



# YOUNGTOWN COUNCIL STRATEGIC FIVE YEAR GOALS

MAYOR / COUNCIL WORKSHOP

NOVEMBER 21, 2009

CLUBHOUSE, 12033 CLUBHOUSE SQUARE, YOUNGTOWN, AZ

## Workshop participants

**Council:** Mayor Michael LeVault, Vice Mayor Jack Duran, Councilmembers Margaret Chittenden, Dorena Mello, Shirley Oglesby, Susan MacKay, and Judy Johnson. **Staff:** Town Manager Lloyce Robinson, Town Attorney Michelle Swann, Interim Chief of Police Dennis Young, Town Magistrate Lex Anderson, Town Engineer Grant Anderson, Public Works Manager Mark Hannah, Finance Officer Jackie Hoffman, Town Marshal Dan Connelly, Code Enforcement Officer Lora Isaacs, and Town Clerk/Treasurer Letty Goldberg. **Invited participants:** Surprise Regional Chamber of Commerce Executive Director David Moss, Youngtown business owners Larry Ornelis and Tom McCormick. **Observers:** Town Resident Mike Fehlig, Deputy Town Clerk Diane Cordova and Police Officer Randy French, Detective Deanna Weaver and Facilitator Lance Decker.

## Welcome and Opening Comments

Mayor LeVault called the meeting to order at 8:25 a.m.

- I'm serving as Co-Chair of the West Valley Council. State is suing Maricopa County regarding encroachment of Luke Air Force Base.
- State has a \$7 billion to \$8 billion budget with a \$2 billion deficit. State is allowed to have a "casual" deficit, but \$2 billion out of an \$8 billion budget is not casual.
- When Youngtown lost its age overlay in 1998 it changed the makeup of the Town. Now we're about 50/50 retirees and young families. How do we provide the amenities that young families expect?
- In the past we've had retreats. This is a Strategic Planning workshop. We need a paradigm shift. We need to define Municipal Government going forward. What do we want the Town to be, not in one or two years, but in 5, 10, 20, or more years.
- Legislature will continue to come after our money. Urban Revenue Sharing will be cut 25% next year; it was cut 13% this year.
- 2014 is when the State's recession is predicted to turn around, if then. We need to be upfront and transparent with solutions.

Lance Decker, Meeting Facilitator

- It's been 18 months since we met - too long. We should review our progress every three months.
- Retreat Objectives:
  - To discuss current issues affecting Youngtown
  - To identify and define the priority issues policy-makers believe will drive Youngtown's future
  - To discuss a five-year enterprise plan
    - Budget, laws regulating local governments, things have to be done, Board-Council, Customers-Residents.
  - To complete an action plan for the next twelve months.

Mayor LeVault

- We met recently with the Salt River Pima Maricopa Indians that own the property adjacent to the Agua Fria Ranch subdivision. They said they try to look four to five generations out.

Mr. Decker

- The younger generations of tribal members are looking at the short-term profit. What will be the legacy for our grandchildren?
- Discussion Model: Describe the question. Discussion. Concerns. Alternatives. Direction/Recommendation.
- Introduce your self, your position, achievement past year, where are you from.

Grant Anderson

- Town Engineer; Achievements - Annexation issue resolved, Project Manager for Alley Paving Phase I; Born in California, raised in Idaho, former Mayor of Pocatello, ID,

**Lex Anderson**

- Youngtown Municipal Judge 17 years; Achievement - Standardized Bond Schedule, working on video arraignment; Born and raised in Phoenix.

**Dan Connelly**

- Youngtown Police Chief for 13 years, retired and became Town Marshal year and a half ago; Achievement - Code Enforcement; Born and grew up in California.

**Lloyce Robinson**

- Town Manager since 2006, former Youngtown Town Clerk; Achievements - make positive financial change, far more challenging than I imagined; Born in Illinois, at six months of age family moved to the Valley; Except for 17 years and 21 moves to other places, have lived in Arizona.

