

MINUTES
SPECIAL CITY COUNCIL WORKSESSION/RETREAT
CITY COUNCIL OF THE CITY OF YUMA, ARIZONA
YUMA COUNTY MAIN LIBRARY
YUMA, ARIZONA
OCTOBER 26, 2010
8:30 A.M.

Call to Order

Mayor Krieger called the City Council meeting to order.

Roll Call

Councilmembers Present: Stuart, Mendoza, Beeson, McClendon, Brooks, Johnson and Mayor Krieger
Councilmembers Absent: none
Staffmembers Present: City Administrator, Gregory K. Wilkinson
City Attorney, Steve Moore
Department Heads or their representatives
City Clerk, Lynda L. Bushong

I. YUMA CITY CHARTER

Wilkinson drew attention to the list of potential Charter Review Committee appointees comprised of the names of those suggested by various City Councilmembers. Each Councilmember was asked to suggest two possible appointees; some offered more. The list has been screened in terms of City residency, though two remain questionable.

Mayor Krieger discussed the possibility of appointing alternates. **Wilkinson:** Alternates are a possibility; however, bringing someone into the process late makes it difficult to bring them up to speed on the issues. **Mayor Krieger:** A committee of 14, even with some members absent, could still function effectively. Those on the list who live outside the City limits cannot serve and will be eliminated.

Wilkinson: Staff will prepare a list for formal City Council approval; at its consideration, the City Councilmembers will have an opportunity to amend it. Further, staff has contacted all of those listed and they have indicated a willingness to serve.

Wilkinson turned the City Council's attention to a brief listing of previous Charter amendments and issues, as well as past Charter Review Committee members. City staff will serve the Charter Review Committee by providing any clerical assistance needed. Meetings will be recorded. The City Clerk will attend and provide for meeting postings and minutes preparation. A representative from the City Attorney's Office will attend to address legal questions. At the first meeting, staff will provide an overview of the Charter. Are there any specific items the City Council wants to direct the committee to consider?

Discussion Highlights

- The City Council has made changes to the operation of City Boards and Commissions lately. Will the Charter need to be revised to reflect those changes?

- The Charter gives the City Council the authority to create boards/commissions/committees, but the details of how each one will operate should not be included in the Charter. Including them in the Charter would reduce a board's flexibility; Charter changes must be approved by voters.
- Staff will make sure they are acting in a support capacity only so that the recommendations coming out the committee reflect the committee's decisions. Further, the committee's final recommendations are just that – recommendations for the City Council's consideration. The City Council will have the final say in what language goes to voters.
- How long will the committee be active?
 - A year is too long; several months should be sufficient; the process shouldn't be rushed.
 - The question relates to election dates. Which election is being targeted?
 - A Special Election, not held in conjunction with the Primary or General Election (slated for August and November, respectively, in 2011) would cost extra.
- **Krieger** specifically asked that the committee review:
 - Articles VI and VII in terms of Mayor and Councilmember elections/terms, appointed officers, specifically the City Attorney and Council control of litigation, vacancies, residency, compensation, conflict of interest and the discontinuance of boards and commissions
 - Article XII in terms of local preference
 - The manner in which the City pay's employees, especially in terms of long-term commitments.
- **Johnson** asked that the City Administrator's position be reviewed. As it stands now, the City Council cannot deal with problem departments except through the City Administrator, which has not proven satisfactory in the past. If the City Administrator does not act, the only recourse is to fire the City Administrator. The Charter could provide for a super-majority of the City Council to make department-specific decisions directly.
 - **Mendoza:** The authority structure is appropriate as it is. Problems have not reached a level that would require such a change. City Councilmembers can express their opinions without having to change the Charter; they can address the issue in an Executive Session.
 - **Wilkinson:** If a City Administrator doesn't see that there's a big problem in a certain department, maybe the problem is with the City Administrator. That said, putting the City Council in charge of department directors could create an atmosphere where department directors respond only to the City Council, which would be a problem. The City Administrator needs to be able to decide if the problem is a one-time mistake that just happened to cause a community backlash or an ongoing problem.
 - **Krieger:** The committee needs to review the current language in Article VII, Section 9. It is very challenging to deal effectively through a City Administrator on problems with certain departments or employees brought forward by members of the public or even City Councilmembers. The committee will be able to look at the issue from a broader perspective. The committee should focus on all of the sections relating to how the City Council interacts with the Administration and staff, that is, Article VII, Sections 9, 10 and 11; the sections contain conflicting statements and ambiguities. The issue boils down to levels of communication.
 - **Stuart:** Article VII, Section 9, states that the City Council may freely discuss matters with the City Administrator. Although, micromanagement is to be avoided, there are times when small issues have broad community implications.
 - **Johnson:** Article VII, Section 9 does not give the City Council any recourse if the City Administrator fails to act. Past City Administrators have been removed for reasons relating to directly the performance of one particular department.
 - **Wilkinson:** Perhaps the City Administrator should receive a performance review more often than once a year.

