

LOCALLY-BASED ENTREPRENEURS IN SAHUARITA: BUILDING AN ENTREPRENEURIAL CULTURE

June, 2012

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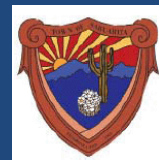
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This research program was made possible by generous support from the Freeport-McMoRan Copper & Gold's Green-Valley/Sahuarita Community Investment Fund.

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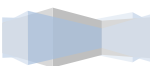


Town of Sahuarita



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Locally-Based Entrepreneurs in Sahuarita: Promoting an Entrepreneurial Culture

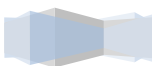
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Introduction:

In many communities across the nation, the economic development focus is shifting from the traditional attraction, retention, expansion model, towards “grow your own” strategies such as *Economic Gardening* programs in Oregon, Colorado and Florida, and *Microenterprise Development* programs in Maryland and Florida and across the nation. While these programs are diverse, key elements they have in common focus on growing and retaining local entrepreneur and start-ups, and on enhancing quality of life in the area. These programs define proactive roles for municipalities in building relationships with regional support business resources and in connecting businesses to the market information, infrastructure, supply chain, and networking they need to be successful. The phrase “work and live locally, learn to market globally,” is another important concept which appears when examining these programs and their contributions to regional economic growth.

Sahuarita is at an important point in its development as a community. The explosive growth it has experienced over the last 10 years has defined it as primarily a residential community. However, residents also express the desire to see more businesses and services provided in the area. Many residents have expressed a strong desire to work closer to home if good jobs were available in the community (*Sahuarita Workforce Assessment, 2007, 2008*). The Town of Sahuarita’s major income stream is from sales tax revenues. As a consequence, until Sahuarita’s business base catches up with the population, the Town will be limited in the services it can provide to its residents. Sahuarita can boast the beginnings of a beautiful town core with centrally located new public buildings and schools, and there is still open space available to be zoned to meet the future development goals of the community. Sahuarita’s location near a major regional population center, world class educational and research institutions, major recreation areas, proximity to Mexico, and the high quality of the workforce make it a great place to live and potentially to build businesses.

In a report released at the end of 2011, *Unlocking Entrepreneurship: a Handbook for Economic Developers*, the International Economic Development Council describes important aspects of the changing face of regional economic development:



“In an increasingly competitive global marketplace, the capacity of a community’s entrepreneurial firms will be the driving force behind economic recovery, job creation, greater resiliency in the face of disasters, and regional economic transformation. For economic developers charged with job and wealth creation in their communities, the significance of entrepreneurship requires them to adapt their practice to focus on access to tools, strategies, networks, and institutions that support entrepreneurial firms.”

The purpose of this project is twofold: (1) identify and connect with the entrepreneurs in the Sahuarita community, identify business needs and aspirations; (2) recommend key elements which should be included in the design of an effective Entrepreneur Development System (EDS) in Sahuarita. An EDS for Sahuarita would actively work to connect Sahuarita’s entrepreneurs to the business development tools, technologies, market intelligence and network connections they need for business growth and sustainability in Sahuarita.

This report then outlines a proactive role for the Town of Sahuarita in building strategic partnerships with regional resources to provide the tools, organization, and support needed retain entrepreneurs in the community and to build a vibrant and resilient economy in Sahuarita.

Notes on *Economic Gardening* as a Community Economic Development Strategy:

Economic Gardening is an entrepreneurial alternative to traditional economic development strategies. This approach, pioneered in Littleton in the late 1980s in response to massive corporate layoffs, focuses on creating an environment which supports local entrepreneurs and fosters the growth of local businesses. This approach has three basic aspects: providing local entrepreneurs with competitive *information* and market intelligence (including GIS), which under usual circumstances would only be available to large firms, improving physical and quality-of-life *infrastructure*, and actively promoting *connections* and information sharing among entrepreneurs and between businesses and other community assets such as higher education, government programs, and business services providers. According to the Ewing Marion Kauffman Foundation, 2011, “by the late 1990s, a number of communities (including Lake Elsinore, San Bernardino, Chico, and San Luis Obispo in California; Santa Fe, New Mexico; Lancaster County, Pennsylvania; Steamboat Springs, Colorado; the state of Wyoming; and the North Down Borough of Northern Ireland) were beginning to investigate and experiment with economic gardening. Major states like California regularly include economic



gardening discussions in their state economic development conferences, and

cities including Oakland and Berkeley have small pilot economic gardening projects under way.”

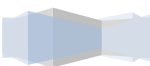
Economic Gardening strategies have historically focused on “stage two” companies (“stage two” companies are those that have grown beyond the initial start-up phase and reached a size of 10 or more employees and \$1 million or greater in annual revenue). However, as start-ups grow “leaner and meaner” and as the economic gardening approach has evolved, there is growing evidence that these principles can also be very effective when applied to small businesses and to “stage one” start-up companies, as well.

According to data from ReferenceUSA, the majority of existing businesses in Sahuarita are local retail and service businesses located in strip malls and other commercial areas within the city limits. The number of “stage two” companies is relatively small, comprising fewer than 20 companies. Most of the companies of this size are related to mining, construction materials, or food service. It is likely, however, that there are smaller businesses that are interested in growing much larger through reaching external markets, either through traditional means or Internet sales. The results of the Sahuarita Entrepreneur Survey and interviews (one third of entrepreneurs interested in growing their businesses to be as large as possible) with local entrepreneurs reinforce this assumption.

Practically speaking, the weight of research evidence and on-the-ground experience with entrepreneurs—especially in small and rural areas—points most communities towards designing entrepreneurship support efforts that focus on smaller growth-oriented existing companies. In the early stages of growth these companies can often benefit from developing a strategic focus to lead them to expand into the next stage. These may very well be companies that don’t yet meet the threshold for stage 2 companies, and may or may not become “exceptional growth companies.” Nevertheless, they have great potential for expanding and creating high-wage, sustainable jobs in their communities. (Christine Hamilton-Pennell, [Growing Local Economies, Inc.](#), August 15, 2011)

Microenterprise Networks:

Microenterprise networks across the country are also proving to be successful in fostering entrepreneurs and job growth, and increasing incomes in smaller communities and in rural areas. Microenterprise programs focus on start-up, home-based and self-employed businesses with five or fewer employees that experiences barriers to obtaining



business development assistance and difficulty in securing financing from conventional business lending sources.

What mix of strategies will prove to be appropriate for Sahuarita? To start answering this question, this study begins with a survey of local businesses in Sahuarita, home-based and otherwise. The Sahuarita Entrepreneur Survey was publicized through a mail- out postcard driving recipients the online survey. The postcard was mailed to all addresses in Sahuarita, both residential and business. The Town of Sahuarita posted the survey information and link on their website, and also partnered with the Town's very active Homeowners' Associations to get the word out via HOA websites and listservs. The survey also received publicity in the *Green Valley Sahuarita Sun* newspaper the week the survey went live online.

Project Goals:

Identify and develop strategies to promote growth and retention of Sahuarita's locally-based businesses in order to achieve an expanded, quality business base in Sahuarita with strong ties to the community and quality of life; define a proactive role for the Town of Sahuarita to efficiently support the growth of these businesses; identify regional business development partners and suggest a template for expanded cooperation with these resources in developing the local business base. A further goal of the study is to begin the process of fostering connections and information sharing among Sahuarita's entrepreneurs; educate entrepreneurs, Town officials, and other community stakeholders about diverse resources and development strategies and to learn from the experiences of other communities via connecting with experts from outside our region. Finally, to make recommendations regarding key elements required to build an effective entrepreneur development system(EDS) in Sahuarita going forward.

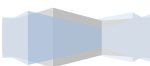
Research Design:

1. Identify and review key elements from successful entrepreneurship support organizations (ESOs) from across the country and best practices;
2. Interview experts from outside the region regarding successful ESO strategies and measures of program success.
3. Interview regional experts, business and financial professionals regarding resources available and suggested strategies for strengthening support for entrepreneurship and building the business base in Sahuarita.

4. Design and implement online Sahuarita Entrepreneur Survey to determine the characteristics, business goals, infrastructure, and informational needs of locally-based entrepreneurs in Sahuarita; use survey to build a contact database of local entrepreneurs which Sahuarita's economic development team may use for networking and information sharing.
5. Partner with the Town of Sahuarita and Sahuarita HOAs and the Green Valley/Sahuarita Chamber of Commerce to publicize the survey.
6. Invite *economic gardening* experts from outside region to participate in research and provide expertise for designing a local EDS in Sahuarita.
7. Facilitate a series of townhalls, focus groups, and workshops involving Sahuarita entrepreneurs, Town development officials, experts from other communities, and entrepreneurial experts from the local region; topics and agenda driven by survey results.
8. Project researchers analyze information gathered from activities 1-5 and make recommendations regarding the organizational and economic development strategies which will have the greatest impact on growing Sahuarita's local business base.

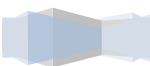
Project Deliverables:

1. Review of best practices in the design of community entrepreneurship support organizations and entrepreneur survey design.
2. Project Principal Researcher, Maile Nadelhoffer, attended Oregon Microenterprise Network (OMEN) Conference held in Portland, Oregon, October, 2011. Maile interviewed Michael Gurton, Program Director for OMEN's MarketLink program. Marketlink is funded by the Small Business Administration, the Portland Development Commission and several private foundations, and provides low-income and rural entrepreneurs throughout Oregon with customized primary and secondary market research.
3. February, 2012, EBR implemented the *Sahuarita Entrepreneur Survey* online. To read the Sahuarita Entrepreneur Survey, Appendix i.
4. A postcard was mailed to all 10,000 plus residential and business addresses and P.O. boxes in Sahuarita directing all business owners in Sahuarita to take the survey online. The postcard contained both a web link and QR code. The postcard also allowed recipients to send back a tear-off postage paid postcard with contact information. The Town of Sahuarita posted the survey information and link on their website, and also partnered with the Town's very active Homeowners' Associations to get the word out via HOA websites and listserves.



The Green Valley Chamber of Commerce also posted a link to the Survey on the Chamber's website. The Survey also received publicity in the *Green Valley Sahuarita Sun* newspaper the week the survey went live online. See Appendix viii.

5. One-hundred-twenty Sahuarita business persons responded to the Sahuarita Entrepreneur Survey online. Read PowerPoint summary of Survey findings from Townhall held in Sahuarita May 21, 2012, Appendix ii. To read the Sahuarita Entrepreneur Survey, Appendix i.
6. Socio-demographic update on Sahuarita's characteristics (ESRI), see Appendix iii.
7. Project researchers conducted interviews with staff members from Arizona Center for Innovation, Arizona Technology Council, Desert Angels Venture Capital, Economic and Business Research Center, Eller Economic Development Program, Gangplank Tucson, Green Valley/Sahuarita Chamber of Commerce, Tucson's Microbusiness Advancement Center and SBDC, McGuire Entrepreneurship Center in the Eller College of Management, Pima Public Library, Town of Sahuarita, and Tucson Regional Economic Opportunities (TREO). Researchers also interviewed business lending staff from five of the region's major lenders and ACCION micro lenders.
8. In order to benefit from nationally recognized expertise outside the region and from the experiences of other communities, the project engaged the consulting services of Christine Hamilton-Pennell, Growing Local Economies, Inc., and Don Macke, Center for Rural Entrepreneurship. Christine and Don visited Sahuarita and Tucson in April and May of 2012 and produced the report ***Entrepreneurship Opportunity Assessment and Strategy Report, Community of Sahuarita, Arizona***. This report provides a detailed analysis of the interviews conducted with regional stakeholders and service providers (described in #6 above), and outlines in detail recommendations for building an entrepreneur development system in Sahuarita. This report also includes links to an extensive **electronic library** of supporting materials, Appendix v.
9. The project sponsored, promoted, and facilitated six community events. The event topics were suggested by *Sahuarita Entrepreneur Survey* results. See Appendix vi. Fifty-eight Sahuarita entrepreneurs participated in these six events, many of these entrepreneurs attended all of the events. EBR staff interviewed all the entrepreneurs who participated:
 - a. **Townhall: Project Findings Roll-Out.** May 21, 2012; 6 to 9PM. Attendees: Sahuarita officials, other community stakeholders, and service providers. Presenters: Maile L. Nadelhoffer, Economic and Business Research Center,

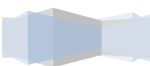


- Tucson, AZ; Christine Hamilton-Pennell, Growing Local Economies, Denver, CO;
- b. **Advanced Market Research Workshop.** May 22, 2012; 8:30 AM to 2:30 PM. Attendees: Sahuarita officials, other community stakeholders and service providers. Presenters: Christine Hamilton-Pennell, Growing Local Economies, Denver Co; Jan Knight, Bancroft Services, LTD, Tucson, Arizona.
 - c. **Townhall and Focus Groups: Project Findings Roll-Out.** May 22, 2012; 6 to 9PM. Attendees: Sahuarita entrepreneurs and community. Presenters: Maile L. Nadelhoffer, Economic and Business Research Center, Tucson, AZ; Christine Hamilton-Pennell, Growing Local Economies, Denver, CO;
 - d. **Business Start-up Bootcamp.** June 2, 8:30 AM to 12 PM. Attendees: Sahuarita entrepreneurs and community. Presenter: Dr. Jerone Davis, Microbusiness Advancement Center, Tucson, AZ.
 - e. **Financing for Business Workshop.** June 7, 2012; 6 to 9PM. Attendees: Sahuarita entrepreneurs and community. Presenter: Karen Burns, Microbusiness Advancement Center, Tucson, AZ.
 - f. **Web and Technology Expo.** June 21, 2012; 6 to 9PM. Attendees: Sahuarita entrepreneurs and community. Presenters: Angela Moore, Six Degrees SEO, Tucson, AZ; Jonnie Allan, The Mobile Marketing Guy, Sahuarita, AZ.
9. EBR delivered confidential contact information including detailed interview profiles for the 58 entrepreneurs who participated in the community events to Kathy Ward Sahuarita’s Economic Development and Communications Manager. EBR also compiled a confidential database of contact information from the online survey participants.
 10. EBR developed a webpage to facilitate access to project and event documents, http://ebr.eller.arizona.edu/sahuarita_business2012.asp
 11. This report summarizing research findings and recommendations.

Research Findings:

Development Preferences for Sahuarita Expressed: Based on background research and analysis, including results of the *Sahuarita Workforce Assessment Surveys* carried out by EBR in 2007 and 2008, and on interviews, focus groups, and townhalls held with Sahuarita entrepreneurs and stakeholders during April and May of 2012, Christine Hamilton-Pennell and Don Macke posited the following **development preferences** for the Community of Sahuarita:

	The community has experienced explosive growth in recent decades, primarily driven by planned residential community development. Sahuarita is a desirable community for
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<p>More than a Bedroom Community</p>	<p>working families because of its location relative to technology industry employers in south Tucson, the cost and quality of housing, strong schools and a favorable environment for families. Sahuarita has evolved into a suburban bedroom community within the Tucson footprint. From our interviews it is clear that the community wishes to have a domestic economy and be more than a bedroom community.</p>
<p>Develop a Primary Economy</p>	<p>Key to growing a domestic economy, the community needs to evolve primary employers (those who sell outside of the community and bring external income into the community). A key development focus is growing a primary economy with basic sector employment.</p>
<p>Increase Local Employment</p>	<p>Research provided to us by the University of Arizona suggests that up to 63% of working residents in the community commute outside of the community for employment. This same survey research indicates a strong desire on the part of some of these commuters to relocate work within the community if suitable jobs and careers were available. The third development preference is increasing suitable local employment for those residents now commuting outside of the community for work.</p>
<p>Increase Local Trade Capture</p>	<p>Sahuarita and Green Valley to the south have significant trade leakages. Sales taxes are a primary source of revenue for the City of Sahuarita and increasing local retail and service trade capture would not only create more local employment and business opportunities, but strengthen the City's tax base. A key development objective is to increase trade spending capture and increase municipal sales tax revenues.</p>
<p>Develop the Emerging Micro Tech Cluster</p>	<p>A number of interesting factors have merged to create a potential micro technology cluster in the Sahuarita area. This cluster if further developed could serve as an anchor in growing a primary economy within the community, but also increasing employment/career opportunities for residents who are currently commuting outside of the community for work.</p>

Sahuarita Entrepreneur and Business Characteristics: The *Sahuarita Entrepreneur Survey* was online during the Spring of 2012. Respondents included persons who own and operate businesses in Sahuarita, who live in Sahuarita, but own and operate businesses elsewhere, and

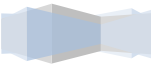


persons who live in Sahuarita and would like to start a business. Seventy-three percent of respondents currently operate their business from home. Survey results include the following:

- 70% of the respondents have existing businesses in Sahuarita, and 30% would like to start a business within the next two years. Most existing businesses are organized as sole proprietorships (35.9%) or LLCs (37.7%), with a smaller percentage organized as partnerships or other forms of organization (13.2%).
- The majority of respondents indicated that they wanted their business to stay (or grow) to a size that they could manage by themselves or with a few key employees (67.2%), while the remainder wanted their business to be as large as possible (32.8%).
- 68.7% of business owners expressed a desire to receive business assistance, while 31.2% were not interested in such assistance.
- More than half of respondents had college or advanced degrees (55.5%), while 17.8% had an associate degree, and 8.9 had completed high school or received a GED.
- 39.1% of business owners considered the business as their primary means of support; the other 60.9% did not.
- As summarized in the following graph, respondents indicated their primary business activity as the following:

1	Service		40.38%
2	Retail (including restaurants)		13.46%
3	Finance/insurance/real estate		3.85%
4	Transportation		0%
5	Business and professional services		13.46%
6	Wholesale/distribution		0%
7	Manufacturing		1.92%
8	Construction		7.69%
9	Other (please describe)		19.23%
	Total		100%

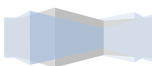
Key points to be drawn from the *Survey* findings are that the majority of survey respondents operate their business from their place of residence, the majority would like to receive business assistance, and one-third are growth-oriented and would like to grow their businesses as large as possible. More than 50% operate businesses whose primary activity is service-based. These findings have implications for the types of ongoing assistance the Town of Sahuarita can provide to its existing business owners (Pennell-Hamilton and Macke, 2012). (Read the



Sahuarita Entrepreneur Survey and access more extensive survey results in Maile Nadelhoffer's PowerPoint presentation from the Townhall Roll-Outs on May 21-22, 2012. Appendix ii.)

