



MINUTES OF WORK SESSION OF THE COMMON COUNCIL OF YOUNGTOWN, AZ

THURSDAY, December 5, 2013, TOWN CLUBHOUSE, 12033 CLUBHOUSE SQUARE

1. Call to Order Mayor LeVault called the meeting to order at 7:03 p.m.
2. Roll Call:

Council present: Mayor Michael LeVault, Vice Mayor Jacob Duran, And Councilmembers Margaret Chittenden, Shirley Gustafson, Judy Johnson and June Miller.

Absent: Councilmember Dorena Mello

Staff present: Town Manager Jeanne Blackman, Town Attorneys Kelly Schwab and Trish Stuhan, Finance Manager Karen Sypniewski, Public Safety Manager Mike Kessler and Town Clerk/Treasurer Diane Cordova.
3. Business
 - A. Presentation and Discussion Re: An overview of the Strategic Planning Session held with Council and staff on November 2, 2013 related to mission and vision statements, setting of goals and implementation of strategic priorities including:
 - Engage Citizenry/Foster Community Pride.
 - Cultivate, protect and strengthen existing and new sources of Town Revenue
 - Cultivate a strong business community/business community identity
 - Create a system/process that ensures strong, principled leadership of Youngtown in the future.
 - Foster a mindset of bold innovation that further encourages/enables Youngtown to “think outside the box” to address the challenges and opportunities facing municipal government in the 21st century.

Town Manager Blackman

 - Dave Moss our Strategic Planning Session facilitator is present and will provide an overview of the draft document from the Strategic Planning Session held November 2nd, 2013 and discuss input from the meeting with Department Heads held November 25, 2013.

Dave Moss Facilitator (power point attached)

 - We are presenting an overview of the strategic planning sessions that was held with council and staff to obtain feedback before becoming a final document.
 - The goal of this process is to engage everyone to articulate the true state of the problem and to get everyone on the same page. Out of this process, a mission and vision statement is developed in line with situational reality and conforms to Youngtown values. Development of strategic priorities with associated goals and objectives that provide operational guidance. Deliver a final, yet breathing document that is workable, user friendly, and a tool guide.
 - The timeline: Oct. 14-25, 2013 meetings with Mayor/Council and staff members to determine general purpose outcomes of planning process. November 2, 2013 planning session with Mayor and Council. November 25, 2013 staff meeting discussing priorities, goals and objectives. December 5, 2013 Council Work Session for final input. December 12, 2013 have a final report; years 2014-2016 will be implementation.
 - The November 2, 2013 session question was “where do we sit as a municipality? Where are we? What do we do? Where are we going?” There was a SWOT analysis where strengths, weaknesses, opportunities, and threats were discussed.
 - The November 25, 2013 staff session we reviewed and discussed five strategic priorities determined by the Mayor & Council and discussed goals/objectives to help us address our strategic priorities.
 - It became apparent that the following values were motivators of action for the Youngtown Council and staff: taking proactive approach toward problems rather than accepting the conventional choices; good government needs to be fiscally sustainable and responsive to the residents; belief that public safety is a primary responsibility of Youngtown; belief that local control is important; belief that local connectivity/intimacy amongst residents is important; a sense of community pride is important; a willingness to question the existing model/structure of government; and a high quality of life for residents.

- An environmental scan where strengths and weaknesses were identified: some of the strengths: pillar businesses, affordable housing, comfortable size town, stable responsive government, good location, peaceful quiet, flexible nimble. Some of the weaknesses identified were lack of reliable consistent revenue sources; landlocked; lack on industry; unattractive; high percentage of renters; little citizen engagement.
- Keep in mind this was a robust exercise.
- Purpose of Youngtown Mission Statement is to let anyone coming in contact with Youngtown internally and externally needs to know why Youngtown exist, what does Youngtown do and whom does Youngtown serve. We have to make sure that Youngtown's mission ties the vision to Youngtown. When done right, a mission statement can drive an entire organization from top to bottom. It can help people at all levels decide what they should do and what they should stop doing.
- This is Youngtown Mission Statement; Youngtown exists as a municipality to provide a sustainable, locally controlled environment in which its citizens and businesses can thrive, by: supporting and engaging the community through programs and services and by providing opportunities for resident and business feedback. Promote transparent, effective and efficient government (major element). Promoting a business-friendly environment that contributes to quality of life and the sustainability of Youngtown as an *independent municipality*.
- The Mission Statement provides the blueprint for an organization's work – the what, why and for whom. It answers the questions about why the organization exists and what programs/services it offers.
- The Vision Statement answers the question, "What will success look like?" The pursuit of this shared image of success motivates people to work together.
- Youngtown Vision Statement: We envision Youngtown to be an aesthetically beautiful community that embodies small town values such as safety, community pride and a highly engaged citizenry while at the same time provide proximity to big city amenities, a business-friendly environment as well as a dynamic and sustainable local economy.
- The questions are: How do we get to this point? What values do we hold on to? How does this identity begin to form? How do we create, engage and foster community pride where citizens are saying, "I'm from Youngtown and proud of it" rather that, "my address just happens to be in Youngtown...I think." How do we create a process that ensures strong, principled leadership of Youngtown in the future? And do we foster a mindset of bold innovation that further encourage/enables Youngtown to "think outside of the box" to address the challenges and opportunities facing municipal government in the 21st century.
- A dual bottom-line matrix is then created to keep both elements in mind. If we want programs and services, how do we pay for them? Remember we want to remain financially sustainable as we try to achieve our goals.
- The staff is eager to participate. They came up with a need to increase residents' communication by utilizing the Agua Fria Ranch Homeowner Association (HOA) communication newsletter; embrace "renters" by conducting "renters" events to create engagement; Public Safety/Community communication; low dollar recreational programs (possibly using sponsorship); public relations/external communications.