- **Mendoza:** The City Council should avoid micromanagement. The City Council could find itself responding to rumors and a disgruntled few. It may take months for the City Administrator to resolve difficult problems. It is each City Councilmember's responsibility to notify the City Administrator of problems they are made aware of, sort of like an early warning system. If the same issues keep popping up, perhaps there's a bigger issue.
- **Brooks** asked about local preference.
 - Voters approved the concept of local preference, with the understanding that the specifics would be laid out in an ordinance. There is legal precedence that goes against local preference. A local preference ordinance is pending that must be able to stand up to court challenges. Any local preference ordinance will be scrutinized for fair bidding practices and arbitrary decisions.
 - **Wilkinson** stated he is currently writing the ordinance and it is a delicate balance between constitutionality and lawsuits. The City Council currently has the ability to choose a vendor that is not the lowest bidder; however, their reasons for doing so must be stated.
 - It is difficult to suggest to the public that they should shop locally, if the City cannot follow its own suggestion.
 - Administration staff is purchasing supplies locally.
 - The overwhelming message from the community is that local vendors want to feel they can be competitive. Oftentimes, local suppliers can mobilize faster and at a reduced cost because they are local and have equipment readily available.
 - Changes to the current 5% cap language were approved by voters in May 2010.
- **Krieger** asked that the committee specifically consider Mayor and City Councilmember compensation. Highlights of City Council discussion follow:
 - The City Council should not be asking for raises when it cannot give employees a raise. To do so would be a slap in the face to employees.
 - The salaries haven't been increased for 25 years.
 - An adjustment is reasonable given that Wellton and San Luis councilmembers make more than those in Yuma.
 - The City Council oversees a multi-million dollar budget and makes critical decisions; the amount of time it takes to serve on the City Council is constantly increasing and the issues it faces are becoming more complex.
 - There is a large disparity between what Yuma City Councilmembers earn and what Yuma County Supervisors earn, but the situation is dictated by State law and who has the authority to set their respective pay.
 - The current salary levels act to limit the pool of prospective candidates; not everyone has the luxury of a flexible schedule and outside income. Many people don't have the time to devote to the job if they have to work and people cannot live on the amount being paid.
 - The decision is up to City voters, not just City employees; City voters pay the salaries. It is important to put the question before voters and let them decide what kind of representation they want.
 - Other cities have taken the specific salary amounts out of their charters and stated in the charter that the amounts will be set by ordinance. Using this approach, the proposal to voters would not include any increases. The ballot language would just change the way the salaries are set.
 - The issue of salaries should not be brought up in any way; serving as a City Councilmember is community service and should be viewed as such, not as a way of making money.