Major Challenges Facing Sahuarita's Entrepreneurs:

- **Space:** Entrepreneurs interviewed, from retail to healthcare to tech, reported difficulty in finding affordable and/or appropriate space in Sahuarita. Start-up businesses, lacking long track records, typically have trouble obtaining capital. Thus, obtaining capital to build is proving to be an obstacle for start-up tech companies. One entrepreneur, interviewed who owns a start-up tech firm, pointed out the three locational criteria he considers: proximity to venture capital, within 50 miles of a major research university, and availability of sophisticated workforce. Sahuarita satisfies these locational criteria, but finding or building appropriate space is challenging. He suggested that the local developers, land owners, the Town, and financial institutions should “look outside the box” to design a strategy whereby they could support local start-up tech firms wishing to build space in Sahuarita. Further, he points out the potential value of these companies to the region and the wealth they could generate for the community. At present, Sahuarita's ability to form a tech cluster is very dependent on just a handful of players wishing to capitalize on the workforce and location. While building appropriate space is definitely critical to the formation of a tech cluster in Sahuarita, high rents and space constraints were mentioned by business persons across industries as barriers to expansion and growth. Small and start-up businesses wishing to make the transition from home to commercial space will experience difficulties in obtaining funding to build.
- **Financing:** A third of those responding to the *Sahuarita Entrepreneur Survey* view their business as a “growth business.” That is, they wish their businesses to expand beyond what they can handle themselves or with the assistance of a few key employees. The survey indicated a strong interest in learning more about the options in traditional lending, venture capital, and in obtaining micro credit to meet expansion goals.
- **Market Research:** Several lenders interviewed mentioned that a great deal of the market research presented in business plans lacks area specific data and sophistication, and does not provide the entrepreneur or the lender with appropriate or needed guidance. Many entrepreneurs mentioned that they do not exactly understand what market research is or how to carry it out effectively and how it contributes to increased revenues. Pima County Library provides market research resources and training. However, this is a complicated endeavor and seems to be an area of challenge as perceived by both entrepreneurs and lenders. Several of the businesses interviewed for this project are also at the point in their development where they could benefit greatly from professional market research and analysis.



- **Affordable Business Training, Consulting, and Mentoring:** The Business Start-Up BootCamp presented an overview of the business start-up process from idea to plan to launch through sustainability. This workshop was extremely popular. The overwhelming response from attendees was “where do we go from here? How can we continue our learning? How can we obtain one-on-one consulting for our business? I want to write a business plan or improve upon the one I have, but I need help! What’s next?”
- **Keeping up with advances and changes in business technology:** Understanding and implementing effective marketing strategies in the digital age, constructing and improving viable business websites, search engine optimization, building and sustaining online reputation and effective social networking to promote business were among the technological challenges mentioned.

When the *Sahuarita Entrepreneur Survey* asked “What were your reasons for seeking business assistance in the past?” respondents were offered 11 different choices. Respondents already owning a businesses reported the following in order of importance:

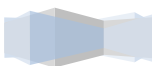
- Learn to do market research and/or about current marketing strategies
- Networking for referral to clients
- Learn about obtaining financial capital
- Networking to find businesses for collaboration or assistance
- Networking with peers for learning

Respondents who do not yet have businesses, but would like to start one soon, the following list reflects their preferences in order of importance:

- Learn about starting or managing a business
- Emotional support and self-confidence
- Help writing a business plan

Strategic Recommendations:

What are the development resources and relationships which need to be established in order to build an effective and sustainable **entrepreneur development system (EDS)** for Sahuarita? What are recommended next steps for the coming year and beyond?



The Town of Sahuarita's Economic Development Office (specifically Kathy Ward) is the cornerstone of a community-focused EDS. A robust network of entrepreneurs and service providers was formed by the participants in year one of this project. These connections should be maintained and expanded upon in the coming year. In order to move forward with this group, it will be necessary to continue targeted entrepreneur outreach, intake, local screening, surveying, referral and progress tracking. It is very clear from year one of this project, that this role is very time-intensive, and active consideration should be given to both (1) additional staffing options to accommodate the volume of work and (2) strategic partnerships for this effort.

Recommendation #1: *EBR recommends that, with funding for year two from Freeport McMoRan Development Community Development Fund, EBR will employ a graduate student (the E-Coach) in Marketing and/or Entrepreneurship to assist in targeted entrepreneur outreach, intake, local screening, surveying, referral and progress tracking and in building and maintaining a web presence for the program and its resources. This person would be co-supervised by the Economic Development Office in Sahuarita and EBR. Strategic partners who might aid in these outreach efforts could include the following: Green Valley/Sahuarita Chamber of Commerce, commercial district(s) merchant associations (there is evidence that the coming year will see the formation of such), residential development home owners associations (to reach home-based entrepreneurs) and the emerging Business Network International group being organized by one of the entrepreneurs who participated in this year's project.*

Microbusiness Advancement Center (home to Tucson's Small Business Development Center (SBDC) and ACCION micro lenders) staff presented at two of the Project workshops this past spring. Sahuarita entrepreneurs participating in these workshops expressed a strong desire to continue classes, training, and mentoring with MAC. Conversations with Karen Burns and Jerone Davis of MAC indicated that, in their experience with other communities across southern Arizona, delivering classes and mentoring locally is a very effective strategy. This approach is not only effective in terms of training, but also in terms of building strong business connections among participants in their home community. There is a remarkable opportunity to create and grow an intentional, strategic and robust partnership between MAC and the Sahuarita community. If Sahuarita generates entrepreneurial clients, there appears to be a strong commitment from MAC to deliver services to these clients, specifically delivering services onsite in Sahuarita. Fully understanding and articulating this **MAC/Sahuarita partnership should be a high priority**. Further, a strong and established partner of MAC/SBDC is **ACCION**, a micro-lending organization that offers loan options ranging from \$200 character-based loans to \$150,000 secured loans for operating expenses, equipment, inventory and real estate. The inclusion of ACCION's micro-lending capabilities into this mix would begin to



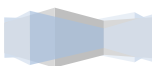
address gap financing needs and offers a unique strategy to attract entrepreneurs to the community's EDS.

Eller Economic Development Program and Eller Economic Assistance Program. This program is newly established this year at the Eller College of Management with generous funding from Chase. The program will provide a series of basic business management classes leading to a certificate. Qualifying businesses can also receive ongoing mentoring and assistance from MBA student consulting teams and Eller staff. This program will connect entrepreneurs to the advanced resources available at the Eller College. Several Sahuarita entrepreneurs participating in this year's program are registered to begin these classes in fall 2012 in Tucson and have applied to be candidates to receive advanced mentoring and assistance.

Recommendation #2: *Schedule a series of business development classes and regular business consulting with MAC in the fall of 2012 on site in Sahuarita. Discussions with MAC staff indicate MAC would work with Sahuarita to develop a mechanism to implement community scholarships to help defray the costs of this training for Sahuarita entrepreneurs. This activity will also reinforce and expand the strong connections made with entrepreneurs in year one of this program. Schedule a series of business development classes through the Eller Economic Development Program to be held on site in Sahuarita in spring 2013. Eller offered a 50% tuition reduction to Sahuarita entrepreneurs attending their classes this fall (2012). This would be a strong start on developing a relationship to the substantial resources at the Eller College of Management and with the University of Arizona as a whole.*

The need for high quality **market research** and understanding how it relates to the development **effective marketing strategies** is a recurring theme surfacing in responses to the *Sahuarita Entrepreneur Survey*, in interviews with resources providers, lending institutions and entrepreneurs. As Christine Hamilton-Pennell and Don Macke point out: "market intelligence helps an entrepreneur ask better strategic questions, gauge the potential for a new product or service, explore a new market, or assess the possibility of expanding an existing market. It assists a business owner in avoiding costly mistakes and successfully growing his or her enterprise. Market Intelligence is critical to the development of a good business and capitalization plan. It also allows an entrepreneur to create new market scenarios and assess the risk involved, so that a new strategy can be tested in the marketplace. Market intelligence is a discipline practiced by all Fortune 500 companies; smaller companies also need to practice it to gain a competitive edge in their market space."

Recommendation #3: *In year two of the Program, the Economic and Business Research Center (EBR) will develop educational materials for Sahuarita entrepreneurs focusing on market research methodologies and an inventory of available market intelligence resources. Further*



EBR, will expand its GIS capabilities focused on gathering regional and local business intelligence. EBR will then offer market research workshop(s) to Sahuarita using the materials developed. EBR will partner with Eller faculty and students.

In year one, the Project offered networking opportunities to entrepreneurs, as well as, training. A great deal of information was collected and exchanged at these townhalls and workshops. In fact, some Sahuarita entrepreneurs hired each other for consulting and subcontracting services at these events. In addition to the offering the classes and mentoring mentioned in recommendations # 1-3, year two of the Project should continue to offer workshops on topics of interest to the Sahuarita business community. Many of the more sophisticated entrepreneurs will not feel the need to take classes, but they will be interested in special topic workshops. Workshop topics of interest suggested to us in year one are: market research strategies; advanced topics in digital marketing; more on SEO, mobile device marketing, and websites. In fact, a half-day workshop where the presenter builds a business website from scratch using standard technology and connects it effectively to social networking platforms was suggested using a local business as an example; a half-day workshop website “extreme make-over” for businesses who want to upgrade their current websites; roundtable discussion with regional and local lenders on issues in obtaining financing; roundtable discussion of issues involved in obtaining and financing space.

Recommendation #4: Year two of the Project will continue to present seminars and workshops on current relevant topics in business development in Sahuarita. This will provide further training, networking, and recruitment opportunities to continue building an entrepreneur network in Sahuarita.

This year’s Project was funded by generous support from the Freeport-McMoRan Copper & Gold’s Green Valley/Sahuarita Community Investment Fund. In order to sustain and grow the network established in year one of the Project, the Town of Sahuarita has applied for funding for a second year. Should the Town of Sahuarita receive a second year of funding for this project, Sahuarita and EBR will explore the expansion and diversification of funding resources. To be effective in the long term, the E-Coach (as mentioned in Recommendation #1, p.13) should eventually become a permanent full-time position; some entrepreneurs will require scholarship funds to obtain needed training; some entrepreneurs would benefit from purchasing high level technical assistance and market research at some point; some entrepreneurs may require assistance obtaining funding to build space. A **Sahuarita Entrepreneur Opportunity Fund** could be created to assist in meeting some of these important development needs. Such a fund would also require the establishment of an advisory board. The *Entrepreneurship Opportunity and Strategy Report, Community of Sahuarita, Arizona* report



(beginning on p.18 of this report) discusses in detail possible scenarios for funding, organization, and administration of such a fund.

Recommendation #6: In year two of the Project, Sahuarita and EBR will explore funding sources and design an organizational framework to establish a *Sahuarita Entrepreneur Opportunity Fund*.

Guided by the preceding six recommendations, the authors feel that year two of the Project could see the development of an effective entrepreneur support system in Sahuarita. While this strategy will require patience and commitment on the part of the Town, the resource partners, and the community, the potential pay-offs are great in terms of building a vibrant and diverse economic base which will generate quality jobs, wealth, and continue to support high quality of life in the area.

The following section presents the *Entrepreneurship Opportunity and Strategy Report, Community of Sahuarita, Arizona (June, 2012)*. This report was commissioned for this project from Growing Local Economies, Inc., of Denver Colorado and The Center for Rural Entrepreneurship of Lincoln, Nebraska. This report presents detailed analysis of stakeholder and service provider interviews conducted for the Project and also detailed recommendations for the design of an Entrepreneur Support system for the Sahuarita community.

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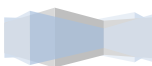
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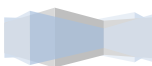
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**ENTREPRENEURSHIP OPPORTUNITY ASSESSMENT
AND STRATEGY REPORT**
Community of Sahuarita, Arizona
Eller College of Management – University of Arizona

Introduction

Growing Local Economies, Inc. and the RUPRI Center for Rural Entrepreneurship are pleased to submit our *Entrepreneurship Opportunity Assessment and Strategy Report* to the Economic and Business Center of the Eller College of Management, University of Arizona. This assessment provides foundational research, analysis and recommendations regarding the feasibility and implementation of an entrepreneurship development project for the Town of Sahuarita, Arizona. This assessment and strategy report has been prepared consistent with the deliverables outlined in the Scope of Work in the original project proposal and agreement.

Acknowledgements

We would like to acknowledge the following folks for their cooperation and assistance in enabling this assessment work to be undertaken and completed:

First, we want to thank Kathy Ward, Economic Development Manager of the Town of Sahuarita, and Maile Nadelhoffer, Senior Research Economist at the Economic and Business Research Center, for their extensive, consistent and on-going support, guidance and insight. Second, we want to acknowledge the important role of the key stakeholders and resource partners for their guidance and assistance. Third, we want to thank the dozens of individuals who have taken time from their busy lives to meet and talk with us. Without these one-on-one encounters and on-site focus groups with community members and entrepreneurs, our ability to complete this work would not have been possible.

Authors for this Assessment Report are Christine Hamilton-Pennell of Growing Local Economies, Inc. and Don Macke of the RUPRI Center for Rural Entrepreneurship. Assisting Don and Christine are the following members of the RUPRI Center team: John Hitt, Ahmet Binerer and Deborah Markley.

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Electronic Library Contents

We have developed a Project Electronic Library that provides web-based access to our background papers, research and analysis for the Town of Sahuarita and Pima County. These include demographic and socioeconomic reports, information about Sahuarita businesses, and the **workforce assessment surveys** conducted by the Economic and Business Research Center of the Eller College of Management, University of Arizona in 2008 and the spring of 2012. In addition we have included seven specific background papers that provide important contextual information for those seeking additional definition and insight. We hope these materials bring additional value from our work to the development efforts of the Town of Sahuarita. The electronic library can be accessed at <http://bit.ly/xmKiiV>.

Contextual Background Reports include:

- **Economic Development: An Overview.** An overview paper on economic development that provides a framework for clarifying the elements and terminology of economic development.
- **Economic Gardening Defined.** A brief overview of Economic Gardening as an entrepreneur-focused economic development movement.
- **Growth Entrepreneurs Profiled.** A detailed exploration of *growth entrepreneurs* as a development focus.
- **Advanced Growth Planning for Growth-Oriented Entrepreneurs.** A detailed description of advanced growth planning services and strategies a community can provide to its growth-oriented entrepreneurs.
- **Market Intelligence for Growth-Oriented Companies.** A brief description of Market Intelligence and its role within the context of an entrepreneurship support program.
- **Market Intelligence's Role in Increasing Deal Flow and Capital Access.** A paper that explores how Market Intelligence resources can help with entrepreneur growth planning and enable greater capital access.
- **Building Entrepreneurial Communities.** A guide and overview of our evolving **Entrepreneurial Communities Initiative (EC)**, which is designed to help a community or region achieve community and economic development success through the intentional support of its entrepreneurs.

"Entrepreneurship Opportunity Assessment for Sahuarita"

Webinar presentation by Christine Hamilton-Pennell and Don Macke, May 7, 2012.

Recording available at

<http://energizingentrepreneurs.adobeconnect.com/p4fwjnnovj2/>.

Section 1 – Executive Summary

The Town of Sahuarita has experienced explosive population growth in the last ten years and is maturing as a community even as it experiences these growing pains. This set of circumstances presents unique and timely opportunities for developing a local entrepreneur-focused economic development strategy. This report addresses the current assets, economic conditions and opportunities that exist in Sahuarita, and offers implementation strategies and recommendations to move forward with its entrepreneurship strategy as the first phase of its project, *Locally-Based Entrepreneurs in Sahuarita: Building an Entrepreneurial Culture*.

This report has been prepared by Christine Hamilton-Pennell of Growing Local Economies, Inc., and Don Macke of the Center for Rural Entrepreneurship. Christine and Don were engaged as consultants to guide Sahuarita in its efforts. To this end, they have completed an assessment of area assets relevant to developing an entrepreneurial support system in Sahuarita.

For this assessment, Christine and Don analyzed background information and research, including two workforce surveys conducted by the Economic and Business Research Center (EBR) at The University of Arizona's Eller College of Management in 2007 and 2008, and an online survey of entrepreneurs in Sahuarita that the EBR completed in 2012. They also conducted two site visits, which included numerous interviews with key stakeholders and area business service providers and two focus groups with key stakeholders and Sahuarita entrepreneurs. Their key findings and strategy recommendations are presented in this report, and are summarized below.

In terms of **Economic Development Preferences**, the community has expressed its desire to grow an indigenous economy, including developing a primary base economy. It also desires to increase local employment for its residents and to increase local trade capture among its retail and service businesses and thus reduce leakage of local dollars outside the area.

The **Macro Development Environment** in which Sahuarita operates is largely tied to development in the Tucson regional economy as influenced by the slow national economic recovery following the Great Recession. Sahuarita's primary economic driver has been and will likely continue to be real estate development.

The foundation of entrepreneur-focused economic development is the **Entrepreneurial Talent** present within the community. Our assessment revealed that the types of entrepreneurs currently present in Sahuarita include locally owned businesses, an emerging technology micro-cluster, a large number of home-based businesses, a significant number of retirees, and real estate developers.

Sahuarita can draw upon **Development Resources** in the region that include the city's economic development staff; the Green Valley-Sahuarita Chamber of Commerce; the Microbusiness Advancement Center (MAC), home to Tucson's Small Business Development Center (SBDC) and micro-lender ACCION; local expertise among area retirees; and the advanced resources available to growth-oriented entrepreneurs through the University, the Arizona Center for

Innovation, the Desert Angels investment organization, and Tucson Regional Economic Opportunities, Inc. (TREO).

Strategy Implementation and Recommendations

Two key elements involved in creating a successful implementation strategy are clearly articulating the **Role of the University of Arizona**, and developing an **Action Road Map** for Sahuarita's entrepreneurship initiative. The University's role, through the Eller College of Management, already includes a community outreach focus, as evidenced by its involvement in the Sahuarita entrepreneurship project and workforce surveys, and the recently initiated South Tucson project. The University can intentionally align its community entrepreneur ecosystem work with its other related education, research, and outreach mission areas.

Possible **University roles** that could be offered and scaled up across Arizona's communities include:

- Organizing the assistance provided to local entrepreneurs.
- Helping communities create and operationalize entrepreneur action game plans.
- Providing on-going support or a "help line" to local communities.
- Supporting the establishment of an entrepreneurial coach "circuit rider".

The **Action Road Map for Sahuarita** includes five key elements for successfully supporting area entrepreneurs. These include:

- Creating a strong **strategic focus** based on Sahuarita's development preferences, the macro development environment and the community's likely entrepreneurial talent, as presented in this report.
- Adopting an **engagement strategy** that provides real value to targeted entrepreneurs and evolves a healthy entrepreneurial ecosystem and culture.
- Developing **five key resources**, including the home "E team", local strategic partnerships, go-to resource partners, an entrepreneur opportunity fund—or E Fund—and local investment capital.
- Building on **existing organizational assets**, including the city's economic development office, the E Coach, the mayor and city council, an E Fund advisory board, and additional strategic partnerships and resource relationships.
- Ensuring robust financial **sustainability** by leveraging core city support, building meaningful partnerships, and creating a Field of Interest Fund and Endowment, in order to provide long-terms sustainability for its entrepreneurship development initiative.

We recommend that Sahuarita explore the strategies presented in the Center for Rural Entrepreneurship's Entrepreneurial Communities guide, which provides a stepped process that the community can use to vision, build, and implement its entrepreneurship strategy.