**Letty Goldberg**

- Town Clerk for three years; Achievements - Records Management System w/timely records destruction, code updates; Born in Detroit, Michigan, lived in Western Washington state, moved to Arizona in 1986.

**Thomas McCormick**

- Youngtown Business Owner (General Exterminator) for 28 years; Achievement - Working with Youngtown to improve the business community, pride in my property; Born in Fort Wayne, Indiana, came to Arizona in 1970.

**Lora Isaacs**

- Code Enforcement Officer (part-time); Achievements - New code software, active in state and national code associations; Moved here in 1964 from Cleveland, Ohio.

**Michelle Swann**

- Town Attorney - Achievement - a workable Business License Code that makes sense; Born and raised in Phoenix.

**Larry Ornelis**

- Youngtown business owner (National Glass and Mirror) since 1994; Achievement - Formation of VOYT (Voice of Youngtown); moved from East Moline, Illinois in 1972.

**David Moss**

- Executive Director of the Surprise Regional Chamber of Commerce for two months, prior to that was Executive Director with the Small Business Development Center; Achievement - Helping 200 small businesses; Born in London, England and have lived in Long Beach and other places.

**Mark Hannah**

- Public Works Manager responsible for Parks, Streets and Buildings; Achievements - Phase 1 Alley Paving, long-needed repairs to buildings; Born and raised in Phoenix.

**Jackie Hoffman**

- Finance Officer for nine years; Achievement - update of Fundware Accounting software and added license for additional user, serve on YES committee for GAIN Event and Winter Holiday event, served on Historic Preservation committee to establish Youngtown Historic Museum and preserve historic artifacts; Born and raised in Braidwood, Illinois.

**Dennis Young**

- Interim Chief of Police for one month; Achievements - working on morale issue, implemented training programs; Retired from Arizona Department of Public Safety after 37 years.

**Margaret Chittenden**

- Councilmember, re-elected to second four-year term, ex-Youngtown Police Officer; Achievements - Liaison from Council to Surprise Regional Chamber of Commerce; Born in Dayton, Ohio, raised in Washington state, Youngtown since 1979.

**Shirley Oglesby**

- Councilmember, re-elected to a two-year term after completing the term of my husband, Larry Oglesby; Achievements - Serving on the CDAC (Community Development Advisory Committee) that determines CDBG (Community Development Block Grant) awards, Alley Paving project; Born in West Virginia.

Susan MacKay

- Councilmember, elected to a four-year term after being appointed to a Council vacancy; Achievements - mentored by former Councilmember Lucille Rethford to complete a display of Youngtown milestones, chaired the Historic Preservation Committee and development of the Youngtown Historic Museum; proud of Town budget and Town staff; Born in Greenfield, Indiana and moved to Youngtown four and a half years ago.

Dorena Mello

- Councilmember; Achievement - Youngtown Youth Council sponsored by You are Special of which I am a board member, development of a new sign code, block watch programs and community service; Born in Yreka, California and grew up in Oahu, Hawaii.

Judy Johnson

- Councilmember, elected to first four-year term ; Achievements - liaison for residents, code enforcement - adopted International Property Maintenance Code ; Code Staff is doing a great job. Born and raised in Phoenix, Arizona.

Michael LeVault

- Mayor, re-elected to a four year term; Achievements - Proud of Council, working together for all the right reasons, cultivate consensus, fiscally responsible; Born and raised in Chicago Heights, Illinois, a "Southsider" White Sox and Bears fan.

Mr. Decker

- You have all received a copy of "Here's what I learned in my telephone calls to you?" Report (copy attached) .

Town Manager

- Here are copies are financial reports for August, September and October. We will be using CDBG funds to pay for the first phase of Fire Flow project. Revenues are going to be difficult next year as we don't know what the State Legislature will do. We only generate half of our revenues from sales tax and fees that we collect, about \$1.7 million. We can not run the Town on that amount.

Mayor LeVault

- We have to be forthright and honest. We have hard choices to make.

Mr. Decker

- It calls for transparency - not scares but information. Need to communicate with the 1500 base voters that are interested in what happens in Youngtown. Your business community gets information out - good or bad. Your faith communities can get the word out.
- What is the message? What is the vehicle of distribution (businesses, faith based)? Then transfer the message.

