**

The Creation of an Arts Space Downtown

A multi-disciplinary space for visual and performing arts could transform San Luis' arts and culture landscape, as well as serve as a beacon for community members of all ages. Various scenarios should be considered in order to design a space that meets community needs. Programming supported by specific facility offerings could include a makerspace, visual arts studios, a black box theatre, multimedia studios, and beyond. San Luis would be a key driver of economic development in the community. This may be accomplished at a lesser cost to the city by partnering with a non-profit partner to program an empty, city-owned space, such as the municipal court building.

CASE STUDY 1: WHAM! (SURPRISE, AZ)

- $310,000 annual budget
- City-owned facility that is rented to WHAM! for $1 annually
- Wide-ranging visual arts offerings
- Former health clinic turned arts facility

CASE STUDY 2: OTIS S. JOHNSON CULTURAL ARTS CENTER (SAVANNAH, GA)

- Facility was funded through a Special Purpose Local Option Sales Tax
- Two theatre facilities and visual arts studios
- Rental capacity for third party events









Matching Mural Grant Program

In order to encourage the installation of privately-funded murals in the City of San Luis, the City should implement a one-to-one matching grant program for privately-funded murals on private property, up to $5,000 per project, and up to $60,000 annually. Murals on private property receiving grant dollars would need to be approved by the Economic Development Commission and San Luis City Council. As a kickstarter program, the Matching Mural Grant Program will be subject to annual review.

CASE STUDY 1: STUART, FL

- 50% artwork reimbursement up to $3,000 per project
- Funded through Community Redevelopment Area (CRA) funds, and administered by CRA Board
- Limited to eligible properties located with the CRA district

CASE STUDY 2: FLAGSTAFF, AZ

- Grants of up to $7,500 per project are available
- Funded through a Bed, Board, and Beverage excise tax and administered by the City's Beautification and Public Art Commission
- Murals and other beautification measures are eligible


CITY OF SAN LUIS, AZ
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CHAPTER 05

PUBLIC ART

What is a Public Art Plan?

A Public Art Plan serves many purposes. It can be a roadmap for how to implement new and exciting public art projects; a menu of different public art typologies and approaches; and, above all, a snapshot of what the community desires for its public art to express, celebrate, and honor. The San Luis Historic Survey & Public Art Plan Outline is also a catalyst for collaboration and connection across City administration, neighborhoods, and cultures.



STRATEGIC VISION



STRATEGIC VISION:
San Luis' vision is for public art to be a vibrant reflection of our local cultures, celebrating our rich Hispanic and agricultural heritage, while embodying the shared spirit between the U.S. and Mexico. Public Art & Placemaking in San Luis will inspire reflection, instill community pride, and foster a deep sense of inclusion for all. We believe that meaningful public spaces can encourage a truly welcoming and dynamic place to live. A public art plan policy can be formalized by the City to steward and administer the public art and placemaking vision for the community. A draft public art policy can be found in the Appendix of the document.

Funding Public Art

In order to achieve the vision of the community for public art in San Luis, sustainable funding is needed. There are many options for funding a municipal Public Art Program and several factors were considered when determining the best mechanism for San Luis. Considering a single traditional funding mechanism would likely not yield the funds necessary to achieve the vision set forth in this Plan, therefore a series of funding mechanisms are recommended to establish a Program that has lasting impact.

Funding Recommendations

General Fund Allocation

In order to jump start the program until permanent funding is secured, at minimum a General Fund Allocation of $60,000 should be budgeted annually for each of the next 5 fiscal years to fund projects outlined above.

Grants

Grant funding is just one of the many mechanisms available for funding public art. San Luis should look for grant opportunities that:

- Address several key areas identified in this Plan
- Focus on using public art to improve certain gathering nodes, such as plazas or pedestrian areas
- Build on existing philanthropic partnerships between the City and non-profit organizations

Approach

Employing multiple funding options over time achieves a number of goals: provides funding in the early years of the program projecting success early in the Program's existence, engages the private development community, proposes a future percent for art in all large public projects, and recognizes potential contributions achievable through grant funding (many grants require a contribution, or matching dollars).

Having a multi-pronged approach shares responsibility for funding, and targets investment to well-used public spaces and to specific projects and makes the vision outlined in the Plan more likely to be achieved through a variety of partnerships.

Establishing a Public Art Program

In order to formally establish a public art program, San Luis may decide to create a Public Art Ordinance, which will formalize the following components necessary for a sustainable program. A Public Art Policy, which is not part of the Ordinance, is named in the Ordinance as the guiding document for public art processes and activities. Key staff to support the creation of the Ordinance include staff that would be facilitating the public art program, Planning staff, and City leadership.

Purpose and Vision
The ordinance outlines the goals for public art, such as enhancing the aesthetic environment, promoting cultural understanding, fostering economic development, celebrating local identity and history, and enriching the lives of citizens.

Funding Mechanisms
Clarity for public art funding. This section includes provisions for public art funds from private development, grants, donations, the general fund, or other sources.. Additionally, the ordinance will establish a separate fund for public art, whose appropriate and inappropriate uses are outlined in detail. Finally, if a city is seeking percent for art funding (for capital projects and/or private development), this section will outline those elements.

Definition of Public Art
The ordinance defines what qualifies as "public art," often broadly to include sculptures, murals, integrated architectural elements, digital media, and even temporary installations or performances, while excluding things like mass-produced decorations or purely functional elements, including elements designed by architects.

Governing Body and Process
If a governing body has not been previously established, the ordinance formalizes the official board or commission that advises on public art matters, including policy development, artist selection, and project approval. The ordinance also details the procedures for commissioning, acquiring, installing, and deaccessioning (removing) public art.

Criteria for Art and Donation Process
This section establishes criteria for evaluating public art projects proposed for accession into the City's Public Art Collection, which is also applicable to donation proposals.

Public Art Approaches and Typologies

Public art projects can have a range of positive, impactful outcomes in public spaces and communities. This section outlines different types of public art interventions, engaging opportunities for public involvement in art, and strategies to select public art sites. ea quidelest dem aut as rero velloreiur.



Public Art Approaches

Interactive

Interactive art is not a medium but rather a way for artwork to be designed with people in mind. Artwork can be defined as interactive if it aims to create a dynamic experience, where the public are not just onlookers but they can experience the artwork through senses beyond sight. Interactive art may use traditional media or new technology but either way interaction is always at the center.



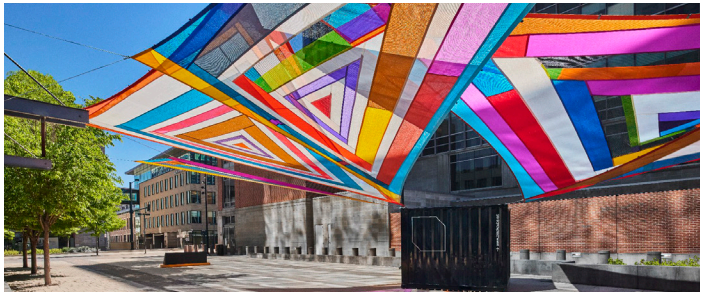
Pop-Up & Temporary

Temporary art, though fleeting, can leave a lasting impact by bringing surprise and joy to unexpected places like construction sites, sidewalks, and empty storefronts. This accessible art form offers a low-cost, high-impact way to energize spaces, engage artists, and foster community collaboration.



Site-Specific

Site-specific art is artwork that is aesthetically, conceptually, and/or thematically connected to the unique circumstances, culture, history, and environment of a particular site. Site-specific art can take many forms, and may be permanent or temporary. In this approach to art-making, artists extensively research the place, site, or area where the site-specific artwork will be placed. Site-specific art tells the story of a place through its surroundings, enriching the experience of the place itself.

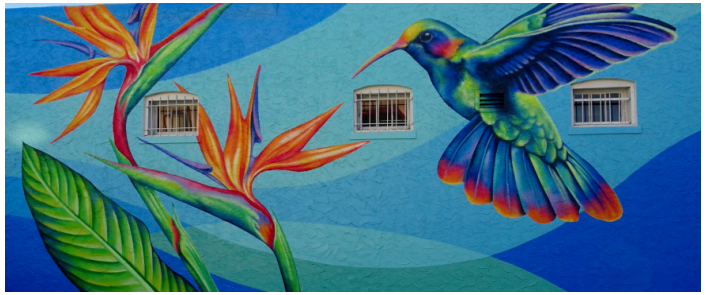


Community Participatory

Participatory art involves the community or a public group in the process of art-making, as guided by an artist. Artwork that emerges from a participatory experience enhances and celebrates its process and participants over short or long periods of time. Collaborative art pieces engage people and generate feelings of community pride and ownership.



Public Art Types



Murals

While building a collection of permanent artworks is essential, incorporating ephemeral works like murals provides a valuable counterpoint. Murals offer a dynamic platform for showcasing a wide range of artistic voices within a shorter time frame. This approach not only diversifies the artistic landscape but also allows for a more inclusive representation, ensuring a broader spectrum of styles and perspectives.



Functional Art

San Luis has a unique opportunity to transform ordinary infrastructure into distinctive works of art. Imagine artistic bike racks, benches, play areas, and even decorated storm drains. This approach offers an affordable way to create a major visual impact and enhance civic identity, turning everyday elements into memorable experiences for residents and visitors.



Mosaics

Mosaics, with their versatile application and vibrant colors, enrich the built environment. From functional benches to intricate floor inlays and striking exterior installations, mosaics enhance spaces with artistic expression. Their durability and weather-resistance make them ideal for public art, adding a touch of timeless beauty and cultural richness.



Textile

Textile art encompasses a vast spectrum, from intimate wall hangings to monumental installations that transform public spaces. These vibrant textured works can breathe new life into existing public buildings or add a captivating dimension to new constructions. Beyond their visual appeal, textiles can introduce warmth, comfort, and a sense of human connection to sterile environments.

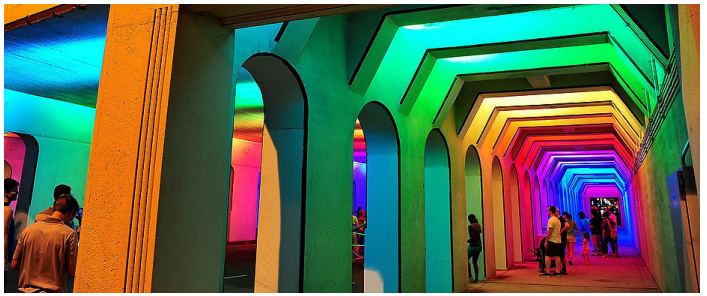
Sculpture

Sculptures are often the focal points of civic art, commemorating history, expressing civic pride, and serving as culturally-defining showpieces. Their diverse forms fit well in gateways, parks, and gathering spaces. Sculptures are especially appropriate in parks and downtowns, where they celebrate and enhance civic identity.



Light Installations

Contemporary artists harness light in innovative ways, transforming the built environment with minimal physical impact. Light installations can illuminate existing buildings, highlight landscape features in parks, or enhance sculptures. Their adaptability makes them particularly effective for infrastructure projects, adding dynamic and captivating dimensions to public spaces.



Multimedia

Multimedia installations may combine many other art types in ways that expand the imagination. Video, lighting, sculpture, murals, and more can be combined to make multimedia installations some of the most interesting around. Multimedia installations are especially useful for temporary or pop-up installations.



Environmental

Environmental art is any kind of outdoor public art that uses materials with a direct connection to nature, landscaping, or organic materials. Environmental art can be temporary or permanent, and its scale can vary. Its thematic context addresses environmentalism and sustainability.



PUBLIC ART PROJECT IDEAS



As San Luis develops its public art program in its initial years, the City should balance large-scale, high-impact projects with more locally-scaled projects that could be prime opportunities to engage with San Luis' local artist network. Before projects take shape, San Luis should establish project goals, which may overlap with other projects.

Goals for public art & placemaking projects include:

- Desire for placemaking, either to establish, reimagine, or amplify gathering spaces;
- Leverage public art to celebrate history or honor underrepresented narratives;
- Foster community identity or build local pride;
- Stimulate economic development;
- Engage the community, or encourage youth participation; or,
- Enhancing walk-ability, or creating more welcoming, vibrant streetscapes.







Art Integrated into Infrastructure

Art that is integrated into infrastructure can take many forms including sandblasted or inlaid concrete sidewalks, mosaic walls, and artist-designed architectural features. These larger-scale permanent investments can elevate downtown's walkability, visual interest, and distinction among neighboring towns. These eye-catching, unique projects are also an exciting catalyst for economic development and tourism.

PROJECT COST

- Good $50,000
- Better $150,000
- Best $200,000 +

PROJECT TIMELINE

The overall project will require 3-4 months for selection and planning; fabrication and installation could require an additional 12-18 months.

01

Painted Fire Hydrants

Painting Fire-Department approved fire hydrants is an excellent way to highlight local artists and bring immediate vibrancy to ordinary settings. This is an also cost-effective project that can replace regularly-scheduled fire hydrant painting for maintenance purposes.

PROJECT COST

Up to $1,200 per fire hydrant

PROJECT TIMELINE

3-6 months for selection and implementation. Fire hydrants should be repainted as recommended by the City's Fire Department.







02







Functional Public Art

A historic City with a dynamic downtown requires civic fixtures that are anything but ordinary. From artist-designed benches to elaborate, whimsical play structures, artist-designed fixtures have the presence of permanent sculptures, but the durability and function of traditional city furniture. Ideal options for San Luis include artist-designed benches, shade structures, and painted planter projects.

PROJECT COST

- Good $30,000
- Better $75,000
- Best $100,000+

PROJECT TIMELINE

The overall project will require 3-4 months for selection and planning; fabrication and installation could require an additional 12-18 months.

Interactive Pop-Up Art

Pop-up Public Art experiences assume many forms, ranging from multi-media light and sound installations, to playful, otherworldly sculpture. These short-term experiences are ideal in large greenspaces or other public gathering spaces with clear sightlines for maximum visibility.

PROJECT COST

- Good $15,000
- Better $50,000
- Best $75,000+

PROJECT TIMELINE

Depending on the intention of each project, these pop-up experiences can last anywhere from a few days to up to a few months.







04



Murals

Murals are an efficient, flexible way to reflect a City's history, characteristics, and diverse backgrounds. San Luis's murals can proudly represent the many cultures that have shaped the community, sparking conversation and connection to San Luis's diverse population.

PROJECT COST

- Good $25,000
- Better $50,000
- Best $75,000

PROJECT TIMELINE

3-6 months. Well-maintained murals can last up to 10 years.





Projection Mapping

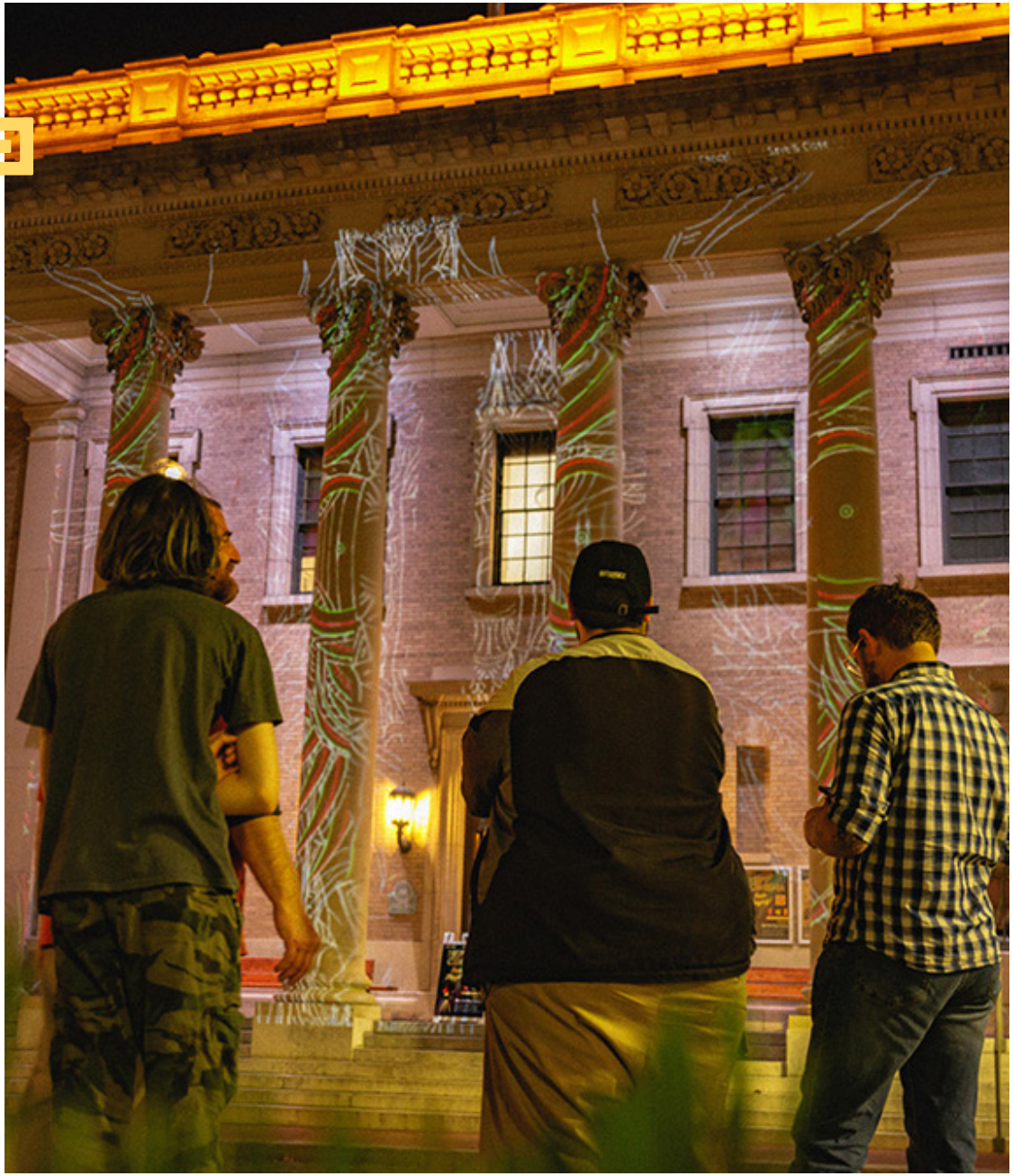
Temporary light projections onto San Luis's buildings will further emphasize the City's unique history and charm. Light projections can include static, two-dimensional images, or they can be an opportunity to project video or moving images onto the bridge, allowing for a more artistically diverse pool of public artists to be represented in the project.

PROJECT COST

$25,000 - $300,000, based on duration, location, rental and artist fees

PROJECT TIMELINE

Projection Mapping events last anywhere from a few days to two weeks



06







Tree Guard Projects

Tree Guard interventions through public art are a high-impact strategy for improving downtown walkability and showcasing San Luis' vibrant culture. From painted tree guards to installing artist-designed, heavy duty railing, these enhancements can transform ordinary civic fixtures into extraordinary, iconic local landmarks.

PROJECT COST

$15,000 - $30,000

PROJECT TIMELINE

The overall project will require 3-4 months for selection and planning; fabrication and installation could require an additional 6 months.

07

Utility Box Projects

Utility Box art remains one of the most high-impact, cost-effective approaches to public art and placemaking. There are many city-owned utility boxes that are prime opportunities for public art. Printing artworks on large-scale vinyl offer a greater range of project possibilities, while also offering maintenance.

PROJECT COST

- Good - $750 per utility box
- Better - $1,000 per utility box
- Best - $2,00 per utility box

PROJECT TIMELINE

3-6 months; Utility Boxes should last from 3-5 years, with regular maintenance







08

Sample Public Art Implementation Matrix

The following implementation matrix provides recommendations for possible public art projects in San Luis, based on the recommendations above. Availability of funds is subject to change year over year, and the guide below is intended to be used as a sample roadmap for the next three years. While the chart provides approximate project totals, projects may be funded through multiple or overlapping funding streams from grants, City departments, and/or public-private partnerships. This plan encourages creative and resourceful collaboration across departments to maximize San Luis' capacity to fund public art.

Fiscal Year	Project Recommendations	Cost
FY 2026	Annual Maintenance Allocation	$2,000
	Save 2% of remaining budget for large-scale project (reserved carryover)	Varies
	Temporary, interactive pop-up experience	$15,000
	Shade Structure	$50,000 *Strong candidate for CIP funding, or blended funding streams
	Small-scale mural in a priority location	$20,000
	FY 26 Total	**$87,000+**

Fiscal Year	Project Recommendations	Cost
FY 2027	Annual Maintenance Allocation	$2,000
	Save 2% of remaining budget for large-scale project (reserved carryover)	Varies
	Painted Fire Hydrant project, pilot 5 priority locations	$5,000
	Utility Box projects, pilot 4 priority locations	Up to $10,000
	Artist-Designed Benches in strategic locations	Up to $30,000
	Small-scale mural in a priority location	$20,000
	Temporary project mapping experience, in collaboration with a historic property	$25,000
	FY 27 Total	**$92,000+**

Fiscal Year	Project Recommendations	Cost
FY 2028	Annual Maintenance Allocation	$2,000
	Save 2% of remaining budget for large-scale project (reserved carryover)	Varies
	Tree Guard projects	$20,000
	Small-scale mural in a priority location	$20,000
	Pilot Matching Mural Grant Program	$30,000
	FY 28 Total	**$72,000+**

DESIGNING

ECONOMIC DEVELOPMENT
CITY OF SAN LUIS, ARIZONA

PUBLIC ART PROGRAM – RFQ EVALUATION SHEET

Artist / Firm Name: _____

Reviewer Name: _____

Date: _____

EVALUATION STATEMENT

This evaluation tool is used to assist the San Luis Economic Development Commission in identifying a broad and diverse pool of qualified artists for inclusion on the City of San Luis Approved Artist List.

Scores are advisory in nature and are not intended to rank artists competitively or exclude participation. Recommendations are made collectively by the Commission approved by City Council, taking into consideration artistic diversity, community representation, and alignment with City goals.

SCORING MATRIX (TOTAL: 100 POINTS)

CATEGORY	DESCRIPTION	SCORE
Artistic Quality and Proposal Strength (25 pts)	Quality, originality, and visual impact of past work	_____ / 25
Relevant Experience (20 pts)	Experience with public, commissioned, or community-based projects	_____ / 20
Alignment with San Luis Identity & Vision (20 pts)	Connection to border identity, culture, community themes	_____ / 20
Creativity & Conceptual Approach (15 pts)	Innovation, originality, and artistic thinking	_____ / 15
Capacity & Feasibility (10 pts)	Ability to execute projects (timeline, budget, installation)	_____ / 10
Community Engagement & Collaboration (5 pts)	Experience working with communities or stakeholders	_____ / 5
Local / Regional / Binational Connection (5 pts)	Connection to San Luis, Arizona, or the greater region	_____ / 5
TOTAL SCORE		____ / 100

RECOMMENDATION

Include on Approved Artist List	☐
Not Recommended for Inclusion at This Time	☐

REVIEWER NOTES:

_____

_____

_____

_____

_____

_____

ECONOMIC DEVELOPMENT COMMISSION
AGENDA ITEM REVIEW FORM

San Luis Economic Development Commission Meeting **4. D.**

Meeting Date: 07/16/2026

Department Head: Armando Esparza, Director of Economic Development, Economic Development

Submitted By: Yigal Duarte, Economic Development Assistant, Economic Development

ITEM:

Discussion and possible action on any and all matters regarding proposed updates to the San Luis Business Incubator Program Policies and Procedures. **(Armando Esparza, Director of Economic Development)**

SUMMARY:

The City of San Luis is updating the San Luis Business Incubator Program Policies and Procedures to strengthen the incubator's role as an economic development tool, improve long-term sustainability, establish clear tenant selection criteria, and enhance support services for entrepreneurs and growing businesses.

BACKGROUND:
The San Luis Business Incubator was established to support entrepreneurship, business growth, job creation, and private investment within the City of San Luis. The incubator currently provides industrial and commercial space to businesses seeking to establish, expand, or formalize operations. Recent evaluations of the incubator identified opportunities to improve program structure, tenant selection processes, performance measurement, lease administration, and long-term financial sustainability.
In response, staff has developed proposed updates to the Business Incubator Program Policies and Procedures. Proposed revisions include establishing a structured three-year incubation program, implementing a graduated lease rate schedule, defining tenant eligibility requirements, creating a competitive application and evaluation process, formalizing business development curriculum requirements, and establishing performance-based occupancy standards.