This report also explores the possibility of offering advanced growth planning capabilities through **Market Intelligence Services**, as well as providing training options to both key stakeholders and business service providers, and Sahuarita business owners.

--Christine Hamilton-Pennell and Don Macke, June 15, 2012

Section 2 – Background and History of Project

The Town of Sahuarita commissioned the Economic and Business Research Center (EBR) at University of Arizona's Eller College of Management, University of Arizona, to carry out two surveys: the *Town of Sahuarita Workforce Assessment Survey, 2008*; and the online *Sahuarita Entrepreneur Survey, 2012*. Maile Nadelhoffer, Senior Research Economist, was the principal investigator. These studies found that overall the population in Sahuarita is much more highly educated and younger than Pima County as a whole and a significant number of workers commute to the southern Tucson area to work for the tech and aerospace firms there. The studies also indicated that there is likely a significant number of home-based businesses among the workforce in Sahuarita.

In response to these findings, Sahuarita's Economic Development & Communications Manager, Kathy Ward, felt that Sahuarita should explore and develop "grow your own" economic development strategies as part of Sahuarita's overall economic development efforts in order to help grow the indigenous business base and strengthen the local economy. One such strategy that was brought forth is *economic gardening*, an entrepreneurial approach to economic development first implemented in Littleton, Colorado. An overview of the economic gardening approach is provided in the project's electronic library.

The current study, *Locally-Based Entrepreneurs in Sahuarita: Building an Entrepreneurial Culture*, is being carried out by the Town of Sahuarita in conjunction with EBR as a result of generous support from the Freeport-McMoRan Copper and Gold's Green Valley / Sahuarita Community Investment Fund. A stated key goal in this study's grant proposal to Freeport-McMoRan was to bring in experts in the fields of economic gardening and in the development of entrepreneurial communities so that Sahuarita could benefit from expertise in best practices in these disciplines and from the experiences of communities outside the region. To fulfill this goal, EBR secured the consulting services of Christine Hamilton-Pennell of Growing Local Economies, Inc. and Don Macke of the RUPRI Center for Rural Entrepreneurship and commissioned this report.

Christine and Don's objective has been to conduct an assessment to review resources in the region, to review characteristics of the economy and economic development opportunities in the Town of Sahuarita, to gather input from local entrepreneurs about their business needs, and to identify potential strategies the Town might pursue to develop their locally-based entrepreneurship efforts. For this assessment, they analyzed background information and research, including two surveys conducted by the Economic and Business Research Center at The University of Arizona's Eller College of Management: the *Town of Sahuarita Workforce Assessment Survey, 2008*; and the online *Sahuarita Entrepreneur Survey, 2012*, implemented as the first phase of this project, *Locally-Based Entrepreneurs in Sahuarita: Building an Entrepreneurial Culture*. Christine and Don also looked at the feasibility of implementing a "grow your own" strategy in Sahuarita that is modeled on the economic gardening concept.

Don and Christine conducted a site visit to the Town of Sahuarita and its environs, including Tucson, in early April 2012, to carry out their initial assessment review. A draft assessment report summarized their preliminary findings. A webinar was held in early May to present these findings with key stakeholders. Christine conducted a second site visit in May, 2012 to present the preliminary assessment findings to key stakeholders and local entrepreneurs, and to gather additional information through focus groups with stakeholders, community members and Sahuarita entrepreneurs that is incorporated into this final assessment report.

The community of Sahuarita has undergone a boomtown development experience in the last 15 years where it has witnessed rapid urbanization and population growth. Over this brief period this community has become a larger player in the south Tucson and I-19 corridors. Rapid urbanization and boomtown development creates unique challenges and opportunities. Our assessment and strategies take this very contextual reality into account as reflected in our findings and recommendations.

Section 3 – Sahuarita’s Development Preferences

Based on our background research and analysis, including interviews we held during the April 2-4, 2012 site visit, we have inventoried the following **development preferences** for the Community of Sahuarita. This summary of preferences was validated through the responses to the assessment held on May 7, 2012, as well as data gleaned through the two focus groups held during Christine’s May 21-23, 2012 site visit. It should continue to be verified and validated by more stakeholders in the community on an ongoing basis.

More than a Bedroom Community	The community has experienced explosive growth in recent decades, primarily driven by planned residential community development. Sahuarita is a desirable community for working families because of its location relative to technology industry employers in south Tucson, the cost and quality of housing, strong schools and a favorable environment for families. Sahuarita has evolved into a suburban bedroom community within the Tucson footprint. From our interviews it is clear that the community wishes to have a domestic economy and be more than a bedroom community.
Develop a Primary Economy	Key to growing a domestic economy, the community needs to evolve primary employers (those who sell outside of the community and bring external income into the community). A key development focus is growing a primary economy with basic sector employment.
Increase Local Employment	Research provided to us by the University of Arizona suggests that up to 63% of working residents in the community commute outside of the community for employment. This same survey research indicates a strong desire on the part of some of these commuters to relocate work within the community if suitable jobs and careers were available. The third development preference is increasing suitable local employment for those residents now commuting outside of the community for work.
Increase Local Trade Capture	Sahuarita and Green Valley to the south have significant trade leakages. Sales taxes are a primary source of revenue for the City of Sahuarita and increasing local retail and service trade capture would not only create more local employment and business opportunities, but strengthen the City’s tax base. A key development objective is to increase trade spending capture and increase municipal sales tax revenues.
Develop the Emerging Micro Tech Cluster	A number of interesting factors have merged to create a potential micro technology cluster in the Sahuarita area. This cluster if further developed could serve as an anchor in growing a primary economy within the community, but also increasing employment/career opportunities for residents who are currently commuting outside of the community for work.

Section 4 – Macro Development Environment

In order to stimulate and grow a more dynamic, diversified, resilient and prosperous economy in Sahuarita it is essential to better understand the larger regional economy and how this community is connected. Presently Sahuarita is a suburban neighborhood within the larger south Tucson regional economy. The success or failure of the community is largely tied to development in the Tucson regional economy as influenced by the slow national economic recovery following the Great Recession. The following table summarizes the key macro-economic building blocks within the Sahuarita economy:

Real Estate & Construction	According to the 2000 Census, the population of Sahuarita was 4,590 residents in 2000. By 2010 the population was estimated at more than 25,000, with an annualized growth rate of nearly 19% per year! By any standard this is explosive development. <i>The primary economic shaping force for the community has been and will likely be real estate (housing, then commercial) development and related construction activities.</i>
Midland Crowd Commuters	Arizona has been a growth state with heavy net in-migration over the past 40 years. According to ESRI, 63% of the residents in Sahuarita are defined as Tapestry Segment 26 or “Midland Crowd.” <i>See more detail on the Midland Crowd Demographic in Attachment A of this Report.</i> One in three residents can be classified as “early career” (ages 25-44). These households are typically well-educated, working in the Tucson tech sector, have kids and may have a spouse who is home-based. <i>Today, the community can best be described by its commuters and bedroom community characteristics.</i>
Traditional Drivers <i>The Pecan Ranch Mining Operations</i>	Before the real estate and construction boom, there existed two historic businesses – the oldest Pecan ranch in America (about 9,000 acres) and the extensive mining operations associated with Freeport-McMoRan Copper & Gold Inc. Since both of these businesses (which combined employ between 1,000 and 2,000 workers depending upon business cycles) pre-existed the housing boom, <i>these workers live throughout the larger region and are not concentrated in Sahuarita.</i>
Emerging Local Trade Sector	The housing boom comes first and then retail and services (commercial activities) tend to follow as spending thresholds are met. Consequently with an area population of nearly 50,000 residents there is an emerging trade sector with increasing commercial activities (both retail trade & services). <i>This local trade sector is likely to expand rapidly as the economic recovery improves and new housing activity increases.</i> Because of the relatively larger population of elders and youth (50% of the population in Sahuarita alone) there is significant demand for health care and youth/elder care services.
I-19 Corridor Development	There is an emerging North America mega-urban area extending from Phoenix in the north to Nogales in the South. Sahuarita is part of the Tucson to Nogales I-19 corridor. <i>Continued development is expected in this corridor and includes the potential for increased trade with Mexican residents.</i>

Section 5 – Entrepreneurial Talent

The foundation of **entrepreneur-focused** economic development is the entrepreneurial talent available within a community. This is the starting point for building a more robust and impactful strategy. As part of our assessment we have profiled the entrepreneurial talent likely present in Sahuarita.

Profile of Businesses in Sahuarita

Information about the characteristics of existing businesses was drawn from the workforce surveys completed through the Economic and Business Research Center (EBR), which are available in the project's electronic library. In addition, data was drawn from other sources such as ReferenceUSA, a commercial national database, and local business lists compiled primarily by EBR staff.

These data sources reveal that existing businesses in the Town of Sahuarita number anywhere between 300 and several hundred separate establishments, mostly comprising local retail and services businesses. The wide discrepancy in numbers may reflect the fact that there are numerous home-based businesses that were picked up in local lists and surveys of households, but not by the commercial vendors.

In addition, there are many local Sahuarita residents interested in starting a business in Sahuarita, either from their homes, or in an existing space. In the focus group, several existing or aspiring entrepreneurs expressed an interest in purchasing a building. The 2008 workforce survey conducted by EBR staff also suggested that many entrepreneurs now operating a business from their homes would like to move into commercial space in the next few years.

The majority of existing businesses are local retail and service businesses located in strip malls and other commercial areas within the city limits. The data from ReferenceUSA indicate that the number of "Stage 2" companies, those that have grown beyond the initial start-up phase and reached a size of 10 or more employees and \$1 million or greater in annual revenue, is relatively small, comprising fewer than 20 companies. Most of the companies of this size are related to mining, construction materials, or food service. It is likely, however, that there are smaller businesses that are interested in growing much larger through reaching external markets, either through traditional means or Internet sales.

The Sahuarita Entrepreneur Survey, an online survey conducted by Maile Nadelhoffer of EBR in the spring of 2012, provides additional information about existing and aspiring entrepreneurs in Sahuarita. As of May 2012, 120 responses to the online survey had been received in response to the 10,000 postcards mailed to households and businesses in Sahuarita. Some of the highlights include the following:

- 70% of the respondents have existing businesses in Sahuarita, and 30% would like to start a business within the next two years.

- In terms of ownership, 80.7% of existing business owners started their business, 13.4% purchased the business, and 5.7% inherited the business.
- Most existing businesses are organized as sole proprietorships (35.9%) or LLCs (37.7%), with a smaller percentage organized as partnerships or other forms of organization (13.2%).
- Among respondents, the overwhelming majority operate their businesses from their residences (73%), while the remainder operates mostly from commercial retail, industrial, mixed use or office space (17.3%).
- The majority of businesses owned by Sahuarita residents are located within the town limits (80%), while the remainder is located in other locations (20%). This is consistent with the fact that most business owners who responded to the survey operate from their residences.
- In terms of growth, the majority of respondents indicated that they wanted their business to stay (or grow) to a size that they could manage by themselves or with a few key employees (68%), while the remainder wanted their business to be as large as possible (32.8%).
- 68.7% of business owners expressed a desire to receive business assistance, while 31.2% were not interested in such assistance.
- 56.5% of business owners are involved in networking activities while 43.5% are not.
- In terms of gender, 58.7% of business owners are male and 41.3% are female.
- More than half of respondents had college or advanced degrees (55.5%), while 17.8% had an associate degree, and 8.9 had completed high school or received a GED.
- 39.1% of business owners considered the business as their primary means of support; the other 60.9% did not.
- Of those responding, 36.9% indicated they were employed full or part-time in some other way, while 52.1% were not otherwise employed. 10.9% also owned another business.
- As summarized in the following graph, respondents indicated their primary business activity as the following:

1	Service		40.38%
2	Retail (including restaurants)		13.46%
3	Finance/insurance/real estate		3.85%
4	Transportation		0%
5	Business and professional services		13.46%
6	Wholesale/distribution		0%
7	Manufacturing		1.92%
8	Construction		7.69%
9	Other (please describe)		19.23%
	Total		100%

Some key points that may be drawn from the most recent online survey findings is that the majority of respondents operate their business from their place of residence, the majority would like to receive business assistance, and close to one-third would like to grow their businesses as large as possible. More than 50% operate businesses whose primary activity is service-based. These findings have implications for the types of ongoing assistance the Town of Sahuarita can provide to its existing business owners.

Summary of Entrepreneurial Talent

Our analysis of the entrepreneurial talent present in Sahuarita is drawn from the online business survey and secondary data presented above; the original workforce survey conducted by the EBR in 2008; conversations with local stakeholders and resource providers; insights from the city's economic development staff; and on-the-ground tours of existing commercial locations. Our conclusions of the key types of entrepreneurial present in the Town of Sahuarita are summarized in the following table:

<p>Existing Locally-Owned Businesses</p>	<p>While the business community in Sahuarita is under-represented given the size of the population, there is nevertheless a substantial and growing collection of primarily retail and service businesses that are owned and operated by area residents. <i>Consideration should be given to a targeted outreach and assistance strategy to help these entrepreneurs “grow out” the community’s capacity to capture local spending.</i></p>
<p>Technology Micro-Cluster</p>	<p>There is an emerging, but promising micro-cluster of technology ventures that hold the potential to create a primary industry group within the immediate area. Right now these ventures are very dependent upon a handful of entrepreneurs seeking to optimize the workforce pool employed in the southern Tucson technology corporations. <i>Actively supporting the development of this micro-cluster should be explored by facilitating both space and workforce connections.</i></p>
<p>Home-Based Businesses</p>	<p>Recent workforce survey data and analysis by the University of Arizona strongly suggests there are a significant number of home-based businesses in the community. We theorize that these home-based entrepreneurs are tied to two key demographic groups – spouses of commuting tech workers and retirees. <i>Consideration should be given to actively reaching out to these home-based entrepreneurs and creating assistance pathways. Primary local development consideration should be given to those with growth orientation.</i></p>
<p>Retirees</p>	<p>Nearly 37% of Sahuarita’s residents are retirees and nearly 100% of Green Valley’s residents are senior citizens. We expect that most of these elders are fully retired, but there is evidence that some are still actively working part-time and many have home-based ventures related to their expertise acquired during their full-time working careers. It is most likely that most of these ventures are supplemental and have limited growth potential. <i>However, this entrepreneurial group may represent deep expertise, retain strong networked connections and access to angel capital. Engaging this group may create some business development while enabling a potentially powerful development resource for other area entrepreneurs.</i></p>
<p>Real Estate Developers</p>	<p>Real estate development and construction has been the primary economic driving force in Sahuarita and will likely remain the largest source of economic growth in the coming decades. <i>Aggressively engaging with these developers to evolve well-designed residential, commercial and light industrial spaces is critically important to the community’s ability to achieve desired development outcomes.</i> Maintaining a positive and fair business climate for developers is foundational.</p>

Section 6 – Relevant Development Resources

Designing an optimal entrepreneur-focused economic development game plan in 2012 for Sahuarita is rooted in triangulating the assessment elements addressed in this report. The first consideration should be to more fully appreciate the larger or macro-economic context in

Trade Business Expertise

Growing the community's locally owned retail and service businesses is a likely high priority. Enabling growth among this sector of the economy holds the potential to capture more local spending shorter-term and attract Mexican visit spending longer-term. Such a strategy can not only strengthen the domestic economy, but provide a more robust tax base for the municipality, thereby enabling stronger services and better amenities.

Health Care Gap

The combined communities of Sahuarita and Green Valley have two of the most intensive-use health care groups in American culture – elders and children. Based on our site visit and data review, we were struck by the lack of advanced in-community health care services. Plans to table a proposed hospital in Sahuarita is a setback. Medium term, the community should actively explore how to build out its in-community health care services as an anchor to the area's economy.

which economic development might be possible in Sahuarita. The second focus should be on the kinds of entrepreneurial talent that are present and their potential for development given various strategy commitments. Third, at this stage of development it makes practical sense to engage readily available and appropriate resources into a system of support and an intentional strategy. In time the community and its development partners can evolve a more complete entrepreneurial development system suitable to the entrepreneurial opportunities within the community. Finally, before a strategy is adopted it should be cross-walked with the development preferences and priorities of the community. Thoughtfully working through this process will enable Sahuarita to arrive at its logical and optimal strategy for entrepreneur-focused economic development.

As part of our preliminary assessment we have mapped the development resources that currently exist that are likely to be capable of supporting targeted entrepreneur development. The building blocks of a “starter” **entrepreneurial development system (EDS)** for Sahuarita include the following:

The Local Team. The Town of Sahuarita's Economic Development program (specifically Kathy Ward) is the cornerstone of a community-focused EDS. Kathy is central to targeted entrepreneur outreach, intake, local screening, referral and progress tracking. This role is very time-intensive, and active consideration should be given to both (1) strategic partnerships and (2) additional staffing options to accommodate the likely volume of work. Strategic partnerships might include

the following: Green Valley/Sahuarita Chamber of Commerce, commercial district(s) merchant associations (these will need to be organized), residential development home owners associations (to reach home-based entrepreneurs) and the emerging Business Network International group. With Kathy's guidance and overall management of the local game plan, a

network of volunteers and potential part-time staff can be recruited, mobilized, trained and engaged in the all import tasks of outreach, intake, screening, referral and progress tracking.

MAC/SBDC. The second piece in a possible community-focused EDS involves the resources of the Microbusiness Advancement Center (home to Tucson’s SBDC or Small Business Development Center and ACCION). Compared to similar centers around the country we are very impressed with MAC’s range of business assistance capabilities, the experience of its staff and its attitude regarding partnering with Sahuarita. There is a remarkable opportunity to create and grow an intentional, strategic and robust partnership between MAC and the community. If Sahuarita generates entrepreneurial clients, there appears to be a strong commitment from MAC to deliver services to these clients, including in-community delivery of selected services. Fully understanding and articulating this **MAC/Sahuarita partnership** should be a high priority.

A strong partner of MAC/SBDC is **ACCION**, a micro-lending organization that offers loan options ranging from \$200 character-based loans to \$150,000 secured loans for operating expenses, equipment, inventory and real estate. The inclusion of ACCION’s micro-lending capabilities into this mix would begin to address gap financing needs and a unique strategy to attract entrepreneurs to the community’s EDS.

Area Business Assistance Network. Within the combined communities of Sahuarita and Green Valley there likely is significant business expertise and connections within the retiree communities. The area Chamber of Commerce already provides a special class of membership for retirees who were members in their hometown chambers. Building out this network of expertise (and particularly focusing on those retirees who are still active with part-time and home-based businesses) could enable the community to create what we call an **area resource network** or **ART**. An ART could provide a framework and process for engaging this expertise as mentors, voluntary boards of directors, local angel investors and business coaches. Creating and managing an ART takes a strong game plan, sophistication and active management. Making sure these three elements are in place is recommended before acting on the ART option.

The Space Challenge

It is clear from our site visit that a major restriction in developing a more entrepreneurial and community rooted economy is access to affordable commercial and light industrial space. The Town of Sahuarita is focused on this issue and actively seeking solutions. Creating a reasonable supply of appropriate space to enable business development and growth will be foundational to the success of this strategy.