Discussion of Specific Issues :

Fire Flow

Description:

- Fire Flow affects the infrastructure of Youngtown north of Peoria Avenue. Built in the 1950's and 1960's the water pressure for fire flow met the standards of the day. Currently insufficient water pressure and hydrants to fight fires.
- Youngtown was an Intervener in a rate case brought by Arizona American Water Company to upgrade Fire Flow in Phase One of Sun City, north part of Youngtown and a small portion of Peoria. Arizona American was asking for approval for Fire Flow cost recovery. Arizona Corporation Commission reversed the decision of the Administrative Law Judge and denied the rate increase for Fire Flow. Youngtown appealed the decision but the Court of Appeals said No. Appeal filed with State Supreme Court - unlikely that it will be heard.
- Plan B - Youngtown only portion. Engineering and hydrology project. Apply to CDAC for CDBG funds. Two, three, maybe four years

Other Issues:

- When I came to Youngtown Fire Department had tanker trucks, few fire hydrants. House caught fire, before they were through houses on both sides had caught fire too. Not enough water.
- When Vice Mayor Duran 's house burned the Fire Department had to run hoses three blocks to get to a hydrant. House burned to the ground.
- House Fire in Agua Fria Ranch could have been serious as houses are closer together, but Agua Fria Ranch has adequate Fire Flow.
- Commercial fires can be a problem as well. When APS facility caught fire , flares stored there caught fire as well. There have been fires on California and Nevada Avenues.

#### Concerns:

- Town sold water company to a private company. Does company have a duty to provide fire safety and find money?
- Public Safety issues. Should Youngtown and Phase I Sun City receive the same level of service as Phase 2 and 3 Sun City from Arizona American Water? Arizona Corporation Commission did not address this. Sun City Taxpayers were part of the Fire Flow Study Group that did a study on Fire Flow and was the basis for Arizona American Water requesting a rate increase for Fire Flow, but fought against the rate increase when it went to ACC.
- Fire Flow is critical in commercial district. Suites would allow fires to spread through a whole block.

#### Alternatives:

- Delivery of water - water lines are undersized for Fire Flow pressure. Also need more hydrants.
- Supreme Court will most likely not hear our case. Question is how to finance. Need \$2 million.
- Can you form an improvement district? It takes 51% approval of property owners to form a district.
- Can't form a district to benefit a private company.
- Town did own the water company but sold it as it needed lots of repairs. Fire Flow is important and we are working on it.
- Conservation - We also need to get residents to look at their water usage.
- We need to continue what we are doing.
- Do we sue Arizona American Water for services they are providing to others?
- Council can discuss this in an Executive Session.
- We need their cooperation . It's their system and they have shareholders to answer to. Do they owe us that level of service?
- Firm resolve that we must do something.
- We are working on grants and other funding.
- We are on the right track. Need to keep on going.

#### Questions:

- Sun City Taxpayers organized a fight against the rate increase, where were Youngtown 's 1200 affected residents?
- Why would people want to gamble with their safety?
- Providing fire service for residential communities is not in the regulations. Could talk to legislative representatives about changing the requirements. Urban vs. rural on what is required and/or expected in the way of fire service. Political agenda.
- Time is of the essence. How can we use CDBG funds to enhance a private system? Doesn't Arizona American Water have a duty to their customers? Fire Flow needed, but the residents of Sun City don 't want to pay for it.
- Improvements will benefit our residents.
- I didn't know about the Fire Flow issue.
- I didn't know about it, either.
- Fire Flow Task Force was set up to study Fire Flow needs in the Northwest Valley. Was the Fire Flow adequate? What steps should be taken to fix the problem. Arizona American Water, using the report from the Task Force asked for a rate package to recover the costs of bringing the Fire Flow rate to International Fire Code