DISCUSSION:
The Commission is requested to review the proposed policies and procedures and provide feedback to staff regarding:

- Overall program goals and objectives
- Proposed lease rate structure and sustainability considerations
- Tenant eligibility and selection criteria
- Business incubation curriculum and support services
- Graduation and transition policies
- Performance measures and program outcomes
- Partnerships and resources available to support entrepreneurs
- Any additional recommendations to strengthen the Business Incubator Program

Commission feedback will be considered by staff prior to finalizing the proposed policies and procedures for future consideration by the City Council.

RECOMMENDATION / SUGGESTED MOTION:

DISCUSSION ITEM ONLY, NO ACTION.

Attachments

Proposed San Luis Business Incubator Program Policies and Procedures
Final Business Incubator Assessment Report
Current San Luis Business Incubator Manual
Chapter 4. Economic Development Marketing and Attraction
Chapter 5. Business Retention and Expansion

SAN LUIS BUSINESS INCUBATOR PROGRAM POLICIES AND PROCEDURES

Updated July 2026

DRAFT

SECTION 1. PROGRAM PURPOSE AND MISSION

1.1 Purpose

The San Luis Business Incubator ("SLBI") is a municipally operated economic development initiative established by the City of San Luis to support entrepreneurship, business attraction and expansion, industrial job creation, and private-sector investment within the community.

The purpose of the SLBI is to provide strategically managed business space and structured economic development support to businesses that demonstrate the capacity to contribute to the City's economic growth, employment base, and long-term commercial vitality.

The SLBI is intended to serve as an economic development tool that assists businesses in establishing, formalizing, expanding, or transitioning into sustainable private-market operations.

The SLBI is not intended to function as permanent subsidized tenancy or as a general commercial leasing program.

1.2 Mission

The mission of the San Luis Business Incubator is to foster business growth, entrepreneurship, and economic opportunity through structured business support, strategic facility utilization, and performance-driven economic development programming.

The City seeks to use the SLBI to:

- support startup and early-stage business development
- assist home-based or informal businesses in transitioning into compliant commercial operations
- encourage job creation and job retention within the City of San Luis
- promote private capital investment and business expansion
- support industrial, logistics, manufacturing, trade, and business-to-business enterprise development
- strengthen San Luis' role as a binational gateway for commerce and economic activity
- create a pipeline of businesses capable of graduating into privately owned or leased facilities within the local market

1.3 Program Objectives

The SLBI shall pursue measurable economic development outcomes, including but not limited to:

- creation of new businesses

- formalization of existing informal or home-based businesses
- creation and retention of quality jobs
- attraction of new private investment
- expansion of existing businesses
- increased industrial and commercial occupancy
- growth in participating business revenues
- successful graduation of businesses into private-market facilities
- diversification of the City's economic base
- support for industries aligned with the City's adopted economic development priorities

Program participation shall be evaluated based on measurable outcomes rather than occupancy alone. The San Luis Business Incubator shall also support broader City economic development strategy by:

- serving as a business attraction tool for targeted industries compatible with San Luis' economic development objectives
- supporting business retention and expansion efforts for existing firms requiring transitional growth space
- assisting local firms with operational expansion, permitting coordination, workforce development referrals, financing connections, and market growth support
- creating an early-stage pipeline for businesses transitioning from home-based or informal operations into formal commercial activity
- supporting strategic recruitment of businesses aligned with manufacturing, logistics, cross-border commerce, product-based enterprise, and other targeted sectors

SECTION 1.4 PROGRAM PARTICIPATION PATHWAYS AND RATE STRUCTURE

The San Luis Business Incubator operates under a structured two-track participation model designed to align facility use with economic development outcomes and responsible stewardship of public assets.

Businesses occupying the facility shall participate under one of the following classifications:

Program Occupancy Pathways

Occupancy Pathway	Intended Business Type	Curriculum Required	Initial Lease Structure	Renewal Eligibility
Incubator	Startup, early-stage,	Yes	3-year	Annual renewal

Program Tenant	home-based formalization, growth-oriented small businesses		graduated lease	subject to performance
Market-Rate Occupant	Compatible industrial, workforce, storage, or strategic uses without incubation need	No	Annual lease	Annual renewal subject to compatibility

Incubator Program Graduated Rate Schedule

Lease Year	Monthly Rate per Square Foot
Year 1	$0.55
Year 2	$0.65
Year 3	$0.80
Year 4+ (if approved)	$0.80 annually renewed

Incubator Program Tenants must successfully complete the City's required business incubation curriculum within the first twelve (12) months of occupancy to remain eligible for discounted rental rates.

Failure to complete required program participation requirements shall result in immediate reassignment to the full market-rate occupancy structure.

Market-Rate Occupants shall be charged the full adopted market program rate and are not eligible for discounted incubation pricing.

SECTION 2. PROGRAM ADMINISTRATION AND AUTHORITY

2.1 Program Administration

The San Luis Business Incubator ("SLBI") shall be administered by the City of San Luis Economic Development Department.

The Economic Development Department shall be responsible for the day-to-day administration, management, implementation, tenant coordination, performance monitoring, and strategic operation of the program in accordance with this Program Manual, applicable lease agreements, City policies, and applicable funding requirements.

Administrative responsibilities may include, but are not limited to:

- program administration and tenant management
- application intake and applicant coordination
- business support programming and incubation services
- tenant performance monitoring and reporting
- lease coordination and compliance oversight
- occupancy planning and facility utilization
- economic development performance tracking
- coordination with partner agencies and service providers

2.2 Administrative Oversight

The Economic Development Director shall retain final administrative oversight of the San Luis Business Incubator program.

Final approval authority for tenant occupancy, lease execution, policy interpretation, exceptions, and major administrative determinations shall remain subject to applicable City administrative authority.

Nothing in this Program Manual shall be interpreted as creating a right to occupancy, subsidy, renewal, or continued tenancy.

2.3 Compliance with Funding Requirements

The San Luis Business Incubator shall be operated in a manner consistent with all applicable federal, state, and local requirements, including any restrictions, obligations, or performance requirements associated with grant-funded facilities or public economic development assets.

This includes compliance with applicable Economic Development Administration (EDA) requirements, facility use restrictions, and other legal obligations governing the operation of publicly supported economic development facilities.

Where a conflict exists between this Program Manual and applicable legal or funding requirements, the applicable legal or funding requirement shall control.

2.4 Policy Updates and Program Modifications

The City reserves the right to revise, update, or modify program policies, operating procedures, eligibility standards, reporting requirements, and rental structures as necessary to maintain:

- program effectiveness
- fiscal sustainability
- legal compliance
- consistency with market conditions
- alignment with City economic development objectives

Such updates shall be made in accordance with applicable City administrative or policy approval procedures.

2.5 No Guarantee of Continued Occupancy

Participation in the San Luis Business Incubator program does not guarantee continued occupancy beyond the approved lease term.

The facility exists primarily to support the City's economic development mission, business attraction, expansion and incubation objectives, and strategic use of public economic development assets.

Continued occupancy shall remain subject to performance, program compliance, facility compatibility, strategic program priorities, and renewal approval.

For Market-Rate Occupants, continued occupancy may be reevaluated where higher-priority incubator demand or strategic economic development program needs require reallocation of available space.

SECTION 3. ELIGIBILITY REQUIREMENTS

3.1 General Eligibility

Applicants seeking occupancy in the San Luis Business Incubator ("SLBI") must meet the following minimum eligibility requirements:

Applicants must:

- operate a lawful business or proposed lawful business activity
- comply with all applicable federal, state, and local laws
- maintain all required business registrations, licenses, permits, and approvals, as applicable
- demonstrate operational viability or credible readiness to commence operations
- operate in a manner compatible with facility zoning, applicable Economic Development Administration (EDA) requirements, and the program's economic development mission
- maintain required insurance coverage as specified in the applicable lease agreement
- submit a complete application with all required supporting documentation
- agree to comply with all program requirements, lease obligations, and facility operating policies

Eligibility for occupancy does not guarantee acceptance into the program.

3.2 Preferred Business Types

The SLBI is intended to support businesses and organizations that contribute meaningfully to the City's economic development objectives.

Priority consideration may be given to businesses operating in sectors such as:

- light manufacturing
- product assembly
- warehousing and distribution
- logistics and supply chain operations
- import/export businesses
- cross-border commerce enterprises
- food production or processing (where facility capabilities permit)
- skilled trades and industrial services
- product-based businesses
- business-to-business service providers supporting industrial or commercial growth
- technology-enabled operational businesses compatible with facility use

- workforce development or economic development partnership uses consistent with program purpose

Priority shall be based on documented economic development value and facility compatibility.

3.3 Ineligible Uses

The following uses are generally not eligible for occupancy:

- uses prohibited by applicable zoning or land use regulations
- uses inconsistent with applicable EDA requirements or public facility restrictions
- hazardous or prohibited industrial activities
- residential occupancy
- religious institutional use
- adult-oriented businesses
- unlawful business activity
- businesses requiring facility infrastructure or utility capacity beyond available site capability
- uses incompatible with facility operations, safety, or intended economic development purpose

3.4 Restricted Uses

Certain business uses may be considered only under limited circumstances or under the Market-Rate Occupant classification, subject to compatibility review.

These may include:

- storage-dominant operations
- low-employment occupancy
- temporary operational uses
- workforce or institutional partner occupancy
- office-support uses ancillary to an otherwise compatible business operation

These uses shall not be eligible for subsidized incubation occupancy unless independently justified through the application review process.

3.5 Program Participation Eligibility

Applicants seeking discounted Incubator Program participation must additionally demonstrate:

- a credible business growth strategy
- willingness to participate in the required business incubation curriculum

- ability to comply with reporting and performance requirements
- intent to expand, formalize, grow operations, or transition into private-market space

Applicants unwilling or unable to meet these requirements may only be considered under Market-Rate Occupancy.

SECTION 4. APPLICATION, REVIEW AND TENANT SELECTION PROCESS

4.1 Application Solicitation Process

When space becomes available within the San Luis Business Incubator ("SLBI"), the City shall open a formal application period to solicit qualified applicants for the available space.

Applications shall be accepted during a designated application window established by the Economic Development Department.

The purpose of the application process is to identify the applicant whose proposed business operation, project, or economic development activity provides the strongest measurable economic development benefit to the City of San Luis while remaining compatible with the facility's purpose and operational requirements.

The San Luis Business Incubator is not operated on a first-come, first-served basis.

The City reserves the right to determine whether an available space should be offered for occupancy, held for strategic program purposes, or utilized for other compatible economic development functions consistent with the program mission.

4.2 Required Application Materials

Applicants shall submit a complete application package including, at minimum:

Business Information

- completed application form
- legal business name
- ownership structure
- ownership and management information
- business registration documentation
- applicable licensing or permitting documentation
- certificate of good standing, if applicable

Operational Information

- detailed business description
- proposed facility use
- operational model
- requested space needs
- staffing plan

- anticipated occupancy timeline
- equipment or infrastructure needs
- operational readiness timeline

Economic Development Impact Information

- projected full-time and part-time job creation
- projected payroll impact
- capital investment commitment
- equipment purchase commitments
- private financing documentation, if applicable
- anticipated annual revenues or current business performance summary
- customer contracts, purchase orders, letters of intent, or other demand validation where applicable

Strategic Growth Information

- business growth plan
- expansion strategy
- transition or graduation plan (for incubator applicants)
- explanation of community economic benefit
- explanation of alignment with City economic development priorities

The City may request additional supporting documentation as necessary.

4.3 Application Completeness

Only complete applications shall be considered for review.

Applications that are incomplete, contain unsupported material claims, or fail to provide required documentation may be rejected from consideration.

Informal inquiries, preliminary discussions, prior expressions of interest, or incomplete submissions shall not establish entitlement, priority, or selection preference.

4.4 Application Processing Fee

Applicants shall submit a non-refundable application processing fee of $100.00 at the time of application submission.

The application fee is intended to offset administrative review, application processing, technical evaluation, and tenant selection costs associated with the formal application review process.

Applications shall not be considered complete until the required application fee has been paid.

4.5 Technical Review Committee

Complete applications shall be reviewed by a Technical Review Committee composed of designated City administrative staff.

The Technical Review Committee shall consist of:

- Economic Development Director
- City Manager
- Business Incubator Coordinator

Legal review may be requested where necessary.

The purpose of the committee is to evaluate applications using objective economic development criteria, verify applicant claims, and recommend the applicant providing the strongest verified economic development benefit to the City.

Committee recommendations shall be documented administratively.

4.6 Competitive Evaluation Criteria

Applications shall be evaluated using a standardized 100-point scoring framework.

The evaluation framework is intended to identify the applicant that provides the strongest measurable economic development opportunity for the City of San Luis.

Evaluation Category	Maximum Points
Job Creation	20
Capital Investment	20
Business Viability and Operational Readiness	20

Strategic Economic Development Alignment	20
Facility Compatibility	20

Total Possible Score: 100 Points

Evaluation Definitions

Job Creation (20 Points): Evaluation of projected employment creation, payroll impact, staffing timeline, and demonstrated likelihood of delivery.

Capital Investment (20 Points): Evaluation of committed equipment purchases, facility investment, financing readiness, and demonstrated financial capacity.

Business Viability and Operational Readiness (20 Points): Evaluation of business model strength, operational readiness, management capacity, customer demand, and ability to successfully occupy and operate.

Strategic Economic Development Alignment (20 Points): Measures alignment with City economic development priorities, target industry recruitment objectives, entrepreneurship development, business retention and expansion goals, supply chain development, and broader economic diversification benefits.

Facility Compatibility (20 Points): Evaluation of compatibility with zoning, EDA restrictions, facility operations, infrastructure capacity, safety requirements, and program purpose.

4.7 Verification of Claims

Applicants must provide documentation sufficient to substantiate material claims.

Examples may include:

Job Creation Verification

- executed contracts
- staffing plans
- payroll documentation

- customer demand documentation
- letters of intent

Capital Investment Verification

- equipment quotes
- financing pre-approval
- bank commitment letters
- purchase orders
- investor documentation

Business Viability Verification

- tax returns
- financial statements
- contracts
- profit and loss statements
- customer pipeline documentation

Unverified claims shall not receive scoring credit.

4.8 Tenant Selection

The applicant receiving the highest verified score and demonstrating the strongest alignment with the program mission shall be recommended for occupancy.

The City reserves the right to reject all applications if no applicant sufficiently advances the economic development objectives of the program.

Tenant selection shall be based on documented evaluation criteria and verified application materials.

4.8 Final Administrative Approval

Final approval shall remain subject to:

- confirmation of eligibility
- legal compliance review
- insurance compliance
- operational readiness verification
- lease execution

Final tenancy approval shall be made in accordance with applicable City administrative authority.

SECTION 5. INCUBATOR CURRICULUM AND PARTICIPATION REQUIREMENTS

5.1 Mandatory Program Participation

Tenants approved under the Incubator Program classification shall be required to participate in the City's formal business incubation program as a condition of receiving discounted rental rates.

Participation in the incubation program is intended to provide structured business development support, strengthen business readiness, improve operational capacity, and support successful graduation into long-term private-market operations.

Participation is a material condition of continued eligibility for subsidized occupancy.

5.2 Required Business Incubation Curriculum

Incubator Program Tenants shall complete the City's required business incubation curriculum during the first twelve (12) months of occupancy.

The required curriculum currently consists of six core business development modules:

1. Business Basics
2. Business Model Development and Planning
3. Marketing and Customer Development
4. Key Resources, Partnerships and Operations
5. Financial Management, Pricing and Revenue Planning
6. Leadership and Business Resilience

The City may revise curriculum content, delivery format, instructional partners, or program structure as needed to maintain relevance and effectiveness.

5.3 Completion Standards

Successful completion of the incubation curriculum shall require:

- attendance at all required curriculum sessions
- completion of required assignments, business development activities, or milestone deliverables
- participation in required business progress reviews
- engagement in program coaching, technical assistance, or related incubation activities as required by the City

Attendance alone shall not constitute successful completion.

5.4 Performance Participation Requirements

In addition to curriculum participation, Incubator Program Tenants shall be required to:

- submit periodic business performance updates as required by the Economic Development Department
- participate in program progress evaluations
- maintain accurate business information on file
- cooperate with performance reporting and program documentation requirements
- demonstrate measurable progress toward business growth, expansion, formalization, or graduation

5.5 Non-Compliance

Failure to comply with Incubator Program participation requirements may result in administrative corrective action.

Non-compliance includes, but is not limited to:

- failure to complete required curriculum within the required timeframe
- repeated non-attendance
- failure to submit required reporting
- failure to participate in required progress reviews
- failure to maintain active business operations
- failure to demonstrate reasonable progress toward program objectives

5.6 Consequences of Non-Compliance

Failure to maintain compliance may result in one or more of the following:

- written corrective action notice
- probationary program status
- immediate loss of discounted rental rate eligibility
- reassignment to Market-Rate Occupancy classification
- ineligibility for lease renewal or extension
- lease termination in accordance with applicable lease provisions

Failure to complete the required business incubation curriculum within the first twelve (12) months shall result in immediate loss of discounted rental rate eligibility unless otherwise approved under Section 5.7.

5.7 Limited Exceptions

Limited exceptions may be granted for documented hardship, business disruption, scheduling conflicts, or other extraordinary circumstances that materially affect a tenant's ability to complete required participation obligations.

Any exception must:

- be requested in writing
- include supporting justification
- receive written administrative approval

Exceptions shall be limited and shall not be granted in a manner inconsistent with program integrity.

SECTION 6. OCCUPANCY CLASSIFICATIONS

6.1 Occupancy Framework

The San Luis Business Incubator ("SLBI") operates under a two-class occupancy framework designed to align facility use with the City's economic development mission, public asset stewardship, and program performance expectations.

Occupancy classifications distinguish between businesses receiving subsidized incubation support and businesses occupying the facility at the full market program rate.

Occupancy classification shall be determined through the formal application review and evaluation process established in Section 4.

6.2 Incubator Program Tenant

The Incubator Program Tenant classification is intended for startup, early-stage, formalizing, or growth-oriented businesses that require structured business development support and demonstrate alignment with the purpose of the San Luis Business Incubator.

This classification is intended for businesses that:

- are establishing new operations
- are transitioning from informal or home-based operations into formal commercial activity
- are expanding early-stage operations
- require structured business development support
- demonstrate realistic growth potential
- intend to transition into long-term private-market occupancy

Incubator Program Tenants are eligible for the City's graduated discounted rental rate structure in exchange for participation in the formal business incubation program and compliance with all program performance requirements.

Incubator Program occupancy is intended to be transitional, growth-oriented, and performance-based.

6.3 Market-Rate Occupant

The Market-Rate Occupant classification is intended for businesses, organizations, or compatible economic development users that do not require formal incubation support but remain consistent with the facility's intended economic development purpose.

Examples may include:

- established businesses requiring operational space
- industrial users
- logistics and distribution businesses
- business expansion projects
- workforce development or training partners
- temporary compatible economic development uses
- storage or operational uses consistent with facility restrictions

Market-Rate Occupants are not eligible for subsidized incubation pricing and shall be charged the full adopted market program rate.

Market-Rate occupancy is intended to support compatible economic activity while preserving the primary mission of the facility as a business incubation and economic development asset.

Continued occupancy may be reevaluated if higher-priority incubator demand or strategic program needs require reallocation of available space.

6.4 Occupancy Expectations

All occupants, regardless of classification, must:

- operate in compliance with lease requirements
- maintain lawful business operations
- comply with applicable facility rules
- maintain required insurance and business documentation
- participate in required reporting or administrative reviews
- remain compatible with the facility's operational and economic development purpose

Occupancy within the San Luis Business Incubator does not create a permanent right to tenancy.

6.5 Classification Changes

The City may reclassify a tenant's occupancy status where warranted by program compliance, business growth, operational changes, or failure to meet applicable program requirements.

Examples may include:

- failure of an Incubator Program Tenant to complete required curriculum
- transition of a tenant from subsidized incubation support to market-rate occupancy
- operational changes that materially alter facility compatibility
- administrative renewal under updated occupancy terms

Any reclassification shall be documented administratively and communicated in writing.

SECTION 7. PERFORMANCE METRICS AND ACCOUNTABILITY

7.1 Performance Monitoring

The San Luis Business Incubator ("SLBI") shall operate as a performance-driven economic development program.

All tenants shall participate in performance monitoring and administrative review processes designed to evaluate business progress, economic development outcomes, facility utilization, and continued program alignment.

Performance monitoring is intended to ensure responsible stewardship of public assets and to support tenant business growth and accountability.

7.2 Required Performance Reporting

All tenants shall provide performance information as requested by the City at intervals established by the Economic Development Department.

Required reporting may include, as applicable:

- current full-time employee count
- current part-time employee count
- payroll estimates
- capital investment completed
- equipment purchases
- financing secured
- annual revenue range or business performance summary
- contracts obtained
- business expansion milestones
- facility utilization updates
- business licensing or compliance status
- anticipated growth or transition plans

The City may modify reporting requirements as needed to support program administration and economic development performance tracking.

7.3 Incubator Program Performance Expectations

Incubator Program Tenants shall be expected to demonstrate measurable business growth and progress toward successful graduation.

Performance indicators may include:

- completion of required incubation curriculum
- business formalization and regulatory compliance
- customer acquisition
- revenue growth
- hiring activity
- capital investment
- operational expansion
- financing readiness
- readiness for transition into private-market occupancy

The City recognizes that business growth may occur at different rates depending on industry and business model; however, tenants must demonstrate reasonable and measurable progress.

7.4 Market-Rate Occupant Performance Expectations

Market-Rate Occupants shall be expected to demonstrate continued compatibility with the facility's economic development mission and measurable economic contribution where applicable.

Performance indicators may include:

- job retention or job creation
- operational activity
- facility utilization
- business expansion
- workforce development contribution
- strategic economic benefit to the City
- continued operational compatibility

Low-utilization or inactive occupancy may be subject to review.

7.5 Annual Performance Review

All tenants shall be subject to an annual performance review conducted by the Economic Development Department.

The annual review may evaluate:

- compliance with lease terms
- compliance with program requirements
- performance against stated business commitments
- business growth progress
- economic development outcomes

- facility compatibility
- continued occupancy justification
- graduation readiness, where applicable

Annual review outcomes may include:

- renewal recommendation
- corrective action plan
- transition planning
- occupancy reclassification
- non-renewal recommendation

7.6 Failure to Meet Performance Expectations

Failure to demonstrate satisfactory performance, maintain compliance, or actively utilize the facility in a manner consistent with program objectives may result in administrative action.

Administrative actions may include:

- written corrective action notice
- performance improvement requirements
- probationary occupancy status
- occupancy reclassification
- non-renewal
- lease termination in accordance with applicable lease provisions

Performance expectations shall be applied reasonably and in consideration of documented business circumstances.

7.8 Business Retention & Expansion Engagement

The Economic Development Department shall engage incubator tenants and market-rate occupants through structured business retention and expansion ("BRE") outreach to assess business needs, identify barriers to growth, support expansion opportunities, and facilitate successful transition into long-term private-market operations.

BRE engagement may include:

- annual business retention visits
- expansion planning discussions
- workforce development referrals

- permitting and regulatory assistance
- financing or lender referrals
- market development assistance
- supply chain or procurement opportunity connections
- technical assistance coordination

SECTION 8. GRADUATION, EXTENSIONS AND RENEWALS

8.1 Program Philosophy

The San Luis Business Incubator ("SLBI") is intended to function as a growth-oriented economic development program that supports business establishment, expansion, and transition into long-term sustainable private-market operations.

The SLBI is not intended to serve as indefinite subsidized occupancy.

Occupancy within the program is intended to support measurable business development outcomes, strategic economic growth, and responsible stewardship of public economic development assets.

8.2 Incubator Program Duration

Incubator Program occupancy shall generally follow a three (3) year graduated participation structure.

The standard occupancy framework is as follows:

Lease Year	Monthly Rate Per Square Foot
Year 1	$0.55
Year 2	$0.65
Year 3	$0.75

The three-year structure is intended to provide a reasonable period for business development, incubation support, operational growth, and transition planning.

Continued occupancy beyond the initial three-year term is not guaranteed.

8.3 Graduation Expectations

Incubator Program Tenants are expected to work toward successful graduation into private-market commercial, industrial, or business facilities.