A potential use of the proposed Entrepreneurship Fund could be to help home-based and new entrepreneurs transition into commercial and light industrial locations.

Advanced Resources. Within Arizona and the Tucson area there is an impressive collection of resources including the following that we identified and explored during our assessment:

University of Arizona
Eller College of Management
*Economic and Business Research Center**
Arizona Center for Innovation
*The McGuire Entrepreneurship Center**
Gangplank Tucson
Desert Angels
Tucson Regional Economic Opportunities

*Part of the Eller College of Management

As growth entrepreneurs (particularly those with technology orientations) are identified by the local game plan, the community, through Kathy Ward's office, can serve as a "conciierge" by networking these entrepreneurs into this world of advanced resources. Most of the entrepreneurs the community will come into contact with and work with will not qualify for these advanced resources.

Section 7 – Strategy Implementation and Recommendations

Role of the University of Arizona

Community economic development is a generational proposition. Truly successful community economic development requires a long vision coupled with a sound and flexible strategy, robust and consistent investment and sustainable execution. Higher education institutions like the

South Tucson Project

South Tucson is a uniquely different community when compared to Sahuarita. But the South Tucson and the Sahuarita Projects have considerable similarities with respect to desired outcomes and potential strategy elements. We suggest that an intentional cross-walk between these two projects be undertaken. Such an investment of time and talent could unearth potential synergies with respect to implementation staffing and support. Additionally, shared evaluation could provide a more diverse set of learning opportunities. Such shared evaluation could provide enhanced insight into future research and outreach activities by the University with respect to entrepreneur-focused economic development.

University of Arizona are familiar with long games. Education and research require those same ingredients for genuine success and impact. In addition to education and research, the University of Arizona (hereinafter the “University”) has an outreach mission. The Sahuarita project involves applied research employed within an outreach approach.

There are multiple evidence points illustrating the University’s interest in and support of entrepreneur-focused economic development. The following are some examples of the University’s commitment and engagement in entrepreneurship:

*Eller College of Management
Economic and Business Research Center
Arizona Center for Innovation
The McGuire Entrepreneurship Center
Eller Economic Development Program*

Additionally, the Eller College (with support from JP Morgan Chase) formed the Eller Economic Development (EED) program in 2012, which will provide a Business Certificate Program to local businesses through Eller, and a Business Assistance Program, which will provide mentoring (including support from MBA students teams) to local businesses. The University, through the units listed

above, also actively engages with the Desert Angels, Tucson Regional Economic Opportunities, the Town of Sahuarita, and the City of South Tucson. EBR’s Forecasting Project provides the local and regional business community with regional economic forecasts and socio-demographic data and economic impact research.

We offer the following considerations to the University regarding refinement of its outreach role with communities in Arizona seeking to grow stronger economies by supporting

entrepreneur-focused economic development. Central to this possible University strategic mission are two possible outcomes:

Community Entrepreneur Ecosystems

Central to the strategic success of entrepreneur-focused economic development (e.g., capable of bending trend lines) is evolving a business and social ecosystem within a community or place of interest that stimulates and supports entrepreneurship behavior and culture. The University through its assessment research, evaluation research and outreach activities could help communities evolve smart strategies (what we refer to as “action road maps”) to develop their own entrepreneurial ecosystems.

University Mission Articulation

Additional value could be added to the University by intentionally articulating its community entrepreneur ecosystem work with its other related education, research and outreach mission areas. For example, as communities identify growth and/or technology entrepreneurs, there could be connections with the Arizona Center for Innovation, technology transfer opportunities, or employment for University graduates. A relationship mapping exercise could identify potential articulation opportunities that could be strategically supported.

Returning to the community entrepreneur ecosystem outreach opportunity, the following summarizes possible University roles that could be offered and scaled up across Arizona’s communities (of both place and interest):

Organizing Assistance	Action Game Plans	On-Going Support
<p><i>Most communities like South Tucson or Sahuarita need some outside help. Providing a customizable framework and process can empower communities to focus on the right choices and accelerate progress in evolving an entrepreneurial ecosystem. There is a tendency to focus on the supply side (e.g., capital access, workforce, market research, etc.), but this assistance should force communities to be entrepreneurs and genuinely know their customers (e.g., types of entrepreneurs) before trying to assist them.</i></p>	<p><i>Community development 101 is sound in most communities, but for progress to be realized, they need a strategic plan, road map or action game plan. This game plan must be informed by research that is sophisticated, but also simplified to ensure execution. Building on organizing assistance, the University could help communities vision, create and operationalize entrepreneur action game plans. Using the same processes that are used to help entrepreneurs focus and succeed should also be used in helping communities.</i></p>	<p><i>Chances are good that communities need on-going support. There will be curves and bumps in the road along the way. Consideration should be given to a university “help line” or service that communities can engage at these times.</i></p> <p>E Coach Circuit Rider</p> <p><i>Based on our field experience we would also suggest a new role of the “Entrepreneurial Coach Circuit Rider.” Refer to our E Communities resource in the electronic library for more detail on this important role and mission.</i></p>

We are prepared to work with the University on exploring these options for outreach engagement. We have extensive field experience and practical resources ranging from assessment protocols to training support.

Action Road Map for Sahuarita

Working with entrepreneurs and working with communities that want to grow their economy by supporting area entrepreneurs comes down to two key success elements:

Smart Game Plan	Robust & Sustained Execution
<p><i>There must be a well thought out and smart game plan. This game plan must be rooted in genuine feasibility analysis (realized through the community assessment) connected with realistic resources and organized in a way that robust and sustained execution is doable. Like most entrepreneurs, communities must be focused and strategic. They must also be creative in securing adequate investment capital. Like entrepreneurs, under-capitalization can limit growth or undermine the potential for success.</i></p>	<p><i>The second success element, assuming a smart game plan has been developed, is robust and sustained execution. The best plan in the world, if poorly executed, will get the same results as an ill-conceived plan – under performance or even failure of the effort. The key attributes that enable effective, efficient and sustained execution include:</i></p> <p style="text-align: center;"> Adequate Strategy Capital Continuity of Strong Staffing Real Time Metrics and Accountability </p>

Based on our national field experience reflecting on both successful to failed strategies we suggest that Sahuarita’s Action Road Map address five key considerations:

Focus – Engagement Strategy – Resources – Organization – Sustainability

We’ll address each of these in order the following sections.

Focus

The Assessment has provided critical findings and insight into the potential strategic focus of Sahuarita’s entrepreneur-focused economic development game plan. Focus includes Sahuarita’s development preferences (Section 3), the macro development environment (Section 4) and the community’s likely entrepreneurial talent (Section 5). We encourage the reader to review these sections to gain an appreciation of the potential focus for this strategy.

Engagement Strategy

Just like an entrepreneur must understand their targeted customers and be clear on how they can deliver a value proposition that will lead to sales (and hopefully repeat sales) – the same is true with Sahuarita. This community must adopt an engagement strategy that (1) provides real value to targeted entrepreneurs that in turn leverages desired economic development outcomes and (2) evolves an even healthier entrepreneurial ecosystem and culture. The right environment will stimulate entrepreneurial development and spur civic, social and business entrepreneurial activity beyond specific assistance experiences. We have included our primer on **Entrepreneurial Communities** in the project’s electronic library. The content in this section provides additional insight on Sahuarita’s Engagement Strategy. Our scope of work did not

provide for the level of detail outlined in this report, so we are sharing an appropriate generic model that can guide the creation of a more detailed operational plan for Sahuarita.

Resources

Based on what we now know about Sahuarita’s entrepreneurial development opportunities, we believe there are four key resources that must be developed to enable operationalization of this strategy. These are summarized in the following table.

<p>Home E Team</p>	<p><i>Entrepreneur-focused economic development requires retail engagement. That means there must be a home or community team working the game plan. We recommend that Kathy Ward with the city’s economic development program serve as the CEO of the Home E Team. Additionally, we recommend the following other Home E Team pieces:</i></p> <p><i>1 - The hiring of an Entrepreneurial or Business Coach that can spend one-on-one time with targeted entrepreneurs.</i></p> <p><i>2 – The formation by the City of an Area Resource Network that can guide the community’s strategy and assist the E Coach in helping targeted entrepreneurs.</i></p>
<p>Strategic Partnerships</p>	<p><i>If possible, we recommend fostering three key local strategic partnerships:</i></p> <p><i>1 – A collaboration with the Green Valley/Sahuarita Chamber of Commerce as a strategic partner implementing and helping to fund the strategy.</i></p> <p><i>2 – Explore how the Business Networking International Group could become part of the communities Area Resource Network.</i></p> <p><i>3 – Serious consideration (hopefully in partnership with the Chamber) should be given to fostering “merchant associations” in each of the area’s commercial zones. These merchant associations could become powerful partners connecting entrepreneurs to the strategy, recruiting members to the Area Resource Network and helping to solve the community’s shortage of commercial and light industrial real estate.</i></p>
<p>Go-To Resource Partners</p>	<p><i>Previously in our Assessment we identified some potentially valuable go-to resources that match up very well with the likely development needs of Sahuarita’s entrepreneurs. First, we have recommended forging a strategic relationship with the Tucson-based MAC/SBDC program. Identifying and generating appropriate clients for MAC/SBDC is a major win-win opportunity. Second, continuing the already strong relationship with the University makes sense. In a separate section of this Report we have provided some advisory thinking about the University’s potential on-going role in communities like Sahuarita.</i></p>

<p style="text-align: center;">Opportunity Funds</p>	<p><i>We strongly recommend that Sahuarita establish and capitalize what might be called an Entrepreneur Opportunity Fund. This would be a private, but public-purposed fund, that could be accessed to provide matching funding for targeted entrepreneurs. This fund could be based within the municipality, but we find that a private host is often more efficient and effective. These funds could be used to cost-share on providing mentoring, training, market intelligence research and other types of customized technical assistance services.</i></p>
<p style="text-align: center;">Investment Capital</p>	<p><i>Finally, there is an opportunity to articulate a strong capital access system for entrepreneurs in Sahuarita. There are five potential elements within this capital access system based on our assessment research:</i></p> <p><i>1 – We recommend a strategic relationship with ACCION and their capital resources. ACCION serves Sahuarita. It would like to do more financing deals in Sahuarita. It has a wide range of capital tools that match well the kinds of entrepreneurs in the community.</i></p> <p><i>2 – Expanding the partnership with ACCION we suggest forging relationships with area commercial lenders including credit unions to commercial banks that serve the community. The opportunity exists to create a financial packaging team with ACCION and willing commercial lenders.</i></p> <p><i>3 – Given the large number of higher net worth retirees in the area, consideration should be given to fostering an angel investment network. There are good models that could be explored and used to guide this action.</i></p> <p><i>4 – For higher growth and technology oriented entrepreneurs employing the existing relationships with Desert Angels makes sense.</i></p> <p><i>5 – Finally, TREO is available to provide financing assistance and incentives for larger scale deals. There is no need for Sahuarita to recreate this capacity if it can partner with TREO on appropriately scaled larger business developments.</i></p>

Organization

How this strategy is organized is very important. We suggest building on the existing organizational assets identified within the Assessment which include:

City Economic Development Office. There must be a local, recognized and willed host organization with adequate staffing to assume overall development and management of the strategy. The logical choice is the City’s Economic Development Office with Kathy Ward as the CEO of the strategy.

E Coach. Based on our current understanding, Kathy's time would not allow for her to engage in one on one entrepreneur outreach and coaching on a regular to robust level. This activity is foundational to the strategy. There are discussions of a possible partnership between the University and the City to hire an E Coach. There may also be opportunities for the E Coach to be shared with the South Tucson Project. This resource could be beta tested for two to three years and eventually made permanent once the sustainability strategy is up and running.

Mayor/City Council. Governments are challenged today both with finances, and also with role and mission. There is push back all across the country with respect to government's involvement in economic development. Should the City decide to move forward with implementation of this strategy, we strongly recommend that a permanent group comprising the mayor, members of the city council and leading local citizens be created to advise and champion the City's engagement in this strategy.

E Fund Advisory Board. In the next section we address sustainability and funding as a key element to sustainability. But there is a more immediate step we would suggest, which is the creation of an Entrepreneur Opportunity Fund. One option would be to work with a group like the Arizona Community Foundation to create an affiliated fund for the purpose of supporting (1) the core operations of this strategy and (2) funding the matching grant program addressed earlier in this section of the Report. Initially this fund could be capitalized and operated as an "in and out" fund. But in time it could evolve into a permanent endowment that provides long-lasting funding support.

Strategic Partnerships & Resource Relationships. Strategic partnerships and resource relationships take time to development, time to sustain and can become much stronger and strategic with some degree of funding support. We have provided our recommendations earlier in this section of the report. We would also offer a prioritization of partnership development as follows:

1. Deepen and stretch the University's partnership.
2. MAC/SBDC.
3. ACCION.
4. Chamber
5. Business Networking International Group.
6. Commercial Lenders.
7. Formation of Merchant Associations.

Sustainability

Meaningful entrepreneur-focused economic development requires a generational commitment and timeframe. Such a commitment requires a serious and viable sustainability strategy. This aspect is beyond our scope of work, but we suggest three building blocks that when properly implemented will ensure robust financial sustainability:

Core City Support	<i>Cities and counties engage in economic development for two primary reasons. First, they want to foster the development of the community and its economy. Second, the right kinds of economic development can grow into a more stable and larger tax base necessary to support the services and amenities desired by residents contributing to a higher quality of life. A social compact should be established between the elected/administrative leadership of the City and its economic development strategy. Bottom line; if the strategy can grow a more diverse and larger tax base, that should equate to a certain percentage of city funds allocated to the strategy.</i>
Meaningful Partnerships	<i>Optimizing available resources – both public and private – to enable the strategy makes sense. Building meaningful partnerships can leverage dramatically the core resources being invested by the City in this strategy. However, there must be an understanding with the City that these relationships just do not happen and are not organically sustained. It requires pro-active City investment to build and sustain these relationships thereby resulting in the leverage of community investment.</i>
Field of Interest Fund & Endowment	<i>Across America there are two powerful trends. The first trend is forcing a reduction in the scope of government activity. The second trend is community philanthropy. Just as major cities, art galleries, universities and health care centers are building endowments – communities and regions are now building endowments to support economic development. These places are reaching out to leading families, major employers and successful entrepreneurs to give back and support these endowments.</i>

Entrepreneurial Communities Resource

The Center for Rural Entrepreneurship is partnering with development organizations across America like Growing Local Economies and Advancing Rural Prosperity to evolve a framework and process enabling entrepreneur-focused economic development. This guide provides a stepped process that communities and regions can use to vision, build and implement an E strategy. It also provides a framework that allows a community or region to customize its E Strategy to unique and genuine development opportunities.

This Strategy Report draws from our Building Entrepreneurial Communities initiative and we have provided access to the full guide in the Project Electronic Library <http://bit.ly/xmKiiV>.

Section 8 – The Role of Market Intelligence Services in Sahuarita

Sahuarita is interested in growing its local economy, including building a primary economy. As indicated in the Sahuarita Action Road Map in Section 7, Sahuarita must adopt an engagement strategy that provides real value to targeted entrepreneurs and leverages desired economic development outcomes. Focusing some of its economic development energies on existing growth-oriented entrepreneurs that have a market or potential market footprint outside the region has great potential for stimulating the primary economy and producing new wealth in the community. Providing high-level Market Intelligence services to these growth-oriented companies is one strategy that Sahuarita may wish to pursue. These services should grow out of a genuine need expressed by targeted entrepreneurs rather than as a “supply side” strategy that makes assumptions about what companies need.

As profiled in Section 5 above, the majority of existing businesses in Sahuarita are retail and service companies with local markets, and many of these business owners are not interested in or do not have the capacity to grow beyond these local markets. The number of “Stage 2” growth-oriented companies in Sahuarita is small at this time, but this sector could be grown through the provision of targeted Market Intelligence services, as described below.

Market Intelligence for Growth-Oriented Companies

Market Intelligence services targeted to growth-oriented entrepreneurs is a key component of any Economic Gardening program or other high-level entrepreneurship support program. Such services provide both high-level technical assistance as well as robust market research to targeted growth-oriented entrepreneurs. Market research encompasses information about a company’s competitors, customers, markets, and suppliers, as well as the market trends and industry outlook that will drive the company’s growth opportunities.

This market information helps an entrepreneur ask better strategic questions, gauge the potential for a new product or service, explore a new market, or assess the possibility of expanding an existing market. It assists a business owner in avoiding costly mistakes and successfully growing his or her enterprise. Market Intelligence is critical to the development of a good business and capitalization plan. It also allows an entrepreneur to create new market scenarios and assess the risk involved, so that a new strategy can be tested in the marketplace. Market intelligence is a discipline practiced by all Fortune 500 companies; smaller companies also need to practice it to gain a competitive edge in their market space.

Several background reports that explore Market Intelligence and Advance Growth Planning Services have been included in the project’s electronic library. These documents provide important contextual information and rationale for focusing on growth-oriented companies as an economic development strategy, and provide guidance in developing the tools and services needed to assist them.

Market Research Resources in the Tucson Region

Market intelligence services are sophisticated and require specialized expertise. These services are often fee-based, and may need to be subsidized by the local community to make them affordable to smaller growth-oriented companies. Some of the resources already available to assist with Market Intelligence needs include the following:

Economic and Business Research Center, Eller College of Management, University of Arizona

- GIS analysis and maps
- Demographic analysis
- Industry studies

MAC/SBDC market research resources

- SBDC counselors
- Existing technical assistance network
- National market research center

Pima County Library

- Trained business librarians
- Frequent classes and training on accessing and using business resources
- Statewide business databases accessible through the library

Independent researchers

- Local trained researchers who provide customized business research for a fee, e.g., Bancroft Information Services

Funding for Market Intelligence services

While some free and low-cost resources exist, market research and high-level technical assistance may require the use of independent service providers, and may not be available on a no-cost basis. The question to be addressed by the Sahuarita Entrepreneurship Support project is how to fund such services for their entrepreneurs. The option of a developing a scholarship fund that facilitates cost-sharing has been addressed in the Action Road Map (Section 7) of this report.

Section 9 – Training Options and Recommendations

Training options in this section are focused on two primary audiences:

1. Stakeholders and business service providers
2. Sahuarita entrepreneurs

We will address each of these in turn.

Stakeholders and Business Service Providers

As indicated in Section 7 above, the Center for Rural Entrepreneurship can provide customized training to both university staff (specifically the Economic and Business Research Center of the Eller College of Management), as well as to Sahuarita’s economic development staff, local business service providers such as the Chamber of Commerce, and small business professionals. The Center, through its extensive fieldwork, has developed an Entrepreneurial Communities Initiative that provides extensive support to communities exploring the development and implementation of entrepreneur-focused economic development strategies. These training and support options are laid out in detail in the document, *Building Entrepreneurial Communities*, which is available through the project’s electronic library.