- standards. Following ACC hearings, the Administrative Law Judge recommended that Arizona American Water make the Fire Flow improvements and be allowed a rate increase to recover the costs. ACC reversed the Judge's recommendation.
- Cost of the Fire Flow Improvements would have been a trade-off with insurance rates. The increase in Fire Flow would have improved the ISO rating thus lowering fire insurance rates for the areas affected. Analysis should have been done on the affects on insurance rates. ISO rates are done by fire district.
  - Youngtown Village Reporter Newsletter candy coats things. How do you get to the people?
  - Not sure that's important. We're doing this for the public because it's right. Public safety.
  - Water rates have gone up anyway. People don't want to pay more.
  - As I understand it, Council wants staff to continue looking for all methods of funding that might be available. Fire Flow is part of infrastructure and it is Town's responsibility. We have a start now.
  - We want the quickest route.
  - There are ways to finance, such as a bond paid for with a secondary property tax that wouldn't require approval of the voters.

## Economic Development

### Description:

- Without Economic Development Youngtown will fail as a Town. We need people to shop in Youngtown. I've seen decals on businesses in Peoria that say "Shop in Peoria".
- Youngtown doesn't have magnet businesses. We need anchor businesses to bring customers here.
- We have land. We need to contact developers and promote development.
- Town has been working with developers but we lack staff time. Property on Wisconsin - only one lot can be built on, the other two are fill. Looking at possibility of moving park to APS property under the power lines east of Agua Fria Ranch. This would exchange a 4-acre park for an 18-acre park. Issue is access to the new park and APS has been cautious in its reporting because of possible hazardous material used as fill.
- If Uribe Park was relocated, that land could be added to the property next to QT giving a larger parcel to be developed. Arizona Developers has owned the property for two and a half years and has been unable to hook anything there. Trading property on Peoria Avenue with Baptist Village could provide access to the new park. With the economic downturn, Baptist Village is not developing that property and they own other property north of Another Garage.
- In the short-term not a lot of businesses are looking to relocate or expand. There has been some activity. A dollar store could be considered by Chapman's Youngtown Center, 111<sup>th</sup> and Alabama Avenues as an infill development project.
- We don't have a centralized commercial center, but a series of strip mall type buildings scattered around. We need to facilitate improving the business environment here. The business community has formed VOYT (Voice of Youngtown). Town would like to have grant money or a revolving loan fund to help businesses improve the look of their businesses to attract more business.
- What can Town do to improve sales?
- We need to divert traffic off of Grand Avenue and get them to shop in Youngtown. Billboard on Grand Avenue?
- Real Estate market - with economy down, Town could purchase homes on 111<sup>th</sup> Avenue, rent them until the economy improves, then develop as a new commercial district on Town's main arterial.
- We have specialty stores, no foot traffic. Ace Hardware and the Post Office are good draws for the Arizona Center. In the past we had a Bayless grocery, a title company and a Valley National Bank branch.

- With Grand Avenue expansion, we need to plan for detour as an opportunity for our businesses. Who do we need to contact - ADOT? Do businesses know about the Grand Avenue expansion?
  - ADOT is sensitive to Youngtown 's needs. Haven 't seen the plans for the 111<sup>th</sup> Avenue detour. Fire access is an issue for the Grand Avenue businesses.
  - We need an ADOT update. Glad to have VOYT. Nothing has happened with loans program for businesses. New development is long term. We need incentives to fix up businesses.
  - Street Light Banners that say "Shop in Youngtown " marketing Youngtown businesses on Grand Avenue.
  - Once we have them here, what do we have to offer?
  - Need the right kind of business. No 99 Cent Store next to Agua Fria Ranch. Hire an Economic Development consultant, even if just part-time.
  - Hire an Economic Development person. Are there economic development grants available?
  - What's falling off the table?
  - Maybe we have local talent, people here that already know how to do economic development.
  - Foreclosures are an economic opportunity. Buy houses, rent them and get 20% return on your investment. Paid off in five years, becomes an asset. Develop for its higher and better use.
  - Youngtown businesses supported. Caution: Business wanted focus on retail - services aren 't taxed. Opportunity in real estate - nest egg invest in property, public use later.
  - Buy commercial property.
  - Buy residential. Much easier to find renters in this market. People want to live in Youngtown - low crime, not blighted. We have code, no age restriction.
  - We've lost three businesses (two long-term) on Michigan Avenue - carpet company, gun shop and ATV dealer.
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- Is your investment in Economic Development a waste of time?
  - Youngtown needs to be a destination - specialty retail businesses. 50 's theme? What's our niche?