Graduation may include:

- leasing private commercial or industrial space
- purchasing a business facility
- expanding into a larger operational location
- constructing a permanent business facility
- transitioning into other sustainable long-term occupancy solutions

Graduation planning shall be considered a core expectation of incubator participation.

8.4 Extension Eligibility for Incubator Program Tenants

Incubator Program Tenants seeking occupancy beyond the initial three-year term may be considered for annual renewal at the full adopted market-rate occupancy rate.

Extension consideration shall be based on:

- continued active business operations
- compliance with lease and program requirements
- successful completion of required incubation curriculum
- participation in required reporting and annual reviews
- demonstrated business progress
- a written transition or graduation plan
- continued economic development value to the City

Extension approval shall not be automatic.

The Economic Development Department shall evaluate extension requests as part of the City's business retention and expansion efforts and may consider whether continued occupancy supports successful business transition, growth, expansion, or relocation into long-term private-market facilities.

The City's objective is not merely tenant occupancy, but successful business transition, expansion, and long-term economic contribution within San Luis.

The Economic Development Department may utilize business retention and expansion strategies to support relocation, expansion, site identification, or other growth solutions for graduating businesses.

8.5 Market-Rate Occupant Renewals

Market-Rate Occupants may be eligible for annual renewal based on continued operational activity, compatibility with facility purpose, and alignment with the City's economic development objectives.

The Economic Development Department shall conduct periodic business retention and expansion engagement, including at least one annual review or business retention visit, to assess tenant performance, facility use, future growth needs, and transition planning.

Continued occupancy may be evaluated based on:

- active use of the facility
- business performance
- economic contribution
- operational compatibility
- strategic economic development priorities
- transition readiness or long-term facility needs

Market-Rate Occupancy does not create a right to indefinite tenancy.

Where feasible, the City may work with Market-Rate Occupants as part of broader business retention, expansion, attraction, or relocation efforts to support transition into larger or alternative long-term facilities.

Continued occupancy may be reevaluated if higher-priority incubator demand or strategic economic development needs require reallocation of available space.

8.6 Non-Renewal

The City may decline renewal where:

- required program participation obligations are not fulfilled
- performance expectations are not reasonably met
- business operations become inactive
- facility compatibility changes
- legal or compliance concerns arise
- strategic economic development priorities require reallocation of available space
- the tenant fails to demonstrate continued occupancy justification

Non-renewal decisions shall be made in accordance with applicable City administrative authority and lease provisions.

SECTION 9. RENTAL RATES AND LEASE TERMS

9.1 Rental Philosophy

The San Luis Business Incubator ("SLBI") exists as a public economic development program intended to support business growth, entrepreneurship, job creation, private investment, and strategic economic development within the City of San Luis.

Rental rates are structured to balance:

- accessibility for qualifying incubator businesses
- responsible stewardship of public assets
- fiscal sustainability
- measurable economic development outcomes
- compliance with applicable funding requirements and facility restrictions

Discounted rental rates are reserved exclusively for businesses actively participating in the formal Incubator Program.

Businesses occupying the facility outside of the formal incubation program shall pay the full adopted market program rate.

9.2 Adopted Rental Rate Schedule

Occupancy Classification	Year 1	Year 2	Year 3	Annual Renewal
Incubator Program Tenant (Compliant)	$0.55/SF	$0.65/SF	$0.75/SF	$0.75/SF
Incubator Program Tenant (Non-Compliant)	$0.55/SF	Immediate reassignment to $0.75/SF upon non-compliance	$0.75/SF	$0.75/SF
Market-Rate Occupant	$0.75/SF	$0.75/SF	$0.75/SF	$0.75/SF

Rental rates are subject to formal City review and revision as provided in this Program Manual.

9.3 Shared Facility Services Fee

All tenants occupying the San Luis Business Incubator shall be assessed a monthly Shared Facility Services Fee of $95.00.

This fee supports shared facility operations, common services, and administrative support resources associated with the operation of the incubator.

Covered services may include, but are not limited to:

- conference room access for tenant business use
- common area maintenance
- janitorial services for shared spaces
- shared internet connectivity
- package and delivery coordination
- meeting scheduling support
- shared administrative business support
- minor shared office support services
- general shared facility operations and upkeep

The Shared Facility Services Fee shall apply to all occupancy classifications and shall be billed monthly in addition to rental charges.

9.3 Incubator Program Rate Eligibility

Eligibility for discounted rental rates is conditioned upon active participation in the formal Incubator Program.

To remain eligible for discounted rates, Incubator Program Tenants must:

- complete the required six-course business incubation curriculum within the first twelve (12) months of occupancy
- maintain compliance with all program participation requirements
- comply with lease obligations
- participate in required reporting and performance review activities
- remain actively engaged in business operations

Failure to maintain eligibility shall result in immediate loss of discounted rental status.

9.4 Market-Rate Occupancy

Market-Rate Occupants shall not be eligible for discounted rental rates.

Market-Rate Occupancy is intended for compatible business or strategic economic development uses that do not require subsidized incubation support.

Market-Rate Occupants remain subject to annual review, lease compliance, and facility compatibility requirements.

9.5 Lease Terms

Lease terms shall be structured consistent with occupancy classification.

Incubator Program Tenants shall generally be approved under a structured lease framework aligned with the three-year incubation model, subject to annual administrative review and continued compliance.

Market-Rate Occupants shall generally operate under annual lease terms subject to review and renewal.

All lease agreements shall remain subject to applicable City approval authority.

9.6 Non-Compliance with Rental Eligibility

Failure to maintain compliance with Incubator Program participation requirements may result in:

- immediate reassignment to the full market-rate occupancy structure
- ineligibility for future discounted participation
- non-renewal
- lease termination in accordance with applicable lease provisions

Reassignment to market-rate occupancy does not guarantee continued tenancy.

9.7 Security Deposit

All approved tenants shall provide a security deposit equal to one (1) month of the applicable monthly rental rate, exclusive of the Shared Facility Services Fee, unless otherwise approved by the City.

The security deposit is intended to protect the City against damages, unpaid obligations, lease default, or other tenant-related liabilities as permitted under the applicable lease agreement.

The City may apply the security deposit in accordance with lease provisions and applicable law.

9.8 Rate Review

The City shall review the San Luis Business Incubator rental rate structure at least once every five (5) years, or sooner if deemed necessary, to ensure continued alignment with:

- market conditions
- fiscal sustainability
- economic development program goals
- facility operating costs
- public policy objectives

Any future rate adjustments shall be adopted through the applicable City administrative or policy approval process.

SECTION 10. FACILITY OPERATIONS, TENANT RESPONSIBILITIES AND GENERAL RULES

10.1 General Facility Use

All tenants shall use the San Luis Business Incubator ("SLBI") in a lawful, safe, professional, and commercially responsible manner consistent with the approved use identified in the tenant's application and lease agreement.

Tenants shall not use the facility for any purpose not approved by the City.

Use of the facility must remain compatible with:

- applicable zoning requirements
- lease terms
- facility operational capacity
- public safety requirements
- applicable Economic Development Administration (EDA) restrictions
- the City's economic development mission

10.2 Tenant Responsibilities

Each tenant shall be responsible for maintaining its leased premises in a clean, safe, orderly, and operational condition.

Tenant responsibilities include:

- maintaining business operations in good standing
- maintaining all required business licenses, registrations, and permits
- maintaining required insurance coverage
- complying with all lease obligations
- ensuring employee and visitor compliance with facility rules
- maintaining orderly operations within the leased premises
- promptly reporting maintenance or safety concerns
- complying with applicable building and fire safety requirements

10.3 Access and Security

Facility access shall be controlled in accordance with City operational procedures.

Tenants shall:

- use the facility only during approved operational hours unless otherwise authorized

- maintain control of issued keys, access devices, or credentials
- not duplicate, transfer, or distribute access credentials without City approval
- report lost or compromised access devices immediately
- comply with all security procedures established by the City

The City reserves the right to revise access procedures as necessary for operational or security purposes.

10.4 Maintenance and Repairs

The City shall maintain common areas and building systems in accordance with lease responsibilities and available resources.

Tenants shall be responsible for:

- routine housekeeping within leased premises
- proper care of tenant-occupied space
- preventing avoidable damage
- promptly reporting maintenance issues
- repair of tenant-caused damage where applicable

No tenant shall make unauthorized repairs, alterations, or facility modifications.

10.5 Alterations and Improvements

Tenants shall not make alterations, improvements, equipment installations, structural modifications, signage changes, or utility modifications without prior written approval from the City.

Any approved improvements shall comply with:

- building code requirements
- permitting requirements
- facility safety standards
- lease obligations
- applicable public facility restrictions

The City reserves the right to require removal or restoration where appropriate.

10.6 Signage and Exterior Appearance

Tenant signage, exterior branding, window coverings, displays, and exterior modifications shall require prior City approval.

The City may establish signage standards to maintain facility appearance, consistency, safety, and compatibility with public property requirements.

10.7 Utilities and Operational Services

Utility responsibilities shall be governed by the applicable lease agreement.

Tenants shall use utilities and facility services responsibly and in a manner consistent with approved operations.

The City reserves the right to evaluate unusually intensive utility demands or facility impacts.

10.8 Safety and Compliance

Tenants shall comply with all applicable health, fire, safety, environmental, and operational regulations.

Prohibited activities include, but are not limited to:

- unsafe storage practices
- hazardous operations without authorization
- unauthorized occupancy changes
- obstruction of common areas
- illegal business activity
- activity creating unreasonable nuisance or safety risk

The City may require corrective action where safety concerns arise.

10.9 Visitors, Deliveries, and Operational Conduct

Tenants are responsible for the conduct of employees, contractors, customers, vendors, and visitors.

Operations shall be conducted in a manner that does not unreasonably interfere with:

- neighboring tenants
- facility operations
- access and circulation
- loading or unloading activity
- public safety

Delivery, loading, and operational activities shall comply with designated facility procedures.

10.10 Parking and Common Areas

Parking and common areas are shared resources intended to support facility operations.

Tenants shall:

- use parking only in designated areas
- avoid obstruction of access routes
- comply with loading/unloading procedures
- refrain from unauthorized storage in common areas

The City may establish additional parking and common area operational rules as needed.

10.11 Conference Room and Facility Use by Outside Organizations

The City may allow limited use of designated meeting or conference spaces within the San Luis Business Incubator by outside organizations, public agencies, business partners, educational institutions, or compatible community organizations, subject to availability and administrative approval.

Use fees shall be established as follows:

Facility Use Type	Fee
Conference Room Reservation (up to 4 hours)	$50
Conference Room Reservation (full day)	$100

Approved use may include access to available shared internet connectivity and standard meeting room setup.

The City reserves the right to:

- deny facility use requests
- prioritize incubator tenant needs
- restrict facility use based on operational requirements
- modify the fee schedule administratively as needed

Facility use must remain compatible with the economic development mission and operational integrity of the incubator.

10.11 Default and Enforcement

Failure to comply with facility rules, operational requirements, lease obligations, or applicable program policies may result in corrective action.

Corrective actions may include:

- written notice
- required corrective measures
- probationary status
- occupancy review
- non-renewal
- lease enforcement actions
- termination in accordance with lease provisions

City of San Luis

Business Incubator Assessment

January 2026

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Executive Summary

The San Luis Business Incubator (SLBI) is a municipally owned and operated facility providing affordable industrial space and business support services in one of Arizona's fastest-growing border communities. With 20,000 square feet across seven suites, the incubator is fully occupied and supports light manufacturing, warehousing, and distribution businesses. Its unique position at the U.S.–Mexico border allows it to serve entrepreneurs on both sides, leveraging cross-border commerce to create jobs and generate revenue.

This evaluation finds that the incubator is a valuable tool for local economic development but operates at a financial deficit. Annual expenses have exceeded revenues by approximately $40,000–$50,000 in recent years, requiring ongoing City subsidy. The evaluation also finds that the incubator currently relies almost exclusively on rental income, with limited use of cost-recovery program fees or service-based revenues commonly employed by peer municipal incubators. Current tenant lease rates ($0.44–$0.65 per square foot) fall below both San Luis ($0.66/SF) and regional Yuma ($0.76/SF) market averages, and the program currently lacks a formal graduation policy, structured programming, and consistent performance tracking —key elements of national best practices.

The report recommends a phased rent adjustment strategy, the adoption of a graduation rubric (24–36 months), the development of structured bilingual programming, and the implementation of a Key Performance Indicator (KPI) dashboard to measure outcomes such as jobs created, businesses graduated, and tenant survival rates. In addition, the report recommends introducing modest, market-standard program fees and optional cost-recovery services to supplement rental income and support the City's goal of achieving break-even operations. Medium-term actions include strengthening partnerships with regional workforce and educational institutions and diversifying funding sources through grants and sponsorships. Longer-term goals include achieving market parity in rents, exploring facility expansion, and publishing annual impact reports.



With these adjustments, the SLBI can continue to serve as a vital launchpad for entrepreneurs while improving financial sustainability, increasing tenant throughput, and reducing long-term reliance on municipal subsidy, all while strengthening its role as a driver of binational economic growth.

I. Introduction

This evaluation examines the San Luis Business Incubator (SLBI), a municipally owned and operated facility designed to support industrial-based entrepreneurship in the unique context of a U.S.–Mexico border community. As one of the few industrial-focused incubators in Arizona, the SLBI plays a critical role in advancing business development and job creation for both U.S. and Mexico-based firms. Its location in San Luis positions it to leverage binational trade flows, provide affordable industrial space, and nurture

early-stage companies that might otherwise struggle to find suitable facilities in a limited and volatile local market.

The assessment has been prepared in alignment with the agreed Scope of Services and evaluates the incubator's current operations, tenant composition, and lease structure, while benchmarking performance against regional market conditions and national best practices for municipally run incubators. The report also considers the incubator's financial sustainability, with an emphasis on balancing accessibility for startups with the long-term goal of achieving parity with market rents. Finally, recommendations are presented to enhance program efficiency, strengthen partnerships, and ensure the incubator continues to serve as a catalyst for economic growth.

As a border town, San Luis is uniquely positioned to capture the benefits of serving businesses on both sides of the border. The incubator provides an important platform for companies to grow and expand, creating jobs, generating revenue, and strengthening the local economy. In this way, the SLBI is not only a city asset but also a regional development tool, advancing economic opportunity for the binational community it serves.

II. Community Demographics, Economy, and Education

The City of San Luis is one of the fastest-growing communities in Arizona, having expanded from fewer than 2,000 residents in 1980 to more than 35,000 today. Current estimates place the population between 38,000 and 40,000, reflecting steady growth driven by its role as a border community and gateway for international trade. Directly across the border lies San Luis Río Colorado, Sonora, with a population of approximately 200,000. Together, the two cities form a dynamic binational community where commerce, labor, and culture flow seamlessly across the international line. More than 44,000 people cross through the San Luis Port of Entry each day, underscoring the area's importance as one of the busiest land crossings in Arizona.

San Luis has a unique demographic profile shaped by its border location. Nearly 95 percent of residents identify as Hispanic or Latino, and the city is among the youngest in the state, with a median age of just under 28 years and roughly 40 percent of its population under 19. Families tend to be larger, with average household sizes exceeding four people. While this provides a growing and energetic labor force, it also presents challenges in terms of workforce readiness, educational attainment, and income. Median household income in San Luis lags behind both county and state averages, and poverty levels remain above 20 percent, reflecting the concentration of employment in agriculture, low-wage service industries, and seasonal work. Educational attainment is also lower than the Arizona average, with fewer high school graduates and college-degree holders, though nearby Arizona Western College, and Northern Arizona University–Yuma provide important opportunities for higher education and workforce training.

The economic base of San Luis is tied closely to agriculture, manufacturing, and logistics. Yuma County as a whole produce more than 90 percent of the nation's winter leafy vegetables, and much of this product flows through the San Luis border crossing. At the same time, maquiladora operations in San Luis Río Colorado support cross-border supply chains in textiles, electronics, and food processing, creating

opportunities for local warehousing, distribution, and support services. Local employers include the Arizona State Prison Complex, Gadsden Elementary School District, Walmart, and a number of agricultural processors and distributors.

Education and workforce development are central to the city's long-term economic health. San Luis faces challenges with educational attainment: only about 44 percent of adults have completed high school compared to more than 80 percent statewide, and fewer than 10 percent hold a bachelor's degree. These gaps contribute to higher unemployment and underemployment, particularly among young adults. However, the presence of Arizona Western College, Northern Arizona University–Yuma, and local workforce training programs helps offset some of these barriers. Programs focused on bilingual skills, vocational trades, and cross-border commerce are particularly valuable in preparing the next generation of workers. Source: San Luis Development Strategic Plan

Together, these demographic, economic, and educational characteristics underscore both the opportunities and the challenges facing San Luis. The young and growing labor pool, strategic border location, and cross-border trade networks create strong potential for entrepreneurship. At the same time, income disparities, lower educational attainment, and the need for job diversification highlight why structured support systems—such as the San Luis Business Incubator—are critical. By providing affordable space, technical support, and a pathway to market-readiness, the incubator is positioned to directly address these community needs while advancing the city's broader economic development goals.

III. Current Program Review

Facility Overview

The San Luis Business Incubator (SLBI) is a municipally owned and operated facility located at 415 N. Henry Chavez Court within the San Luis Industrial Park. Completed in 2015 with support from U.S. Economic Development Administration (EDA) grants, Community Development Block Grant (CDBG) funds, and local city investment, the incubator represents a $2.1 million capital project designed specifically as a public-sector economic development tool. The 20,000-square-foot facility is subdivided into seven light-industrial suites ranging in size from 1,400 to 4,200 square feet. Suites are designed to accommodate early-stage businesses in manufacturing, assembly, warehousing, and distribution. As of this evaluation, the incubator is fully occupied, underscoring continued demand for affordable industrial space in San Luis.

The facility includes a set of shared amenities that enhance tenant operations, including 24/7 secure access, high-speed internet, a reception area, conference and training rooms, energy-efficient lighting, paved parking, and utilities such as water and sewer service.



These features reduce the overhead costs of startups while providing them with access to professional-grade space and support.

Tenant Demographics & Uses

The SLBI currently houses seven tenants across its seven suites. Existing tenants represent a mix of industries such as cabinetry, distribution, light manufacturing, and administrative support. Each occupies space ranging from 1,400 to more than 4,200 square feet. The incubator was designed to prioritize light-industrial and business-to-business tenants, excluding retail storefronts, to align with zoning and the city's industrial development strategy.

A detailed tenant table has been prepared showing the suite, square footage, tenant name, and type of business use. While this provides a clear overview of occupancy, additional data such as the number of employees, business origin (San Luis-based, cross-border, or regional), and industry classification (NAICS codes) would provide a more complete picture of tenant demographics. This level of detail is important for evaluating the incubator's impact on job creation and the local economy and can be collected as part of the tenant application process.

Table 1. Current Tenants August 2025

Suite	Square Footage	Tenant	Use of Suite
A	1,430 SF	JVR TRADE LLC	Storage and distribution
B	1,446 SF	HONEST TO DATE LLC	Administration office and storage
C	1,472 SF	CL TECHNOLOGIES LLC	Storage and distribution
D	1,472 SF	AZMED-USA LLC	Administration office, storage, and distribution
E	2,717 SF	BETO'S CABINETS LLC	Administration office, storage, final assembly, and distribution
F	4,237 SF	HAK CONSTRUCTION LLC	Administration office, storage, and distribution
G	4,237 SF	PACIFIC STYLE LLC	Administration office, storage, manufacturing, and distribution

Lease Terms & Occupancy

Tenant lease rates at the incubator currently range from $0.44 to $0.65 per square foot, depending on suite size and use. These rates are below both San Luis citywide industrial market averages (approximately $0.66 per square foot) and regional Yuma market averages (approximately $0.76 per square foot). With full occupancy and demand from prospective tenants, the current structure suggests there is room to implement a gradual rent increase strategy to move closer to market parity without undermining affordability.

Leases typically run three to six years, providing tenants stability as they grow their operations. However, the absence of a formal graduation or exit policy has created situations where businesses may remain in

the facility beyond what is typical in incubator models. Most incubators nationally anticipate a 24–36 month stay, with graduated rents or step-up models encouraging turnover and preparing firms for transition into the private market. The following table lists the current Incubator tenants.

Table 2. Lease Terms for Current Tenants - August 2025

Tenant	Lease Term	Lease Start Date	Lease End Date	Current Rate per SF
JVR Trade LLC	Three Years	6/30/2025	6/30/2028	$0.44 per SF
Honest To Date LLC	Six Years	3/1/2024	2/28/2030	$0.44 per SF
CL Technologies LLC	Six Years	12/14/2020	12/13/2026	$0.65 per SF
AZMED-USA LLC	Six Years	4/1/2021	3/31/2027	$0.65 per SF
Beto's Cabinets, LLC	Six Years	7/1/2022	6/30/2028	$0.575 per SF
HAK Construction LLC	Six Years	9/1/2021	8/31/2027	$0.575 per SF
Pacific Style LLC	Three Years	8/1/2025	7/31/2028	$0.44 per SF

Graduation Policy & Tenant Throughput

At present, the incubator lacks a clearly defined graduation policy. This is a critical gap because without structured throughput, space remains limited for new startups. Best practices recommend setting clear benchmarks—such as revenue growth, job creation, capacity utilization, or ability to secure private financing—to determine when tenants are ready to exit. A phased rent structure also supports this process by gradually reducing subsidies and aligning tenants with real-world cost conditions.

Services & Partnerships

Beyond providing space, the incubator offers value through its partnerships. The Arizona Small Business Development Center (SBDC), PPEP Microbusiness & Housing Development Corporation, Greater Yuma Economic Development Corporation (GYEDC), and Yuma Private Industry Council (YPIC) provide counseling, training, and business support. Workshops are sometimes hosted at the incubator or the nearby San Luis Library. These partnerships extend the city's capacity to provide technical assistance, though current programming remains relatively unstructured and participation rates are not systematically tracked.

To maximize its impact, the SLBI could benefit from developing a formal training calendar, bilingual resources, and a dedicated program coordinator. Doing so would align with best practices that emphasize incubators should offer mentorship, access to capital, legal guidance, and marketing support in addition to space.

Budget & Financials

The San Luis Business Incubator operates as a city-owned facility within Fund 330, Department 331 of the municipal budget. A review of the past three fiscal years shows that annual operating costs have consistently exceeded adopted budgets, reflecting both fixed costs and citywide cost allocations.

- **FY 2023:** Adopted budget of ~$128,580; actual expenditures totaled ~$168,652, resulting in an overage of nearly $40,000 (131% of budget).
- **FY 2024:** Adopted budget of ~$135,405; actual expenditures reached ~$183,460, again exceeding the budget by almost $48,500 (136% of budget).
- **FY 2025 (YTD as of June 2025):** Adopted budget of ~$149,380; year-to-date expenditures total ~$63,558, or 44% of budgeted amounts, reflecting partial-year performance.

The primary cost drivers include personnel expenses, utilities (electricity and water), building maintenance, software support, and significant chargebacks for citywide IT, facilities, and central services. Annual depreciation and amortization, which exceed $59,000 combined, are also reflected in the accounts, highlighting the long-term capital costs associated with the facility.

Revenues for the incubator are derived largely from tenant leases, currently set at $0.44 to $0.65 per square foot—well below local and regional industrial market averages. With seven suites fully occupied, lease income helps offset a portion of operating expenses but does not cover the full cost of the program. As a result, the City continues to subsidize the incubator at an estimated range of $40,000 to $50,000 annually.

This budgetary context underscores the need for a phased rent adjustment strategy. Even modest annual increases—bringing average lease rates closer to $0.65–$0.75 per square foot over the next several years—would significantly reduce the operating gap while maintaining affordability for startups. Coupled with improved tracking of tenant outcomes and potential pursuit of grants (EDA, USDA, philanthropic partnerships), the incubator could move toward greater financial sustainability without compromising its mission of fostering binational entrepreneurship.

IV. Comparative Best Practices

Municipally operated incubators are increasingly recognized as tools for fostering entrepreneurship, diversifying local economies, and supporting small business creation. However, their long-term effectiveness depends on how well they combine affordable space with structured programming, clear graduation policies, and financial sustainability. A review of national best practices and peer examples highlights several principles directly applicable to the San Luis Business Incubator (SLBI).

