

TAMMY LINN
CANDIDATE FOR PRESCOTT CITY COUNCIL

1. Why are you running for Mayor / City Council? Please describe your economic and financial training and experience, and explain why the people of Prescott should be willing to rely on you to make complex decisions on what activities the City should undertake, and how they should be paid for.

Economic and financial training and experience. Worked in banking (helped start a bank in Arizona) and served on two bank boards of directors for over 10 years in Phoenix. In addition, while on the bank board, I served on the bank's business loan committee and evaluated financial statements on a routine basis.

Master's level accounting and finance classes at ASU; owned my own business for 10+ years; worked in the accounting industry advising CPA's how to better market their services and improve customer service. Because of this industry expertise (accounting), I was trained in general accounting, tax and auditing services. Also, I have been published in many national accounting publications, including the Journal of Accountancy.

Complex decision-making capabilities. My business and banking experience gives me a numbers-based and strategic approach to making prudent and efficient decisions. However, having spent ten years in education and over 36 years as a volunteer servant (leader and non-leader) for dozens of nonprofit organizations, my compassion for people is equally as strong and the financial insight. Consequently, when making decisions, I try to find solutions that will have the greatest positive impact on citizens in the most cost effective manner. In addition, it is helpful to do a SWOT analysis (strengths, weaknesses, opportunities, threats and trends). Finally, it is well known that a person will never please everyone. However, making decisions based on the "greater good" is important.

2. What is the biggest tax-related issue facing the City of Prescott today? What recommendations do you have for dealing with it?

Biggest tax-related issue is the declining sales tax revenue. It is projected to decrease approximately 14% in 2009-10. Therefore, here are some of the recommendations I would suggest:

- 1. Set up "economic" business teams. These are business people, citizens or educators who will volunteer to be on an economic team with the intent of working together to strengthen and support our current business owners and be part of the process of bringing new businesses to Prescott. Building on the strengths of the industries and businesses in Prescott by involving these employers in the economic development process is important.**
- 2. Live within our means and plan for the future. More business strategies that could be implemented in our city government need to be considered. In addition, "out of the box" options for making our city of Prescott run more efficiently. Build on our strengths and the**

3. Build on the strengths of our current economic situation by garnering more publicity and advertising to attract Arizona residents to come and stay in Prescott. In addition, work with the Chamber of Commerce, Prescott Downtown Partnership, hotels, restaurants on promotions such as "Prescott--Stay More than a Day!", "Take More Time for Prescott."

3. What is your position on the September 1st, "Vote YES for Streets" ballot proposition and why?

With over \$100 million in current street repairs, maintenance, etc. and over \$700 million expected over the next 25 years (only 10% for new growth), we need the ¾ cent sales tax extension.

4. Are you in favor of subsidizing private enterprises to locate in Prescott – under what conditions?

First, I would like to understand what our surrounding cities do to entice businesses. We need to understand what our "competition" is offering before we establish any policy. Generally, I do not like to subsidize private enterprises to locate in Prescott. However, if there is a direly needed service or company that our community NEEDS, I would have to keep an open mind.

5. Do you support the right of Prescott citizens to vote on spending projects of \$40 million or more, adjusted for inflation, as provided in the proposed Taxpayer Protection Initiative?

No. This is the responsibility of your elected officials who have all the information and projects to make informed, rational and financially sound decisions.

6. Prescott's 100 year-old underground water delivery and waste systems are deteriorating, wasting water and leaking sewage into the ground. An independent consultant's report highly recommended replacing them for health and conservation reasons. Please list which capital improvement projects you would defer, in order to update our underground water and sewage systems?

- A. Downtown Fire Station Y N X
- B. Upgrade Police Practice RangeY X N ___
- C. Willow/Watson Fire Station Y X N ___
- D. Police & Fire StorageY X N ___
- E. Airport Runway Land Purchase Y ___ N X
- F. Park UpgradesY X N ___
- G. Police Headquarters'Y X N ___
- H. Rodeo GroundsY ___ N X
- I. Fire Training CenterY X N ___
- J. Other

I would like to see the purchase of another fire engine. Since 1990, our population has almost doubled, yet we only have one more fire engine in service than in 1990 (we have five now). In addition, the industry standard for response time states that an engine should arrive on scene within 4 minutes for at least 90% of the call outs. Currently, Prescott's department arrives on scene within 4 minutes only 25% of the time. It takes them over 6 minutes to arrive on scene nearly 27% of the time. What does that mean for our patients? Keeping in mind that brain death begins to occur in cardiac arrest patients within 4-6 minutes, it can literally mean the difference between life and death.