In addition, the Center has developed a six-part webinar series on “Working with Entrepreneurs” that addresses a step-by-step wrap-around assistance strategy that a community can implement to support its local entrepreneurs. These webinars can be customized to meet the specific needs of working with Sahuarita’s business community.

Sahuarita Entrepreneurs

A clear picture has emerged of some of the needs of Sahuarita entrepreneurs as a result of the data collected during the course of this project. Information sources include the workforce surveys conducted by the EBR, interviews with local business service providers and economic development staff, and focus groups with entrepreneurs conducted during Christine’s second site visit in May.

In the online Sahuarita Entrepreneur Survey, respondents were asked to identify the most pressing challenges facing the achievement of their business goals at this point. Out of 18 choices, the entrepreneurs who responded listed the top six as:

1. Connecting with markets
2. Balancing work and family responsibilities
3. Finding a network of peer business persons for learning
4. Computer, website and database support issues
5. Obtaining financial capital
6. Legal, administrative, and regulatory issues.

More than 20 local entrepreneurs attended the two focus groups in May. These entrepreneurs represented a good range of businesses, including family businesses, retail and consulting start-

ups, local retail and service businesses, growth entrepreneurs, and technology-based companies.

During these focus groups, local entrepreneurs expressed the following business assistance needs:

Basic business assistance

- More start-up classes
- Business planning, particularly at higher levels
- Legal training--business organization, tax information, licenses, workers comp
- Administrative and financial operations (payroll, bookkeeping)
- How to secure financing and investment – loans, venture, peer-to-peer; creating an environment to bring in funding
- Identification of business resources currently available in the region

Networking/mentoring

- Networking with other entrepreneurs
- Networking with potential clients such as large employers (as a vendor)
- Opportunities to collaborate with other local businesses
- Mentoring

Infrastructure/community issues

- Affordable commercial space in Sahuarita, including storefronts, co-location sites, service and industrial business space, and buildings available for purchase
- Local zoning and regulatory issues
- Better broadband internet access
- Would like to have a merchants' association
- Opportunities to volunteer and give back to the community

Marketing

- Marketing to potential customers, including non-intrusive marketing and marketing for consulting businesses
- Market research/feasibility studies
- Websites that work

Advanced/technical needs

- Technical education (specifically training related to GPS/laser for excavation)
- Specialty trades that can provide services locally, e.g., heliarc welding

The Town of Sahuarita can leverage the expertise of local business service providers to meet many of these needs, such as the recent Bootcamp for start-up entrepreneurs taught by Jerone Davis of MAC. Other options include:

- A local entrepreneur, Larry Koslow, who is a retired attorney and runs a part-time legal business from his residence, has offered to provide a 90-minute workshop to local entrepreneurs on legal issues at no charge. Other retirees might also be tapped for their expertise and mentoring capabilities.
- MAC/SBDC offers mentorship opportunities for local businesses as well as training in business planning, marketing, and financing.
- The emerging Business Network International (BNI) network is designed to provide high-level business networking. Sage Ramirez, a Sahuarita entrepreneur who participated in this program, is founding the Sahuarita chapter.
- Staff members of the new Eller Economic Development Program in the Eller College of Management have also offered to provide basic business skills and marketing training to Sahuarita entrepreneurs at a deep discount. The Business Assistance program will provide mentoring and support from MBA student teams.
- GangPlank offers training sessions and brown-bag lunches on technology-related topics, access to a mentoring group, open workspace with high speed internet, and networking opportunities.
- Pima County Library offers short business research sessions that explain how to use the library's business databases and other resources.

Additional customized training options for entrepreneurs are available through Growing Local Economies, including how to conduct basic market research, and how to leverage social media to grow their business.

A beneficial service that could be provided through Sahuarita's economic development department or the University is to develop a list or database identifying what business services in the region are available to local business owners and through whom. The city can also continue to develop a database of local business owners that will provide a more thorough snapshot of existing entrepreneurs. This will also facilitate more targeted surveys of the needs of the existing business owners in Sahuarita.

Don and Christine would be happy to discuss specific training options that we could provide to the local community—both to stakeholders and to local entrepreneurs.

Section 10 - Methodology and Assumptions

Information Gathering Process

The process of gathering information for this assessment report involved several components. Principal consultants Don Macke of the Center for Rural Entrepreneurship and Christine Hamilton-Pennell of Growing Local Economies, Inc. made a site visit to the Tucson region in April 2012 and met with the core Sahuarita project team and several other key stakeholder individuals and groups. Additional interviews were held via phone conversations and email exchanges with key players.

Information was also gathered through the site visit Christine made to Sahuarita in May 2012. This visit included a rollout of the initial assessment report in order to gather community and stakeholder feedback, and focus groups with community members and entrepreneurs to gather information about their business aspirations and needs.

The consultants have also reviewed pertinent background materials from The Economic and Business Research Center of the Eller College of Management, University of Arizona, as well as conducting background research on the demographics, economic indicators, and entrepreneurial talent and business climate in the region. Many of these reports are included in the project's electronic library.

Operating Assumptions

The following assumptions about economic principles and conditions have guided our assessment work:

- Economies are regional in nature. Sahuarita is part of the greater Tucson economy, and is strongly influenced by larger economic trends. Economic growth within Sahuarita is dependent upon bringing in new wealth from outside the region, as well as capturing some of the spending leakage in the retail and services sector that now goes to the Tucson area.
- Small export-based growth companies are one of the main sources of economic growth, contributing to the development of support and supply chain businesses. Growth-oriented companies also stimulate the development of other secondary businesses such as retail and professional services that are also important to the quality of life in the area. In terms of wealth-creation, these local businesses primarily recirculate the wealth that already exists in the region, but some of them also have potential markets outside the region, particularly through e-commerce channels.
- Other important sources of wealth from outside the Region include state and federal government spending (jobs, contracts, and transfer payments), retirement income, tourism, and higher education.

- Most new job growth comes from startup businesses and the expansion of existing businesses rather than the recruitment of new businesses or relocation of existing businesses into the area.
- The nature of employment is changing: more flexible working arrangements are becoming common through increasing outsourcing, contracting, and online options.
- The Sahuarita Entrepreneurship Project will produce the greatest economic impact over time by supporting growth-oriented businesses that have high wage potential jobs and current or potential markets outside the region, thereby producing positive economic impacts.
- The Sahuarita Entrepreneurship Project is one piece of larger entrepreneurial development system (EDS) in the region.



The mission of Growing Local Economies, Inc. (GLE) is to help communities become more prosperous by leveraging their assets to support local entrepreneurs. Founded in 2007, GLE is located in Denver, Colorado. The company offers consulting, training, and research services to economic development, local government, small business service entities, and library and research practitioners interested in developing and implementing entrepreneurship support initiatives such as “economic gardening” in their local communities. GLE has provided consulting, training and strategic planning services to pilot economic gardening projects in more than 20 states and provinces. One of GLE’s areas of expertise is assisting communities in the development of market research and competitive intelligence programs for the local business audience targeted by an entrepreneurship support initiative. To learn more about GLE, visit www.growinglocaleconomies.com.

Center for Rural Entrepreneurship

energizing entrepreneurial communities

The Center for Rural Entrepreneurship is the focal point for energizing entrepreneurial communities where entrepreneurs can flourish. Created in 2001 with founding support from the Kauffman Foundation and the Rural Policy Research Institute (RUPRI), the Center is located jointly in Nebraska, North Carolina, and Missouri. The Center’s work to date has been to develop the knowledge base of effective practices and to share that knowledge through training and strategic engagement across rural America. Working with economic development practitioners and researchers, the Center conducts practice-driven research and evaluation that serves as the basis for developing insights into model practices and other learning. The Center is committed to connecting economic development practitioners and policy makers to the resources needed to energize entrepreneurs and implement entrepreneurship as a core economic development strategy. To learn more about the Center, visit www.energizingentrepreneurs.org.



*The Rural Policy Research Institute (RUPRI) functions as a national scientific research center, identifying and mobilizing teams of researchers and practitioners across the nation and internationally to investigate complex and emerging issues in rural and regional development. Since its founding in 1990, RUPRI’s mission has been to provide independent analysis and information on the challenges, needs, and opportunities facing rural places and people. Its activities include research, policy analysis, outreach, and the development of decision support tools. These are conducted through a small core team in Missouri and Washington DC, and through three centers, **including the Center for Rural Entrepreneurship**, and a number of joint initiatives and panels located across the United States. RUPRI was created as a joint program of Iowa State University, the University of Missouri, and the University of Nebraska, and is now housed at the Harry S. Truman School of Public Affairs at the University of Missouri. To learn more about RUPRI, visit www.rupri.org.*

Locally-Based Entrepreneurs in Sahuarita: **2012**
Building an Entrepreneurial Culture

Appendix i –Sahuarita Entrepreneur Survey

About the Business

Welcome to the Sahuarita Entrepreneur Survey!

Do you own and operate a business? Do you plan to start a business in the near future? Whether you run a home-based business or a larger enterprise, **we need your input!**

The Sahuarita Entrepreneur Survey is being conducted by the Economic and Business Research Center (EBR) in the Eller College of Management at the University of Arizona. EBR will use the results of this survey to design a series of **FREE** workshops targeted to meet the needs of Sahuarita's business community. **Your participation** will enable EBR to identify areas where future investments may be needed to develop a network which will effectively support Sahuarita's entrepreneurs.

Thank you for sharing your story with us!

Your Survey Responses Are Completely Confidential.

Information gathered by the survey will only be reported and discussed anonymously in summary form. If at any time during the survey you are uncomfortable answering a question or you feel that a question is not applicable to your business, please select N/A for "not applicable," or just skip that question and continue on to the next.

At the end of the survey, you may choose to give us your contact information so that EBR can notify you regarding the workshops to be offered this spring in Sahuarita. Your contact information will not be shared.

If you have any questions about the survey, please contact Maile L. Nadelhoffer, Senior Research Economist at the Economic and Business Research Center at mln@eller.arizona.edu.

I accept the terms of this survey and wish to continue.

- Yes
- No

Part I: About the Business

Do you own and operate a business?

- Yes
- No

What year was this business started?

Year:

What year did you become the owner of this business?

Year:

Which of the following best describes how you came to own this business?

- Started the business
- Purchased the business
- Inherited the business

How is your business organized?

- Sole proprietorship
- Partnership
- Subchapter S Corporation
- LLC
- Other (please describe)

What percent of the business do you own?Percent **Which of the following best describes your primary business activity?**

- Service
- Retail (including restaurants)
- Finance/insurance/real estate
- Transportation
- Business and professional services
- Wholesale/distribution
- Manufacturing
- Construction
- Other (please describe)

Please briefly describe your business**How many years of experience in this specific business activity do you have?**Number of years: **How many years of business/management experience do you have?**Number of years: **How many employees do you have including yourself?**Full-time Part-time **In an average week, how many hours do you devote to your business?**Hours: **How would you best describe the type of location where your business is currently being operated or developed?**

- Residence
- Commercial retail space
- Commercial industrial space
- Commercial office space
- Mixed use space
- Incubator
- Other (please describe)

If your business is operated out of a residence, how likely is your business to do each of the following in the next two years? Please use the following scale in answering these questions:

1=very unlikely 2=unlikely 3=haven't considered this 4=likely 5=very likely

	1	2	3	4	5	NA
Continue to operate out of residence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
move into retail space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
move into industrial space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
move into office space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
move into mixed use space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
move into incubator space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
move into other space (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Is your business located in Sahuarita?

- Yes
- No

Please check the best response to the statement , "My business is not currently located in Sahuarita, but I would like to relocate my business to Sahuarita within the next two years."

- Strongly Agree
- Agree
- Don't Care
- Disagree
- Strongly Disagree

My business is currently located in:

- Tucson
- Green Valley
- Vail
- Nogales
- Tubac
- Other (please describe)

Please check the best response to the statement, "I would like my business to remain in Sahuarita."

- Strongly Agree
- Agree
- Don't Care
- Disagree
- Strongly Disagree

Part III: Challenges

What are the most pressing challenges facing the achievement of your business goals at this point: Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important. Select NA if not applicable.

	1	2	3	4	5	NA
Connecting with markets; finding new markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining financial capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifying current and future competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding appropriate space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding/establishing relationships/credit with suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation and infrastructure issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computer, website and database support issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issues in product production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal, administrative, and regulatory issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business insurance and liability issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding research and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Childcare issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining health insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balancing work and family responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding a network of peer business persons for learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part II: Future Plans for the Business

A business plan usually outlines the markets to be served, the products or services to be provided, the resources required, including money, as well as, the expected growth and profit for the business. Please select one.

- I have a business plan
- I plan to prepare one in future
- A business plan not relevant for this business

How likely is your business to do each of the following in the next two years?**Please use the following two scale in answering these questions:****1=very unlikely 2=unlikely 3=haven't considered this 4=likely 5=very likely**

	1	2	3	4	5	NA
Add a new product or service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sell to a new market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research new markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seek additional financial capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand distribution channels	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand advertising and promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in new equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Replace current equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand current facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Redesign current facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computerize current operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Upgrade computer systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Redesign operating activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand scope of operating activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seek professional or technical advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sell business to larger company or take public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Which of the following statements best describes your preference for the future size of your business over the next two years?

- I want my business to stay (or grow) to a size which I can manage by myself or with a few key employees
- I want my business to be as large as possible

Part IV: Business Assistance and Networking

Have you received business assistance/ education from an agency or educational institution?

- Yes
- No

Would you like to obtain business assistance in the near future?

- Yes
- No

What were your reasons for seeking assistance? Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important. Select NA if not applicable.

	1	2	3	4	5	NA
Learn about starting or managing a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn to do market research and/or about current marketing strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help writing a business plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about product and production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal, political, or administrative issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about obtaining financial capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional support and self-confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking to find businesses for collaboration or assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking for referral to clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking with peers for learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What would be your reasons for seeking assistance? Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important. Select NA if not applicable.

	1	2	3	4	5	NA
Learn about starting or managing a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn to do market research and/or about current marketing strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help writing a business plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about product or production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal, political, or administrative issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about obtaining financial capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional support and self-confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking to find businesses for collaboration or assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking for referral to clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking with peers for learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What types of business development support do you feel you most need at this stage of your business? Please describe:

Do you network with other business persons in your community?

- Yes
 No

Part V: About the Entrepreneur

We ask the following questions such as age, marital status, and education, so that we can compare the demographic profile of Sahuarita's entrepreneurs with those in other communities and nationally as a benchmark for our survey. We would only discuss this information publicly in summary form. For example, we might report that 50% of our entrepreneurs are women and the average age of Sahuarita's entrepreneurs is 42.

What is your gender?

- Male
 Female

What is your age?Age: **What is your marital status?**

- Single
- Married
- Separated
- Divorced

How many children do you have?Children: **Highest level of education completed:**

- Eighth grade
- High school/GED
- Associate Degree
- College/University
- Grad school
- Other (please describe)

Do you consider this business a primary means of financial support for you and your family?

- Yes
- No

Aside from your business, are you employed full-time or part-time in some other way?

- Full-time
- Part-time
- Own another business
- No, not employed in any other way

Are you a full-time or part-time student?

- Yes, full-time
- Yes, part-time
- No, not a student

Was either of your parents ever involved in owning and operating their own business?

- Yes
- No

What are your major reasons for starting/running your own business? Please check all that apply.

- Like being your own boss/financial independence
- Desire to pursue a business idea
- Financial ambition
- Find your own work/ life balance/ set own hours
- Like working from home
- Need to work from home to care for children
- Lack of opportunity with previous employer
- Frustrated with how big companies operate
- Take pride in building something of your own
- Was laid-off or could not find a job and had to make your own opportunity
- Other (please describe)

If you live in Sahuarita, how long have you lived there?

Number of years:

If you live in Sahuarita, please check the major reasons you choose to live in Sahuarita.

- Schools
- Open spaces
- Growing community
- Neighborhoods with amenities
- Recreational opportunities
- Affordable housing
- Easy commute
- Other (please describe)

I would like to see more locally-based businesses in the Sahuarita area.

- Strongly Agree
- Agree
- Don't care
- Disagree
- Strongly disagree

Part VI: Follow-up

Do you wish the Economic and Business Research Center to contact you by e-mail or phone regarding FREE training and workshops which will be offered in Sahuarita this spring (2012) to persons who fill out this survey?

- Yes
- No

Please provide the Economic and Business Research Center with your e-mail address and/or phone number.

E-mail

Phone

Name(s) of the owner(s):

Name of the Business:

Business website (if applicable)

May EBR contact you with any follow-up questions we may have from the survey?

- Yes
- No

Do you wish your name, email and phone number to be released to Kathy Ward, Sahuarita's Manager of Economic Development & Communications, to put you on an e-mailing list to keep you abreast of ongoing business development opportunities, activities and workshops in your area?

- Yes
- No

Do you plan to start a business within the next two to three years?

- Yes
- No

How do you plan to organize your new business?

- Sole proprietorship
- Partnership
- Subchapter S corporation
- LLC
- Other (please describe)

- Don't know yet

Which best describes your planned primary business activity?

- Service
- Retail (including restaurants)
- Finance/insurance/real estate
- Transportation
- Business and professional services
- Wholesale/distribution
- Manufacturing
- Construction
- Other (please describe)

Please briefly describe your planned business.

Do you wish to locate your business in Sahuarita?

- Yes
- No

Please describe the type of location where you hope to start operating/developing your business.

- Residence
- Commercial retail space
- Commercial industrial space
- Commercial office space
- Mixed use space
- Incubator
- Other (please describe)

How many years of experience in this specific business activity do you have?

Number of years:

A business plan usually outlines the market to be served, the products or services to be provided, the resources required, including money, as well as, the expected growth and profit for the business. Please select one.

- I have a business plan
- I plan to prepare one in future.
- A business plan not relevant for this business.

Part II: Challenges

What are the most pressing challenges facing the achievement of your business goals at this point: Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important. Select NA if not applicable.

	1	2	3	4	5	NA
Obtaining financial capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Connecting with markets; finding new markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identifying current and future competition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding qualified employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding appropriate space for expansion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding/establishing relationships/credit with suppliers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transportation and infrastructure issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Computer, website and database support issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Issues in product production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal, administrative, and regulatory issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business insurance and liability issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Funding research and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protection of intellectual property rights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Childcare issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Obtaining health insurance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Balancing work and family responsibilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finding a network of peer business persons for learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Part III: Business Assistance and Networking

Have you received business assistance/education from an agency or educational institution?

- Yes
- No

Would you like to receive business assistance in the near future?

- Yes
- No

What were your reasons for seeking assistance? Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important.

	1	2	3	4	5	NA
Learn about starting and managing a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about product and production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal, regulatory, or administrative issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional support and self confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking to find assistance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking for referral to clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about obtaining financial capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Writing business plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking with peers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What would be your reasons for seeking assistance? Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important.