Mission Alignment and Economic Goals

Successful incubators clearly align their mission with broader community economic development strategies. In San Luis, the incubator's focus on light industrial uses, warehousing, and cross-border businesses reflects the city's priorities of job creation, binational commerce, and industrial diversification. This mission is consistent with the city's 2015 Strategic Plan, which identified small business and entrepreneurial development as a cornerstone for growth.

Graduated Rent Models and Throughput

Incubators across the country frequently employ step-up rent structures to balance accessibility with financial sustainability. Rent may begin at a discounted level but increases annually, preparing tenants for private-market conditions and encouraging graduation within three to five years. Research shows that the

average stay in a business incubator is approximately 33 months, with most programs expecting tenants to graduate within three years. By contrast, San Luis currently allows tenants to remain under three- to six-year leases without a formal graduation policy, limiting turnover and reducing opportunities for new startups.

Value-Added Services Beyond Space

High-performing incubators offer more than just affordable facilities. They provide mentorship, access to capital, legal and accounting guidance, workforce training, and marketing support. In San Luis, current partnerships with the Small Business Development Center (SBDC), PPEP, and the Greater Yuma Economic Development Corporation represent a solid foundation. However, programming remains ad hoc and would benefit from a structured training calendar, bilingual services, and targeted workshops on export/import regulations, OSHA compliance, and cross-border finance. Given San Luis's unique location, integrating binational business education into the service mix is a particularly important best practice.

Equity, Accessibility, and Community Engagement

Best practice incubators reduce barriers for underserved entrepreneurs by offering flexible hours, childcare support, and mobile-friendly training tools. With San Luis's demographic profile—95 percent Hispanic/Latino, largely Spanish-speaking—a bilingual and culturally responsive approach is essential. Expanding community outreach and aligning with workforce training institutions such as Arizona Western College would strengthen accessibility and ensure the incubator reaches the widest pool of potential entrepreneurs.

Performance Metrics and Continuous Improvement

Across the industry, incubator success is measured by tenant survival rates, jobs created, capital raised, and the number of businesses graduating. Studies frequently cite that businesses emerging from incubators exhibit higher survival rates—often approaching 80 percent after five years—compared to roughly 44 percent for non-incubated firms. San Luis currently does not publish formal metrics, though internal grant reporting likely requires tracking. Adopting a clear KPI dashboard—such as the one included in this report—will enable annual benchmarking and continuous improvement.

Source: Lewis, D.A. (2001). Does Business Incubation Work? *University of Michigan; National Business Incubation Association (NBIA),* Business Incubation Works*; U.S. Small Business Administration, Office of Advocacy.*

Financial Sustainability Through Diverse Revenue Streams

Municipal incubators often rely on a mix of lease revenues, city subsidies, grants, and partnerships. Best practice models have successfully leveraged U.S. Economic Development Administration (EDA) funding, USDA rural business programs, and private sponsorships. Some incubators also collect modest service or membership fees for training programs. For San Luis, combining a phased rent adjustment strategy with pursuit of external funding sources will strengthen long-term sustainability while maintaining affordability for startups.

In sum, the San Luis Business Incubator aligns with national models in its mission and partnerships but lags behind in structured programming, graduation policies, and performance tracking. By adopting these best practices, the SLBI can enhance its effectiveness, increase throughput, and reduce reliance on city subsidies while maintaining its critical role as a binational business development platform. Sources: Best Practices Business Incubators, IJSRA

V. Market Analysis

San Luis Industrial Market

The industrial market within the City of San Luis is limited in scale and experiences noticeable shifts due to its small size. According to CoStar data, the city contains approximately 796,000 square feet of industrial space across seven buildings. Because the market is so small, a single large move-out in the past year drove vacancy to more than 60 percent and resulted in net absorption of roughly –480,000 square feet. This highlights the sensitivity of the San Luis industrial market to individual tenant changes and underscores the importance of retaining and attracting stable, long-term users.

Even with these shifts, asking rents in San Luis average approximately $0.66 per square foot, with available space marketed at similar levels. This is significant because it establishes a benchmark above the current rent structure at the San Luis Business Incubator, where rates range from $0.44 to $0.65 per square foot. In other words, incubator tenants are paying below-market rents compared to other available industrial space in the city, while also benefitting from shared amenities and business support services.

Broader Yuma Market

The regional industrial market, which includes Yuma and San Luis combined, provides additional context for evaluating incubator lease rates. The Yuma submarket is substantially larger, with 6.8 million square feet of industrial space across more than 250 buildings. Vacancy in this regional market is significantly lower than San Luis alone, at approximately 16.2 percent. Over the past 12 months, the region recorded –1.04 million square feet of net absorption, reflecting a temporary adjustment period rather than structural weakness. Compared to San Luis, the Yuma market demonstrates greater depth and resilience, offering a broader base of industrial activity.

Asking rents in the Yuma market average $0.76 per square foot, while the average available asking rent is closer to $0.56 per square foot, reflecting landlord flexibility to secure tenants. Market sale pricing in Yuma averages $116 per square foot, compared to $149 in San Luis, though transaction activity is considerably higher in the larger regional market.

Implications for the San Luis Business Incubator

The incubator's current rent structure, ranging from $0.44 to $0.65 per square foot, is below both San Luis and Yuma market averages. This gap provides room for the City to implement phased rent increases without reducing affordability for tenants. A gradual move toward $0.65 to $0.75 per square foot would remain competitive with both San Luis and Yuma rents while also improving cost recovery for the City.

The broader Yuma market also demonstrates that appropriately priced industrial space leases relatively quickly, with an average time on market of just over two months. This indicates that incubator tenants, once ready to graduate, would likely be able to transition successfully into private space in the regional market. By aligning incubator rents with market conditions and preparing tenants through step-up rates, the SLBI can better balance affordability, sustainability, and throughput.

This table provides a comparative snapshot of industrial market conditions in San Luis, the broader San Luis–Yuma region, and the Business Incubator, illustrating that while the local and regional markets exhibit elevated vacancy and soft absorption, the incubator remains fully occupied and priced well below prevailing market rents.

Table 3. Industrial Market Comparison: San Luis, Regional Yuma Market and Incubator Context

Metric	San Luis (City)	Regional Market (San Luis + Yuma)	Incubator (Current)
Total Inventory (SF)	796,000	6.8M	20,000 (7 suites)
Vacancy Rate	60.30%	16.20%	100% occupied
12-Month Net Absorption (SF)	-480,000	-1.04M	N/A
Market Asking Rent ($/SF)	$0.66	$0.76	$0.44 - $0.65
Available Asking Rent ($/SF)	$0.67	$0.56	N/A
Market Sale Price ($/SF)	$149	$116	N/A
Market Cap Rate	7.20%	7.90%	N/A

VI. Opportunities & Gaps Analysis

The evaluation of the San Luis Business Incubator (SLBI) highlights a number of strengths, but also points to areas where improvements are needed to maximize impact and sustainability.

Strengths and Current Opportunities

The SLBI is a fully occupied, modern industrial facility that provides affordable space for small and emerging firms. It is uniquely positioned in a binational market where businesses can serve customers and supply chains on both sides of the U.S.–Mexico border. Tenant demand has remained strong since the incubator's inception, and lease rates—though below market—are sufficient to provide a base level of income. Partnerships with organizations such as the Small Business Development Center, PPEP, Greater Yuma EDC, and Yuma Private Industry Council extend the incubator's service offerings beyond physical space. These strengths provide a solid foundation for future growth and demonstrate the incubator's continued relevance to the City's economic development goals.

Identified Gaps

Despite these advantages, the incubator faces several challenges. The absence of a formal graduation policy means that tenants often remain in place for longer than typical in incubator models, limiting

turnover and the opportunity to serve a larger pool of entrepreneurs. Programming and training are offered on an occasional basis but are not yet organized into a consistent calendar or curriculum. Performance tracking is another gap: while tenants clearly benefit from the facility, the City does not currently measure or publish outcomes such as jobs created, revenues generated, businesses graduated, or capital raised. Finally, the incubator operates at a financial deficit. Budget reports from the past three years show that annual expenses have exceeded revenues by $40,000 to $50,000, requiring ongoing City subsidy.

Opportunities for Improvement

Addressing these gaps presents an opportunity for the incubator to evolve from a space-based program into a more comprehensive business development platform. Implementing a phased rent adjustment strategy would improve cost recovery while still maintaining affordability compared to market rates. Establishing a clear graduation policy would increase throughput, creating space for new startups and reinforcing the incubator's role as a launchpad. Expanding programming through structured, bilingual training sessions and mentorship would add value to tenants and help address the community's lower levels of educational attainment. Finally, introducing a performance measurement framework would enable the City to demonstrate the incubator's impact in terms of jobs, business growth, and contributions to the local economy, strengthening the case for ongoing public and private investment.

Taken together, these opportunities represent a path for the SLBI to build on its existing strengths, address structural gaps, and position itself as a financially sustainable, high-impact incubator serving both San Luis and the broader binational region.

VII. Recommendations & Action Plan

The evaluation of the San Luis Business Incubator demonstrates both the value of the program and the need for targeted adjustments to strengthen its role as a binational economic development tool. The following recommendations are organized into near-term, medium-term, and long-term actions to provide the City with a practical roadmap.

Near-Term (0–12 months)

Adopt a Phased Rent Adjustment Strategy

As a recommendation, begin adjusting rents within the current tenant lease cycle through a deliberate, phased rent adjustment strategy that balances affordability with long-term financial sustainability. Best practices among municipally operated industrial incubators support modest, predictable annual increases —generally in the range of 3 to 5 percent—rather than abrupt resets to market rates. This approach allows tenants to plan for higher occupancy costs while reinforcing the incubator's role as a transitional, rather than permanent, lease option.

For existing tenants, annual step-ups should be applied at lease anniversaries or through lease amendments, with clear advance notice and caps on year-over-year increases to avoid operational disruption. For new tenants, entry rents should be set closer to current market conditions and structured

with built-in annual escalations that phase tenants toward parity with the San Luis and Yuma industrial markets over a three- to four-year period. Based on current data, this approach would gradually move incubator rents toward a target range of approximately $0.65 to $0.75 per square foot, which remains competitive with local and regional industrial rates while improving cost recovery for the City.

Importantly, this market-informed, step-up model preserves the incubator's affordability advantage—particularly in the early years of tenancy—while steadily reducing the City's annual operating subsidy, currently estimated at $40,000 to $50,000. By tying rent adjustments to objective market benchmarks and implementing them incrementally, the City can strengthen the financial sustainability of the San Luis Business Incubator without undermining its core economic development mission or discouraging early-stage and binational entrepreneurs.

This table outlines a phased rent adjustment framework that aligns incubator lease rates with San Luis and regional Yuma industrial market conditions over time, balancing affordability for early-stage tenants with improved cost recovery and support for graduation into the private market.

Table 4. Phased Rent Adjustment Framework Aligned with Market Conditions

Tenant Category / Program Stage	Recommended Rent Level	Annual Adjustment Approach	Policy Rationale
Existing Tenants (In-Place Leases)	Current rate + 3–5% annually	Apply modest step-ups at lease anniversary or via amendment; cap increases annually	Avoids rent shock, preserves affordability, and provides predictability while gradually improving cost recovery
New Tenants – Year 1	75–80% of market	Entry rent set below market; escalation disclosed at onboarding	Maintains incubator affordability advantage for early-stage firms
New Tenants – Year 2	85–90% of market	Automatic annual escalation	Prepares tenants for private-market lease conditions
New Tenants – Year 3	95% of market	Continued step-up	Signals approaching graduation and market readiness
Extended Tenure (Year 4–5, if approved)	100% of market (or market + CPI)	Adjusted based on San Luis/Yuma industrial market review	Encourages graduation and aligns longer-term tenants with true market costs
Target Market Reference	$0.65–$0.75 per SF	Biennial market review using San Luis and Yuma industrial data	Ensures rents remain data-driven, competitive, and defensible

This table illustrates a five-year, incremental rent transition for existing tenants, demonstrating how modest annual increases can move legacy below-market leases toward alignment with San Luis and regional Yuma industrial rents while minimizing disruption and supporting graduation readiness.

Table 5. Illustrative Five-Year Rent Transition for Existing Tenants*			
Year	Illustrative Rent Range ($/SF/month)	Adjustment Approach	Policy Intent
Current (Baseline)	$0.44 – $0.65	Existing lease rates	Reflects legacy subsidized rates
Year 1	$0.50 – $0.67	3–5% increase at lease anniversary	Begins transition; avoids rent shock
Year 2	$0.55 – $0.70	Continued 3–5% step-up	Moves tenants closer to market
Year 3	$0.60 – $0.73	Step-up continues; some tenants reach target range	Signals market readiness
Year 4	$0.65 – $0.75	Alignment with recommended market range	Achieves parity with San Luis/Yuma market
Year 5 (if approved)	$0.65 – $0.75 (+ CPI, if applicable)	Market-based adjustment	Encourages graduation or market exit

**Assumes gradual increases capped at 3–5% annually until market-aligned range is achieved*

For transparency and implementation planning, a tenant-level table illustrating baseline lease rates and projected Year 5 rents under the recommended phased rent strategy is included in the Appendices.

Introduce Cost-Recovery Services and Program Fees

To support the City's objective of achieving at least break-even operations at the San Luis Business Incubator, the City should consider introducing modest, market-standard fees for optional services commonly offered by municipal and industrial incubators. These services are designed to complement tenancy, reinforce the incubator's role as a transitional business development program, and recover a portion of operating costs without undermining affordability for early-stage businesses.

Industry best practices demonstrate that incubators rarely rely on rent alone to cover operating expenses. Instead, they combine below-market rents with limited program fees and fee-for-service offerings, particularly for administrative support, facility use, and specialized training. When structured appropriately, these fees are widely accepted by tenants, as they remain modest relative to private-market alternatives and are often discounted for incubator participants.

Given limited on-site staffing, the City should prioritize services that are scalable, easy to administer, and largely partner-delivered, such as workshops, one-on-one advising, and shared facility use. A small monthly program fee can help offset administrative costs associated with tenant coordination, performance tracking, reporting, and partnership management, while optional service fees allow tenants to pay only for higher-touch support when needed.

Importantly, these fees should be implemented incrementally, beginning with a limited set of services and adjusted over time based on tenant utilization and program performance. When combined with the recommended phased rent adjustments, a cost-recovery service model can materially reduce the City's annual subsidy while preserving the incubator's core mission of supporting entrepreneurship, job creation, and binational economic activity.

The table below summarizes common cost-recovery services offered by peer municipal incubators and illustrative fee ranges that can supplement rental income while preserving affordability for early-stage tenants.

Table 6. Typical Cost-Recovery Services and Fee Ranges for Municipal Incubators

Service Category	Example Services	Typical Fee Range	Purpose
Program & Administration	Monthly incubator program fee	$75–$150 per month	Offsets administrative coordination, reporting, and performance tracking
Facility Use	Conference or training room (after hours)	$25–$50 per hour	Cost recovery for shared facility use
Storage	Secured on-site storage units	$40–$75 per month	Monetizes underutilized space
Utilities (High-Load Users)	Partial electricity cost recovery	Usage-based or flat surcharge	Aligns costs with actual consumption
Training & Workshops	Advanced or specialty workshops	$25–$75 per session	Cost recovery for partner-led programming
Business Support	One-on-one advising or consulting	$50–$100 per session	Market-standard advisory pricing, discounted for tenants

Conservative Revenue Estimates from Cost-Recovery Fees

To assess the potential contribution of cost-recovery services toward the City's break-even objective, a conservative revenue scenario was prepared based on current incubator size (approximately seven tenants) and modest utilization assumptions. These estimates are illustrative and intentionally conservative.

Under a conservative utilization scenario, modest program and service fees could generate approximately $15,000–$20,000 annually, providing a meaningful contribution toward the City's goal of reducing or eliminating the incubator's operating subsidy (See Table H-4).

Establish a Graduation Policy

To strengthen tenant throughput and align the San Luis Business Incubator with national best practices, the City should adopt a formal, written graduation policy that clearly defines expectations for tenant progression and exit. The policy should establish a target graduation window of 24–36 months, with flexibility for industrial, manufacturing, and binational businesses that may require longer ramp-up periods, and a clearly defined maximum length of stay.

Graduation criteria should be both performance-based and outcome-oriented, reflecting the incubator's dual goals of business development and financial sustainability. Recommended benchmarks may include demonstrated revenue growth or financial stability, job creation or workforce expansion, the ability to secure private industrial space in the San Luis or Yuma market, and readiness to operate independently of subsidized space. Establishing clear milestones and conducting regular performance reviews will allow the City to identify graduation readiness early and support an orderly transition process.

Clearly articulating and consistently applying a graduation policy will increase tenant turnover, ensure limited incubator space is made available to new entrepreneurs, and reinforce the incubator's role as a launchpad rather than a long-term lease solution. To support implementation and transparency, a draft Graduation Policy, along with a corresponding KPI framework tied to tenant performance, graduation, and rent recovery, is included in Appendix G for reference and potential adoption.

Introduce Performance Tracking

To strengthen accountability, demonstrate impact, and support long-term sustainability, the City should implement a formal performance tracking system for the San Luis Business Incubator through a Key Performance Indicator (KPI) dashboard. Establishing consistent metrics will allow the City to better evaluate program effectiveness, track progress toward graduation and rent recovery goals, and clearly communicate outcomes to City Council, funding agencies, and other stakeholders.

A KPI dashboard should focus on a balanced set of financial, operational, and economic development outcomes, reflecting both the incubator's business support mission and its role as a municipal asset. Metrics should be tracked annually, with select indicators monitored quarterly where feasible, and summarized in a concise dashboard format that can be incorporated into annual reports, budget discussions, and grant applications.

Performance tracking will also support implementation of the graduation policy by identifying when tenants are approaching readiness for transition, enabling proactive planning and improved throughput. Over time, these metrics will provide valuable trend data to inform policy adjustments, rental rate alignment, and program design.

To support implementation of the integrated performance framework, a detailed KPI table identifying specific metrics, target benchmarks, and data sources is provided in the Appendices. This table is intended to guide ongoing data collection, reporting, and evaluation of incubator outcomes.

Table 7. Integrated KPI, Rent, and Graduation Framework

Program Stage	Target Rent Level	Key Performance Indicators (KPIs)	Graduation Expectations / Actions
Entry / Year 1	75–80% of market	• Tenant onboarding completed • Business plan or operating model established	Orientation and stabilization phase; no graduation review

		• Initial job creation baseline	
Growth / Year 2	85–90% of market	• Revenue growth or financial stability demonstrated • Jobs created or retained • Participation in training or technical assistance	Annual performance review begins; early graduation readiness discussion
Market Readiness / Year 3	95% of market	• Sustained revenue or positive cash flow • Workforce growth or productivity gains • Ability to identify off-site industrial space	Graduation readiness assessment: transition planning initiated
Extended Tenure / Year 4	100% of market	• Continued business growth • Minimal reliance on subsidized services • Private-market lease feasibility	Graduation encouraged; limited extensions granted only if justified
Maximum Term / Year 5	Market + CPI (if applicable)	• Financial independence demonstrated • Off-site lease or relocation plan in place	Mandatory graduation review and transition

Medium-Term (1–3 years)

Over the medium term (1–3 years), the City should focus on strengthening the incubator's programmatic structure, partnerships, and funding model to support tenant growth, graduation readiness, and long-term financial sustainability.

Expand and Formalize Programming

Create a structured, annual training calendar offering bilingual workshops on business planning, OSHA compliance, export/import regulations, cross-border finance, and marketing. Programming should be aligned with tenant stage and graduation readiness, with participation tracked as part of the incubator's performance metrics. Mentorship opportunities should be strengthened through partnerships with established business leaders in Yuma County and San Luis Río Colorado, with a focus on peer learning, industry-specific guidance, and transition planning.

Strengthen Partnerships

Expand collaboration with Arizona Western College, Northern Arizona University–Yuma, and workforce partners such as YPIC to integrate entrepreneurial education, technical training, and internship pipelines for incubator tenants. Additional partnerships with maquiladora suppliers, binational chambers, and

regional economic development organizations should be explored to strengthen cross-border supply chains, workforce access, and market opportunities for graduating firms.

Diversify Funding Sources

Reduce reliance on City subsidy by pursuing U.S. Economic Development Administration Build to Scale grants, USDA Rural Business Development funds, and potential private sponsorships. Modest service fees for workshops or membership programs could also supplement revenue without burdening tenants.

Long-Term (3–5 years)

Over the long term (3–5 years), the City should focus on positioning the San Luis Business Incubator for sustained impact, financial stability, and continued relevance within the regional and binational economy. These actions are intended to build on earlier rent alignment, graduation, and performance-tracking efforts by reinforcing market readiness, expanding program capacity where demand supports it, and institutionalizing impact reporting to guide long-term decision-making.

Achieve Market Parity in Rents

Gradually align incubator lease rates with San Luis and regional Yuma industrial market averages (approximately $0.65–$0.75 per square foot) while maintaining an initial discount for first-year tenants as part of the phased rent strategy. Achieving market parity over time will place the program on stronger financial footing, reinforce the incubator's transitional role, and reduce reliance on ongoing municipal subsidy.

Expand Facility Capabilities

Explore the feasibility of adding modular space or specialized facilities—such as a shared industrial kitchen or light-manufacturing support space—to respond to evolving tenant needs and market demand. Potential expansions should prioritize uses that support local entrepreneurship and binational business activity and be evaluated for financial feasibility and alignment with the City's broader economic development and land-use objectives.

Institutionalize Impact Reporting

Publish an annual incubator impact report summarizing tenant outcomes, graduation activity, job creation, community benefits, and financial performance. Over time, the City should benchmark results against regional and national peer incubators, using performance data to inform policy refinements, budget decisions, and continuous program improvement.

Together, these recommendations provide a clear roadmap for evolving the San Luis Business Incubator into a financially sustainable, high-impact economic development program. By combining incremental rent adjustments, structured programming, clearly defined graduation policies, and rigorous performance tracking, the City can ensure the incubator continues to fulfill its mission of supporting entrepreneurship, creating jobs, and strengthening the binational economy.

Conclusion

The San Luis Business Incubator has proven to be a valuable community asset, supporting local and cross-border businesses in a market where affordable industrial space is scarce. By offering below-market rents, shared amenities, and connections to local partners, the incubator has created opportunities for firms that might not otherwise have found a foothold in San Luis. Yet, the evaluation also reveals gaps in graduation policies, program services, financial sustainability, and performance tracking.

Moving forward, the City of San Luis has the opportunity to strengthen the incubator by implementing a phased rent strategy, formalizing graduation expectations, expanding bilingual programming, and adopting performance metrics aligned with national best practices. Doing so will not only reduce the incubator's reliance on municipal subsidies but also expand its reach and effectiveness as a binational business development tool.

In conclusion, the SLBI is well positioned to evolve into a model incubator for border communities—one that balances affordability with sustainability, fosters entrepreneurship, and contributes meaningfully to job creation and economic growth on both sides of the U.S.–Mexico border.

With clear policies, measurable outcomes, and a phased approach to financial alignment, the City of San Luis is well positioned to implement these recommendations incrementally and sustainably.

VIII. Appendices



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Appendix D	Sample KPI Framework
Appendix E	KPI Metrics, Benchmarks, and Data Sources
Appendix F	Rent Increase Summary Impact by Tenant
Appendix G	Recommended Graduation Policy
Appendix H	Cost-Recovery Services and Fee Examples (Detailed)

Appendix A: Evaluation of Current Tenant Application

The City of San Luis Business Incubator Tenant Application requests standard applicant and business information, including contact details, business structure, product/service description, market and experience details, facility needs, equipment and safety considerations, workforce projections, current financing, and existing facility usage. It also includes a submission checklist for resumes, references, a business plan (if available), and financial documents, and requires completion of a 3-year cash-flow projection if advanced to lease consideration. (San Luis, AZ)

Strengths of the Current Application

- Comprehensive collection of business profile and contact details.
- Includes questions about market, experience, and space requirements — useful for evaluating fit.
- Requests projections for employment over five years, providing early insight into job creation potential.

Areas for Improvement

- Lack structured questions on graduation readiness (e.g., revenue targets, path to private-market leasing).
- Does not explicitly collect baseline performance data that aligns with the recommended KPI framework.
- Does not require attachments or commitments tied to participation in structured programming (e.g., mentorship, workshops).
- Does not require acknowledgment of the incubator's graduation policy, rent escalation, or performance tracking expectations.