- The amount of money City Councilmembers are paid cannot truly be called compensation because it actually costs money to serve on the City Council. The purpose of a pay increase would be to broaden the scope of those who could participate.
- Even working people can do community service at various level in the community.
- There is a distinct difference between community service and being an elected official. Individuals chose to serve at various levels in the community, but elected officials are chosen by the public through an election process.
- If not enough people run for office, undesirables might get elected.
- The last pay increase involved doubling the amount to \$7,200; however, \$7,200 wouldn't have a significant impact on those who can't afford to devote the time required. The committee shouldn't bother with looking at salaries.
- The issue of pay raises should be put off until the future, say five years from now. People are supercritical of politicians today and now is not the time to ask for pay increases.
- The community wants competent, fair-minded individuals to represent it and is willing to fairly compensate them.
- Each City Councilmember has a different circle of friends and hears different opinions voiced.
- The Charter Review Committee should be allowed to review the entire charter, including Mayor and City Councilmember compensation. The Charter Review Committee will make its recommendations to the City Council, which will have the final say on what is actually put on the ballot. It may be that the committee will not want to recommend any compensation changes either.
- **McClendon:** One of the overriding purposes of the committee's review is to modernize the entire document, making it, in effect, a pre-planning document for the next 25 years. It is critical to review the issues that have been brought up, but the fact that the whole document needs updating, reorganization and modernization shouldn't be forgotten.

II. ANIMAL CONTROL

Wilkinson explained that the City Administrators from all of the local municipalities have a standing meeting with the County Administrator on a quarterly basis and animal control has been a topic of discussion. No one is happy with the animal control service they are getting. San Luis is branching out on its own. Somerton is paying a token amount. Neither San Luis nor Somerton have a feral cat problem. Yuma County now contributes close to what the City contributes; there is a lot of money being spent on animal control. Animal control has been an issue for many years, but generally the status quo has prevailed. The biggest issue for Yuma at this point is feral cats. He drew attention to the draft of an ordinance staff has prepared for discussion. Prior to drafting the ordinance, outside input was taken; certain sections have the endorsement of local animal rights organizations. He highlighted the significant changes proposed by the ordinance, as follows:

- An Animal Control Officer would be allowed to issue a warning.
- It would be unlawful for people to leave food out and feed stray animals, though, if a person captures a stray animal for turning over to animal control, he may feed it.
- Dogs and cats are addressed on equal footing, so cats will be required to be licensed.
- The number of animals per household would be limited to five; any more than that would create a kennel situation, which would trigger specific kennel licensing requirements.
- A cat reduction program of spaying/neutering and releasing feral cats would be accommodated.
- It would be unlawful to release cats into the community, except via the spay/neuter/release program.

Continuing, **Wilkinson** noted that the Humane Society estimates only 23% of the dogs in the community are licensed. If all animals complied with this requirement, animal control would pay for itself. Creating the ability to license your animal via the City's website and/or including licensing reminders in utility bills are ideas that could prove helpful. **Moore**: The draft ordinance mentions certain penalties in certain sections; however, those without specific penalties would be covered by the overall penalties found in the last section of the ordinance: Fines: 1st offense - \$50; 2nd offense - \$150; 3rd offense - \$300; thereafter - \$500.

Discussion Highlights

- Breeders typically keep a litter of dogs for up to six months; the provisions limiting them to five animals could be exceeded with one litter.
 - The provision allows a litter to be kept for three months; puppies are usually sold at 8 weeks.
 - These provisions can be revised, but it should be noted that the City's requirements cannot be less restrictive than State requirements for a kennel.
 - Yuma County has a kennel license; the City could have its own licensing program.
- The provisions could significantly impact those who breed show dogs. Show dogs are given special handling and, some breeders are very particular in who they sell to, which means it may take them many months to sell a dog. These are not puppy mills. It would be unfair to require them to fall under kennel requirements or limit the number of dogs they can have.
 - One of the exemptions applies to racing dogs, seeing eye dogs and such, not specifically show dogs.
- Perhaps a new category could be developed for breeder situations; just having more than five dogs doesn't really create a kennel. A breeder license would help the City be aware of what's occurring on the premises and be able to properly monitor activities. The fees could be minimal for a responsible breeder running a safe and clean environment. Wouldn't a breeder need a City business license, too?
- Some older people have numerous pets for company.
- The intent is to avoid having houses that are overwhelmed with animals.
- Changing the language to read more than five animals for "six months" rather than "three months" conflicts with the overall licensing requirement, which kicks in for all animals over three months of age.
- Requiring a kennel license would not restrict the number of animals to five; it just adds an additional cost.
- Someone with more acreage could have more animals.
 - The draft includes limitations on the number of poultry that can be kept based on lot size.
- The ordinance does not address the advertising of animals for sale. Recently, there was an issue with for sale signs being in a City right-of-way.
- The City's nuisance provisions come into play as well.
- How will the City know whether someone is feeding multiple strays or keeping large numbers of animals?
 - Generally, the City becomes aware of these situations when they begin impacting the neighbors and the neighbors complain. Having provisions in place would allow enforcement at that time. Right now, other than health code violations, there's nothing the City can do.
- The City would have the authority to suspend cat fees for residents participating in the spay/neuter/release program.
- "Releasing" cats needs to be further defined. Is letting your cat out at night "releasing?"