	1	2	3	4	5	NA
Learn about starting or managing a business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about product and production	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Legal, political or administrative issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emotional support and self-confidence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking to find the systems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking for referral to clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Learn about obtaining financial capital	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Writing a business plan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking with peers for learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please describe)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What types of business development support do you feel you most need at this stage of planning for your business? Please describe.

Do you network with other business persons in your community?

- Yes
- No

Part IV: About the Entrepreneur

We ask the following questions such as age, marital status, and education, so that we can compare the demographic profile of Sahuarita's entrepreneurs with those in other communities and nationally as a benchmark for our survey. We would only discuss this information publicly in summary form. For example, we might report that 50% of our entrepreneurs are women and the average age of Sahuarita's entrepreneurs is 42.

What is your gender?

- Male
- Female

What is your age?

Age:

What is your marital status?

- Single
- Married
- Separated
- Divorced

How many children do you have?

Children:

Highest level of education completed:

- Eighth grade
- High school/GED
- Associate degree
- College/University
- Grad School
- Other (please describe)

Are you currently employed?

- Full-time
- Part-time
- Own another business
- Not employed

Are you self-employed?

- Yes
- No

Are you a full-time or part-time student?

- Yes, full-time
- Yes, part-time
- No, not a student

Was either of your parents ever involved in owning or operating their own business?

- Yes
- No

What are your major reasons for starting/running your own business? Please check all that apply.

- Like being your own boss/financial independence
- Desire to pursue a business idea
- Financial ambition
- Find your own work/life balance/ set own hours
- Like working from home
- Need to work from home to care for children
- Frustrated with how big companies operate
- Lack of opportunity with previous employer
- Take pride in building something of your own
- Was laid-off or could not find a job and had to make your own opportunity
- Other (please describe)

If you live in Sahuarita, how long have you lived there?

Number of years:

If you live in Sahuarita, please check the major reasons you choose to live in Sahuarita.

- Schools
- Open spaces
- Growing Community
- Neighborhoods with amenities
- Recreational opportunities
- Affordable housing
- Easy commute
- Other (please describe)

Do you wish the Economic and Business Research Center to notify you about the FREE entrepreneurship workshops to be held in Sahuarita this spring?

- Yes
- No

Please provide the Economic and Business Research Center with your e-mail/phone number.

E-mail

Phone

Name of the owner(s):

If you are satisfied with your answers, please click the 'Submit' button below to finish the survey. If you would like to revise your answers, please use the '<<' button.

Thank you for your participation in the Sahuarita Entrepreneurship Survey!

Locally-Based Entrepreneurs in Sahuarita: **2012**
Building an Entrepreneurial Culture

Appendix ii –Sahuarita Entrepreneur Survey Postcard and
Publicity



Home | Search | Town Departments | Fiesta Sahuarita | Town Council | Employment | Elections

News

- Announcements
- Current News
- News Archive
- Newsletter Archive
- Newsletter Sign-up

Social Media

Follow us on **Twitter**

Find us on **Facebook**

Watch our **YouTube** channel

Sahuarita, AZ
101°F Clear
 Get Forecast >

Monday, July 9, 2012
UA Eller College Home-Based Business Survey Is Underway



The University of Arizona's Eller College of Business is conducting a survey on home-based and start up businesses in Sahuarita. On March 2, Eller College mailed postcards to all Sahuarita addresses, encouraging residents with home based businesses or those intending to start a business in Sahuarita to complete an online survey. This research will reveal the various business goals of home-based enterprises and other local entrepreneurs. The study will help identify resources needed for growth, transition, and retention of these businesses in Sahuarita as part of diversified economic development strategy. A series of forums will be held after the surveys have been assessed that will enable those who respond to meet and learn more about business development in Sahuarita. Respond now! All data is confidential.
<http://www.ebr.eller.arizona.edu/survey2012.asp>

About Sahuarita

- Boards & Commissions
- Economic Development
- Quick Facts
- Residents/Visitors
- Volunteer Opportunities
- Quail Creek CFD

Services

- A-Z Service List
- Agendas & Minutes
- Area Meeting Venues
- Business Licensing
- Contact Us
- Construction Updates
- Document Center
- Emergency Management
- Fire Services
- Fraud/Ethics Violations
- Police Department
- Police Services
- Parks & Recreation
- Procurement
- Pay Court Fees
- Report a Streets Problem
- Speak Up Sahuarita
- Sun Shuttle
- Site-map
- Town Code

⌕ ⌕ ⌕

SAHUARITA ENTREPRENEUR SURVEY

Dear Sahuarita resident,

The Economic and Business Research Center (EBR) in the Eller College of Management at the University of Arizona invites you take the **Sahuarita Entrepreneur Survey online!**

WHO? Do you own and operate a business from either your home or from a commercial space in Sahuarita? If you do, we need **YOUR participation** in this survey! If you are thinking about setting up your own business in the near future, we need **YOUR participation** too!

WHY? EBR wants to learn about your business goals and aspirations, development and infrastructure needs in order to design a series of **FREE** forums and workshops which will meet your needs as a business person and effectively help Sahuarita's business community to grow and flourish.

TAKE THE SURVEY

ebr.eller.arizona.edu/survey2012.asp

ALL SURVEY RESPONSES ARE COMPLETELY CONFIDENTIAL

The **Sahuarita Entrepreneur Survey** is part of a community outreach project, *Locally-Based Entrepreneurs in Sahuarita: Promoting an Entrepreneurial Culture*, being carried out by the Eller College of Management and the Town of Sahuarita with generous funding from the Freeport-McMoRan's GreenValley/Sahuarita Community Investment Fund.

Read more about the project and the exciting opportunities it offers to you, your business, and your community!

http://ebr.eller.arizona.edu/sahuarita_business2012.asp



to take survey visit:

ebr.eller.arizona.edu/survey2012.asp

or scan with a QR code reader
enabled smartphone

WHO? Do you own and operate a business from either your home or from a commercial space in Sahuarita? If you do, we need **YOUR participation** in this survey.

WHY? Survey results will be used to design a series of **FREE** workshops to be offered this spring to Sahuarita's business community.

This survey is being conducted by the Economic and Business Research Center, Eller College of Management, The University of Arizona.
ALL SURVEY RESPONSES ARE COMPLETELY CONFIDENTIAL.



to take survey visit:

ebr.eller.arizona.edu/survey2012.asp

or scan with a QR code reader
enabled smartphone

Grow Your Business in Sahuarita!

TAKE THE SURVEY

ebr.eller.arizona.edu/survey2012.asp





The Eller College will offer a series of workshops this spring **FREE** to Sahuarita's entrepreneurs. If you own and operate a business or if you would like to start one, please fill-out and send us your contact information so we can let you know about these exciting opportunities. Your contact information is completely confidential and will not be shared.

Your name: _____

Email: _____

Phone: _____

Business name: _____

Business Email: _____

Business website: _____

Business Phone: _____

THIS IS NOT THE SURVEY - PLEASE VISIT WEBSITE PROVIDED TO TAKE SURVEY

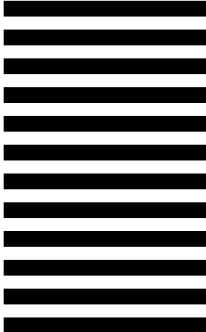


P.O. Box 210108
Tucson, Arizona 85775-2103





NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES



BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 413 TUCSON, AZ

POSTAGE WILL BE PAID BY ADDRESSEE

ECONOMIC & BUSINESS RESEARCH CENTER
UNIVERSITY OF ARIZONA
PO BOX 210108
TUCSON AZ 85775-2103



The logo features a large, stylized grey arrow pointing downwards and to the right. Overlaid on the arrow is the text "SAHUARITA" in black, "ENTREPRENEUR" in white on a blue horizontal bar, and "SURVEY" in black.

SAHUARITA ENTREPRENEUR SURVEY

Do you own and operate a business? Do you plan to start a business in the near future? If you do, **we need your participation** in the Sahuarita Entrepreneur Survey! The Economic and Business Research Center in the Eller College of Management at the University of Arizona will use the results of this online survey to design a series of **FREE** community workshops and to develop a network which will effectively support Sahuarita's entrepreneurs.

to take survey visit:

<http://tinyurl.com/sahuarita2012>

or scan with a QR code reader
enabled smartphone



YOUR SURVEY RESPONSES ARE COMPLETELY CONFIDENTIAL.

Locally-Based Entrepreneurs in Sahuarita: **2012**
Building an Entrepreneurial Culture

Appendix iii – Sahuarita Entrepreneur Survey PowerPoint
Summary of Results from Townhall Held in Sahuarita on
May 21, 2012

Eller COLLEGE OF
MANAGEMENT



WELCOME TO A COMMUNITY TOWN HALL
ON

LOCALLY-BASED ENTREPRENEURS
IN SAHUARITA:
PROMOTING AN ENTREPRENEURIAL
CULTURE

Maile L. Nadelhoffer
Senior Research Economist
Economic and Business Research Center
Eller College of Management
May 21, 2012

TONIGHT'S AGENDA

- ◉ Welcome and Intros
- ◉ Review of *Sahuarita Entrepreneur Survey* Results
Maile Nadelhoffer
- ◉ Christine Pennell Hamilton and Don Macke
- ◉ Q & A
- ◉ Review of Upcoming Workshop Schedule

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SAHUARITA ENTREPRENEUR SURVEY

MARCH 2012

- ◉ Postcard with return mailed to 10,000+ Household and Business Addresses in Sahuarita directing business persons to online survey
- ◉ 120 responses to online survey, so far...
- ◉ Approximately 70% of respondents have existing businesses in Sahuarita, and 30% would like to start a business within the next two years.




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SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Which of the following best describes how you came to own this business?






#	Answer	Bar	%
1	Started the business		80.77%
2	Purchased the business		13.46%
3	Inherited the business		5.77%
	Total		100%

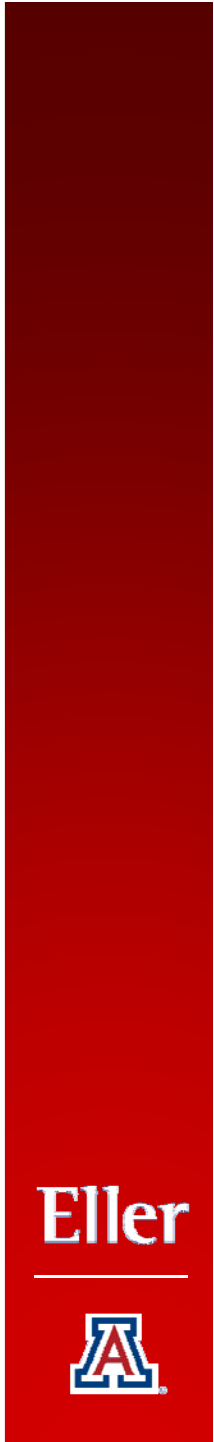


SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

How is your business organized?

#	Answer	Bar	%
1	Sole proprietorship		35.85%
2	Partnership		9.43%
3	Subchapter S Corporation		13.21%
4	LLC		37.74%
5	Other (please describe)		3.77%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Which of the following best describes your primary business activity?

#	Answer	Bar	%
1	Service		40.38%
2	Retail (including restaurants)		13.46%
3	Finance/insurance/real estate		3.85%
4	Transportation		0%
5	Business and professional services		13.46%
6	Wholesale/distribution		0%
7	Manufacturing		1.92%
8	Construction		7.69%
9	Other (please describe)		19.23%
	Total		100%

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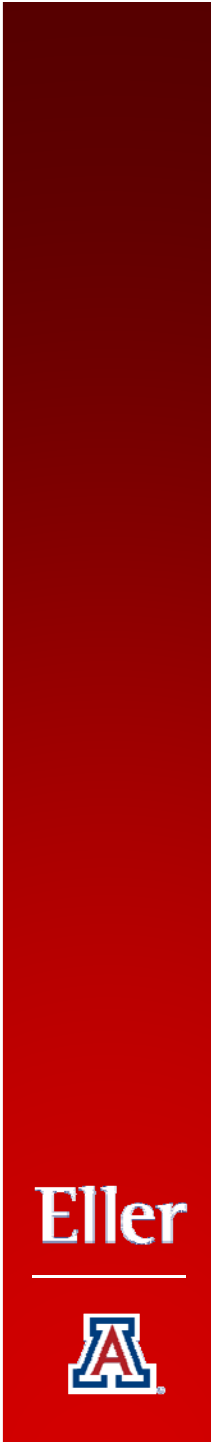


SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES



How would you best describe the type of location where your business is currently being operated or developed?

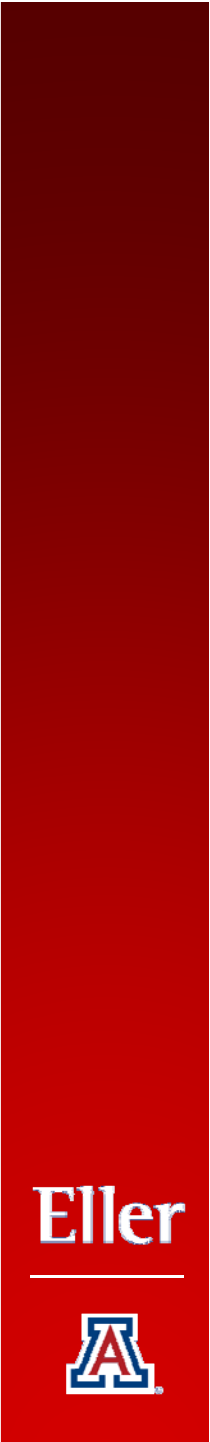
#	Answer	Bar	%
1	Residence		73.08%
2	Commercial retail space		7.69%
3	Commercial industrial space		5.77%
4	Commercial office space		3.85%
5	Mixed use space		3.85%
6	Incubator		1.92%
7	Other (please describe)		3.85%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY RESULTS FOR THOSE WHO HAVE BUSINESSES






Is your business located in Sahuarita?

#	Answer	Bar	%
1	Yes		80%
2	No		20%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY RESULTS FOR THOSE WHO HAVE BUSINESSES

Please check the best response to the statement, "I would like my business to remain in Sahuarita."

#	Answer	Bar	%
5	Strongly Agree		65%
4	Agree		15%
3	Don't Care		15%
2	Disagree		2.5%
1	Strongly Disagree		2.5%
	Total		100%



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SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

- What are the most pressing challenges facing the achievement of your business goals at this point: Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important.
 - We asked about 18 different challenges. Top 5 in order of importance (#3 & 4 tied)
 - Connecting with markets; finding new markets
 - Balancing work and family responsibilities
 - Finding a network of peer business persons for learning
 - Computer, website and database support issues
 - Obtaining financial capital
 - Legal, administrative, and regulatory issues

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SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Part II: Future Plans for the Business

A business plan usually outlines the markets to be served, the products or services to be provided, the resources required, including money, as well as, the expected growth and profit for the business. Please select one.

#	Answer	Bar	%
1	I have a business plan		47.73%
2	I plan to prepare one in future		31.82%
3	A business plan not relevant for this business		20.45%
	Total		100%

SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Which of the following statements best describes your preference for the future size of your business over the next two years?



#	Answer	Bar	%
1	I want my business to stay (or grow) to a size which I can manage by myself or with a few key employees		68.18%
2	I want my business to be as large as possible		31.82%
	Total		100%

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SAHUARITA ENTREPRENEUR SURVEY RESULTS FOR THOSE WHO HAVE BUSINESSES

Would you like to obtain business assistance in the near future?

#	Answer	Bar	%
1	Yes		68.75%
2	No		31.25%
	Total		100%



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SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

- ◉ What were your reasons for seeking assistance? Please rate on a scale of 1 to 5, where 1 is not important and 5 is very important.
 - We offered 11 different choices. Here are the top 5 in order of importance
 - Learn to do market research and/or about current marketing strategies
 - Networking for referral to clients
 - Learn about obtaining financial capital
 - Networking to find businesses for collaboration or assistance
 - Networking with peers for learning

For those without businesses yet

- Learn about starting or managing a business
- Emotional support and self-confidence
- Help writing a business plan

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SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

◉ Some comments

- ◉ Financing/Networking for referral to clients
- ◉ Having a better prediction of how marketing might affect the business in a new venue. It would be nice to know which marketing strategies would produce real results.
- ◉ Market research and the addition of a new direction for the company.
- ◉ As a consulting entity networking is critical to my business
- ◉ Finding and developing capital sources and funding. Working with Mexico.
- ◉ self confidence and marketing informaton
- ◉ Help with advertisement and referrals
- ◉ Learn to do market research and or about current marketing strategies, especially if one is successful in selling on the Internet. There are so many websites that tout a small business person can sell contingent on paying a monthly fee for this service, but I have never sold a single thing on these types of websites.

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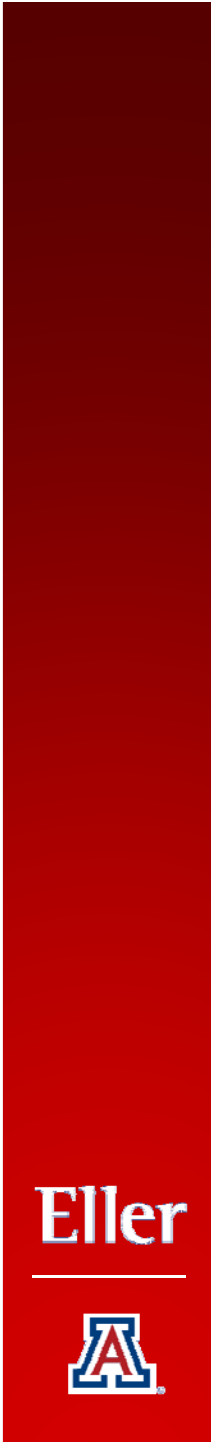


SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Do you network with other business persons in your community?



#	Answer	Bar	%
1	Yes		56.52%
2	No		43.48%
	Total		100%

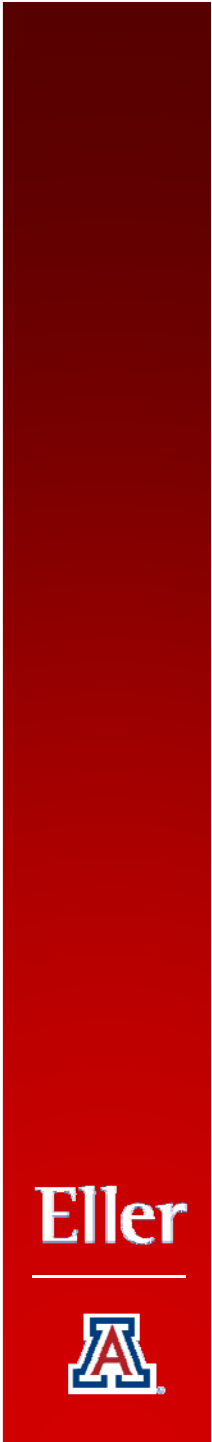


SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

What is your gender?