Recommended Enhancements

The updated application should include sections that will help staff assess:

- Fit with the incubator's graduation criteria (e.g., projected milestones toward independent operation),
- Commitment to performance reporting aligned with the KPI dashboard,
- Understanding of rent adjustment expectations,
- Participation interests in structured programming and training.

Appendix B: Sample Tenant Application Form (Draft)

City of San Luis – Business Incubator Tenant Application (DRAFT)

Purpose: To assess applicant suitability for space and services in the San Luis Business Incubator and to collect baseline data used for performance tracking and graduation planning.

Section 1: Applicant Information

- Applicant Name: _____
- Business Name: _____
- Contact Address, Email, Phone: _____
- Business Structure (Sole Prop., LLC, Corp.): _____
- Business Start Date or Projected Start Date: _____

Section 2: Business Profile and Plan

- Brief description of product/service: _____
- Target market and geographic reach: _____
- Business goals over the next 12, 24, and 36 months: _____
- Attach: Business Plan or Executive Summary

Section 3: Experience and Qualifications

- Relevant industry experience: _____
- Key team members and roles: _____

Section 4: Facility Needs

- Type of space requested (office, manufacturing, warehouse): _____ sq. ft.
- Current facility location/lease status: _____
- Current monthly occupancy and utility costs (if any): _____

Section 5: Program Participation and KPIs

The incubator tracks certain performance outcomes. Applicants should provide baseline values and projections where applicable:

- Current annual revenue (if any): _____
- Projected annual revenue (Year 1 / Year 2 / Year 3): _____
- Planned job creation (full-time / part-time) by year: _____
- Capital raised or planned (sources and amounts): _____
- Participation interests (check all that apply):

Workshops □
Mentorship □
Networking □
Workforce training □

Section 6: Financial Information

- Existing financing and source: _____
- Equity or cash available: _____
- Need for additional financing and plan: _____

Section 7: Acknowledgments and Consent

I understand that submission of this application does not guarantee a lease. I agree to participate in performance tracking and graduation reviews as defined in the program guidelines. _____
(Signature)

Date: _____

Checklist

☐ Resume
☐ Three professional references
☐ Business Plan or Executive Summary
☐ Financial projections (Cash flow, revenue forecast)
☐ Copy of City of San Luis business license (or proof of application)

This draft aligns applicant expectations with the City's program policies, performance tracking goals, and graduation criteria.

Appendix C: Sample Program Guidelines

San Luis Business Incubator – Program Guidelines (Draft)

1. Purpose

The San Luis Business Incubator supports early-stage and expanding industrial businesses with subsidized space, programming, and services to accelerate growth and prepare firms for private-market operations.

2. Eligibility

Applicants must demonstrate viability, growth potential, and alignment with industrial space needs. Minimum requirements include a business license, a business plan or executive summary, and baseline projections for employment and revenue.

3. Lease Terms and Rent

Tenants enter at an initial discounted rate. Rents are structured with annual step-ups as part of a phased adjustment toward market benchmarks ($0.65–$0.75/SF). Tenants must acknowledge the rent adjustment schedule and associated performance expectations in their lease.

4. Programming

The incubator offers structured bilingual workshops, mentorship opportunities, and partner-led training on business fundamentals, compliance, cross-border operations, and marketing. Participation is tracked and included as a performance indicator.

5. Performance Tracking and KPIs

Tenants must provide annual updates on revenue, job creation, capital raised, and other performance metrics. Performance data informs graduation readiness reviews and supports ongoing program evaluation.

6. Graduation Policy

Tenants are expected to graduate within 24–36 months, with a maximum term of five years. Graduation reviews consider revenue growth, job creation, KPI attainment, and readiness for private-market leasing.

7. Reporting and Review

The City publishes an annual impact report and conducts annual KPI reviews. Tenant data supports Council reporting, budget planning, and grant applications.

Appendix D: Sample KPI Framework

To strengthen program evaluation and align with best practices, the following Key Performance Indicators (KPIs) are recommended for the San Luis Business Incubator. These should be tracked annually and reported in a simple dashboard.

Sample KPI Framework – San Luis Business Incubator			
KPI Category	**Metric**	**Purpose / What It Measures**	**Tracking Frequency**
Financial Sustainability	Average rent per square foot	Progress toward market-aligned lease rates	Annual
	Total lease revenue	Rent recovery and contribution to operating costs	Annual
	City subsidy per year	Reduction in municipal support over time	Annual
Graduation & Throughput	Average tenant length of stay	Effectiveness of graduation policy	Annual
	Number of businesses graduated	Program throughput and capacity turnover	Annual
	Graduation rate within 3–5 years	Alignment with incubator best practices	Annual
Business Outcomes	Jobs created or retained	Economic impact and workforce contribution	Annual
	Tenant revenue growth (self-reported)	Business stability and growth	Annual
	Post-graduation survival rate	Long-term effectiveness of incubation	Biennial
Program Utilization	Participation in training or technical assistance	Engagement with support services	Annual
	Use of partner services (SBDC, workforce partners, etc.)	Effectiveness of partnerships	Annual
Community & Regional Impact	Graduated firms remaining in San Luis or region	Local and regional economic retention	Biennial

Appendix E: KPI Metrics, Benchmarks, Data Sources

Detailed Key Performance Indicators, Benchmarks, and Data Sources			
KPI Category	**Specific Metric**	**Target/ Benchmark**	**Data Source**
Business Performance	Tenant Revenue Growth	10% annual increase	Annual tenant financial reports
Business Performance	Capital Raised by Tenants	$500,000 cumulative annually	Tenant self-report; grant/loan records
Jobs & Workforce	Jobs Created/Retained	2–5 jobs per tenant annually	Tenant surveys; City workforce data
Graduation & Throughput	Tenant Graduation Rate	70% graduate within 3–5 years	Incubator program records
Graduation & Throughput	Post-Graduation Survival	80% survive after 3 years	Follow-up surveys; state business registry
Program Engagement	Participation in Training/Workshops	75% tenant participation annually	Program attendance sheets
Community Impact	Local Procurement/Spending	Track % of local suppliers used	Tenant procurement surveys

Appendix F: Rent Increase Summary Impact by Tenant

Summary Impacts by Tenant (Baseline vs. Year 5)							
Suite	**Tenant**	**SF**	**Current $/SF**	**Current Monthly**	**Year 5 $/SF**	**Year 5 Monthly**	**Annual Increase (Year 5 vs. Current)**
A	JVR Trade LLC	1,430	0.44	$629.20	0.65	$929.50	$3,603.60
B	Honest To Date LLC	1,446	0.44	$636.24	0.65	$939.90	$3,643.92
C	CL Technologies LLC	1,472	0.65	$956.80	0.75	$1,104.00	$1,766.40
D	AZMED-USA LLC	1,472	0.65	$956.80	0.75	$1,104.00	$1,766.40
E	Beto's Cabinets LLC	2,717	0.575	$1,562.28	0.734	$1,993.60	$5,175.84
F	HAK Construction LLC	4,237	0.575	$2,436.28	0.734	$3,107.27	$8,051.88
G	Pacific Style LLC	4,237	0.44	$1,864.28	0.65	$2,754.05	$10,677.24

Appendix G: Recommended Graduation Policy

San Luis Incubator Formal Graduation Policy

Policy Purpose

The San Luis Business Incubator (SLBI) is intended to function as a transitional economic development tool, not a long-term lease alternative. This Graduation Policy establishes clear expectations for tenant progression, supports program throughput, and ensures the incubator continues to serve emerging and early-stage businesses—while recognizing the unique binational, industrial, and manufacturing context of San Luis.

Target Length of Stay

- Preferred Graduation Window**:** 24–36 months
- Maximum Program Duration**:** 5 years (mandatory graduation review)

This structure aligns with national incubator standards while allowing flexibility for capital-intensive, regulatory, and cross-border businesses.

Mandatory Graduation Triggers

A tenant must graduate from the incubator when any one of the following conditions is met:

1. The tenant has reached five (5) years in the program.
2. The tenant's space needs exceed incubator capacity, or the incubator cannot accommodate expansion.
3. The tenant occupies 20 percent or more of the total rentable incubator space.
4. The tenant demonstrates financial capacity to lease private industrial space in the San Luis or Yuma market.

Performance-Based Graduation Criteria

Tenants may graduate earlier upon meeting a combination of the following benchmarks:

- Demonstrated revenue growth or sustained positive cash flow.
- Job creation or workforce expansion appropriate to industry type.
- Ability to secure off-site industrial space at market rates.
- Completion of required training, compliance, or business planning milestones.
- Operational readiness to function independently of subsidized space.

This hybrid output + outcome model reflects industry best practices while remaining flexible for binational supply chains and manufacturing timelines.

Annual Review & Graduation Process

- Annual Performance Review begins in Year 2.
- Graduation Readiness Review occurs no later than Year 3.
- A 12-month transition period may be granted when needed to support orderly relocation.
- Graduated businesses may remain connected as Incubator Alumni, with limited access to services and mentorship.

Post-Graduation Tracking

Graduated firms will be tracked for:

- Business survival,
- Job retention and growth,
- Continued presence in the local or regional economy.

This data supports long-term impact reporting and funding justification.

Appendix H: Cost-Recovery Services and Fee Examples (Detailed)

This appendix provides illustrative examples of cost-recovery services and associated fee ranges commonly used by municipal and industrial business incubators. These examples are intended to inform City decision-making and demonstrate feasible approaches to reducing operating subsidies without requiring additional staffing.

Table H-1. Illustrative Fee Schedule for the San Luis Business Incubator

Service	Tenant Fee	Non-Tenant Fee	Implementation Notes
Incubator Program Fee	$95 per month	N/A	Supports administration, KPI tracking, and reporting
Application Fee	$50 (one-time)	$75	Covers staff review; discourages speculative applications
Conference Room (After Hours)	$25 per hour	$40 per hour	Encourages tenant priority use
Storage Unit (Approx. 4'x10')	$50 per month	$75 per month	Market-aligned; scalable
Advanced Workshops	$35 per session	$60 per session	Partner-led; tenant discount
One-on-One Business Advising	$75 per hour	$125 per hour	Delivered via SBDC or consultants
Heavy Utility Surcharge	Case-by-case	N/A	Applies only to high-load users

Appendix H-2. Recommended Fee Rollout Approach

Phase	Services Introduced	Rationale
Phase 1	Program fee, application fee	Immediate revenue with minimal operational burden
Phase 2	Conference room use, storage	Cost recovery for existing assets
Phase 3	Workshops and advising	Scalable, partner-delivered services
Phase 4 (Optional)	Utility surcharges	Ensures equitable cost allocation

Appendix H-3. Alignment with Financial Sustainability Goals

Revenue Tool	Contribution to Break-Even Goal	Staffing Impact
Program fees	Predictable recurring revenue	Minimal
Facility fees	Variable supplemental revenue	Minimal
Training & advising	Cost recovery and value creation	Low (partner-based)
Utility recovery	Expense offset	Minimal

Table H-4. Illustrative Annual Revenue from Cost-Recovery Services (Conservative Scenario)		
Revenue Source	**Assumptions**	**Estimated Annual Revenue**
Monthly Program Fee	7 tenants × $95/month	$7,980
Application Fees	5 applications/year × $50	$250
Conference Room Use	10 hours/month × $25	$3,000
Storage Units	5 units × $50/month	$3,000
Workshops / Training	6 sessions/year × 10 attendees × $35	$2,100
One-on-One Advising	2 sessions/month × $75	$1,800
	Total Estimated Annual Revenue	**$18,000**

SAN LUIS BUSINESS INCUBATOR

TENANT HANDBOOK

San Luis Business Incubator

415 N. Henry Chavez Court

P.O. BOX 1175

San Luis, Arizona 85349

(928) 627-1627



Welcome

Congratulations on becoming part of the San Luis Business Incubator family. We are proud and excited to welcome you.

The City of San Luis Business Incubator is a business initiative that offers a variety of programs and services designed for new and expanding businesses. Beginning with your orientation, the programs and services include business planning, support services, opportunities for networking, and involvement with the business community. The first year is critical and this is the reason why we provide you with an array of programs and services. I invite you to take advantage of the programs and services at your disposal.

The Business Incubator Handbook provides you with the program guidelines and procedures, along with the tenant rights and responsibilities. The City of San Luis, my staff and I pledge ourselves to working with you towards a smooth transition into the Business Incubator family, and an enriched overall business growth experience.

Again, welcome to the San Luis Business Incubator. I look forward to working with you and assisting you with the development of your business. I'm here to serve YOU, so if we can ever be of help to you, please do not hesitate to contact me.

With warmest regards,

_____

Armando Esparza

Director of Economic Development and Government & Foreign Affairs

INTRODUCTION

The San Luis Business Incubator endeavors to create an environment that supports and nurtures businesses and individuals seeking to create and expand their businesses.

The policies set forth in this Tenant Handbook provide general guidance for Business Incubator staff and tenants and are designed to enable Business Incubator staff to service the tenants so that the tenants will enjoy a high likelihood of success. The City of San Luis deserves the right to modify or change these policies and procedures in order to serve the best interest of the San Luis Business Incubator and our tenants.

POLICIES AND PROCEDURES

Business Incubator Hours

Monday-Friday	8:00 AM to 5:00 PM
Saturday	Closed
Sunday	Closed

*Tenants will always have access to their respective areas within the facility. Any tenant open for business on Saturday and/or Sunday, will provide customers with access directly through their respective suite. The Reception area will be closed Saturday and Sunday.

* Business Incubator will be closed on federal holidays each year. A calendar of these dates is published annually.

Security (After Hours and Weekends)

All doors to the facility are to be kept locked during evening, weekends, and holidays, or when the facility is closed. All entrances to the building should be locked at 5:00 PM each evening. If you are in the building at that time, please make sure that entrance door to your suite is locked. If you enter the building after normal business hours, make sure to relock the door, locking yourself into the building. At all the above noted times, when you leave the facility, make sure that you lock the door behind you. This policy is to protect you, your fellow tenants and your property.

If you have visitors/employees who need to enter the building after normal hours, instruct them to advise you of their anticipated arrival time in order for you to meet them at the entrance door of your suite and relock the door after they are in the building.

The San Luis Business Incubator is equipped with a fire alarm. If you activate the alarm, the alarm sounds directly to the Fire/Police dispatch. If alarm sounds, please evacuate the building immediately.

Visitors

When clients/customers arrive at the business incubator and would like to see you, the office assistant will call and notify you that they are in the waiting area. At your instruction, your clients/customers will either be directed to your office or asked to be seated and wait in the reception area until you come and get them.

Weekend/After Hours Emergency

In case of a medical or fire emergency, please call 911. For other emergencies over the weekend or after hours, you may contact the San Luis Police Department at (928) 341-2420.

Prohibited Conduct/Activity

By becoming a tenant of the San Luis Business Incubator, your conduct will reflect on the business incubator itself, as well as other tenants, and other affiliated organizations. It is your responsibility as a tenant to maintain a standard of behavior that does not disrupt, or somehow cause damage to the reputation of the business incubator, your fellow tenants, or other organizations that are affiliated with the business incubator. You are expected to maintain appropriate behavior and standards at all times. Appropriate dress is required, consistent with a business atmosphere. Inappropriate conduct or actions, or behavior deemed- at the sole discretion of the Economic Development Staff or board- to be damaging to the image or reputation of the business incubator will be cause for immediate termination of all tenant rights and privileges. Inappropriate conduct includes, but is not limited to, filing bankruptcy, or accommodations for the benefit of creditors, breach of the leases or other agreements, charges involving moral turpitude, investigations by law enforcement officials, or any other behavior deemed inappropriate by Economic Development Manager or board. The business incubator reserves the right to conduct a background check on a company, its management, and its employees. To assist the business incubator in being more efficiently, certain rules are required for tenants and visitors using the facilities:

1.) No firearms, illegal drugs, explosives, fireworks, alcoholic beverages, flammable, radioactive or potentially contagious/hazardous material will be permitted in or around the facility.
2.) If a hazard material is used due to the nature of the business, the tenant must provide to all employees in an accessible manner, Material Safety Data Sheets (MSDS) for those hazardous chemicals in their workplace and supply copies to the Economic Development Manager. This request must be authorized by management.
3.) The sidewalks, entrances, and passages or hallway in the common areas of the facility shall not be obstructed by any tenant or used for any purpose other than ingress or egress and for temporary moving routes at times approved by the Economic Development Manager.
4.) Toilets, wash basins, and other plumbing fixtures will be used responsibility and for their intended purposes. No coffee grounds, lunch or snacks remains, sweepings, rubbish, rags, paper towels, or other non-intended substances shall be flushed or washed down drains. All damages resulting from any misuse of plumbing fixtures shall be borne by the tenant who-or whose employees, customers, visitors, or invitees- shall have caused the damage. If a tenant is having problems with or sees a broken plumbing fixture, please notify the business incubator staff promptly so it may be corrected.

5.) Cooking will only be done in designated suites that have commercial kitchen, but microwave and coffee/tea service rooms will be permitted.
6.) No canvassing, general solicitations or distribution of political, religious, or cause literature will be permitted.
7.) Tenants can hang photos on walls with designated hangers in their offices; however, no offensive displays of a sexual, political, or other of such nature will be permitted in the facility.
8.) In general, tenants may not cause or permit unusual or loud noises and/or odors to be produced in their space if such noises/odors could offend or disturb other occupants of the facility that are unusual to their company production process.
9.) Tenants will be provided with one key, duplicate keys are available for a $3.00 fee. If door locks are to be changed due to misuse or misplacement of key, this will be done by the management at the tenant expense. No replacement of locks should be made without the authorization of the Economic Development Manager. Tenants will provide reasonable cooperation with the business incubator staff. The lack of cooperation will expose the individual and/or business to be removed from the business incubator.
10.) Tenants will be responsible for providing supervision of any moving operations that may involve common areas or the facility, and tenants will be liable for any losses and /or damages that result from such activities and/or from their failure to provide such supervision. Moves will be coordinated in advance with the business incubator staff to minimize interference with the other facility activities.
11.) The facility shall not be used for lodging or over-night occupancy.
12.) All requests for building services or accommodations will be made through the business incubator staff.
13.) Although there are no assigned parking spaces, we ask that employees park in the parking lot located on the back of the building. The parking spaces in the front of the building should be left for visitor parking. Handicap parking is available next to the ramp access. Parking is not allowed in the area of the loading dock, unless pick up or deliveries are being done. Vehicles not relating to the business will not be allowed in the parking areas. Violators will be towed away at their expense.
14.) No additional security systems will be added without prior written approval of the Economic Development Manager, and any approved security systems will be installed and maintained at the tenants' expense and remove at the tenants' expense upon request of the Economic Development Manager.
15.) Smoking is not permitted inside the facility.

Phone and Fax Machine

Business Incubator Phone Number is: (928) 627-1627.

Business Incubator Fax Number is: (928) 627-2166.

*There will be a charge for long distance use by tenants in the conference room.

*There is a $.05 charge for each fax page transmitted or received. In order to assure that everyone is properly charged for their usage of the fax machine, follow the steps below when receiving a fax:

1.) When your company receives a fax, please designate your suite number on the receive log next to the copy/fax machine, along with the number of pages received.
2.) If you need to receive confidential information, please see the Office Assistant to receive your receipt fax code (RFC).

Telephone Answering Service

When ordering phone service for your business at the business incubator, you will be offered a call-forward option by the local phone company. If you choose to purchase this option, your phones can be forwarded to the office assistant.

The business incubator line, 928-627-1627 which is used as an answering line for the tenants of the facility. There is no charge for this service. When you utilize this service, we will take a message that the tenant can pick upon its return to the office. If we have messages for a tenant at 5:00 PM, Monday-Friday, the Office Assistant will place the messages in your mailbox prior to closing the facility.

Internet Access

Businesses have the following option for internet access:

- Access internet services through the following companies: Time warner, Century link or other providers available in the area.
- The Business Incubator offers Fiber Optic internet services via Century Link; please refer to the rate sheet.

Mail

Your incoming mail should be addressed as follow:

Your Business Name
San Luis Business Incubator
415 N. Henry Chavez Court
P.O. BOX 1175
San Luis, Arizona 85349

Mail will be pick-up at 10:00 AM and sorted by 11:00 AM. The mail will be placed in your mailbox no later than noon, unless other issues arise. If you received an oversized package, a note will be placed in your mailbox asking you to pick up the package from the Office Assistant.

Outgoing mail should be place in the mail box no later than 2:00 PM to assure that it goes out that same business day.

The office assistant will accept UPS and FedEx delivery on the regular schedule. We will not be responsible for any lost or damage packages delivered to the incubator.

Upon leaving the San Luis Business Incubator, we will accept your mail up to one month, after the one-month period, we will return to sender.

General Office Support Services

General Office Support Services includes typing, filing, record keeping, researching, folding documents, stuffing envelopes, applying labels, printing labels, collating, stapling, and other services as approved by the Economic Development Manager. There is a 15-minute minimum requirement and an $11.00 per hour fee.

All typing needs should be submitted to the Office Assistant in a legible form. The Office Assistant will give you an approximate completion time. Without prior approval from the Economic Development Manager, General Office Support Services will be done on a first-time, first-served basis. When the Office Assistant finishes the project, he or she will have you sign a General Office Service Support (GOSS) request time sheet. A copy will be made for your records.

Copy Machine

Copy machine is available. There is a charge of $.02 per single-sided copy, $.04 for double-sided copies and $.11 per color copies. Management deserves the right to impose a maximum usage limits.

Notary Public

This service can be provided by the Office Assistant at no charge to the tenant, once management obtains certification.

Janitorial Service

The City of San Luis Maintenance Division will provide janitorial service to the common areas of the Business Incubator. The common areas include Reception, Conference Room, Reception Hallway, and both Restrooms located on the reception's side of the facility. Maintenance will empty the trash in the common areas. Maintenance will vacuum and dust the common areas. The tenant is responsible for removing trash, dusting and vacuuming of your office and warehouse. A vacuum will be available for check out from the Office Assistant. The tenant is responsible for their own cleanup of your industrial area; a commercial dumpster is located behind the building. Each tenant is asked to maintain the facility in a clean and safety area.

For the larger suites (Suite F and Suite G), tenant will be in charge of performing cleanup and maintenance for the Reception, Hallway, and Restroom Areas. Tenant will be in charge of purchasing and stocking their supplies of paper, soap, and seat covers. Management will provide tenant with two keys to be able to open their paper and soap dispensers. Replacement fees will apply if keys are lost or stolen and need to be replaced.

Signs

The Economic Development Manager must approve any sign a tenant wishes to display in the window or other areas of the facility. The City of San Luis sign ordinance will be follow.

Insurance

All San Luis Business Incubator tenants need to obtain and maintain reasonable general liability insurance as required by the Tenant Lease and furnish a Certificate of Insurance as proof of coverage prior to tenancy.

All tenants must also maintain any insurance required by its operations as a matter of law, including workers' compensation.

FINANCES

Security Deposit

Business Incubator tenants are responsible for providing a security deposit equal to the first month's rent of the most recent lease. Security deposits will be return to the tenants upon a final inspection of the premises. If the inspection present damages made by the tenant that are above the normal wear and tear, deductions will be made from the security deposit. If the damages are higher than the security deposit and the tenant refused to pay the balance, the business incubator will send the balance to a collection agency and will pursue collection of the funds.

Billing/Payments

All monthly rents invoices will be mail and email to the tenants.

All additional services in the business incubator will be billed on your monthly invoice by the first week of the following month. The invoice will include all charges broken out by usage. Back-up copies of the charges are available for your records. Should you have any questions concerning your invoice, please contact Economic Development Manager.

Payment of Invoices

Payment of invoices (additional service charges) are due by the 1st of each month. Should the 1st of the month fall on a Saturday or a Sunday, plans should be made to take care of your payment before that date. The business incubator will allow for a five (5) day grace period. Any payment received after the 5th of the month are late and will be consider a violation of the tenant's lease agreement. All late payments are subject to a 5% late fee. All payments are to be made by check or cashier check. The check should be made payable to the City of San Luis Finance Department "Business Incubator" and mail to: P.O. BOX 1170, San Luis, AZ 85349 or deliver at 1090 E. Union Street, San Luis, Arizona 85349. Please include your suite number in the memo section of your check.

Should a check be rejected due to insufficient funds, you will need to make arrangement to pay your rent immediately. After two checks are rejected by the bank, we will only accept cashier check. After 12 months of paying on time, we will accept checks and follow the same procedure.