7. How would you improve the lack of trust that exists between the Council and the populace?

The council and mayor need to lead by example. First, there needs to be trust and respect amongst the council members and the mayor. This can only be done when egos are "checked" at the doors. In addition, having been the president and chairman of many nonprofit, business and government groups, it is vital that the members of the council/mayor hold each other accountable for respectful and civil behavior both during public meetings and private office hours (with staff too).

Second, there should be a discussion about communication goals and the development of a comprehensive communications plan. I believe the public should give input on this too. The plan should include communication strategies and guidelines for dealing with the public; communications internally; communications in public; and many other avenues. I believe that once there is more consistent, open and varied communications methods, the public will begin to regain trust in the council/mayor.

Finally, there needs to be transparent accountability to the populace. That means that decision-making and reasoning should be more open and accountable to questions by the public.

8. How would you support and promote regional economic development in Prescott?

First, it is a pleasure to know many of the city council members from Chino Valley, Prescott Valley and Dewey-Humboldt, the County Board of Supervisors, County School Superintendent, Unified School Districts Superintendents and business leaders. Therefore, I would meet with members of each on a monthly basis to discuss issues. If there are ways to cooperate and collaborate, we will explore those opportunities in a friendly, professional and business-like manner.

In addition, I would like to take my work solutions and team-building skills to bring people together on issues that could help the entire community. For example, recently I found out that one of our major schools located in Prescott were going to sign a contract with a hotel in Prescott for all their visiting sports teams to stay. That's not bad, however, it would be more beneficial to our tax base if they stayed in Prescott. This is one example, I know there are more!

Finally, it should be noted that in October, the Central Yavapai Institute (sponsored by Prescott Area Leadership), is reviewing regional cooperation and economic development. We have experts speaking on public-private partnerships; cooperative economic development strategies; and many other topics. I am chairing that event.

9. How can we maintain the present flavor of Prescott and manage the quality of the new growth that is needed to sustain our sales tax revenue?

The balance of keeping the ambiance and livability, while minimizing tax implications on our citizens is critical to our community. Here are a few suggestions:

Build on our strengths and capitalize on our features such as the rodeo grounds, the courthouse square and the 1.2 million acres of Prescott National Forest. With the exception of the Courthouse, I believe we would do a better job of promoting the other two. In addition, for a limited amount of capital, the rodeo grounds could become a venue for outdoor concerts, attractions, and many other activities.

Let's add another title to our list (Arizona's Christmas City, Everyone's Hometown, World's Oldest Rodeo, etc.), Arizona's Friendliest City! There is so much negativism in this community that the quality of life IS going to get worse...no matter how much tax revenue we bring in. However, this needs to start at the top...the city council and mayor need to be the ambassadors and the people who care about their city...and it shows.

BUY IN PRESCOTT AND USE PRESCOTT SERVICES! The city needs to work harder at getting bids from local businesses on services and products to purchase. There are many contracts that are awarded to outside the city entities. Going through a procurement process is necessary by state law, however, if our businesses are not in the loop on needed services or on the selected procurement vendor list, they are not included in the process. There needs to be more outreach to local businesses so the city of Prescott can reward more work to them!

Also, as mentioned previously, more creative tourism approaches (Stay more than a day!) and business development teams would help everyone work more cooperatively to increase tax revenue.

10. If you needed to balance the City's budget, would you vote to increase taxes or would you vote to make the required cuts in the City's budget? Would you single out specific departments or would you make an equal cut across the board for everyone?

Required tax cuts from non-essential services and more cost effective approach to all purchases and services provided. Having worked for almost 10 years in state government, I made suggestions as to how to save money while maintaining high level of services. Bringing business sense and common sense to our city government could be a valuable way to cut costs.