#	Answer	Bar	%
1	Male		58.7%
2	Female		41.3%
	Total		100%








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SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Highest level of education completed:

#	Answer	Bar	%
1	Eighth grade		0%
2	High school/GED		8.89%
3	Associate Degree		17.78%
4	College/University		42.22%
5	Grad school		13.33%
6	Other (please describe)		17.78%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Do you consider this business a primary means of financial support for you and your family?

#	Answer	Bar	%
1	Yes		39.13%
2	No		60.87%
	Total		100%

SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Aside from your business, are you employed full-time or part-time in some other way?

#	Answer	Bar	%
1	Full-time		15.22%
2	Part-time		21.74%
3	Own another business		10.87%
4	No, not employed in any other way		52.17%
	Total		100%




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SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

Are you a full-time or part-time student?

#	Answer	Bar	%
1	Yes, full-time		8.89%
2	Yes, part-time		11.11%
3	No, not a student		80%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES









What are your major reasons for starting/running your own business? Please check all that apply.

#	Answer	Bar	%
1	Like being your own boss/financial independence		76.09%
2	Desire to pursue a business idea		50%
3	Financial ambition		52.17%
4	Find your own work/ life balance/ set own hours		67.39%
5	Like working from home		45.65%
6	Need to work from home to care for children		15.22%
7	Lack of opportunity with previous employer		2.17%
8	Frustrated with how big companies operate		21.74%
9	Take pride in building something of your own		82.61%
10	Was laid-off or could not find a job and had to make your own opportunity		10.87%
11	Other (please describe)		8.7%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY RESULTS FOR THOSE WHO HAVE BUSINESSES

If you live in Sahuarita, please check the major reasons you choose to live in Sahuarita.

#	Answer	Bar	%
1	Schools		29.27%
2	Open spaces		31.71%
3	Growing community		43.9%
4	Neighborhoods with amenities		58.54%
5	Recreational opportunities		41.46%
6	Affordable housing		36.59%
7	Easy commute		31.71%
8	Other (please describe)		21.95%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY

RESULTS FOR THOSE WHO HAVE BUSINESSES

I would like to see more locally-based businesses in the Sahuarita area.

#	Answer	Bar	%
5	Strongly Agree		65.22%
4	Agree		26.09%
3	Don't care		6.52%
2	Disagree		2.17%
1	Strongly disagree		0%
	Total		100%



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SAHUARITA ENTREPRENEUR SURVEY

DON'T HAVE A BUSINESS YET BUT WANT TO START

Which best describes your planned primary business activity?

#	Answer	Bar	%
1	Service		17.86%
2	Retail (including restaurants)		25%
3	Finance/insurance/real estate		3.57%
4	Transportation		0%
5	Business and professional services		14.29%
6	Wholesale/distribution		7.14%
7	Manufacturing		3.57%
8	Construction		0%
9	Other (please describe)		28.57%
	Total		100%



SAHUARITA ENTREPRENEUR SURVEY WORKSHOPS!!!

- ◉ Training workshop for area business resource providers on the role of market intelligence in growing local businesses
- ◉ May 22nd, Tuesday, 10:00AM to 2:30 PM
- ◉ Sahuarita Town Hall Council Chambers
- ◉ This training session will be facilitated by Christine Hamilton-Pennell, owner of Growing Local Economies, and former market intelligence researcher for the City of Littleton, Colorado's Economic Gardening Project.
- ◉ Market intelligence is a process that enables growth-oriented companies to access and use high-level technical expertise and strategic market information to explore new markets and growth strategies. It provides access to accurate, timely and actionable information gathered from primary and secondary research sources, as well as strategic advice from small business professionals.

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SAHUARITA ENTREPRENEUR SURVEY WORKSHOPS!!!

- ◉ **Sahuarita Start-Up Bootcamp**
- ◉ June 2nd, Saturday, 8:30 AM to Noon
- ◉ Sahuarita Town Hall Council Chambers
- ◉ Learn to turn your ideas into action and fast track your success at the Start-up Business Boot Camp. This seminar will provide an overview of the skills, knowledge, and resources you need to start and support a successful business. Let us help you reach out to the incredible talent pool and experience base in your town and region. Meet and learn from people who are dedicated to helping startups and existing businesses reach their goals.

Eller



SAHUARITA ENTREPRENEUR SURVEY WORKSHOPS!!!

- ◉ **Financing and Business Plans Seminar**
- ◉ **June 7th, Thursday, 6 to 9:00PM**
- ◉ **Sahuarita Town Hall Council Chambers**
- ◉ This workshop will present an overview of financing options from microloans to venture capital. Learn what banks expect from you and your business plan. Participants will be introduced to and have the opportunity to meet and talk with financial experts.

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SAHUARITA ENTREPRENEUR SURVEY

- ◉ **Websites and Technology Expo**
- ◉ June 21st, Thursday, 6 to 9:00PM
- ◉ Sahuarita Town Hall Council Chambers
- ◉ Learn about what goes into building a maintaining an effective business presence on the web. Discuss issues in web marketing both within and outside of your region. And how do you market effectively in the age of mobile devices? Talk to experts.

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SAHUARITA ENTREPRENEUR SURVEY

- ◉ **An Evening at Gangplank**
- ◉ Date and time TBA
- ◉ Gangplank Tucson, 5120 S. Julian Drive, Tucson, AZ 85706
- ◉ Come out for an informative evening learning about an exciting new business resource in our community - Gangplank Tucson. Gangplank provides space and resources for innovative ideas to flourish, a collaborative workspace without physical or financial barriers preventing participation. Expectations are simple: share your ideas and knowledge with others.

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Locally-Based Entrepreneurs in Sahuarita: **2012**
Building an Entrepreneurial Culture

Appendix iv– Sahuarita Socio-Demographic Profile



Market Profile

Sahuarita Town, AZ_1
Sahuarita town, AZ (0462140)
Geography: Place

Sahuarita town, AZ (04621...

Population Summary

2000 Total Population	3,242
2000 Group Quarters	35
2010 Total Population	21,613
2015 Total Population	27,601
2010-2015 Annual Rate	5.01%

Household Summary

2000 Households	1,155
2000 Average Household Size	2.78
2010 Households	7,199
2010 Average Household Size	3.00
2015 Households	9,210
2015 Average Household Size	2.99
2010-2015 Annual Rate	5.05%
2000 Families	928
2000 Average Family Size	3.09
2010 Families	5,548
2010 Average Family Size	3.41
2015 Families	6,993
2015 Average Family Size	3.43
2010-2015 Annual Rate	4.74%

Housing Unit Summary

2000 Housing Units	1,247
Owner Occupied Housing Units	74.5%
Renter Occupied Housing Units	18.1%
Vacant Housing Units	7.4%
2010 Housing Units	7,712
Owner Occupied Housing Units	82.2%
Renter Occupied Housing Units	11.2%
Vacant Housing Units	6.7%
2015 Housing Units	9,912
Owner Occupied Housing Units	81.3%
Renter Occupied Housing Units	11.6%
Vacant Housing Units	7.1%

Median Household Income

2000	\$52,790
2010	\$56,055
2015	\$66,468

Median Home Value

2000	\$136,452
2010	\$160,580
2015	\$179,717

Per Capita Income

2000	\$22,075
2010	\$22,768
2015	\$26,520

Median Age

2000	38.2
2010	38.1
2015	38.9

Data Note: Household population includes persons not residing in group quarters. Average Household Size is the household population divided by total households. Persons in families include the householder and persons related to the householder by birth, marriage, or adoption. Per Capita Income represents the income received by all persons aged 15 years and over divided by the total population. Detail may not sum to totals due to rounding.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.



Market Profile

Sahuarita Town, AZ_1
Sahuarita town, AZ (0462140)
Geography: Place

Sahuarita town, AZ (04621...

2000 Households by Income

Household Income Base	1,169
<\$15,000	7.5%
\$15,000 - \$24,999	8.5%
\$25,000 - \$34,999	11.5%
\$35,000 - \$49,999	18.6%
\$50,000 - \$74,999	25.4%
\$75,000 - \$99,999	14.5%
\$100,000 - \$149,999	11.3%
\$150,000 - \$199,999	1.5%
\$200,000+	1.2%

Average Household Income \$60,901

2010 Households by Income

Household Income Base	7,201
<\$15,000	9.6%
\$15,000 - \$24,999	9.1%
\$25,000 - \$34,999	9.5%
\$35,000 - \$49,999	15.9%
\$50,000 - \$74,999	22.4%
\$75,000 - \$99,999	16.4%
\$100,000 - \$149,999	11.8%
\$150,000 - \$199,999	2.8%
\$200,000+	2.3%

Average Household Income \$67,801

2015 Households by Income

Household Income Base	9,209
<\$15,000	6.5%
\$15,000 - \$24,999	6.7%
\$25,000 - \$34,999	7.0%
\$35,000 - \$49,999	10.8%
\$50,000 - \$74,999	25.9%
\$75,000 - \$99,999	18.3%
\$100,000 - \$149,999	17.6%
\$150,000 - \$199,999	4.6%
\$200,000+	2.6%

Average Household Income \$78,799

2000 Owner Occupied Housing Units by Value

Total	924
<\$50,000	13.0%
\$50,000 - \$99,999	16.8%
\$100,000 - \$149,999	29.3%
\$150,000 - \$199,999	24.8%
\$200,000 - \$299,999	12.8%
\$300,000 - \$499,999	2.7%
\$500,000 - \$999,999	0.6%
\$1,000,000 +	0.0%

Average Home Value \$141,588

2000 Specified Renter Occupied Housing Units by Contract Rent

Total	228
With Cash Rent	95.2%
No Cash Rent	4.8%
Median Rent	\$710
Average Rent	\$665

Data Note: Income represents the preceding year, expressed in current dollars. Household income includes wage and salary earnings, interest dividends, net rents, pensions, SSI and welfare payments, child support, and alimony. Specified Renter Occupied Housing Units exclude houses on 10+ acres. Average Rent excludes units paying no cash.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.



Market Profile

Sahuarita Town, AZ_1
Sahuarita town, AZ (0462140)
Geography: Place

Sahuarita town, AZ (04621...

2000 Population by Age

Total	3,242
0 - 4	7.2%
5 - 9	6.3%
10 - 14	7.6%
15 - 24	11.7%
25 - 34	12.3%
35 - 44	14.8%
45 - 54	12.4%
55 - 64	12.4%
65 - 74	9.5%
75 - 84	4.3%
85 +	1.6%
18 +	74.4%

2010 Population by Age

Total	21,613
0 - 4	7.0%
5 - 9	7.2%
10 - 14	7.4%
15 - 24	12.1%
25 - 34	11.9%
35 - 44	14.3%
45 - 54	15.6%
55 - 64	12.6%
65 - 74	7.1%
75 - 84	3.6%
85 +	1.3%
18 +	74.1%

2015 Population by Age

Total	27,602
0 - 4	6.8%
5 - 9	7.1%
10 - 14	7.6%
15 - 24	11.8%
25 - 34	11.6%
35 - 44	13.9%
45 - 54	14.3%
55 - 64	13.5%
65 - 74	8.6%
75 - 84	3.7%
85 +	1.3%
18 +	74.4%

2000 Population by Sex

Males	49.2%
Females	50.8%

2010 Population by Sex

Males	49.6%
Females	50.4%

2015 Population by Sex

Males	49.6%
Females	50.4%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.



Market Profile

Sahuarita Town, AZ_1
Sahuarita town, AZ (0462140)
Geography: Place

Sahuarita town, AZ (04621...

2000 Population by Race/Ethnicity

Total	3,242
White Alone	87.8%
Black Alone	0.6%
American Indian Alone	1.1%
Asian or Pacific Islander Alone	1.0%
Some Other Race Alone	7.4%
Two or More Races	2.1%
Hispanic Origin	24.2%
Diversity Index	51.1

2010 Population by Race/Ethnicity

Total	21,613
White Alone	72.7%
Black Alone	1.8%
American Indian Alone	2.6%
Asian or Pacific Islander Alone	1.4%
Some Other Race Alone	18.0%
Two or More Races	3.5%
Hispanic Origin	40.5%
Diversity Index	72.6

2015 Population by Race/Ethnicity

Total	27,600
White Alone	70.2%
Black Alone	1.9%
American Indian Alone	2.6%
Asian or Pacific Islander Alone	1.4%
Some Other Race Alone	20.0%
Two or More Races	3.8%
Hispanic Origin	44.4%
Diversity Index	75.0

2000 Population 3+ by School Enrollment

Total	3,096
Enrolled in Nursery/Preschool	1.3%
Enrolled in Kindergarten	1.5%
Enrolled in Grade 1-8	11.4%
Enrolled in Grade 9-12	7.2%
Enrolled in College	3.7%
Enrolled in Grad/Prof School	1.1%
Not Enrolled in School	73.8%

2010 Population 25+ by Educational Attainment

Total	14,346
Less Than 9th Grade	3.9%
9th to 12th Grade, No Diploma	6.3%
High School Graduate	23.6%
Some College, No Degree	25.7%
Associate Degree	8.1%
Bachelor's Degree	21.0%
Graduate/Professional Degree	11.5%

Data Note: Persons of Hispanic Origin may be of any race. The Diversity Index measures the probability that two people from the same area will be from different race/ethnic groups.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

June 27, 2012



Market Profile

Sahuarita Town, AZ_1
Sahuarita town, AZ (0462140)
Geography: Place

Sahuarita town, AZ (04621...

2010 Population 15+ by Marital Status

Total	16,958
Never Married	29.3%
Married	52.3%
Widowed	5.6%
Divorced	12.9%

2000 Population 16+ by Employment Status

Total	2,498
In Labor Force	60.4%
Civilian Employed	57.6%
Civilian Unemployed	2.8%
In Armed Forces	0.0%
Not In Labor Force	39.6%

2010 Civilian Population 16+ in Labor Force

Civilian Employed	91.8%
Civilian Unemployed	8.2%

2015 Civilian Population 16+ in Labor Force

Civilian Employed	93.3%
Civilian Unemployed	6.7%

2000 Females 16+ by Employment Status and Age of Children

Total	1,254
Own Children < 6 Only	7.8%
Employed/in Armed Forces	3.7%
Unemployed	0.6%
Not in Labor Force	3.5%
Own Children <6 and 6-17 Only	5.9%
Employed/in Armed Forces	3.7%
Unemployed	0.2%
Not in Labor Force	1.9%
Own Children 6-17 Only	18.1%
Employed/in Armed Forces	11.7%
Unemployed	0.2%
Not in Labor Force	6.2%
No Own Children < 18	68.2%
Employed/in Armed Forces	31.1%
Unemployed	1.0%
Not in Labor Force	36.1%

2010 Employed Population 16+ by Industry

Total	8,829
Agriculture/Mining	1.5%
Construction	8.7%
Manufacturing	5.0%
Wholesale Trade	1.7%
Retail Trade	11.9%
Transportation/Utilities	4.0%
Information	1.6%
Finance/Insurance/Real Estate	6.1%
Services	52.4%
Public Administration	7.0%

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

June 27, 2012

Made with Esri Business Analyst



Market Profile

Sahuarita Town, AZ_1
Sahuarita town, AZ (0462140)
Geography: Place

Sahuarita town, AZ (04621...

2010 Employed Population 16+ by Occupation

Total	8,829
White Collar	61.1%
Management/Business/Financial	12.8%
Professional	24.3%
Sales	12.2%
Administrative Support	11.8%
Services	23.1%
Blue Collar	15.7%
Farming/Forestry/Fishing	0.1%
Construction/Extraction	6.1%
Installation/Maintenance/Repair	3.8%
Production	2.3%
Transportation/Material Moving	3.4%

2000 Workers 16+ by Means of Transportation to Work

Total	1,417
Drove Alone - Car, Truck, or Van	77.2%
Carpooled - Car, Truck, or Van	18.2%
Public Transportation	0.0%
Walked	0.6%
Other Means	1.1%
Worked at Home	2.9%

2000 Workers 16+ by Travel Time to Work

Total	1,417
Did not Work at Home	97.1%
Less than 5 minutes	2.7%
5 to 9 minutes	14.4%
10 to 19 minutes	27.5%
20 to 24 minutes	9.2%
25 to 34 minutes	15.2%
35 to 44 minutes	15.5%
45 to 59 minutes	8.5%
60 to 89 minutes	3.2%
90 or more minutes	1.0%
Worked at Home	2.9%
Average Travel Time to Work (in min)	24.3

2000 Households by Vehicles Available

Total	1,154
None	1.3%
1	22.9%
2	48.0%
3	18.9%
4	7.4%
5+	1.6%
Average Number of Vehicles Available	2.1

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

June 27, 2012



Market Profile

Sahuarita Town, AZ_1
Sahuarita town, AZ (0462140)
Geography: Place

Sahuarita town, AZ (04621...

Top 3 Tapestry Segments

1. Midland Crowd
2. Green Acres
3. Senior Sun Seekers

2010 Consumer Spending

Apparel & Services: Total \$	\$11,483,378
Average Spent	\$1,595.14
Spending Potential Index	67
Computers & Accessories: Total \$	\$1,502,039
Average Spent	\$208.65
Spending Potential Index	95
Education: Total \$	\$8,331,856
Average Spent	\$1,157.36
Spending Potential Index	95
Entertainment/Recreation: Total \$	\$23,224,573
Average Spent	\$3,226.08
Spending Potential Index	100
Food at Home: Total \$	\$31,079,217
Average Spent	\$4,317.16
Spending Potential Index	96
Food Away from Home: Total \$	\$22,674,690
Average Spent	\$3,149.70
Spending Potential Index	98
Health Care: Total \$	\$27,361,402
Average Spent	\$3,800.72
Spending Potential Index	102
HH Furnishings & Equipment: Total \$	\$12,740,066
Average Spent	\$1,769.70
Spending Potential Index	86
Investments: Total \$	\$11,205,884
Average Spent	\$1,556.59
Spending Potential Index	89
Retail Goods: Total \$	\$171,442,829
Average Spent	\$23,814.81
Spending Potential Index	96
Shelter: Total \$	\$106,325,711
Average Spent	\$14,769.51
Spending Potential Index	94
TV/Video/Audio: Total \$	\$8,771,285
Average Spent	\$1,218.40
Spending Potential Index	98
Travel: Total \$	\$12,934,015
Average Spent	\$1,796.64
Spending Potential Index	95
Vehicle Maintenance & Repairs: Total \$	\$6,738,575
Average Spent	\$936.04
Spending Potential Index	99

Data Note: Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditures are shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue. Total and Average Amount Spent Per Household represent annual figures. The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

Source: Consumer Spending data are derived from the 2006 and 2007 Consumer Expenditure Surveys, Bureau of Labor Statistics. Esri.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. Esri forecasts for 2010 and 2015.