- How does staff envision implementation in terms of personnel and enforcement?
 - The Humane Society is under contract with the City for animal control until the end of the year.
 - Yuma County formally evaluated the costs associated with instituting an animal control operation prior to the City undertaking its review; therefore, Yuma County has a plan in place. Staff has discussed with Yuma County the possibility of the county beginning animal control operations and the City paying it for the specific services it wants.
 - Somerton and San Luis are watching how this issue plays out in Yuma.
 - If 70% of the dogs were licensed, it would produce \$700,000 annually, more than paying for animal control. Cat licensing would provide additional funding.
 - The City has discussed the issue with the Humane Society and the Humane Society has voiced the following:
 - Animal control is not their main focus; their main focus is animal adoption.
 - If the organization was on its own, it would probably gather more donations than it does being under contract.
- Who would get the licensing fees?
 - Initially and pending further arrangements, the City would keep the licensing fees; they would not need to go to Yuma County or the Humane Society.
 - The goal is to make animal control pay for itself.
 - Revenues from fees could be put into an enterprise fund for better tracking.
 - Costs shouldn't come out of the General Fund.
 - Licensing could be enforced through complaints or meter readers. In addition, veterinarians and/or pet stores could be points of contact. They could assist the City in initial licensing and help build a community animal database.
- The City should lead by example by taking care of the feral cat problems on its own properties.
- Businesses that provide grooming or kenneling require proof of vaccinations; State law requires rabies vaccinations.
- If vaccinations and licensing went hand-in-hand more people would license their dogs.
- Kennel Club dog shows are also a source of puppy sales.

The meeting recessed at 10:20 a.m. and reconvened at 10:30 a.m.

III. RECYCLING

Wilkinson made the following points with regard to recycling:

- Public Works and Purchasing evaluated the possibility of recycling and estimated that it would cost \$1.4 million to purchase recycling containers and another \$1.2 million for community education.
- Grant funding for start up costs has been sought, but, to date, no source of funding has been found to initiate the program.
- A Request for Proposal (RFP) has been prepared for a company offering take the City's recyclables.
- Staff conservatively estimates that 20% of the community's garbage is recyclable; at that level, recycling would pay for itself.
- The program envisioned would entail residents putting all recyclables in one container and wet garbage in another. The wet trash would be picked once a week and the recyclables once a week –

two pickups per week. The recyclables would be taken to a Materials Recovery Facility (the focus of the RFP) for sorting. Residents would not need to sort recyclables.

Discussion Highlights

- Has the City kept the interested Arizona Western College (AWC) students and professor involved? They were adamant about a program being needed.
 - AWC professor, Ted Martinez, has joined the Clean and Beautiful Commission and as a member he is given all the information.
 - The RFP is ready to go, as soon as a funding source for the containers and education is found.
 - It will take approximately 8 months to fully implement a recycling program.
 - Concerns voiced by members of the community about collecting wet trash only once a week; some with concerns have asked whether they can opt out of the program.
 - Some people already manage their recyclables by taking them to recycling centers themselves.
 - Some organizations depend on recyclables for fundraising; this would impact their ability to support themselves.
 - People will have to change their habits.