Monthly Rental Payment
In accordance with your lease, the monthly rent is due and payable on the 1st day of the month. (Please see above note on failure to make payment)

Rental Rates

1st year:	$0.39	per square foot per month
2nd year:	$0.44	per square foot per month
3rd year:	$0.50	per square foot per month
4th year:	$0.575	per square foot per month
5th year:	$0.65	per square foot per month
6th year:	$0.75	per square foot per month

BUILDING GUIDELINESS

Conference Room

The San Luis Business Incubator conference room is available during business hours. Reservations need to be made with the Office Assistant. The space is available on a first-come, first-serve basis. Please leave the reserved room as you found it. Return all furniture to its original location. No food or drinks are allowed in the conference room. Tenants will be responsible to oversee the conference room area and will pay for all damages incurred by the tenants, customers or invitees.

After utilizing any and all equipment in the conference room for a period of four (4) hours per week, tenants will be responsible for an additional charge of $10.00 per hour or any part thereof.

Office Access

If a tenant is locked out of his or her office or conference rooms that have been reserved after 5:00 PM, or on the weekend, the tenant will be charged a fee of $11.00 for access to their office, plus mileage at the standard internal revenue service rate of the person who has to come in to unlock the door (s) of the rooms needed.

Resource Materials

The San Luis Business Incubator has subscriptions to magazines and publications which may be of interest and help the tenant in your business. You are welcome to check out any of these resources, but cannot be kept for more than 3 day. Please speak to the Office Assistant to check out a material.

Rules

1.) The temperature of the common area will be kept at 77 degrees in the summer and 75 degrees in the winter.
2.) Space heaters are not permitted in the office or industrial areas for safety reasons.
3.) Plants are permitted in your office area only if a water tray is used under the plant. Please do not hang plants from the ceiling or ductworks.
4.) The facility common areas are for everyone use and enjoyment. Please keep these areas looking their best by picking up after yourselves.
5.) If you are the last to leave the building after normal business hours, please make sure that the hallways lights and lights in the common areas are turned off.
6.) Please make sure the entry door for your office is securely locked behind you.
7.) Photos and wall hangings are permitted in your office area. Excessive damage to walls may cause a reduction in the amount of your security deposit returned to you at the end of your lease.
8.) Nothing is to be taped on any glass, wood, metal, or wall surfaces.
9.) Vinyl Cling signs or lettering can be added to your office suite window. The entire cost of the placement and removal of a sign is your responsibility.

10.) The San Luis Business Incubator is a smoke free facility. No smoking is allowed inside the building. Smokers must dispose of all waste in an appropriate receptacle.
11.) Tenant may not alter the premises in any manner without the Economic Development Manager prior written consent. Alterations include, but not limited to, moving of walls, ceiling, doors, installation of other unauthorized equipment, or any other alterations that will change the aspect of the building.

Inspections

The business incubator staff may enter the premises with a 24 hours advance notice to the tenant in order to inspect the premises. If the business incubator deems any repair necessary for which the tenant is responsible, the Economic Development Manager may demand that the tenant perform the repair by sending a written notice. If the tenant refuses or neglects to make the repair in a reasonable time (no more than 30 days), the business incubator may make the repairs and charge the tenant in accordance with the lease agreement. The business incubator shall give reasonable advance notice to a tenant of entering into their facility to make such repairs.

Repairs and Alterations

The business incubator shall, at its own expense, keep the premises in good repair, and will, at the expiration of the lease agreement, leave the premises in like condition as when it was taken, reasonable use and wear thereof and damage by the element excepted. The tenants shall not make any alterations, additions, or improvements to the premises without the Economic Development Manager written consent. A written plan showing proposed alterations must be submitted and approved by the Economic Development Manager prior to any alterations. This submission should address who will perform the work, what is the purpose of the alterations, how jobs or profits will be affected and how the alterations will be paid for. License contractors shall perform any electrical work. All alternations additions and improvements made by either party upon the premises during the term hereof, except movable office furniture and trade fixtures put in the incubator at the tenant expense, shall become the property of the business incubator at the termination of the lease.

Floor Loading
Tenant shall not place a load upon any floor of the Premises which exceeds Live Load Limit on Floor Premises pounds per square foot of dead weight. Landlord reserves the right to prescribe in a reasonable manner the weight and position of all heavy installations or equipment which Tenant wishes to place in the Premises so as to properly distribute the weight thereof. Refer to "Attachment 1 - Structural Calculations Table" for more information.

INCUBATOR PROGRAM

Personnel

The Economic Development Manager manages the business incubator, but delegates the day to day operations to the Office Assistant.

Business Plan and Manager Meeting

All tenants are required to meet with the Economic Development Manager and other affiliated advisors on a period basis to review tenant's progress, or lack thereof, and to assure that: (1) appropriate services are being provided by the business incubator that will allow tenants to progress at a rate consistent with its industry, product/service/etc.; and, (2) business incubator resources are not being squandered on tenants who, for whatever reason, fail to appropriate the value provided.

The Economic Development Manager will meet with each tenant on a regular basis to discuss specific milestones and actions items that are deemed necessary for the tenant's progress. Such meetings include discussion of:

- Financial reports, particularly a cash flow report
- Tenant staff and personnel needs/issues
- Tenant staff training needs
- Product/service development/deployment status
- Tenant marketing and sales goals

On a quarterly basis for the first year, bi-annually for the second year and annually from the third to the fifth year, the Economic Development Manager and mentors will meet with each tenant to discuss the tenants' strategic needs and overall progress. These routine tenant reviews will serve to assess the reasonableness of the expectations and to act as a vehicle for ensuring the purposes of the business incubator and tenant are being met. Topics to be addressed at the tenant reviews include:

- Overall financial status of the company
- Status of tenants' key strategic relationships
- Marketing and sales plans
- Major staff recruiting needs
- Capital needs

Mentors/Advisors

All incubator tenants are required to participate with a mentor/advisor group. We appreciate that the needs of various tenants will not all be the same and that the use of mentor counseling will be less for some and greater for others; however, participation is expected from all tenants.

Mentors are individuals who, by reason of their past or present business experience, desire to support the San Luis Business Incubator. Through their commitment to business development within our community, they wish to freely give of their time and expertise to assist emerging new tenants.

Mentors maybe members of the San Luis Business Incubator Board of Directors, City Council, San Luis/Yuma County Chamber of Commerce, AWC Small Business Development Center, PPEP Microbusiness, Yuma Private Industry Council, Greater Yuma Economic Development Corporation, or persons knowledgeable of business practices, as well as other areas and regional professionals. A mentor or mentor group (2 or more) will assist a tenant so that they benefit to the maximum degree from services offered at the incubator.

Furthermore, the mentor(s) will help the incubator tenant seek special services as appropriate, and generally support the new business so that their chance for long term success is improved. Mentors will counsel the new company using their best efforts to answer business and management questions, concerns over financial matters, and technical questions specific to the tenant's interest. This advice is on a voluntary basis and the mentor is not liable in any way for the actions of the tenant. The tenant should meet with the mentors at the manager's and mentoring teams' direction. The tenant should be prepared, if the tenant desires to do so, to share confidential and proprietary information with the mentor(s) as needed to meet the best interest of the tenant. There is no charge to the tenant for this service. Finally, the mentor may join with the member principals, at their request, in periodic progress reviews. The mentor should be seen as an advocate and advisor. Mentors will not be able to solve all problems; however, their time and expertise will hopefully result in great success.

Mentors are charged with assisting new and expanding businesses in key areas such as:

- How to start a business
- Organization
- Marketing
- Competitive analysis
- Finances
- Credit analysis
- Sources of funding
- Business planning
- Supportive documents
- Ongoing critique, support, and suggestions for incremental improvement

There are three phases for mentoring:

1.) Pre-incubation
    a. Screening of potential tenant along with the Economic Development Manager
    b. Developmental manager/mentoring phase-assist tenants with the submission of the application and other requirements.
2.) Incubator
    a. Ongoing tenant support through review meetings

b. Assist in revising existing material or creating new material

3.) Graduation
   a. Assist the tenant prepare for graduation
   b. Send the tenant off on their own

Marketing/Public Relations Services

The San Luis Business Incubator established relationships with various local newspapers, magazines, and other media that can be used to highlight tenant activities. Assistance will be provided by the business incubator staff to tenants for working with the media, including preparing press releases. Tenants must allow the Economic Development Manager and other appropriate incubator staff to review and approve any information that references the business incubator, or affiliated organizations, prior to its release to the media.

The business incubator will issue press releases at certain times to publicize a tenant's activities. Among these are:

- Signing of lease agreement
- Significant tenant milestones
- Major sale of products
- Major contract secured
- New products introduced

The business incubator will only release information that has been approved by the tenant, and it is the tenant's responsibility to provide information and approval in a timely fashion. Tenants are encouraged to promote their association with the business incubator; however, the use of the business incubator name and/or logo in any article, advertisement, brochure, or other public release requires prior written approval by the manager.

Tenant Staff and Business Development

The business incubator endeavors to work with affiliated organizations to help tenants get access to education and training in business subjects tailored to the needs of entrepreneurs. Topics such training programs might include business planning and management, business finance, taxation, proposal development, marketing, and other similar business skills subjects.

The business incubator will occasionally sponsor relevant workshops that might include guest lectures, live televised presentations from distance learning sources, videotape presentations, and exercises led by the business incubator staff. Instructional materials will also be provided to attendees in order for them to apply the training received in specific areas of application to their particular business situation.

A. Consultation. The business incubator will be available for general business development consultation and, to the extent possible, will provide information and insight on business issues, including business planning and marketing.

B. Grant Proposals-the business incubator, to the extent possible, provide assistance in grant proposal writing for grant programs.
C. Market Plan Development- the business incubator will, to the extent possible, assist tenants in the development of their marketing plans using market information collected through research or complied from tenants' records.
D. Management business plan review-experience counsel is available for development of new business plans, as well as analysis and revision of completed plans. The business incubator staff and associated advisors will provide recommendation in the following areas:
    - Purpose of the business plan
    - Components of the business plan
    - Information-gathering strategies
    - Sources of information
    - Plan outlines
    - Formal financial projections
    - Review of draft of component parts
    - Critique of completed plans
E. General business counsel. The business incubator, to the extent possible, provide support to the principals of early stage businesses on a variety of topics:
    a. Growth strategies
    b. Market identification
    c. Marketing channels
    d. Business advisors
    e. Professional advisors/mentors

Termination of Relationship

Tenant progress through the business program will be tracked and reported according to the levels of maturity as describe above. Tenants will be "certified" to described levels of maturity when, in the judgment of the Manager, in consultation with the members of the advisory council, mentors, and others, as appropriate, a tenant has satisfactory achieved the milestones described herein. Other criteria for progress within the business incubator program may be established by the business incubator from time to time, and will be binding on the tenant's following being notified of same.

The business incubator retains the absolute right, within the Economic Development Manager discretion, to terminate any agreement, or otherwise end tenants' relationship with the business incubator for any reason, including, but not limited to:

- Unsatisfactory business review that has not been corrected within a reasonable time (not to exceed 30 days) after written notice by the business incubator;
- Tenant's failure to pay, when due, any fees or other amount owing to the business incubator;
- Tenants failure to fulfill any requirements or meet any deadlines set forth in the state of goals, milestones that has not been corrected within a reasonable time (not to exceed 30 days) after written notice by the business incubator;
- Material or repeated violation by tenant of the business incubator rules and policies.

The business incubators staff will assist in coordinating services require facilitating the move and other similar administrative tasks. Business incubator staff is not able to provide assistance in moving equipment furniture and fixtures that are the private property of the tenant.

Business Incubator Expectations

The business incubator can provide valuable services to you and your company, but there are certain limitations.

1.) The business incubator can assist you in refining your business model by evaluation your business plan yearly and proposing new changes.
2.) Assist you in obtaining capital for your business- the business incubator can assist you in referring you to financial institute, grants, but we cannot guarantee you obtain the capital.
3.) Help you understand your market and put you together with other agencies that can assist you in focusing in certain markets
4.) Networks- the business incubator will help you with putting in touch advisors, staff, service provides, advocates, customers, and friends. Attend the chamber of commerce, industrial park meetings, rotary, business meetings.
5.) Help you set realistic milestones and measure your progress. Establish actions plans to reach milestones and measure the tenant programs and make suggestions for further advancement.
6.) Help you get training to succeed- business incubator will provide tenants with opportunities to learn the subtleties of entrepreneurship. Individual advice, and group training sessions are all part of the incubator program.

The business Incubator has the following limitations:

1. Fund your start up. The business incubator is not a venture capital fund and we cannot fund your start up or expanding business.
2. Find you funding. The business incubator is designed to help you obtain funding for startup or expanding. We will introduce you to local and regional funding sources, but it will be your responsibility to decide how and where to seek the funding that makes sense to your business.
3. Do your books, write your agreements, recruit your staff, and run your business. If you expect to become a real company, you will eventually have to put in place the basic business processes that keep companies running smoothly.

Graduation Policies and Procedures

The business incubator tenants will be expected to graduate from the business incubator when the following criteria have been met:

- The business has grown and business incubator does not have the space require to fulfill needs

- The business has sufficient sales and profitability have been achieved that will permit the tenant to be successful outside the business incubator
- The business has been a tenant for five years in one of the business incubator suite.

The manager of the business incubator will be responsible for making the determination that these criteria have been met. The manager shall do so by review of the tenant's business records. This determination will rely on the manager's judgment; however, if the records show two years of profitable operation and two years of growing sales, such performance will be considered-on its face- to constitute achievement of the second graduation criteria above.

A tenant's progress toward achieving the graduation objectives will be evaluated quarterly of its admission to the business incubator, and annually thereafter, until either:

- The business has met the aforementioned graduation criteria; or,
- The business has been a tenant of the business incubator for at least five years. If a business has not met graduation criteria within five years, it may be asked to leave to create room for other tenants (this may be negotiable in certain cases).

Once it has determined that

- A tenant should graduate because he/she has met the necessary graduation criteria, or
- A tenant should leave because he/she has been a tenant for five years or more, the manager will set a date for when the tenant will graduate/leave.

This date should be within six months of the determination. If there are existing lease whose terms extend beyond the six-month guideline, the manager will negotiate an early termination of such as lease.

Tenants may be permitted to remain in the business incubator past the graduation/termination date determined above, on a month-to-month basis. The lease rate charged such transitional tenants will be reflective of all the business incubator benefits in addition to market value rent.

Failure by the tenant to provide sufficient information for the manager to determine whether or not graduation criteria have been met shall be deemed grounds for expulsion from the business incubator program.

Note: the practical application of this policy will allow a very successful tenant to stay in the incubator at least five years. The manager is required to evaluate a tenant regularly. An exception would be a case where a tenant becomes extraordinarily successful and adds a significant amount of employees in the first year. The manager could elect at the end of the first year to evaluate the tenant and find that such tenant is ready for graduation.

ATTACHMENTS

EXHIBIT 1

HOLIDAY SCHEDULE

January 1	New Year's Day
Third Monday in January	Martin Luther King
Third Monday in February	President Day
Last Monday in May	Memorial Day
July 4	Independence Day
First Monday in September	Labor Day
November 11	Veteran Day
Fourth Thursday in November	Thanksgiving Day
Fourth Friday in November	Day after thanksgiving
December 25	Christmas Day

- Time off for these days are set by the City Council. City deserves the right to modify the above holiday schedule. A written notice will be sent to all tenants as the above holiday schedule is modified.

EXHIBIT 2

TENANTS RIGHTS AND RESPONSIBILITIES

As a tenant of the San Luis Business Incubator, it is important for you to recognize that if you violate the rules described in this Handbook, you can face a variety of consequences as determined by the Economic Development Manager, including being terminated as a tenant. This is in addition to the provisions of the lease agreement. Also, please be aware that this handbook shall not be deemed to give additional rights or privileges to the tenant over those already described in the lease agreement.

The business incubator and its staff will make their best effort to support your business and provide services outlined in your lease agreement. By signing below, you agree that nothing contained in the handbook should be deemed to constitute nor be construed or implied to create the relationship of principal and agent, partnership, joint venture, or any other relationship between tenant and business incubator. In this regard, although each tenant will have benefit of various businesses, financial, technical, shop, and management services afforded by the business incubator, the business incubator will not be liable for the advice, depth, extent, qualify, and/or quantity of such management, financial, business, and/or technical services afforded to tenants through the business incubator. Furthermore, such services, and the people and entities providing them, are merely advisory in nature without binding effect on any tenant. Each business incubator tenant is free to accept or reject such advice and services offered to it; and, each tenant is responsible for all decisions with respect to its own business, and for all consequences of these decisions.

By signing below, I acknowledge that I have received and read a copy of the San Luis Business Incubator Tenant Handbook. It is understood and agreed that upon signing, tenant of _____, _____ and its employees will abide by the rules and guidelines established in this handbook.

Print Name: _____ **Signature:** _____

Title: _____

Company: _____

Print Name: Jesus Esparza **Signature:** _____

Title: Director of Economic Development and Government and Foreign Affairs

Company: City of San Luis

EXHIBIT 3

ACCEPTANCE OF BUILDING KEYS

I, _____ hereby accept the keys to _____ .

If at any time a duplicate key is needed for any reason, I agree to pay the replacement cost of $3 per key at the time the request for the key is made to the Economic Development Manager or office assistant. Although a key may be available at the time of the request, please allow two business days for a duplicate key to be provided.

Management accepts to have provided tenant with the following keys:

- Two (2) keys for
- One (1) key for the roll up door
- Two (2) keys for the restroom's paper and soap dispensers.

Print Name: _____ **Signature:** _____

Title: _____

Company: _____

Print Name: Jesus Armando Esparza **Signature:** _____

Title: Director of Economic Development and Government and Foreign Affairs

Company: City of San Luis

EXHIBT 4

STATEMENT OF TENANTS GOALS AND MILESTONES

This statement of goals and milestones is appended to and made part of the lease between San Luis Business Incubator and tenant.

Business Plan

- A business plan will need to be developed depending on the business and their financial need. At the end of the 1st year, each new tenant should have a completed business plan.

Marketing and Sales Milestone

Within 90 days of moving into the Business Incubator, the tenant agrees to provide the Economic Development Manager with:

- Updated, specific sales and marketing milestones; and,
- Updated plans to develop effective sales and marketing staff, sales channels, strategic partnerships, etc.

Job Creation

The business incubator is obligated to create jobs on the following industry standard:

- Job Creation using industry standard
    - 1 employee per 1,000 sq. ft of warehouse/distribution
    - 1 employee per 400 sq. ft. of manufacturing
    - 1 employee per 200 sq. ft. of office space

Progress Reviews and Reports:

The tenant shall reserve time for the formal quarterly review meeting to be done on the following dates:

- Enter of lease; and,
- March, June, September, December.

The annual reports will be done on the following dates:

- July
    - Tenants will be responsible to provide the following information for the CDBG and EDA reporting:
        - Private Investment
        - Jobs created or retain

Miscellaneous

Within 30 days of moving into the business Incubator, the tenant will provide the Economic Development Manager with the following business information as applicable to the tenant's corporate form:

- Statement of Company Ownership;
- State of Current Company Indebtedness;
- Company Articles of Incorporation;
- Company Bylaws or Operation Agreement;
- "Good Standing" Certificate from the state;
- Insurance Certificate
- City Business License; and
- A copy of any voting/shareholder agreement (or other agreements among the owners affecting ownership in the company).

Print Name: _____ **Signature:** _____

Title: _____

Company: _____

Print Name: Jesus Armando Esparza **Signature:** _____

Title: Director of Economic Development and Government and Foreign Affairs

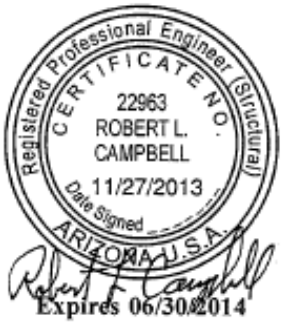
Company: City of San Luis

ATTACHMENT 1 – STRUCTURAL CALCULATIONS*

Campbell STRUCTURAL *Robert L. Campbell Structural Engineer, P.C.* 200 E. 16TH Street, Suite 100 Yuma, AZ 85364	JOB NO.: 13125	DATE: 11/27/13	DESIGNED BY: DDD CHECKED BY: RLC	SHEET 1 OF 35

CLIENT: Architecture West
1851 W 24th Street
Yuma, Arizona 85364

PROJECT: San Luis Business Incubator
415 Industrial Avenue
San Luis, Arizona 85349



STRUCTURAL CALCULATIONS

DESIGN DATA		CODE DATA
CONCRETE	f'_c = 3,000 psi design strength (Foundation)	**Building Code:** 2003 I.B.C.
REINFORCING STEEL	ASTM A615, Grade 40 for # 3 and smaller ASTM A615, Grade 60 for # 4 and larger	**Seismic Criteria:** Soil Site Class: D S_S = 0.946 S_1 = 0.322 S_{DS} = 0.707 S_{D1} = 0.377 Seismic Design Category D Risk Category II Importance Factor = 1.0 LFRS: "Ordinary Steel Concentrically Braced Frames" R = 3.25 Ω_o = 2.0 C_s = 0.2169
BOLTS	ASTM F1554 Grade 36 Anchor Rods	
SOIL	F_{soil} = 3,000 psf at 18" embedment per soils report #013-0154 performed by *NEI Geotechnical* dated 11/04/2013	
NOTES	The foundation design contained herein is based on preliminary reactions provided by representatives of *Behlen Mfg. Co.* dated 10/30/13 and can be found in the appendix at the end of these calculations. Verification of final sealed metal building reactions will be required.	**Wind Criteria:** 3 second gust V_{asd} = 90 mph Exposure: C GC_{pi} = 0.18

*Full Structural Calculations Report available upon request.

Chapter 4

Economic Development Marketing and Attraction

I. Overview of Economic Development Marketing

Marketing can be used to help attract, retain, and expand businesses; improve a community's image both inside and outside the community; and to promote policies and programs. Communities have also started to use marketing strategies to attract and retain a labor force. Marketing, however, is neither an end in itself, as it cannot make up for a community's shortcomings. Rather, marketing is a tool to help economic development practitioners reach their short- and long-term economic goals. In fact, one of the common problems that communities experience with their economic development programs is underutilization. Executing effective marketing strategies can improve awareness and utilization of economic development programs and tools and improve the performance of the economic development effort.

Positioning

Marketing is about positioning a product. It is not strictly advertising or selling, although these are perhaps the most visible elements of marketing. Marketing entails:

- ✓ Identifying and meeting the customers' needs;
- ✓ Developing a message to communicate a community's attributes; and
- ✓ Persuading potential investors to "buy" the product.

Positioning involves distinguishing a product from the competition. The three main distinctions marketers can make are: product differentiation; price competitiveness; and market focus, such as geographic region or audience.

In the case of economic development, the product may be the community as a whole, one or more of its individual resources (e.g. an industrial site, a commercial site, a research park, or neighborhood), or a policy or program. Economic development practitioners position the community in terms of the following factors:

- ✓ Product Differentiation - developing attributes or an image that is distinct from other communities, such as a skilled workforce, core industries, or unique R&D activities.
- ✓ Price Competitiveness - having comparatively low cost of doing business, such as lower labor and land costs, lower tax and utility rates, incentives that reduce operation costs, and so forth. The stress here is on cost over quality of production factors, resources, or services. However, sometimes it is important to think in terms of the "value proposition" rather than low cost.
- ✓ Market Focus - targeting a particular industry sector, such as plastics or software, or targeting a geographic region for a particular audience. Economic development marketing occurs for a variety of purposes. Business recruitment is the most common objective, but quite often economic developers find themselves marketing to organizations and people within their own region (i.e. internal marketing).

Targets of Economic Development Marketing

Targets are the economic developer's audience for marketing. For each target, economic developers have different objectives. Targets and objectives, including businesses, individuals, and other countries are discussed below.

Commercial and manufacturing businesses are the traditional targets of economic development marketing efforts. However, in the past several years, the targets of marketing efforts have broadened to include most business types including office, retail, services, R&D, and technical firms. Economic developers use marketing to entice local, state, national, and international businesses and entrepreneurs to invest, start up, remain, or expand their economic activity in the community.