June 27, 2012

Made with Esri Business Analyst

Locally-Based Entrepreneurs in Sahuarita: **2012** Building an Entrepreneurial Culture

Appendix v – Electronic Resource Library from *Entrepreneurship Opportunity Assessment and Strategy Report*

Electronic Library Contents

We have developed a Project Electronic Library that provides web-based access to our background papers, research and analysis for the Town of Sahuarita and Pima County. These include demographic and socioeconomic reports, information about Sahuarita businesses, and the **workforce assessment surveys** conducted by the Economic and Business Research Center of the Eller College of Management, University of Arizona in 2008 and the spring of 2012. In addition we have included seven specific background papers that provide important contextual information for those seeking additional definition and insight. We hope these materials bring additional value from our work to the development efforts of the Town of Sahuarita. The electronic library can be accessed at <http://bit.ly/xmKiiV>.

Contextual Background Reports include:

- **Economic Development: An Overview.** An overview paper on economic development that provides a framework for clarifying the elements and terminology of economic development.
- **Economic Gardening Defined.** A brief overview of Economic Gardening as an entrepreneur-focused economic development movement.
- **Growth Entrepreneurs Profiled.** A detailed exploration of *growth entrepreneurs* as a development focus.
- **Advanced Growth Planning for Growth-Oriented Entrepreneurs.** A detailed description of advanced growth planning services and strategies a community can provide to its growth-oriented entrepreneurs.
- **Market Intelligence for Growth-Oriented Companies.** A brief description of Market Intelligence and its role within the context of an entrepreneurship support program.
- **Market Intelligence's Role in Increasing Deal Flow and Capital Access.** A paper that explores how Market Intelligence resources can help with entrepreneur growth planning and enable greater capital access.
- **Building Entrepreneurial Communities.** A guide and overview of our evolving **Entrepreneurial Communities Initiative (EC)**, which is designed to help a community or region achieve community and economic development success through the intentional support of its entrepreneurs.

"Entrepreneurship Opportunity Assessment for Sahuarita"

Webinar presentation by Christine Hamilton-Pennell and Don Macke, May 7, 2012.

Recording available at

<http://energizingentrepreneurs.adobeconnect.com/p4fwjnnovj2/>.

Locally-Based Entrepreneurs in Sahuarita: **2012**
Building an Entrepreneurial Culture

Appendix vi – Webinar of *May 7, 2012- Entrepreneurship
Opportunity Assessment and Strategy Report*

*Entrepreneurship
Opportunity Assessment
Sahuarita, Arizona*

Christine Hamilton-Pennell,
Growing Local Economies, Inc.
Don Macke
Center for Rural Entrepreneurship
May 7, 2012



- Christine Hamilton-Pennell
- Growing Local Economies, Inc.



Background of Project

Community of Sahuarita, Arizona
Eller College of Management, UoA
Preliminary Opportunity Assessment
Strategy Development
Focus on Economic Gardening

This webinar is designed to share our team's preliminary opportunity assessment insights and findings.



Background of Project

The Project engaged consultants to develop the EG strategic plan:

- Don Macke, RUPRI Center for Rural Entrepreneurship
- Christine Hamilton-Pennell, Growing Local Economies, Inc.



Economic Gardening Defined

- Entrepreneurial approach to economic development
- Seeks to grow economy from within
- Focuses on growth-oriented entrepreneurs

EG Expected Results

- Increase employment
- Stimulate economy
- Encourage entrepreneurial culture
- Promote collaboration

EG Key Elements

Market Intelligence

- Technical assistance
- Customized market research

EG Key Elements

Infrastructure

- Physical infrastructure
- Quality of life amenities
- Entrepreneurial culture
- Access to intellectual resources
- Qualified and talented employees

EG Key Elements

Strategic networks and connections

- Businesses and service providers
- Employers and education/workforce institutions



Don Macke
RUPRI Center for Rural
Entrepreneurship

EG Assessment Site Visit

- Increase regional awareness and knowledge of the EG Project
- Engage stakeholders and resource partners
- Assess assets available to EG Project
- Create assessment report

EG Assessment Site Visit

Learn from local experts

- Types of entrepreneurial talent
- Regional assets available to EG program
- Entrepreneur needs and opportunities
- Development trends within the Region

Four Core Assessments

- A – Development Preferences
- B – Macro Development Environment
- C – Area's Entrepreneurial Talent
- D – Relevant Development Resources

Preliminary Insights & Considerations

**Center for Rural
Entrepreneurship**
energizing entrepreneurial communities

 **Growing Local Economies**
Training • Consulting • Research

Development Preferences

- 1 – More than a Bedroom Community
- 2 – Develop a Primary Economy
- 3 – Increase Local Employment
- 4 – Increase Local Retail and Service
Sector Trade Capture
- 5 – Develop Emerging Micro Tech
Cluster

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Entrepreneurship**
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 **Growing Local Economies**
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Development Environment

- 1 – Real Estate & Construction
- 2 – Midland Crowd Commuters
- 3 – Traditional Economic Drivers
- 4 – Emerging Retail and Service Sector
- 5 – I-19 Corridor Development

Entrepreneurial Talent

- 1 – Existing Locally-Owned Businesses
- 2 – Technology Micro-Cluster
- 3 – Home-Based Businesses
- 4 – Retirees
- 5 – Real Estate Developers

Development Resources

- 1 – Local Team
- 2 – University Partnership
- 3 – MAC/SBDC
- 4 – Area Business Network
- 5 – Advanced Resources

Some Final Thoughts...

- Retail Trade and Service Sector Expertise
- Health Care Gap
- Demonstration Project
.....Do & Learn!
- Local Prosperity Fund
- Focus on Where Your E Talent Is!

Questions & Discussion

**Center for Rural
Entrepreneurship**
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 **Growing Local Economies**
Training • Consulting • Research

Resources

- Pima, Arizona Electronic Library link:
<http://bit.ly/xmKiiV>
- Entrepreneurship Opportunity Assessment for
Sahuarita
Recording of Christine Hamilton-Pennell and Don Macke
webinar presentation, May 7, 2012
<http://energizingentrepreneurs.adobeconnect.com/p4fwjnnovj2/>

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Contact Information

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www.growinglocaleconomies.com



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don@e2mail.org
<http://www.energizingentrepreneurs.org>



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Locally-Based Entrepreneurs in Sahuarita: **2012** Building an Entrepreneurial Culture

Appendix vii – Townhall and workshop publicity and descriptions,
May-June, 2012

As part of the Sahuarita Entrepreneurship Initiative
The Town of Sahuarita and UA's Eller College of Management Invite You to Attend:

FREE business development workshops for Sahuarita's business community.

Start-Up Bootcamp

June 2nd Saturday 8:30 am to noon
Sahuarita Town Hall Council Chambers

Learn to turn your ideas into action and fast track your success at the Start-up Business Boot Camp. This seminar will provide an overview of the skills, knowledge, and resources you need to start and support a successful business. Let us help you reach out to the incredible talent pool and experience base in your town and region. Meet and learn from people who are dedicated to helping startups and existing businesses reach their goals.

Financing and Business Plans Seminar

June 7th, Thursday, 6 to 9:00 pm
Sahuarita Town Hall Council Chambers

This workshop will present an overview of financing options from microloans to venture capital. Learn what banks expect from you and your business plan. Participants will be introduced to and have the opportunity to meet and talk with financial experts.

Websites and Technology Expo

June 21st, Thursday, 6 to 9:00 pm
Sahuarita Town Hall Council Chambers

Learn about what goes into building and maintaining an effective business presence on the web. Discuss issues in web marketing both within and outside of your region. How do you market effectively in the age of mobile devices? Talk to experts.

An Evening at Gangplank

Date and time TBA
Gangplank Tucson, 5120 S. Julian Dr Tucson, AZ 85706

Come out for an evening and learn about an exciting new business resource in our community—Gangplank Tucson. Gangplank provides space and resources for innovative ideas to flourish, a collaborative workspace, without physical or financial barriers preventing participation. Expectations are simple—share your ideas and knowledge with others.

These events are part of a community outreach project, *Locally-Based Entrepreneurs in Sahuarita: Promoting an Entrepreneurial Culture*, being carried out by the Eller College of Management and the Town of Sahuarita with generous funding from Freeport-McMoRan's GreenValley/Sahuarita Community Investment Fund.

Read more about the project and the exciting opportunities it offers to you, your business, and your community!

http://ebr.eller.arizona.edu/sahuarita_business2012.asp

RSVP

Please send RSVPs and inquiries to Sahuarita.biz.2012@gmail.com

Maile L. Nadelhoffer, Senior Research Economist, Eller College of Management 520.621.4050

Locally-Based Entrepreneurs in Sahuarita: **2012**
Building an Entrepreneurial Culture

Appendix viii – Press and Media

Economic 'gardens' bloom in Sahuarita

Sessions aim to help town's entrepreneurs

JUNE 01, 2012 12:00 AM • [CARLI BROSSEAU ARIZONA DAILY STAR](#)

Sahuarita is betting on fostering entrepreneurship as its best path to economic development - an approach called economic gardening.

The town, which learned in 2008 through mailed surveys that at least 214 residents had home-based businesses that they wanted to expand, is focused on ensuring that those business owners have the tools they need.

As part of that effort, Sahuarita is holding a free workshop for startup businesses Saturday.

From 8:30 a.m. to noon, entrepreneurs will meet in Sahuarita Town Hall council chambers to learn about the skills, knowledge and resources needed to start and sustain a business.

The workshop is the first in a series offered at the town's council chambers through a partnership with the University of Arizona's Eller School of Management.

A seminar on financing and business plans is scheduled for 6 to 9 p.m. June 7. That workshop will include information about financing ranging from microloans to venture capital.

A websites-and-technology expo is slated for 6 to 9 p.m. June 21. Experts will talk about Web marketing within and outside the region and help entrepreneurs plan for mobile marketing.

A tour of Gangplank Tucson, a collaborative work space at 5120 S. Julian Drive, is also part of the series, though a time and date have not been set.

More information is at ebr.eller.arizona.edu/sahuarita_business2012.asp

Contact reporter Carli Brosseau at cbrosseau@azstarnet.com or 573-4197.



Locally-Based Entrepreneurs in Sahuarita: Promoting an Entrepreneurial Culture Maile L. Nadelhoffer • published in the January 2012 issue

More and more evidence shows that home-based businesses and microenterprises can and do generate good incomes and improve the quality of life in their communities. The overwhelming majority of business start-ups begin as home-based businesses. According to the Small Business Administration, small employers have generated 65% of net new jobs over the past 17 years led by start-ups. Start-ups are getting “leaner and meaner” though as new technologies and online tools allow them to do more with less. It is more important than ever before for small start-up companies and microenterprises to have access to cutting edge technologies and business intelligence to help them advance and overcome many of the barriers typically faced by small but growing businesses.

In many communities across the nation, the economic development focus is shifting from the traditional attraction, retention, expansion model, to include “grow your own” strategies. Major examples are “Economic Gardening” programs in Oregon, Colorado and Florida, and microenterprise development programs across the nation. While these programs are diverse, they share some key elements: a focus supporting local entrepreneurs and local start-ups; the public sector is actively involved in promoting connections, infrastructure, and providing market intelligence to local businesses. Enhancing quality of life in the area is also an important tenant of these strategies. The phrase “work and live locally, learn to market globally,” appears frequently when examining these programs.

During the spring of 2012, the Economic and Business Research Center at the Eller College of Management, with generous support from Freeport-McMoRan, will survey the Town of Sahuarita’s home-based and locally-based entrepreneurs about the challenges they face and their aspirations for doing business in the Sahuarita area. Key business assistance providers in the region as well as members of the educational community will also be surveyed. The goal of this study is to identify and develop strategies to foster an entrepreneurial culture and growth among Sahuarita’s home-based and other locally-based businesses. The information gathered will be used to design a series of free forums and workshops during the spring. These events will be tailored to address the specific needs of Sahuarita’s entrepreneurs and to effectively connect local entrepreneurs with each other and with area development resources. This project will also include professionals from outside our region to provide insights from the experiences of other communities in the development of a support network for “growth oriented” businesses in their communities.

Economic Gardening

Economic Gardening is an economic development strategy first pioneered in Littleton, Colorado in 1987 in response to massive corporate layoffs. Focused on creating an environment which supports local entrepreneurs, Economic Gardening programs foster the growth of local businesses. This approach has three basic aspects: providing local entrepreneurs with competitive *information* and market intelligence (including GIS), which under usual circumstances would only be available to large firms; improving physical and quality-of-life *infrastructure*; and actively promoting *connections* and information sharing among entrepreneurs and between businesses and other community assets such as higher education, government programs, and business services providers. Economic

Gardening uses high end corporate level tools to help entrepreneurial growth companies identify markets, monitor competitors, track industry trends, locate customer clusters on maps, and use search engine optimization/Google Adwords/social media for marketing and various customized research. Entrepreneurs have increased the job base in Littleton from 15,000 to 30,000 and the sales tax base from \$6 million to \$20 million. This model has been picked up by a number of communities and states including Wyoming, Oregon, and Florida.

Economic Gardening as a formal strategy focuses exclusively on “second stage” companies. These are companies, with 10-99 employees. Much research consistently shows that second stage companies create more jobs per company than companies of any other size. A second reason Economic Gardening focuses on second stage companies is that the size requirement serves as a screening mechanism. The sheer fact that a business person can grow the company to ten employees is an indication of some type of market demand.

However, as start-ups grow leaner and meaner and as the economic gardening approach has evolved, there is growing evidence that these principles can also be very effective when applied to stage one companies, as well.

Practically speaking, the weight of research evidence and on-the-ground experience with entrepreneurs in most communities, especially smaller communities, shows that designing entrepreneurship support networks focused on smaller but “growth-oriented” companies is very effective. In the early stages of growth these companies can often benefit from developing a strategic focus to lead them to expand into the next stage. These may very well be companies that don’t yet meet the threshold for second stage companies, and may or may not become “exceptional growth companies.” Nevertheless, they have great potential for expanding and creating high-wage, sustainable jobs in their communities.

Why Sahuarita?

Sahuarita is at an important point in its development as a community. There are the beginnings of a beautiful town core and there is still open space which needs to be zoned to meet the future goals of the community. Sahuarita’s location near world class recreation and world class research centers and the high educational levels of its population can make it great place to live and do business. Sahuarita is at a point in its development where creating targeted strategies to grow and retain local businesses could have a profoundly positive impact on the future of the community.

Maile L. Nadelhoffer is a senior research economist in the Economic and Business Research Center at The University of Arizona’s Eller College of Management. For 14 years, Maile has been a member of the Center’s Forecasting Project team which produces quarterly economic forecasts for Arizona and the Tucson and Phoenix metropolitan areas. She can be reached at (520) 621-4050 or via email at mln@eller.arizona.edu.

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http://www.gvnews.com/sahuarita_sun/business/ua-town-taking-pulse-of-home-based-businesses/article_dcd52526-6276-11e1-a4f5-001871e3ce6c.html

UA, town taking pulse of home-based businesses

Posted: Tuesday, February 28, 2012 6:40 pm | *Updated: 6:44 pm, Tue Feb 28, 2012.*

By Philip Franchine Sahuarita Sun | [0 comments](#)

Because start-up businesses usually need lots of help, the town and University of Arizona are asking residents what kind of help is needed to develop an entrepreneurial culture in Sahuarita.

On Friday, postcards will be mailed to 10,600 residents and businesses in Sahuarita and Green Valley, urging recipients to take an online survey prepared by the Economic & Business Research Center (EBR) of the University of Arizona's Eller College of Management.

In describing some of the challenges facing young businesses, EBR senior economist Maile L. Nadelhoffer said, "By 2013, some 95 percent of all Internet shopping will be done from hand-held devices. How will small businesses keep up with social media and mobile devices?"

"A lot of small businesses need help in writing a business plan. People working independently may need forums where they can interact with their peers."

The survey asks whether respondents have a business plan, need help with financing, marketing, product development or legal, administrative or political issues, how much experience they have and if they could benefit from a support system. The EBR will use the survey results to design a series of free entrepreneurship workshops that will be held locally by June, Nadelhoffer said.

This approach, called economic gardening, is well-suited to the high education levels of Sahuarita's workforce, Town Economic Development Manager Kathy Ward said.

"We're hoping to see some synergy and some people who want to get out of their homes and into office space. If we have a square footage estimate in five or six years, we can tell developers and help plan when it's going to be constructed," Ward said.

The town's workforce survey was conducted in 2008 by Nadelhoffer and discovered that 900 residents already were operating home-based businesses or were good prospects to do so. Nadelhoffer said the number may be higher now because the recession means people who were laid-off or had their hours cut back now have more time to pursue a new enterprise.

The survey and workshops cost \$80,000 and are being paid for by Freeport McMoRan Copper & Gold. The survey will be posted online at the web sites of the town, the University and the Green Valley Sahuarita Chamber of Commerce.

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Monday, July 9, 2012

FREE business development workshops for Sahuarita's business community

These events are part of a community outreach project, Locally-Based Entrepreneurs in Sahuarita: Promoting an Entrepreneurial Culture, being carried out by the Eller College of Management and the Town of Sahuarita with generous funding from Freeport-McMoran's GreenValley/Sahuarita Community Investment Fund. [Click here for complete flyer.](#)

On Saturday, June 2, 26 entrepreneurs from Sahuarita attended the Start-up Boot-camp held at Town Hall. The Boot-camp provided an overview of the skills, knowledge, and resources needed to start and support a successful business.

The next three seminars are:

Business Plans and Financing Seminar June 7th, Thursday, 6:00 to 9:00PM Sahuarita Town Hall Council Chambers

This workshop will present an overview of financing options from microloans to venture capital. Learn what banks expect from you and your business plan. Participants will be introduced to and have the opportunity to meet and talk with financial experts.

Websites and Technology Expo June 21st, Thursday, 6 to 9:00PM Sahuarita Town Hall Council Chambers

Learn about what goes into building a maintaining an effective business presence on the web. Discuss issues in web marketing both within and outside of your region. And how do you market effectively in the age of mobile devices? Talk to experts.

An Evening at Gangplank - Date and time TBA Gangplank Tucson, 5120 S. Julian Drive, Tucson, AZ 85706

Come out for an informative evening learning about an exciting new business resource in our community - Gangplank Tucson. Gangplank provides space and resources for innovative ideas to flourish, a collaborative workspace without physical or financial barriers preventing participation. Expectations are simple: share your ideas and knowledge with others.

Read more about the project and the exciting opportunities it offers to you, your business, and your community!

Whether you operate your business from home or run a larger enterprise, or want to start a business, we need your participation in the Sahuarita Entrepreneur Survey!

About Sahuarita

- Boards & Commissions
- Economic Development
- Quick Facts
- Residents/Visitors
- Volunteer Opportunities
- Quail Creek CFD

Social Media

Follow us on **Twitter**

Find us on **Facebook**

Watch our **YouTube** channel

Services

- A-Z Service List
- Agendas & Minutes
- Area Meeting Venues
- Business Licensing
- Contact Us
- Construction Updates
- Document Center
- Emergency Management
- Fire Services
- Fraud/Ethics Violations
- Police Department
- Police Services
- Parks & Recreation
- Procurement
- Pay Court Fees
- Report a Streets Problem
- Speak Up Sahuarita
- Sun Shuttle
- Site-map
- Town Code

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