#### Break for Lunch

#### David Moss, Executive Director of Surprise Regional Chamber

- As head of the Chamber, I am concerned about opportunities missed. Want to be involved with constituent communities. Want to work with Youngtown and El Mirage to help build businesses.
- You want to lure businesses to Youngtown. Need to do an analysis of the businesses you've already been in contact with. Why were you turned down? Specifics? Variables? Didn 't move at all?
- Do a SWAT analysis. What are our strengths? What are our weaknesses?
- Economic Development person should be a salesman when you determine what it is you have to sell.
- If Youngtown is known as the place with cheap rents, businesses won 't value you.
- Youngtown is the birthplace of the West Valley.
- Perception of 99 Cent Store. Divert traffic - how do we get people to stop?
- Become a strategic partner of businesses early on. Avondale has a façade program in Old Avondale. People who go there want to go back. More than just the dollars. City requires businesses present their business plan.
- Put out a flyer - what to do for an afternoon in Youngtown. Services, specialty shops available in Youngtown. Chamber would distribute them. Take advantage of the Chamber newsletter.
- Focused strategies, not general, not applying to everybody.

- How to help businesses now? Open the lines of communication. Be persistent.

Comments:

- Strategic Development
- What is our niche(s)? Need biggest bang for the buck. Youngtown - Crossroads, birthplace of the West Valley. Communication is the key.
- Targeted effort, not scattershot.
- Western Avenue in Goodyear, funded with CDBG monies is another example of a destination that draws customers.
- As I came across Peoria Avenue I passed almost empty strip malls. We need to be a destination like Postino 's at @ 40<sup>th</sup> Street and Oak in Phoenix .
- Strategic planning. Public infrastructure. Public needs to support development. Public financing.

Tom McCormick, Youngtown Business Owner , VOYT Steering Committee

- Think of my business General Exterminator. It is a service business, no tax. I have two other businesses that do general sales tax, but General Exterminator is my bread and butter.
- When I first came here, Youngtown was not friendly to businesses. It had cheap rents, but about every six months the low riders would come through and steal our truck batteries and gas, but there was very little vandalism.
- In 2000 I bought the building and started remodeling. One night I was tearing out old sheetrock when I heard someone come in the door. It was 10 p.m. at night and the man introduced himself as the Town Building Inspector. Asked me if I had a building permit. When I said No. He said , "Son in this Town you have to have a permit to smile."
- I want Youngtown to allow me to be successful. Curly 's Customs appeals to Harley people. They spend more than they should. Curly 's is a life long dream. My other business, Bug Stuff, is for those people who want to do it themselves because they think my technicians are just spraying water. New product, an insulation that has pesticides built in. Contractor has to hire a Pest Management Profession for the installation. It is taxable.
- Proud of my property .
- VOYT (Voice of Youngtown) What can Town do for us? Town can 't make it without us. Need rules that are sensible and affordable.
- My hours are 8-5 Monday through Friday. Saturday hours are "I'm there or I'm not". I go to motorcycle events to get my business, Curly 's, known.
- We had a motorcycle event to raise money for Matt Sladen and raised \$5,000.

Larry Ornelis, Youngtown Business Owner, President of VOYT

- I'm here to promote VOYT. Following a business meeting with David Moss, Lloyce Robinson twisted my arm and I became one of seven business owners working with Jim Rumpeltes as facilitator to form a steering committee to start a Youngtown business group, now called Voice of Youngtown or VOYT. We made a presentation to Council and they offered us assistance with Diane Cordova acting as Liaison to the group.
- When Del Webb started Sun City, he charged a 10% surcharge on businesses in Sun City. A number of businesses located in Youngtown because the rents were cheaper.
- Taxes not any different. I have to work with Contract sales which means whatever city we are doing business in gets the tax. Youngtown was zero last month. The businesses bringing you tax money are the two QT 's, Jack in the Box, Circle K, and Ace Hardware.
- VOYT wants to draw attention to Youngtown. We are working on a Business Directory. Diane Cordova is helping us. We are working on Business Expo with a Recycling component. We have been in touch with Parks & Sons and another company that does recycling and takes appliances, computers, and other items. It will be held at Youngtown Town Center Plaza and Sun City Fire Department is a partner.