Residents and workers often are not considered for economic development marketing activities, but they can be important targets. Economic development practitioners may try to attract or retain particular residents such as young families to change the demographic dynamics of the community; workers to increase the local labor force or members of a particular profession, such as a physicians or dentists, to increase the quality of life in the community; or creative workers to spur economic innovation in the region. Increasingly, attracting or retaining the "best and brightest" talents in a given field is believed to pave the way for a robust future economy.

Economic developers also market to other countries to entice them to purchase locally produced goods and services. Finally, EDOs also market to local leaders and the community itself to accept and support economic development goals, projects, and policies, ultimately helping to market the community to outsiders.

The Role of the Economic Development Practitioner

Marketing for economic development means providing accurate, up-to-date, and credible information to potential prospects interested in investing, locating, or expanding in a specific area. Moreover, the practitioner may be the chief spokesperson of a community, playing a key role in identifying and promoting a community's assets.

Many agencies hire consultants to research and gather information for the practitioner. Nevertheless, the practitioner should have an appreciation for the type of information that should be collected and what information is useful to the industry, regardless of who conducts the research and analysis. In addition to being an information source, an economic development organization is often the community's primary marketer.

II. Assessing the Economic Base

To market effectively, the marketer must know the product and how an outsider would perceive it relative to the competition. The product can be the local community, commercial site, industrial park, neighborhood, or policy.

Assessing the local economic base is crucial to an effective economic development strategy as explained in Chapter Two. When assessing the local economy include, you should:

- ✓ Involve your local business in understanding your economic base. Existing businesses provide information on the types of businesses that the community is likely to attract and what they need in a location.
- ✓ Establish an in-house method of collecting and updating information. Ask other organizations such as the chamber or city or county governments to share economic statistics that they collect.
- ✓ Use information generated from the assessment to help profile the community to prospects and fulfill information requests about the community.

Identifying Competitive Advantages

Once the information about the community is collected, the next step is to conduct a SWOT analysis (strengths, weaknesses, opportunities, and threats) to assess a community's competitive advantage. Your community's competitive position is a function of internal and external factors. Internal factors, including strengths and weaknesses of the economy, are local factors that are generally subject to influence or change. External factors include opportunities and threats. Conducting a rigorous economic analysis of the local economy and conducting a cohesive community strategic planning process will provide critical information about competitive advantages.

Strengths include close geographic proximity to a university, research park, or key transportation facilities; competitive wage rates; skilled workforce; and high quality of life.

Weaknesses are factors or trends that obstruct or constrain economic development. Examples include limited access to capital, a poorly skilled labor force, inadequate infrastructure, and crime.

Opportunities are conditions external to the community that make it possible to develop competitive advantages. These include structural changes in the economy, demographic changes in the community, technological changes, and so forth.

Threats are unfavorable, external trends or developments that lead to a decline in a community's competitive advantage or serve to harm the economy in general. Certain external factors, such as technological innovation, can be both a threat and an opportunity.

To have a competitive advantage relative to other areas in attracting and serving a target industry, a community must have more of the attributes needed or preferred by the target industry than other communities.

Targeting Industries

A target industry is simply a group of companies that you want to reach. No community can compete successfully for every business. In fact, marketing to every business in every industry can result in not making an impression on any business in any industry. Limited marketing resources also force practitioners to target the most attractive industries or group of companies where they have a competitive advantage.

The issue most practitioners must resolve is which industries are the best prospects, specifically, which industries best fit the economic assets of the community and its overall economic development strategy.

By matching a community's capabilities and objectives with industries that require those capabilities and meet those objectives, practitioners can focus their efforts on a few high-potential firms that are good matches for the community. A community must have the available sites, labor, capital, and other factors to meet a company's needs if that company is to locate there and thrive.

In summation, a community should target companies:

- ✓ Matching its assets or competitive advantages;
- ✓ Coinciding with its development goals; and
- ✓ Having investment and growth potential that will help diversify the local economy.

The greater the understanding of the regional economy and its industries, the more accurately a practitioner can identify industries that match the community's capabilities and the better he or she can target marketing efforts.

Industry factors to consider include:

- ✓ Suppliers and buyers;

- ✓ Capital expenditure;
- ✓ Location;
- ✓ Labor skill requirements, wage rate, employment;
- ✓ Energy needs;
- ✓ Growth trends;
- ✓ Building or site requirements or resource needs;
- ✓ Growth forecasts; and
- ✓ Transportation requirements, infrastructure, or communication needs.

Identifying Target Industries

Successful target industry identification results from extensive market research. There are several approaches to identifying industries to target. Sectoral analysis and cluster analysis are two possible approaches.

Sectoral analysis looks at different industrial sectors in broad terms and identifies industries that fit the community. The steps involved in sectoral analysis are:

- ✓ Identifying key generic factors that are important to different industry sectors;
- ✓ Determining the relative importance of those factors for each sector;
- ✓ Evaluating the community's capacity to satisfy those factors or preferences;
- ✓ Ranking industries on the basis of the community's capacity to satisfy location requirements and the community's overall economic development objectives; and
- ✓ Identifying the industries that fit best with community goals.

Clusters are concentrations of firms that are related through various business activities. Clusters can be linked:

- ✓ Vertically, in the case of buyers and suppliers; and
- ✓ Horizontally, such as businesses that compete in similar markets or that share resources, such as a common technology, raw materials, or a workforce.

Targeting clusters involves identifying core industries in the community or region and determining which industries have the greatest growth potential. This can be achieved by conducting location quotient analysis, by analyzing industry trends, analyzing industry growth rates, and through speaking with industry representatives. Targeting clusters also involves identifying and targeting firms that support that industry, such as suppliers, buyers, or businesses that would benefit from networking with cluster firms. Practitioners should survey local core industries about their key or potential suppliers and buyers or find these firms by identifying similar businesses by NAICS codes.

Identifying Prospects

Like businesses, many economic development organizations target their marketing efforts to geographic segments. They may target a particular industry in a region or all industries in a region. A geographic segment can be as broad or

as narrow as resources allow. Once the economic developer has identified target industries, the next step is to identify individual firms. This can be challenging, as many firms follow a policy of confidentiality, making it difficult for communities to target their marketing efforts to particular companies.

Sources of information on company prospects include: state economic development agencies, chambers of commerce, utility companies, real estate brokers, site selection consultants, businesses in the community, trade and business journals, trade associations, and business councils.

Understanding the Market

Just as consumer goods producers conduct market studies to understand the tastes, preferences, and needs of their customers, economic development practitioners should try to understand what drives location decisions. Site selection is strongly related to attracting businesses from a demand perspective.

Location Factors

Many believe that cost factors, such as rent, taxes, labor, and utilities, are the sole location determinants. Non-cost factors, however, such as quality of life and labor skills, can be just as important to a firm's location decision and should not be overlooked.

Location factors differ among industries and within sectors. Retailers, for example, have different location needs than manufacturing firms or high-tech companies. Firm size is a factor, as larger firms often have different needs than smaller ones, such as space and availability of workforce. And, in times of economic downturn, operating cost factors, such as rent, labor, and taxes, figure more prominently than quality of life factors.

The following is a list of location factors that businesses take into consideration:

- ✓ Access (proximity) to customer and supplier markets;
- ✓ Access (proximity) to, and quality of, transportation systems;
- ✓ Access to business and professional services;
- ✓ Availability of suitable, affordable, and "ready" land and facilities;
- ✓ Environmental condition of the land;
- ✓ Business climate;
- ✓ Availability and cost of financial capital;
- ✓ Image of the community;
- ✓ Incentives;
- ✓ Labor force quality, productivity, cost, and availability;
- ✓ Level of unionization;
- ✓ Quality of life;
- ✓ Regulations—environmental, workers compensation, zoning;
- ✓ State and local government attitudes toward business;
- ✓ Taxes—sales, property, corporate, and personal;

- ✓ Telecommunication system; and
- ✓ Utility capabilities and rates.

Community Image

The image of a location is a critical factor in influencing the decision of businesses or individuals to locate to, invest in, or visit a community. Every location, community, state, and region has an image. The role of the marketer is to:

- ✓ Determine the image of the local community, state, or region;
- ✓ Understand how that image impacts marketing efforts, particularly for the target industry; and
- ✓ Bring facts and perceptions about a community into congruence.

Marketing to Services and Retail Industries

Marketing to retailers and service industries does not differ greatly from marketing to industries and manufacturing. Marketing to retailers often is the domain of local chambers of commerce, downtown development agencies, or local real estate agencies.

Marketing to retailers requires an understanding of the local community, particularly of the downtown or shopping area. The assessment should include a survey of existing land and building uses, identifying all vacant and unused building spaces, surveying parking availability, storefront attractiveness, and public space.

International Markets and FDI

Like other economic development activities, the overall objective of an international marketing program is to create and maintain jobs. Foreign direct investment (FDI) campaigns are typically organized at the state level, but larger cities have recently organized FDI programs. It is important to understand that many economic development practitioners launch FDI marketing campaigns to attract and retain multinational firms in order to create jobs and stabilize the tax base. For example, BMW, a German company, recently built a state-of-the-art manufacturing facility in Spartanburg, South Carolina, which created thousands of jobs throughout the region. However, profit generated from each automobile manufactured in South Carolina and sold in the U.S. returns to BMW headquarters in Germany.

Marketing Tools

Promotion is the communications function of a marketing strategy. There are two components to promotion: developing the message and conveying the message. The goal of promotion activities is to elicit a response from the target audience. That response can be to inquire for further information about the community or a particular site, visit the community, change the image of the community, or ultimately, locate in the community.

Marketing Messages

Importance of Targeting

Different target audiences are interested in different information and therefore require different messages. Ideally, you should develop a different marketing

message and mix for each target audience you are trying to reach, depending on your organization's resources. The most effective marketing messages are direct and concise with visual aids or enhancements, such as graphics, photographs, and multimedia.

Tag Lines and Logos

Many marketers use tag lines and logos to get their message across. Tag lines are catchy phrases that embody the marketing message. They reinforce the message or tag line and help to promote immediate recognition of the product. A logo can be a picture, design, or stylized letters used for the tag line. It should be used on official stationary to emphasize and unify the marketing message. For example, the tag line and logo "I ♥ NY" has become synonymous with New York City.

Presentation

Like marketing messages, marketing materials should be evaluated for the following criteria:

- ✓ Coherence: The message is clear and sensible from beginning to end;
- ✓ Relevance: The materials contain the information that businesses care about;
- ✓ Consistency: The message and information is the same from beginning to end and the graphics and illustrations reinforce the message;
- ✓ Reliability: The materials use recognized sources of information that are verifiable;
- ✓ Credibility: The materials use accurate information;
- ✓ Organization: The materials permit users to access the information that they want;
- ✓ Originality: The materials – design and message – differentiate the community from the competition and are different from the competition;
- ✓ Accessibility: How people access your materials – calling you, mailing documents, downloading information from the Internet. Some materials are easier to get and faster to access.

Marketing Techniques

There are six main techniques to reach a target audience and attract potential investors:

- ✓ Advertising;
- ✓ Publicity;
- ✓ Promotional materials;
- ✓ Direct mail;
- ✓ Social Media; and
- ✓ Personal selling.

Each technique has different potential for exposure, presentation, explanation, credibility, impact, and frequency--the number of times the message can be used to be effective.

Marketing Technique Criteria

The goal in marketing is to create the greatest number of positive impressions on the target audience for the least cost. To determine the best mix of techniques to use and how to present the message, practitioners should evaluate each technique for:

- ✓ Exposure: Exposure does not necessarily mean reaching the broadest audience, rather, the right audience.
- ✓ Presentation: Evaluate each technique for its potential demonstration, visualization, explanation, and credibility.
- ✓ Cost: The costs of different mediums vary widely, ranging from television, which is the most expensive, to newspapers, trade journals, and press releases, which are among the least expensive.

Marketing Techniques

Advertising:	Print/electronic media, mailings, catalogues, magazine or news inserts or supplements, directories, billboards, and broadcasts--radio, television commercials;
Publicity:	Press kits, public official speeches, news releases, and public relations;
Promotional Materials:	Trade exhibits, economic development newsletters, slide and video presentations, brochures, fact books, and websites;
Direct Mail:	Letters, e-mail, postcards, and brochures;
Personal Selling:	Trade fairs, trade shows, business envoys, and events;
Email:	Emailing electronic newsletters, event invitations, announcements, or links to your website for prospects;
Social Media:	Social interaction using computer interface mechanisms that permit continuous dialogue.

Not all of the marketing techniques are appropriate for all communities. Resource limitation, including staff skills and availability of financial resources, dictate what type of activities a community can undertake.

Information

Economic development practitioners should be ready to answer any specific questions that a potential investor might have by keeping a range of technical information and data about the community. The prospect's individual information needs will vary. However, it is likely to include information on:

- ✓ Workforce demographics – skill level, size, availability;
- ✓ Available sites and buildings, such as size and available lease options;
- ✓ Housing specifics, including rent and availability; and
- ✓ Contact names at real estate agencies, business associations, local community colleges, or universities, etc.

Computer databases are the best method to keep information current and readily accessible, rather than published materials in bound volumes.

Evaluating Results

It is important to audit marketing activities to assess what works and what does not work and to determine what programs should be continued, altered, or discontinued. Isolating the overall impact of marketing on a community is difficult. Regular auditing (every quarter or six months) will help ensure that marketing efforts are effective and cost efficient.

Track all marketing efforts, such as presentations and advertisements. Compare the budgets for the different marketing activities to determine if resources should be allocated to more effective marketing activities.

Benchmark or compare the current results:

- ✓ With past performance;
- ✓ With results of marketing efforts in other communities; and
- ✓ Against targets established at the beginning of the marketing effort.

Be wary of focusing entirely on job creation as the one true measure of success. Focusing on metrics other than job creation realizes the layered nature of economic development and that there are other ways to succeed, aside from recruiting that one big company. Other measures could include:

- ✓ Number of new start-ups;
- ✓ Percent of new businesses still operating after one, three, or five years;
- ✓ Number of companies recruited or jobs expanded within target industry sectors;
- ✓ Percent growth of jobs at 125 percent of median income; and
- ✓ Number of patents awarded to area businesses.

III. Strategic Marketing: Using a Marketing Plan

A marketing plan provides a guide for all marketing activities. A plan outlines a strategy for achieving the marketing goals, the specific activities and timetables to realize those goals, the financial resources and staff needed to support the activities, and how to evaluate the effectiveness of those activities.

It is important that a marketing plan is one that an organization is capable of implementing and committed to supporting over an extended period of time. The steps are similar to strategic planning and are listed below.

- ✓ Goals should be specific enough to lead to logical objectives.
- ✓ Objectives are the specific targets to be achieved in realizing the goal.
- ✓ Marketing strategies should describe how to achieve the goals and identified objectives. The strategy asks the questions of what programs, procedures, and activities will help achieve marketing goals. Both short-term and long-term strategies should be developed.
- ✓ Monitoring of established goals, objectives, and strategies should be an on-going process.
- ✓ Evaluations should be conducted on a periodic basis, such as monthly, quarterly, semi-annually, or annually.

In addition, the plan should coincide with a community's overall economic development goals and have the support of the community. Because of these conditions, practitioners may find it worthwhile to compare alternative goals, objectives, and strategies to determine an approach that is the most feasible and compatible with the community's capabilities, goals, and needs.

Developing and writing a marketing plan may seem time consuming and unnecessary, however it is imperative. A marketing plan:

- ✓ Communicates to the community, government officials, and board members what the organization is trying to achieve and why and how it will do it;
- ✓ Provides a guide for management actions and resource allocations;
- ✓ Allows the organization to shape its future rather than react to situations as they arise;
- ✓ Coordinates activities of different members of the marketing effort;
- ✓ Provides a control system to monitor deviations from assumptions that underlie the plan, as well as results that do not meet targeted goals; and
- ✓ Provides justification for funding - the plan lays out how funds will be spent and the expected return on the investment.

Marketing via Public-Private Partnerships

Traditionally, private sector actors, including businesses, chambers of commerce, utility companies, banks, and real estate agencies, have been the main marketers of a community, but today, public, private, and non-profit actors actively market locations.

Public-private partnerships have the benefit of both the public and private sector. They also demonstrate that a community or region has a strong alliance with the private sector. Typically these organizations are private-sector led with a public-private board. Funding comes from both the public and private sectors.

Public-private organizations can be very effective for multi-jurisdictional regions. Members include elected officials from city and county governments, representatives from public universities, and representatives from the private sector. Private sector members can include representatives from businesses, banks, utilities, chambers of commerce, real estate developers, host businesses

such as hotels and restaurants, industrial parks, business services, such as accounting and law firms, private colleges, as well as labor.

Criteria for successful public-private partnerships include:

- ✓ A clearly defined mission that addresses the concerns of both the public and private sector;
- ✓ Designation of control over the organization;
- ✓ Consensus among members regarding the mission of the organization and how to implement the mission;
- ✓ Adequate funding to achieve goals - both the public and private sector must be committed; and
- ✓ Established performance measures to justify continued support and funding.

IV. Site Selection

The purpose of site selection is to find the most appropriate site for a business from an economic and operational perspective. Yet, the term site selection often means different things to different people.

> To some, it refers to a holistic analysis that considers the best region for a firm to locate from a long-term strategic perspective, in which the actual building or site is almost an afterthought (the term "location strategy" may be a more accurate description). To others, site selection denotes a focus on the actual physical facility, rather than the broader strategy behind that choice.[6]

Regardless of the chosen definition, site selection is a process of researching, evaluating, and selecting a site that can best serve the interests of the client and the community. However, economic and technological changes in recent decades have changed how the site selection industry works. *Knowledge Is Power: Working Effectively With Site Selectors* presents significant trends that have changed the industry over the past 20 years:

- ✓ The use of the Internet and personal computing;
- ✓ Increased speed of the site selection process;
- ✓ Increase in international searches;
- ✓ Expanded number and types of companies offering site selection services;
- ✓ Multiple, specialized consultants working a single project;
- ✓ Increase in size of incentive packages; and
- ✓ Increased sophistication among EDOs.[7]

[6] http://www.iedconline.org/clientuploads/directory/docs/EDRP_Site_Selectors.pdf
[7] http://www.iedconline.org/clientuploads/directory/docs/EDRP_Site_Selectors.pdf

Today, a wide range of individual consultants and companies offer site selection services. Given the low barriers to entry in the field – no specific training or certification is required – the term "site selector" is essentially self-designated or self-defined, and no formal categorization of different types of site selectors exists. Firms of various sizes from an array of industries may focus solely on certain parts of the process or offer comprehensive location strategy services. Some focus on domestic work and others on selected countries or full global searches.

Some examples of the types of site selectors and their services include:

- ✓ Firms providing comprehensive location advisory services as their core business;
- ✓ Real estate firms and brokers;
- ✓ Professional service firms;
- ✓ Economic development strategy consultants; and
- ✓ Corporate real estate executives.[8]

Site Selection Factors

Site selectors do not actually select a location for their clients. Rather, they recommend options based on analysis and past experience with similar projects and the shortlisted communities. The client makes the choice, sometimes choosing the second or third option for business reasons, or after better understanding their own needs and the options available, deciding on a different direction. The factors a consultant considers when conducting a site selection project vary based on the industry, client needs, and a consultant's method and area of expertise. However, a holistic analysis (one not focused primarily on real estate or incentives, for example) will consider business strategy, operating costs, and operating requirements analyzed through a filter of risk mitigation.

Site selection considerations include:

- ✓ Business strategy,
- ✓ Operating costs,
- ✓ Operating requirements, and
- ✓ Risk factors.[9]

Quality of life is a factor in some projects, particularly those that require executives, managers, and skilled workers to relocate, such as headquarters or research and development facilities. These factors may include the area's image, professional growth and spousal employment opportunities, housing quality and cost, school quality, access to cultural and recreational amenities, and acceptance of diversity. However, most newly relocated firms hire people who already live in the region.

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[8] Louise Anderson, *Knowledge is Power: Working Effectively with Site Selectors*, (Washington, DC: International Economic Development Council/Economic Development Research Partners), 2012.
[9] Louise Anderson, *Knowledge is Power: Working Effectively with Site Selectors*, (Washington, DC: International Economic Development Council/Economic Development Research Partners), 2012.

The Site Selection Process

The site selection process involves multiple steps of information-gathering, communication, analysis, and negotiation focused on narrowing location choices, typically to three or less. Site consultants approach projects differently – some consultants perform only certain steps in this process, whereas others work the project from start to finish – but the following steps are typical:

- ✓ Defining project requirements;
- ✓ Broad screening and cuts;
- ✓ Identifying a short list and conducting site visits; and
- ✓ Negotiating incentives and finalizing the project.

While many aspects of the site selection process are outside of their influence, practitioners can take steps to prepare themselves to work with site consultants. First, practitioners should know their existing businesses, as well as local business climate challenges and opportunities. Second, develop a website with detailed information and keep it up to date. Third, be sure to address the basics. That is, prioritize the sectors in which you want to succeed. Lastly, make the effort to build relationships with various site consultants.

Working with site selectors to attract new companies is now an essential part of many economic developers' jobs. However, this role presents unique challenges. The imbalance of power and the opaque nature of the site selection process puts economic developers at a disadvantage, particularly those new to the field. Even long-time economic developers have concerns about the experience, background, and financial motivation of some consultants; some incentive negotiation tactics; and practices that lead to conflicts of interest. In addition, rapid technological changes and shifts in the business practices of client companies can make it hard to keep up with the latest practices in the site selection industry.

Ultimately, there is no substitute for preparation and due diligence. Economic developers need to have a clear understanding of their communities' attributes and what businesses they can be successful in attracting; what information site selectors value and how they get it; and what questions to ask of site selectors and when and how to ask them. The better they can know site selectors personally, and learn about the ones they don't, the firmer their footing is in working a project and negotiating incentives. Economic developers also need to have a clear understanding of the policy tradeoffs inherent in granting incentives – the opportunity cost of those dollars relative to investments in infrastructure, education, or other community needs.

Perhaps most important, at least in terms of incentives negotiation, is having standards in place for what the community is willing or not willing to offer to land a project. That means doing the homework required to understand exactly what the community will receive in return for any inducements offered to a prospect, financial or otherwise. In many cases, this may require a sophisticated financial value analysis by a third party. When working with site selection

consultants, as is true in most endeavors, knowledge and preparation are investments that will always pay off.

V. The Use of Financial Inducements and Cautions on their Use

There are a myriad of inducements and incentives to attract or retain businesses, usually by lowering a firm's cost of doing business. The most common incentives are low-cost financing, tax abatements, training programs, low-cost utilities, turnkey facility plans, and enterprise zones. The priority of incentives varies according to the type of business operation. Job training, for example, can be a vital consideration for companies requiring higher-skill-level jobs, while other companies may prefer to conduct their own training or value incentives that lower the cost of facility and equipment expenditures.

From an economic development standpoint, business incentives are a means to target and foster economic development, such as in specific disadvantaged populations, areas with high unemployment or crime rates, or distressed communities that suffer from a lack of economic opportunity and investment.

EDOs should ALWAYS have performance-based criteria in deciding whether or not to grant incentives to a company. Criteria communities have used to make incentive decisions include:

- ✓ Number of jobs created;
- ✓ Quality of jobs;
- ✓ Minimum investment requirements;
- ✓ Reporting requirements; and
- ✓ "But-for" determination (the community examines whether or not the company would relocate to or expand outside the jurisdiction *but for* the incentive in question).

Controlling for attribution and causation of public incentives can be very difficult for EDOs to assess. For example, an increase in a company's pay roll may be due to an upswing in the business cycle and not due to the job creation tax credit. Also, underperformance by the private-sector recipient can be difficult to assess given the volatility of the marketplace.

Performance Measures and Monitoring Compliance

State and local officials have raised the cost of non-performance on incentives by instituting clawbacks, accountability clauses, and other performance-based tools in their incentive packages. Clawbacks institute an explicit *quid pro quo* into the economic development process. Clawbacks stipulate (as part of a written agreement) that if a recipient of a state or local incentive fails to deliver promised economic development benefits or shuts down their operations within a certain period, they must refund the incentive either in full or a percentage of its value. Often, they are assessed an interest penalty.

Clawbacks are more effective if they are based on specific contractual agreements. The problem with performance indicators is that it is hard to distinguish between underperformance and the inherent risks of doing business. Factors such as the business cycle and market changes can negatively impact a business's performance. States and communities have greater recourse against a non-performing company if they specify a financial recovery procedure before the company shuts down or scales back production, than if they simply assume that a firm is beholden to a community that provided it with financial support. The former is more concrete and a matter of upholding an agreed-upon contract.