IV. LOCAL PROPERTY ISSUES

Wilkinson displayed a number of pictures of homes posing severe problems. The problems include the following:

- Hoarding of multiple items, including animals and vehicles
 - There are companies that will help clean up hoarding; he referred to a Steri-Clean's website as an example.
- Unsafe abandoned homes, many with graffiti
- Homes in severe disrepair
 - In one mobile home development, the owner is selling the mobile homes to people who are defaulting. The owner repossesses the homes and sells them again, without making any repairs. Many are missing floors; windows are boarded up, but people are living in them.
- Severe unsanitary conditions
 - Some homes are full of animals and animal feces. In one instance the floor of a second-story bedroom, rotted by animal feces, fell into the lower room. Prior to this occurring, people were living there. This house in particular was literally a neighborhood stench. Cat urine cannot be removed from some housing materials, making such homes unable to be cleaned up.
 - One individual is attempting to sell the same kind of mobile homes solid to Hurricane Katrina victims after the storm; these mobile homes are known to have sickened people due to formaldehyde fumes. It is not clear what the City can do about this.
 - Some mobile homes are experiencing raw sewage conditions.
- Restored properties
 - One unsafe home in particular has been restored using private contributions.
 - Some homes have had to be removed.

Wilkinson: The issue the City faces is protecting property rights while safeguarding neighborhoods. The City actively pursues all code violations that exist. Oftentimes, however, the City will take the owner to court and the court will rule that the owner must clean up his area. When the owner chooses not to

comply, the City's recourse is to take them to court again and the cycle repeats itself without any real resolution.

Mayor Krieger stated he had asked that this item be brought before the City Council for discussion. When does the City get involved? How much deterioration must take place before the City acts? The Health Department has a great deal of clout in these cases, which can be used by the City. Because the country is facing severe economic times, the City needs to stay on top of this problem or it will become unmanageable. The City could prohibit the selling of unlivable homes, including the formaldehyde mobile homes, which would put an end to a portion of these problems.

Wilkinson: The City has the authority to require owners to board up abandoned homes; however, when the boarding needs replacing, the City can only keep pestering them to keep them boarded up. The City cannot take the property.

Moore clarified that the City has adopted the International Property Maintenance Code (IPMC), 2003, which categorizes homes, and even walls, in term of their danger. If there is immediate danger, the City can remove the danger – level the home – and put a lien on the property. More often than not, however, there is no immediate danger, but abandoned homes are being used by gangs. The City can force them to be boarded up against any use. That is about the extent of what the City can do in such cases. In terms of unsanitary conditions, there are four different categories of situations that the City can cite an owner for. If an individual is convicted in court, the judge can sentence him to jail for violating the court order. Each case has its own facts and the facts determine what can and cannot be done, especially given that Arizona has strong property rights protections.

Discussion Highlights

- State Health Department regulations prohibit moving mobile homes that were manufactured prior to 1985. This prevents more mobile homes from coming in, but does not apply to those already in place.
 - People have bought those mobile homes with the intent of moving them and then find out they can't.
- Could the City use Community Development Block Grants (CDBG) to remove homes – homes that the owners can't afford to remove?
 - The focus of CDBG funding is to create livable conditions.
 - There are too many problem homes to fund – too many in both categories - abandoned and in need of repair. One problem is an entire mobile home with multiple units all in the same condition.
- Could Capital Improvement Program (CIP) funds be used?
 - Neighborhood Services funds would be used first and then, General Fund money would have to be used.
- There needs to be some thought and effort given to identifying structures that may be historic in nature; historic structures should be flagged for preservation.
- The IPMC, Section 106.1 states it is unlawful for anyone to be in conflict with or in violation of any of its provisions. Further, in Section 107.5, it prohibits the transfer of ownership any unit or structure that has been cited for a violation. There is an appeals process and an emergency situation process.
 - The IPMC covers inoperable vehicles
 - Once abandoned vehicles are reported, the City generally takes action very quickly.
 - One community addressed abandoned vehicles as a recycling project and used grant funding.
 - The IPMC also addresses the accumulation of rubbish and garbage, weeds and uncared for swimming pools, spas and hot tubs, which can become mosquito breeding grounds.