We plan to have 100 booths with businesses coming from Sun City, Surprise and Peoria as well as Youngtown. The Town has agreed to issue one day business permits requiring TPT license and taxes for the day going to Youngtown. The Police Department has agreed to provide VIN etching for visitors to the Expo. Town has made a complete turn around. VOYT doesn't want to just put on a business fair a year or publish a business directory every two to three years, we want to keep people active. Councilmember Chittenden attends VOYT as a business owner not as a Councilmember. Officer Michael Kessler attends meetings as Community P.R.I.D.E. Zone 1 officer liaison. Business Fair will be held February 23, 2010.

- For economic development, Town needs to be in contact with property owners and aware of vacancies. Slot Machines is having a liquidation sale today.
- My business, National Glass and Mirror is not open on Saturday because it costs more to be open than the business that would be generated. I don't have a rotating staff like Ace Hardware. I personally make Saturday appointments.
- VOYT needs people for its Expo. Originally set date in September for a January Expo date, but people dragged their feet and didn't complete flyers, etc., so it was rescheduled to February. Licensed businesses are welcome to participate in the Business Expo.

#### Councilmember Chittenden

- We can put information in Village Reporter and on the Town website.

#### Directions to Staff on Economic Development:

- Find out why businesses are not locating here?
- Perform a SWAT analysis.
- Look at other cities - Benchmarking.
- Enhance communication with existing businesses.

#### Public Safety

##### Discussion:

- Too small to be efficient. Too big to be "Mayberry". Recent departmental turmoil. How do we pay for Police Department? Interim Police Chief. Town Manager trying to pay for liability, training and equipment support.
- Options: Contract with Sheriff. Property tax for public safety. Cutting the Court is not an option because if we have a Police Department, we must have Court.
- Youngtown could become El Mirage East or Peoria West.
- Need to find additional resources.
- Regarding the Police Department, there are hard decisions about what we cut.
- Key - Not just Police Department but providing services.
- For residents, services are "free" unless they buy something at QT or Circle K.
- Community loves its Police Department. Youngtown a safe place with low crime. Is Police Department like it should be? Department is a bunch of good people who want to do a good job. Don't know about the previous Chief.
- Training and equipment costs money. Curious to see the Review & Recommendations.
- Agua Fria Ranch residents already pay a property tax for the Community Facilities District (CFD) that funded infrastructure when the subdivision was built. Older part of Town is an unorganized territory so they pay no school tax. Peoria Unified School District wants to annex Youngtown now that there are 150+ students from Youngtown attending their schools.
- Fairer to have a ballot issue for a property tax.
- State statute requires that for a ballot request to implement a primary property tax the election must take place on the 3<sup>rd</sup> Tuesday in May. May 18, 2010 would be the first opportunity to take a property tax to the voters. The levy would go to the Maricopa County Board of Supervisors the 3<sup>rd</sup> Monday in August and the County Treasurer would send out tax notices in October, due November 1, 2010.
- People pay enough. Council supported Governor Jan Brewer in her request that a 1 cent sales tax be placed on the ballot for voter approval.