Chapter 5

Business Retention and Expansion

I. What is Business Retention and Expansion?

Business retention and expansion is a core component of any economic development program, in addition to efforts to attract and encourage the creation of new businesses. Business retention and expansion programs assist businesses in an effort to:

- ✓ Help them survive economic difficulties;
- ✓ Assist them with expansions that add new jobs; and
- ✓ Increase their competitiveness in the wider marketplace.

The focus is thus on existing companies, which form the local or regional economic base. Studies have shown that the businesses already existing in a community are responsible for up to 80 percent of all net new local employment.[10] A significant percentage of cities consider business retention and expansion programs to be a primary mission.

Business retention and expansion programs typically involve partnerships of the public, business, and community leadership that continuously assess the existing economic base and the physical, geographical, financial, technological, and human resource needs of individual companies within the community.

"Early warning systems" are established to identify at-risk companies so action can be taken to help them overcome economic difficulties that otherwise could lead to layoffs, shutdowns, or relocation. These systems consist of periodic surveys and interviews with business owners and managers at company facilities that are carried out by economic development agencies and business volunteers. Based on these contacts and the information they generate, economic development organizations can intervene with strategies designed to retain and assist firms.

[10] Van Wert Economic Development Group, BRE Task Force, Final Report, December 2002.

Business retention and expansion programs also enable the community to maintain an up-to-date picture of the local economy by obtaining data on:

- ✓ The competitive strengths and weaknesses of the local area as a business location;
- ✓ The relative strength of the local economy (e.g., number of business expansions, new investments, etc.);
- ✓ Areas of interest and concern that can be used to formulate public policy, enhance development efforts, or improve the local business climate (e.g. workforce availability, regulatory issues, access to capital).

Business retention is linked with expansion because a business retention activity is often triggered by the plans of a company to expand and modernize its operations. When considering an expansion, a company may look at other locations as one means of achieving its goals at the lowest possible cost. These other locations may offer various forms of incentives to attract the company away from its present location.

Firm's Impact on the Community

The impact a firm has on a community can be significant. The community, in turn, impacts the competitiveness of the firm. The following provides a brief review:

Relocation or closing can:	Expansion can:
Eliminate local jobs	Keep or increase local jobs
Lower surrounding property values and contribute to blight or decline	Increase local property values
Lower community image or shake confidence	Preserve or increase the local tax base
Reduce local tax base	Enhance community image or increase confidence
Lead to additional closings as economic activity contracts	Maintain the economic health of sectors or clusters.

Successful Existing Business Development

Assisting existing businesses is a multi-faceted endeavor. The more successful programs are based on several factors. These factors include:

- ✓ **Industry Knowledge**
  Develop a clear understanding of the industries comprising the local economic base.
- ✓ **Local Firm Knowledge**
  Gain primary knowledge of firm needs and priorities.
- ✓ **Professional Service**

Use high-quality individual business services that meet local companies' changing needs.

- ✓ **Result Oriented**
  Adopt an outcome or result orientation in service delivery.
- ✓ **Focus on Long-Term**
  Encourage a favorable overall business climate in the long-term.
- ✓ **Coordinate Services**
  Employ coordinated service team approach to assist companies that require services from multiple agencies or programs.

II. Stakeholders and Their Role in Business Retention and Expansion

The Economic Development Practitioner

First, the practitioner may be able to provide the resources directly, as in the case of a public economic development agency with financial and technical assistance programs.

Second, the practitioner may act as a broker between the sources of the assistance and the company needing them, and may package several forms of assistance available from different sources to assist the company.

Finally, the practitioner is frequently thrust into the role of advocate for the business community's concerns, especially as they relate to the policies and procedures of local and state government.

The economic development practitioner frequently must collaborate with a number of different service providers that can help the business. These include sources for financing, technical assistance, management and technological assessments, workforce training and retraining, and finding new markets. Some of these resources are provided by the public sector at the local, regional, state, and federal levels, while others are provided by the private and non-profit sectors.

The Business Community

The business community, through organizations such as the chamber of commerce, has an interest in maintaining the community and assisting members with their problems. Major employers have a stake because the program's offering can be a deciding factor in their future location deliberations. The employees of existing companies as well as labor unions have a vital stake in the livelihood of workers which are threatened if businesses choose to relocate, lay-off workers, or shut down. Utilities have a special interest because existing companies represent the customer base of their service areas, in which utilities have substantial investments in infrastructure.

The Unique Role of Utility Companies

Utilities companies, both public and private, have played a unique role in business retention and expansion programs at state and local levels. Because of their investments in the infrastructure necessary to deliver their services, utility companies cannot move away to another location in the face of an economic downturn. The survival and profitability of utility companies depends on the preservation and growth of the customer base in their service areas.

Depending on a utility's policy, its programs may include:

- ✓ Discounted rates for companies expanding or locating in targeted areas;
- ✓ Information on available land and facilities in the service area for companies seeking a location better suited to their modernization and expansion plans;
- ✓ Energy audits to help companies reduce energy consumption and increase their operating efficiency;
- ✓ Revolving loan funds and grant programs to small companies and nonprofit community economic development organizations.
- ✓ Low cost financing for local businesses;
- ✓ Assistance with establishing a program to export products and services to new markets, including foreign markets.

III. Creating a Business Retention and Expansion Program

The success of a business retention and expansion program depends on the viability of the partnership created to run it. While businesses know best how to create jobs, invest, and produce profits, ultimately expanding the tax base, government brings a broad sense of increasing quality of community life. While both the private and public sectors can work toward these goals on their own, in the area of business retention and expansion, the final product of these two sectors' efforts is often more than they could produce individually.

Establishing and Organizing a Program

Successful business retention and expansion programs have been housed in three different areas: local government, private organizations (e.g., the local chamber of commerce), and public-private partnership organizations. Each approach has its advantages and drawbacks. The section below can help to determine which best fits the situation in your community.

Local Government

Local government is often the most logical place to house a business retention and expansion program, and may be particularly appropriate for communities experiencing long-term economic decline. In such cases, the public sector may be the only entity with sufficient financial resources to fund the BRE program.

Advantages of a local government BRE program:

- ✓ Economic development staff probably will have day-to-day contact with top elected and appointed officials, providing opportunities to build political support for the program.
- ✓ Staff of other government agencies and departments (e.g., zoning, public works) impacting business retention and expansion may be more responsive to fellow public sector employees than representatives from the private sector.

Disadvantages of a local government BRE program:

- ✓ Some business owners and plant managers may be dismissive of the public sector's ability to aid business.
- ✓ Funding for the BRE program may be drastically reduced or eliminated during times of budget crisis, or after a drastic change in local leadership (e.g., a switch in partisan control of the city council or county commission).
- ✓ Personnel rules and/or collective bargaining agreements may cause career bureaucrats with little or no economic development experience to be assigned as staff to the BRE program.

Private Organizations

Other communities have housed their business retention and expansion programs in private organizations, usually the local chamber of commerce. Such an arrangement may make sense in communities where the chamber is dominated by local service businesses (e.g., banks, law firms, and accounting firms) that have a vested interest in maintaining a vibrant business community and in communities where the chamber, rather than local government, has taken the lead in economic development activities.

Advantages of a private sector BRE program:

- ✓ The staff should have much more credibility with local businesses than government employees.
- ✓ The private organization can leverage their members to serve as key personnel in the program.
- ✓ Freed from short-term political considerations, the program should be able to take a long-term approach to business retention and expansion.

Disadvantages of private sector BRE program:

- ✓ Staff in regulatory agencies may be unresponsive to private staff, particularly in communities where a chamber has been critical of regulatory actions.
- ✓ Some businesses may view the BRE program as counter to their own interests (for example, feeling that a certain amount of unemployment is good because it holds wage levels down), and use their influence within the chamber to thwart it.
- ✓ Many chambers operate on extremely tight budgets, and may be unable to fund a BRE program. However, the chamber may manage it under contract with the local government.

Public-Private Partnership Organizations

Many business retention and expansion programs have been structured as public-private partnership organizations. When properly administered, these programs can enjoy the "best of both worlds," (i.e. acting as a strong voice for the interests of local businesses, while also possessing immediate access to the highest levels of local government).

Advantages of a public-private partnership BRE program:

- ✓ Initial government funding leverages substantial contributions from the private sector.
- ✓ Structure outside of local government provides a measure of protection from the whims and desires of individual elected officials. Partnership staff retains access to key government officials.
- ✓ Increased flexibility in staffing and personnel issues when compared to local government (i.e., freedom to hire aggressive, entrepreneurial staff with substantial experience in the private sector).

Disadvantages of a public-private partnership BRE program:

- ✓ Local chamber of commerce may view the partnership as competing for funding and status as representative of the business community.
- ✓ May be criticized as redundant in communities that already have economic development programs established within local government or the local chamber.

Assessing the Community for Business Retention and Expansion Programs

A SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) provides an excellent framework for gaining a deeper understanding of the factors that have brought current employers to the community. It will also enhance business retention and expansion efforts by providing a clear picture of the assets that the community has to offer businesses, as well as those areas that are not competitive. It will reveal that some existing businesses and industries gain a competitive advantage from locating in the community, and should be targets of your business retention and expansion program. Likewise, some businesses simply do not fit well with the community's profile, and relocation may be in the best interests of both the community and the business.

Areas to examine in assessing the community's strengths and weaknesses include the following:

- ✓ Labor force;
- ✓ Access to markets;
- ✓ Transportation;
- ✓ Educational infrastructure;
- ✓ Site availability;

- ✓ Tax rates;
- ✓ Utility cost and availability;
- ✓ Quality of life; and
- ✓ Business climate.

Once a SWOT analysis has been completed, there should be a clear picture of the competitive position of the community. Now the economic development organization must develop an action plan to target the limited resources at the disposal of the BRE program to those areas where they will have the greatest impact.

Finally, it is important to keep in mind that an action plan is based upon the community's status at a certain point in time. Thus, the action plan should be updated annually to reflect these changes; doing so has the added benefit of refocusing attention on the BRE programs.

IV. Business Visitation and Surveying

The purpose of the visitation or surveying program is two-fold. First, the program serves as an early warning system to alert local economic development officials to the plans, problems, and concerns of individual companies, which could lead to their eventual relocation out of the jurisdiction or, as in the case of at-risk companies, lead to layoffs or even closure. Second, the information resulting from the visits is aggregated and serves as part of a database for local economic development officials to keep aware of the dynamics of the local economy, particularly the economic well-being of individual companies and various industrial sectors. This data can be used in a formal, automated system that produces indicators pertaining to companies, industrial sectors, and geographic locations.

Models

The following models have been used by economic development organizations in conducting business visitation and surveying programs:

- ✓ **Mail surveys** are usually most appropriate where the prime objective is to get a general sense of the business community's level of satisfaction with the community as a whole, as well as to gauge the overall health of local businesses.
- ✓ **Site Visit Surveys Using Volunteers** who may be recruited from local employers, the chamber of commerce, community organizations, and educational institutions. Each volunteer conducts a small number of interviews with local businesses (usually four or five) over a short time period (usually two weeks).
- ✓ **Site Visit Surveys Using Economic Development Staff** is becoming increasingly popular with economic development organizations. This model is most appropriate for building an on-going business retention and expansion presence in the community, which is one of the most important elements of a credible BRE program.

- ✓ **Combined Mail and Site Visit Surveys** are particularly used in those communities that have limited economic development staff or a small pool of volunteers to draw upon. This strategy allows the BRE program to gain an in-depth understanding of the concerns of its largest employers, while also getting a general sense of the issues affecting smaller firms, and identifying those that may be at risk.
- ✓ **Email or Web-based Surveys** allow some economic development organizations to stay in touch with the key economic players in the region and is an efficient organizing tool for the creation and maintenance of business networks through the Internet.

Selecting Firms and Industries to be Surveyed

The companies and industries targeted for interviews during the BRE program will depend upon the program's strategic objectives.

Below are some of the criteria that should be used in developing a list of target companies. The list is by no means exhaustive; if appropriate, develop additional criteria that reflect the unique circumstances of your community:

- ✓ Size, measured by:
  - o Number of employees;
  - o Annual sales; and
  - o Annual revenue.
- ✓ Industrial Segment or Category, selected by:
  - o Two or three digit NAICS code level.
- ✓ Geographic (e.g., an older industrial district, the downtown area); and
- ✓ Ownership, some BRE programs limit their efforts to locally owned firms.

Regardless of the chosen survey method, it is imperative that the questionnaire is thoroughly tested before the actual surveying process begins. Particularly in the case of site visit surveys, it is important to be certain that the survey can be administered within the amount of time (45 minutes to one hour) that CEOs and plant managers are generally willing to commit.

The most important factors in surveying are brevity and confidentiality to firms that participate in BRE surveys. Disclosure of the results of an interview could derail an otherwise successful BRE program.

Information on a BRE Survey

The economic development organization should already have most of the basic information such as, address, contact numbers, primary NAICS code, current numbers of employees at this location, length of time at location, and whether they own or lease.

Specific areas of focus for the questionnaire should include:

- ✓ Firm background;
- ✓ Business climate;
- ✓ Labor and training needs;
- ✓ Marketing and trade;
- ✓ Financing needs;
- ✓ Regulatory issues;
- ✓ Barriers to growth;
- ✓ Satisfaction with public services and facilities;
- ✓ Past utilization of and satisfaction with local business assistance programs.

Following up the Survey

A well-coordinated follow up effort is every bit as important as the survey itself. Without it, local businesses' expectations will have been raised, only to be disappointed when none of the issues mentioned by a firm during the course of the interview are addressed. In fact, a community that fails to follow up its business retention and expansion survey in a meaningful way may end up worse off than a community that fails to initiate a BRE program in the first place.

Listed below are follow-up steps that communities with successful BRE programs have used.

- ✓ **Immediate**
  Within two days of receiving the completed survey, you should review surveys for assistance requests and red flag any firm determined to be immediately at risk for rapid response.
- ✓ **Short Term**
  Within two weeks of receiving the completed survey, you should send a brief thank you letter, tabulate the completed survey, and create a file for each company surveyed.
- ✓ **Medium Term**
  Within four weeks after the conclusion of the survey effort, you should make sure that agencies have responded to all requests for services.
- ✓ **Long Term**
  Approximately three to four months after the conclusion of the survey effort, you should update firms on progress in dealing with community-wide issues that impact the business climate.

These actions could be communicated by way of a letter from the chief elected official in your community to reinforce local government's commitment to be responsive to the needs of the business community. You might also include an executive summary of the survey results to give the business community a picture of the overall local business climate.

Development of an Early Warning System

One of the primary benefits of undertaking a BRE program is the development of an early warning system that can predict when a local company is in danger of

relocating or closing. A well designed BRE survey will provide a profile of each firm surveyed; this profile can then be matched against early warning signals to identify local firms that may be at risk.

Factors that communities with long standing BRE programs have found to be early warning signals include the following:

- ✓ Declining sales/declining employment;
- ✓ Larger non-local corporate ownership;
- ✓ Recent ownership change;
- ✓ Lease of property, expiring leases;
- ✓ Other facilities producing the same product or service;
- ✓ Negative attitudes about the community;
- ✓ Unbearable regulatory burdens;
- ✓ Union contract expirations;
- ✓ Expanding employment/expanding sales;
- ✓ Facility and site expansion plans;
- ✓ Obsolete or land-locked facility;
- ✓ Location in a problem neighborhood;
- ✓ Older product lines or production technology;
- ✓ Contentious labor-management relationships;
- ✓ Lack of export/international focus;
- ✓ Family-owned firms with aging owner and no succession plan;
- ✓ Gradual corporate downsizing over time;
- ✓ Relocation of top managers and corporate officers to another location;
- ✓ Loss of longstanding supplier contracts/relationships (e.g., losing contracts to supply specific parts to an automaker).

Unfortunately, some businesses refuse to participate in the follow-up analysis. Perhaps this is because of a previous bad experience with the local government, a confidentiality concern, or a lack of available time.

Economic Development Tools for BRE Programs

A variety of economic development tools and techniques are used to implement business retention and expansion programs. Not all options are used by all economic development organizations. The capacity and strategic plan of each organization will help in determining the best match of the tools available.

Marketing

One of the most effective ways to market a BRE program is by leveraging existing marketing efforts sponsored by utilities and educational institutions. In many communities, utilities and local educational institutions will have existing marketing programs that systematically target the same businesses that will be the focus of your BRE program.

- ✓ Utilities market energy audits, financing for energy efficiency improvements, and technical assistance services.
- ✓ Local educational institutions, particularly community colleges, will frequently have staff responsible for marketing their continuing education training and certification programs.

Economic development organizations can form extensive partnerships with utilities and educational institutions in order to market the full range of services available through the BRE program. Some examples are discussed below.

- ✓ Marketing brochures prepared for your BRE program can highlight the services available through the local utilities and educational institutions.
- ✓ Staff from your organization and these institutions can trade information gathered through sales calls and other contacts with local businesses.

Identifying and Supporting Industrial Clusters

Clusters usually develop and grow as a result of specialized amenities and support services that are available in a particular region. Some of these amenities and support services include:

- ✓ Business services firms (e.g., accounting and law firms) that specialize in providing services to firms operating in the cluster industry;
- ✓ A network of financial institutions or venture capitalists that specialize in providing capital to firms operating in the cluster industry; and
- ✓ A major research university that supports the cluster through specialized research and academic programs.

These amenities and support services are almost always developed on a regional basis, as it is the concentration of firms within a larger geographic area (usually an entire metropolitan region), as opposed to within a given set of municipal boundaries, that helps drive the growth of the cluster. Thus, it is best that a cluster strategy be pursued at a regional level, with coordination among the various local economic development organizations within the region.

Creating Site Opportunities for BRE

Creating new site opportunities will be a critical element in most retention and expansion strategies. Manufacturing and distribution firms, particularly those which are located in older urban areas, frequently confront one of the following scenarios, all of which can lead to a decision to relocate:

- ✓ The surrounding land uses have "up-valued" to the point that manufacturing no longer represents the highest and best use of the manufacturer's current location, and the surrounding property owners and community wish to replace the "dirty" manufacturing plant with some "cleaner" form of land use (e.g. residential, commercial). This scenario is increasingly common in industrial areas located just outside a revitalizing downtown district.
- ✓ On the other hand, the surrounding neighborhood has deteriorated to the point that firms believe the benefits of remaining in place (e.g., low

occupancy costs) are outweighed by other factors (e.g., crime, deteriorated infrastructure, low quality municipal services).

Technical Assistance and Assessment Programs

Sufficient land for expansion is unavailable at the firm's current location. Many small and medium-sized firms are experiencing serious difficulties in adjusting to today's globally competitive environment. Assisting small and medium-sized manufacturers can have a big payoff in business retention and expansion, as these firms account for an increasing proportion of new job creation in today's economy.

Technical assistance programs can provide management consulting expertise to small and medium-sized firms at an affordable cost. Such services can assist businesses in a number of different areas:

- ✓ Operations management (plant layout, inventory management systems, etc.);
- ✓ Marketing/sales (developing exporting strategies, etc.);
- ✓ Financial control systems;
- ✓ Workforce training and development; and
- ✓ Strategic planning (writing and updating a business plan, etc.).

Key Elements of Technical Assistance Programs

A successful technical assistance program can provide businesses with consulting at a fraction of market cost. Thus, more firms will likely desire assistance than can be served, making it especially important for the program to be designed to have the maximum impact possible on retention and expansion.

Determine the companies to be targeted for assistance
Factors to consider include:

- ✓ Does the company provide a disproportionate share of employment in the region?
- ✓ Is the company part of the regional export base?
- ✓ Is the company projected to grow or contract in coming years?
- ✓ Does the company provide quality, stable employment for residents of the region?
- ✓ What is the recent trend in this company's industry?
- ✓ Does the company need assistance – has research demonstrated a need or have they asked for assistance?

Develop standards for participating companies
At the very least, set size thresholds for the minimum and maximum number of employees that eligible companies may have. Other factors that may warrant consideration are ownership, financial condition, and growth opportunities.

Define the scope of services to be provided

Within budgetary constraints, it is best to provide the most comprehensive package of services possible, examining ALL aspects of a client's business in an interdisciplinary nature (e.g., being a world class producer of a given product is not very valuable if your marketing department cannot formulate a strategy for selling it).

Determine how best to supply needed services

Consulting services may be provided to the firms selected for assistance in a number of different ways. There are two popular ways to do this:

First, the economic development organization might contract with local management consulting firms to provide services. If possible, negotiate a discounted rate from the selected consulting firms.

Second, the economic development organization could hire staff to provide the consulting services, or set up a separate organization for consulting services. Some organizations have great success in bringing former executives of local companies out of retirement/early retirement; such individuals can be a valuable resource if they are motivated out of concern for the economic health of the region.

Workforce-Economic Development Connection

Workforce development has become one of the most important issues in economic development because knowledge has become the driving force of economic growth. Demographic shifts are causing communities to re-evaluate the current policies towards workforce training policies. From small rural communities to large urban centers, the trend in economic development is to target workforce development programs to help drive industry.

Helping companies meet their workforce needs is a critically important business retention and expansion strategy for all types of communities. First, public dollars invested in upgrading the skills of a community's workforce will largely remain in the community, unlike monies spent on other incentives (e.g., tax abatements) that may be lost if the company relocates. Second, small and medium-sized companies typically do not have the financial resources to pay for extensive employee screening and training programs, and will substantially benefit from both a better-qualified pool of prospective employees, as well as low-cost training programs. Finally, and most importantly, a well-trained workforce, combined with effective infrastructure for providing training programs, can give a community a distinct competitive advantage which, unlike incentive payments and tax abatements, cannot easily, quickly, or inexpensively be duplicated by competing communities.

Helping Firms Find New Markets

The survival and possible expansion of many existing companies depends on identifying new markets for their products or services. The company may be diversifying to provide products and services in industries that are new for the company. The company may also be expanding its reach into new national or international markets. The BRE program should be able to help link the company

with resources to identify and explore new markets or to operate and compete effectively in these markets.

Finding new markets for their products or services in other countries can be an opportunity for a company to grow. Programs that assist existing companies with counseling, financing, insurance, exporting, and international trade knowledge are an important component of a BRE program.

Assisting Firms with Permitting and Licensing

BRE programs frequently find that sometimes businesses do not believe that they are appreciated by their host communities. Frequently, a portion of this feeling can be attributed to the relationship between the business and government permitting and licensing agencies.

Assistance with permitting and licensing is one area where economic developers can potentially have a very immediate and visible impact on business retention and expansion efforts. At the same time, this can be one of the most difficult areas in which to obtain action, because government agencies may be very defensive of their past performance. Compounding this problem is some agencies' desire to maintain an "arms length" relationship with those they regulate. Addressing this situation may be difficult for an economic developer alone, since he or she may be confronting agency heads who are peers or perhaps even superiors. However, through the BRE program, the economic developer can utilize the influence of local elected officials, business leaders, and community leaders in support of improvements to permitting and licensing processes. Some possible improvements include:

- ✓ One-stop permitting centers;
- ✓ Technical assistance;
- ✓ Training of regulatory staff;
- ✓ Case management;
- ✓ Ombudsman;
- ✓ Assistance center;
- ✓ Restructuring redevelopment codes.

ECONOMIC DEVELOPMENT COMMISSION AGENDA ITEM REVIEW FORM

San Luis Economic Development Commission Meeting **4. E.**

Meeting Date: 07/16/2026

Department Head: Armando Esparza, Director of Economic Development, Economic Development

Submitted By: Yigal Duarte, Economic Development Assistant, Economic Development

ITEM:

Discussion and possible action on any and all matters regarding updates from the Economic Development Director, followed by discussion among San Luis Economic Development Commission (SLEDC) members. **(Armando Esparza, Director of Economic Development)**

SUMMARY:

The Economic Development Director will provide updates on current and upcoming projects that may require input or participation from the Commission. Following the update, Commission members will have an opportunity to discuss additional topics or projects they would like to see addressed. Commission members may recommend items for inclusion on a future agenda.

RECOMMENDATION / SUGGESTED MOTION:

I MOVE TO REQUEST THAT_____ BE ADDED TO A FUTURE SAN LUIS ECONOMIC DEVELOPMENT COMMISSION MEETING AGENDA.