- Thus, the IMPC gives the City the authority to take care of a number of problems; however, the question is how strict is the City going to be, especially on people who have no financial means to mitigate the problems?
- The City shouldn't spend an inordinate amount of staff resources on the same properties that keep coming back over and over.
- Once a year, AWC athletic programs participants do community cleanup; it is known as the Day of Champions. The Boys and Girls Club perform cleanup activities and Habitat for Humanity builds new homes.
- Members of the City Council need to be mindful that there have been and will be times when City staff takes action on a severe problem and it creates a community flap; staff will make sure the City Council is aware of its actions.
- Perhaps the way to address this is in phases, over time; it is going to take years to completely address these problems:
 - 1st Phase: Aggressive, accelerated neighborhood cleanup – moving large dumpsters into neighborhoods for 30, 60 or 90 days to allow the neighbors to get rid of trash.
 - 2nd Phase: Concentrate on the actual structures that need repair, working with the homeowners; create an incentive get them to leave the home if it cannot be rescued.
- The big picture incentive is a clean, safe and attractive community – one that attracts businesses and is safe for all - one that attracts developers to build on those lots that have been made vacant by the removal of unsound homes – raising the standard of living or quality of life. These infill lots would not require impact fees because the infrastructure is already in place.
- The City needs to make sure it isn't targeting homes that are just not maintained as pristine as some others – those that perhaps just don't have curb appeal.
- The City itself has neglected its own property; some City properties have these problems.
- When a home has to be demolished, the City isn't taking the property. The homeowner – or a new owner – can rebuild on the site.
- Addressing these problems will require the partnership of Code Enforcement, the Yuma County Health Department, the Police Department and the Fire Department.
- City staff is working on a plan to dispose of unneeded City properties. In some instances, the effort is being approached as a redevelopment project rather than just selling a lot here and a lot there. The City owns property at prime intersections – 4th Avenue and 16th Street, for example – that should be managed to promote high quality redevelopment. A number of other lots are too small for redevelopment or need some thought as to how to make them worth developing. There is no overall plan at this time, but staff is working to address the issue.
 - The 4th Avenue and 16th Street project is a good idea, but selling off properties just because they aren't needed at this time may be a mistake. Prices have fallen and their selling price may be half of what the City paid for it originally.
 - That may be the reason a solid plan has not been put in place in the past; staff may have been waiting for the real estate market to improve.
 - By the same token, now is the time to buy whatever right-of-way the City knows it will need.

V. CITY COUNCIL GOALS FOR 2011-2012

- Future goals of the City
- Future City projects
- Street Projects

- Changes in policy/procedures
- New initiatives
- Legislative Initiatives
- Priorities for the City
- Financial and funding issues
- Medical Marijuana
- Fireworks
- Graffiti

Mayor Krieger explained that the above goals have been listed for discussion at the City Council's discretion. City Councilmembers expressed their opinions with regard to future goals; highlights follow:

- **Stuart:** The current economic downturn won't be over for another five years. The City should revisit the possibility of collecting sales taxes in-house and in so doing, make Yuma more business-friendly, improve unemployment and enhance the City's image.
- **Johnson:**
 - The condition of arterial roads must be addressed. The arterial roadways should be completely repaved, including replacement of the base material, because surface repairs don't last.
 - The City needs to make good on the projects it promised to voters when the Road Tax was passed.
 - The City should work to reduce traffic congestion wherever possible.
 - State and local revenues that support road improvements continue to fall. Careful prioritization is needed to use the scant available funding where it will do the most good for the greatest number of residents.
 - The City should actively push for the creation of a Regional Transit Authority with its own source of funding. If that doesn't occur, the City could experience \$2 million annually in lost revenues.

Wilkinson: The City has currently 15 miles of major arterials that need repair; the City does not have the money to make those repairs. Staff is working on this issue and the next Capital Improvement Program budget will reflect recommended priorities.