Mayor LeVault

- I read an article regarding the mass of foreclosures. The agreement is that the mindset of the generations behind us no longer believes in the "American Dream." Many just see it as shelter.

Councilmember Miller

- A friend that lived in Sun City purchased a mobile home and lives in it with no upkeep.

Vice Mayor Duran

- As I drove around a section of Youngtown, I was amazed to see the amount of houses for rent. In one block there were four out of six houses for rent. The challenge will be communication.

Councilmember Johnson

- Many have had pride in home ownership, however due to either the economy, losing their jobs, illness, many are now renters. Many people my age have lost their homes. I'm a renter and I chose to stay in Youngtown. Some renters do have pride. I think communication is a problem.

Councilmember Chittenden

- Communication through the HOA is only sent quarterly, we need to communicate more often than quarterly.
- Some renters may not be here a year.

Councilmember Johnson

- The HOA newsletter is only sent to property owners, not renters.

Dave Moss Facilitator

- Communication channels are needed with strategic collaboration with the HOA in regards to the frequency of their newsletter.

Mayor LeVault

- We're not here to come up with a method on solving this tonight.

Dave Moss Facilitator

- For new sources of income, the staff suggested revenue producing community games such as bingo and a possibility of renting out the clubhouse for venues. Also suggested creating an entrepreneur/small business resource center; small business breakfast; breakfast with the Mayor; business roundtable; having focus groups (ad hoc, issues oriented.) Programs that create engagement and build pride for future leadership.
- The fifth strategic priority-goal is to foster a mindset of bold innovation that further encourage/enables Youngtown to "think outside the box" to address the challenges and opportunities facing municipal government in the 21 century.
- What is the next step? I will deliver the final draft strategic plan to the Town Manager for final review. Council will consider and adopt the final draft. Once adopted, I will work with Town staff to prepare an implementation plan identifying key tasks for each strategy. Often times implementation is left behind.

Mayor LeVault

- There is so much happening around us. The Grand Avenue corridor will rejuvenate businesses along Grand Avenue. Changes are coming and government doing business the usual way will be no more.
- Youngtown is at a major pivotal point. We've been performing triage for the last five years. The patient is now ready to move forward.

Vice Mayor Duran

- I so enjoy the venue of community that the Farmers Market is creating.

Councilmember Johnson

- I like hearing about the staff ideas.
- Having the Framers Market at both locations, North and South is great.

Town Manger Blackman

- Thank you Council for allowing us to move forward and thank you Dave Moss.

Mayor LeVault

- As Ronald Regan stated, "It doesn't matter who gets the credit. The tumblers are falling into place. We are ready to make that pivotal turn, lets move forward.

4. Public Comments:

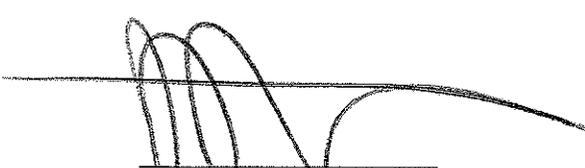
None

Adjournment.

Motion to adjourn – Councilmember Miller

Second – Councilmember Johnson

Meeting adjourned at 8:02 p.m.



Michael LeVault, Mayor

Attest:



Diane Cordova, Town Clerk

Minutes approved at January 23, 2014 regular meeting