- The Police Department is a draw for businesses and residents. Can we do a public safety tax?
  - You can call the property tax a public safety tax when it 's marketed to voters but it is not binding on future Councils to reserve it for public safety.
  - Glendale and Cave Creek have a voter -approved sales tax for public safety.
  - We have a 2% rental tax. We need to collect the tax from those who are not paying. We need to get more out of current tax.
  - We may need to realign and assess the Police Department operations . We have 10 officers on patrol. Perhaps the Lieutenant and the Chief would take a patrol. We need a ground up look at Police operations. Reinvent what they deliver. How can we realign services?
  - Asking Departments "What are you spending your money on? " Income vs. expenses.
  - Had a Capital Budget but money was spent. Sins of predecessors who spent money like water. I'm a nitpicker but nothing left to nitpick. Impact Fees are an investment. Once the fees are spent they are gone. If we aren 't careful savings account could be gone in two years.
  - Need compliance with Transaction Privilege Tax (TPT) and residential rental tax. Some are not paying.
  - School District will eventually get their tax. Town needs to get its property tax before that happens.
  - Residents want their Police Department.
  - Timing is critical to get an initiative on the ballot. Council can 't work for the Initiative but they can provide information.
  - What is the dollar amount to be raised?
  - Will we cut Police services? Have part-time with call-outs? Current budget is \$1 .6 million.
  - Property tax money would supplement Police Department budget?
  - Other options are: 1) Train volunteers like the posse, 2) shut down offices, and 3) insurance - pay Medicare for qualified employees instead of Town 's insurance.
  - Don't like using savings. Need to look for other options. Let voters decide or step up and get rid of Police Department.
  - Get property tax on the ballot.
  - Let residents know the true information of why the Town is doing this.
  - Promotion vs. explanation from Council
  - Need to go to the core voters.
  - Ask businesses to promote this. Who will give residents the facts?
  - Council can develop the information , but cannot promote a property tax to the voters .
  - Needs to go on the ballot.
  - What are the options? Putting the request on the ballot won 't we worse than it already is. Initiative is citizen driven. Is it going to cover keeping the Police Department? Need to go after those not paying taxes now.
  - Can police officers campaign for this? Ms. Swann would you look into this? Firefighters doorbell for ballot issues.
  - The dollar amount requested with the implementation of the primary property tax is critical because after that you are limited to about 2% per year for any increases.
  - At DPS we were not allowed to campaign. This could be a n AZ Post rules violation.
  - The Town could cut the Town Marshal 's budget of \$93,000 and have the Police Officers cite for code violations. It means a lot of complaints that Police Officers prefer not to handle.
  - Could close Library. 65% of the patrons are from Sun City. Residents aren 't paying for any of it.
- 
- I'm the representative of the Youngtown Police Officers for the Fraternal Order of Police. I called our Executive Director Jim Mann and he says that off duty officers could work on this property tax campaign.

- The Police Department is run on a shoe string. Funding is inadequate for training and equipment. Town has never felt real cost of running the department. Safely, accurately or liability.
- Every Town Department is run on a tight budget. Entire Town is underfunded.
- Realignment of Police Department. Capture residential and commercial rental tax. Council moving toward budget measures, not cutting - reorganizing.
- Mayor wants petitions/grass roots effort. Council needs to put this on the ballot. More urgent if it comes from Council.
- Someone would have to organize citizens.
- Public initiative requires private individual to start the process. Council action could put it on the ballot.
- Ms. Swann, name down the process and get it to Council by next Wednesday, November 25, 2009.

#### Building the Community without Money

- Need to schedule a workshop. Could be prior to a Council Meeting.

#### Action Plan

##### Property Tax for Public Safety - May Election

1. Information on ballot process and Time Line
2. Michelle Swann and Letty Goldberg prepare a report for Council by November 25, 2009

##### Fire Flow

1. Continue seeking funding
2. Continue on track we 're on
3. Lloyce Robinson, Mark Hannah, and Grant Anderson
4. February 2010 report to Council on CDBG application

##### Economic Development in Youngtown

1. Consult with David Moss at Surprise Regional Chamber of Commerce
2. Lloyce Robinson report to Council on progress in February

Meeting was adjourned at 4 p.m.

/s/ Michael LeVault \_\_\_\_\_  
Michael LeVault, Mayor

Attest:

/s/ Letty Goldberg \_\_\_\_\_  
Letty Goldberg, Town Clerk

Minutes approved at the December 3, 2009 Regular Meeting.