- **Mendoza:**
 - The City should make every effort to do a better job of maintaining and cleaning up its own vacant properties. Allowing some non-profit or school to use the area for street art or landscaping projects would help with beautification.
 - Communication with the community and impacted businesses about street repair projects is good at the present time, being a source of contention in some recent projects. But it needs to be a priority for every project; staff should take responsibility for problems where appropriate.
 - The City Council just rejected all bids for private operation of the Desert Hills Golf Course. The costs for maintaining and operating the golf course must continue to be offset by revenues, without General Fund subsidy.
 - City Administration should continue to carefully monitor spending per the Budget.
 - The City should do all it can to retain good employees.
 - The new gang prevention effort (Gant Resistance Education And Training – GREAT) is good, but more funds should be allocated to make it more effective.
- **Beeson:**
 - The State of Arizona offers a \$3,000 incentive to attract new business to the state. It is anticipated that amount will be increased to \$9,000, but New Mexico offers incentives up to \$46,000. If the

City could partner with the State and piggy back on its incentives to match them, it would make Yuma much more attractive to corporations looking to expand or relocate.

- The City needs a credible Triple AAA baseball team. The Scorpions have not lived up to their promises and it's hurting baseball in Yuma. On particular individual is paying a major part of the Scorpions' costs out of his own pocket; Yuma needs to continue its efforts to find and attract quality baseball to the community.
- Tourism should be a main focus. The City could partner with the Caballeros de Yuma to make Yuma a bigger part of its Territorial Marathon and get Yuma noticed on the running circuit.
- City employees need a raise; raises have been delayed for multiple years and everything should be done to find the money necessary to give them raises.
- The Equipment Replacement Program (ERP) needs to be re-funded and reinstated as soon as possible.
- Pacific Avenue at 32nd Street needs two left-turn lanes going east. The current through lane could be made a through/left-turn lane, which would help reduce traffic congestion at the intersection.
- **McClendon:**
 - Business and Commercial Development: Development/impact fees need to be revisited with an eye to easing the burden on commercial development. Incentives should be considered.
 - Staff should continue to work cooperatively with Yuma County; people in the community don't separate the two and are happy to see both working on projects to improve the community.
 - Utilize the Clean and Beautiful Commission to address community beautification – use the commission to survey the community for ideas and help.
 - Revisit corridor beautification. A visitor's first view of the community looking north coming out of the airport is not an attractive reflection of the community; this needs to change.
 - It's important to widen streets and repair them. Although the City is growing and more outlying roads are being built, the City shouldn't forget the ones that have already been built. Perhaps funding could be split to accommodate both new and old street needs.
 - Some thought should be given to how to better utilize and market Desert Hills Golf Course and the Yuma Civic Center. Perhaps the two could be packaged together. The Yuma Civic Center facility needs to be updated and some repairs are needed. The City should see to that.
 - In terms of using vacant City-owned properties, the City should consider partnering with non-profits to help them.
 - Amberly's Place is supported by the City and needs a larger facility. Perhaps some arrangement could be made for them to use City-property.
 - Other communities have developed cat sanctuaries where volunteers oversee the care of the animals and operate a spay/neutering and vaccination program. Empty lots could be used in this way – not those in prime locations, but in other areas.
 - City staff needs to continue the good job they are doing of improved communications.
 - The GREAT program needs continued support because it works with the youth, which is where change happens.
- **Brooks** agreed with many of the items already mentioned. In addition, she added the following:
 - The creation of a City of Yuma museum. A number of community members have valuable and historic items that they would like to see displayed; it would provide another attraction to the area.
 - A community cleanup workforce should be developed. It could be composed of local school students, AWC students and/or even juvenile offenders. They should be given some sort of credit for their service.
 - Desert Hills Golf Course revenues need to be increased.

- The biggest issue is local preference; the City needs to work on affording local preference in its bidding processes.
- **Mayor Krieger:**
 - The top priority is City finances and funding issues, especially from a long-term, sustainability perspective.
 - In an effort to become more efficient, privatization of some City functions should be reviewed. Contracting out retention basin maintenance and parks maintenance, for example, would lessen the obligation on the City and the contract would be taxed.
 - The City must continue to strongly communicate with the State Legislature about issues that will affect the City's financial position, including the State's propensity to dictate unfunded mandates. This can only be accomplished collectively statewide; the League of Arizona Cities and Towns serves that purpose and Yuma should continue to be actively involved.
 - A suggestion box should be put in the lobby for citizen recommendations and similar suggestion boxes put in City departments. Those suggestions that result in cost saving initiatives should receive an appropriate reward.
 - Cost efficiency must be pursued in every way possible.
 - Specifically, the City's fleet needs to be reviewed in this regard.
 - Yuma's image needs to be addressed. It doesn't take long to get into a deteriorating neighborhood just off Yuma's main highways. At what point will the City make an honest commitment to upgrading its neighborhoods and improving the standard of living, that is, quality of life of residents? The City shouldn't trample private property rights, but it should develop programs and plans that help residents upgrade their properties and make the community more attractive to business. Better, safer, cleaning housing mitigates crime, graffiti and gang activity.
 - The GREAT program should continue to be a focus. The community needs to simply decide it will not put up with repeated graffiti and work through the TAGS program and schools to bring about the change.
 - The City should recruit large developers to develop infill projects to avoid the inevitable stagnate neighborhoods that will occur in 20 years if that's not done.
 - Everyone involved in City government must commit to integrity as their first priority. Departmental values and goals need to be reassessed to find out why each one does what it does and how they are doing it. Building a better community means being responsible and accountable to the taxpayer.
 - Hard choices will have to be made because of the City's financial situation. Levels of service will undoubtedly have to be cut. Departments will need to assess what they can no longer sustain.

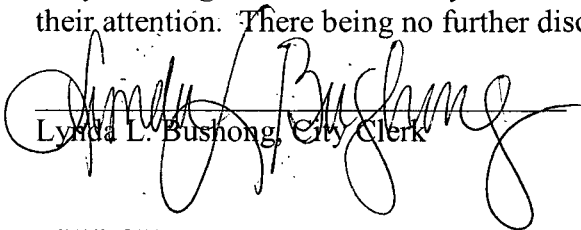
Wilkinson commented:

- The City's Administrative Regulations are being re-written and Employee Conduct, Core Values are first, integrity, and second, commitment.
- Most of the items brought up are also issues for staff – issues that are currently being worked on.
- A new Administrative Management Analyst will begin employment in November and recruitment for an Economic Development Program Manager is ongoing. Both of these positions should help in addressing issues.
- Administration is reviewing ways to reward employees without giving raises; employees are carrying heavier work loads. At this juncture, it appears that no additional layoffs or furloughs will not be needed. A personnel committee is looking into areas where the City may have cut back too far.

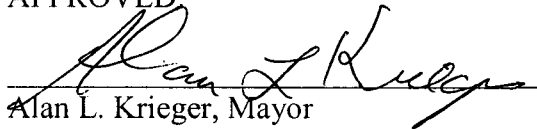
- An ERP committee is looking at ways to address vehicle needs; the City cannot return to the former ERP because it constituted a \$6 million annual outlay.
- Streets are under discussion; staff is working to prioritize projects and allocations to best fit needs. Personnel and equipment are also being prioritized to make the most of their availability. The CIP process is being reworked; the program needs to be flexible enough to take advantage of opportunities that arise. The City Council will be given a prioritized list that can be used to guide for staff as far as the resources will go.

Wilkinson stated he would review the list in detail and highlight for the City Council staff's specific activity on relevant items. Although the City's financial situation is not good; it is better than expected. It remains to be seen how the State will fare and how it will affect Yuma.

Mayor Krieger thanked the City Councilmembers for their contributions to the discussion and staff for their attention. There being no further discussion, **Mayor Krieger** adjourned the meeting at 12:08 p.m.


Lynda L. Bushong, City Clerk

APPROVED:


Alan L. Krieger, Mayor

Approved at the City Council Meeting of:
March 2, 2011
City Clerk: 